WAKE COUNTY
NORTH CAROLINA

Recommended Operating Budget and Capital Improvement Program

For the Fiscal Year July 1, 2019 through June 30, 2020

WAKE
COUNTY
NORTH CAROLINA

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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, 2018

Christopher P. Morrill

Executive Director

WAKE
COUNTY
NORTH CAROLINA

Wake County, North Carolina

Board of County Commissioners

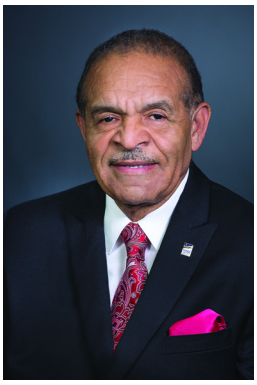
Jessica Holmes
Chairwoman
District 3

Greg Ford
Vice Chair
District 6

Sig Hutchinson
District 1

Matt Calabria
District 2

Susan Evans
District 4



James West
District 5

Vickie Anderson
District 7

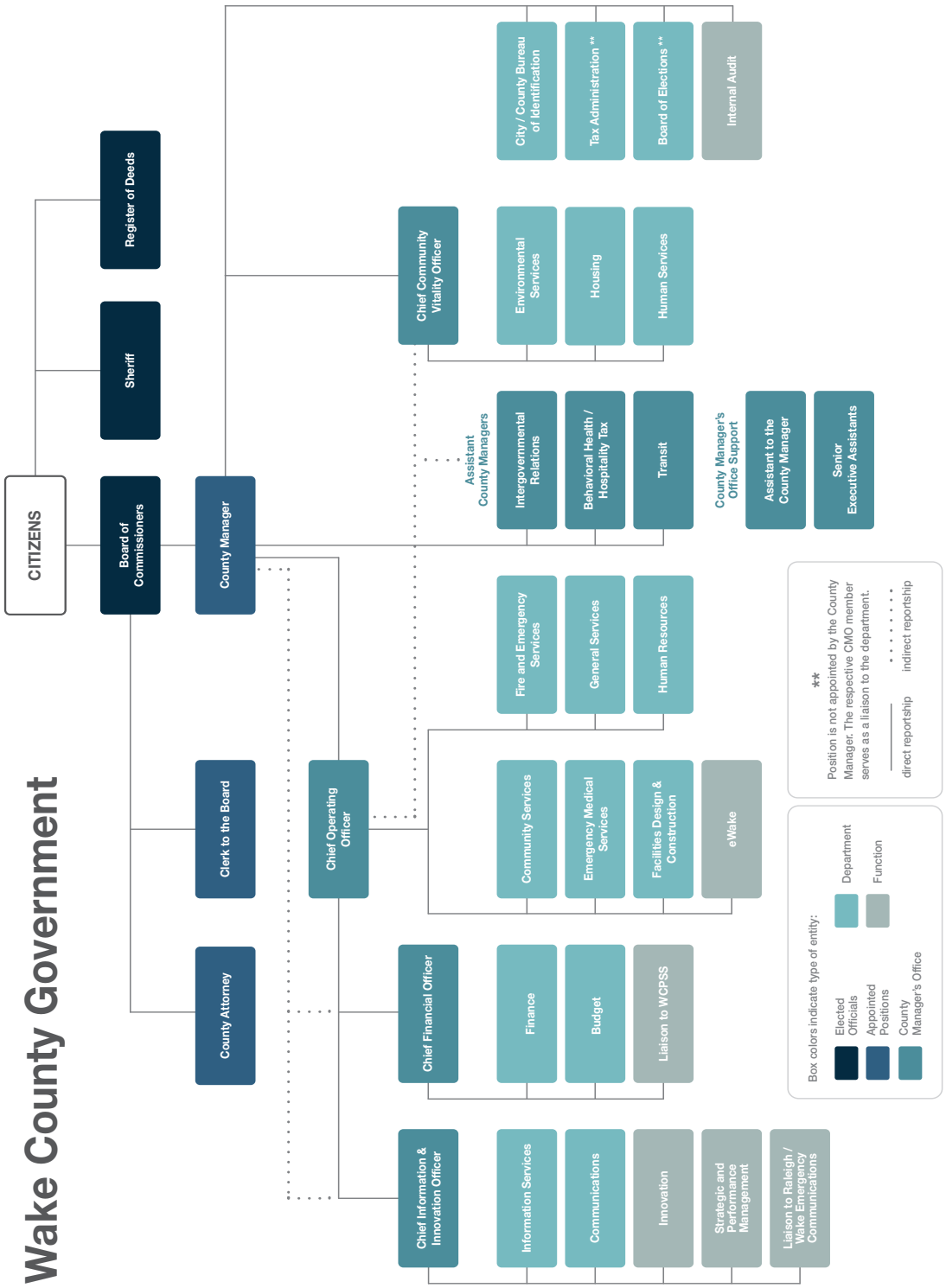
County Administration

County Manager: David Ellis

County Attorney: Scott Warren

Clerk to the Board: Denise Hogan

Wake County Government Organizational Chart



THE WAKE COUNTY BOARD OF COMMISSIONERS

2019 STRATEGIC GOALS AND OBJECTIVES

COMMUNITY HEALTH

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

OBJECTIVE CH1	Support and build capacity for the treatment and management of residents who experience behavioral health challenges.
Initiative CH1.1	Work with the Sheriff's Office and community partners to develop sustainable strategies for assisting detained and/or incarcerated individuals that suffer from mental illness.
Initiative CH1.2	Evaluate and develop sustainability plan for WakeBrook operations.
Initiative CH1.3	Leverage partnerships to enhance data sharing related to behavioral health services.
Initiative CH1.4	Identify and work with partners to expand stable permanent supportive housing opportunities and services for frequent users of community health services.
Initiative CH1.5	Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.
Initiative CH1.6	Enhance substance abuse treatment options.
Initiative CH1.7	Enhance crisis services available to Wake County residents.
Initiative CH1.8	Prioritize Wake County Behavioral Health Plan work objectives and develop a two-year work plan.

OBJECTIVE CH2	Improve health outcomes of Wake County residents through a comprehensive approach to population health.
Initiative CH2.1	Continue focus on active lifestyles and improved access to health services and healthy foods in school-aged populations.
Initiative CH2.2	Support efforts to share medical records between safety net providers through a common platform.
Initiative CH2.3	Prioritize the Population Health Task Force Report work objectives and develop a three-year work plan.
Initiative CH2.4	Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.

ECONOMIC STRENGTH

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

OBJECTIVE ES1	Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.

OBJECTIVE ES2	Leverage and collaborate with partners to increase opportunities and support for entrepreneurial ventures and existing businesses.
Initiative ES2.1	Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.
Initiative ES2.2	Develop and implement strategies to support smallbusiness creation and successful entrepreneurship.

OBJECTIVE ES3	Develop economic development strategies and tools that encourage socially responsible business practices, environmental stewardship, affordable housing, high quality of life and return on investments that produce societal benefits.
Initiative ES3.1	Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.
Initiative ES3.2	Create a program/mechanism to recognize businesses with socially responsible employment practices.

OBJECTIVE ES4	Support initiatives to reduce barriers, leverage resources and facilitate buildout of high speed internet connectivity that enables coverage, speed and affordability for all citizens.
Initiative ES4.1	Seek legislation to expand digital infrastructure/broadband capability to the unserved and under-served areas and residents of the County.
Initiative ES4.2	Identify and work with partners to enhance high speed internet connectivity options for all residents.

OBJECTIVE ES5	Work with community partners to provide robust workforce development and talent training.

EDUCATION

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

OBJECTIVE E1	Collaborate with our continuum of education providers to enable integration of County strategic plans and programs.
Initiative E1.1	Expand capacity and access to early childhood development and Pre-K programs.
Initiative E1.2	Partner with WCPSS and community agencies to address childhood hunger.
Initiative E1.3	Identify workforce housing opportunities near public schools.
Initiative E1.4	Support WCPSS and Wake Tech as they expand early college and career/ technical education (CTE) program opportunities.
Initiative E1.5	Explore options to make community college more affordable to new Wake County graduates.

OBJECTIVE E2	Maintain a long-term capital plan for WCPSS and Wake Tech needs that are bound by strong financial policies designed to maintain the county's AAA bond rating.
Initiative E2.1	Implement financing strategies to address needs identified in the Capital Improvement Plan.

OBJECTIVE E3	Work with WCPSS to develop a mutually acceptable process for operating budget funding.
Initiative E3.1	Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.

3

GREAT GOVERNMENT

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

OBJECTIVE GG1	Improve the customer's experience and treat every citizen with dignity, respect and appreciation.
Initiative GG1.1	Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.

OBJECTIVE GG2	Improve effectiveness, efficiency, transparency, and responsiveness through innovation and technology.
Initiative GG2.1	Live stream, record, archive and post Board of Commissioner work sessions.
Initiative GG2.2	Enhance and promote innovation programs to include a focus on cost efficiencies.
Initiative GG2.3	Review and update board procedures to align with best practices for boards of commissioners.

OBJECTIVE GG3	Create a culture within the county government that supports enhancing the health and wellbeing of employees and their families.

OBJECTIVE GG4	Utilize data-driven decision-making processes and methods wherever possible.
Initiative GG4.1	Build the resources to assist departments with obtaining and utilizing effective data analytics to solve business objectives and reach departmental goals.
Initiative GG4.2	Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.

OBJECTIVE GG5	Develop strategies to engage community members in envisioning the County's future.

GROWTH AND SUSTAINABILITY

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

OBJECTIVE GS1	Implement a comprehensive approach for preserving open space and developing parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.
Initiative GS1.1	Set priorities and implement strategies for the use of new bond funds for parks, open space and greenways.

OBJECTIVE GS2	Promote sustainability efforts throughout the county.
Initiative GS2.1	Update and implement the comprehensive solid waste plan to 1) extend the life of the landfill through recycling and technology, 2) maximize recycling, 3) reduce litter, and 4) engage the community through outreach and education.

OBJECTIVE GS3	Address quality and quantity issues associated with water resources.
Initiative GS3.1	Collaborate with the Water Partnership on One Water initiatives, including 1) revise water resource policies to reflect current scientific data and understanding, 2) protect watershed and stream buffers, 3) participate actively in protection of Falls and Jordan Lakes, and 4) promote conservation measures on lands in current and potential watersheds.
Initiative GS3.2	Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).

OBJECTIVE GS4	Develop and implement the long range transportation and land use plans.
Initiative GS4.1	Through completion of PLANWake, update and integrate Wake County's growth plans as it relates to land use and transportation systems plans.
Initiative GS4.2	Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.

GROWTH AND SUSTAINABILITY (CONT.)

OBJECTIVE GS5	Guide the implementation of the Wake County Transit Plan.
Initiative GS5.1	Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.
Initiative GS5.2	Encourage best development practices and create affordable housing opportunities in areas identified for transit improvement.
Initiative GS5.3	Expand opportunities and implement strategies to address affordability of transit services and the needs in vulnerable communities and rural areas.
Initiative GS5.4	Identify and recommend multi-modal transportation opportunities supporting the Wake County Transit Plan.

PUBLIC SAFETY

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

OBJECTIVE PS1	Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.
Initiative PS1.1	Establish a County-wide standard for fire service in the unincorporated areas and develop a plan to achieve and sustain agreed upon service levels.

OBJECTIVE PS2	Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to prevent, mitigate and respond to emergencies related to hazardous materials.
Initiative PS2.1	Complete hazardous materials community risk planning dissemination and training.

OBJECTIVE PS3	Reduce the effects of substance use and abuse on the community and the impacts on public safety departments.
Initiative PS3.1	Identify strategies to reduce drug related recidivism.
Initiative PS3.2	Increase the number of patients who are provided access and/or referral to substance use treatment programs.

OBJECTIVE PS4	Implement strategies to improve personnel retention and workforce wellbeing in public safety departments.
Initiative PS4.1	Implement best practices for volunteer recruiting, retention, and utilization in emergency services.

PUBLIC SAFETY (CONT.)

OBJECTIVE PS5	Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.
Initiative PS5.1	Increase the capacity and availability for CIT (Crisis Intervention Team) for all public safety personnel.

OBJECTIVE PS6	Create diversion and reentry opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.
Initiative PS6.1	Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships.

SOCIAL AND ECONOMIC VITALITY

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

OBJECTIVE SEV1	Create more affordable housing opportunities and support efforts to reduce or end homelessness.
Initiative SEV1.1	Work collaboratively with all partners to preserve and increase the County's affordable housing inventory, reduce homelessness, and improve the wellbeing of our most vulnerable citizens.

OBJECTIVE SEV2	Develop a comprehensive approach to addressing the needs of Wake County's most vulnerable regions and communities to improve the overall wellbeing of their residents.
Initiative SEV2.1	Support a higher quality of life for citizens in vulnerable communities through policy changes, partnerships, workforce development and the community college.
Initiative SEV2.2	Develop and implement strategy to reduce disparities in infant death among vulnerable populations.
Initiative SEV2.3	Increase mobility equity by ensuring residents have access to affordable transportation options.
Initiative SEV2.4	Reduce adverse childhood experiences and increase resiliency in families and communities.

OBJECTIVE SEV3	Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence-based services to our citizens.
Initiative SEV3.1	Implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts.
Initiative SEV3.2	Assist foster children in transitioning to successful independent living after leaving the foster care program.

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 1,072,203 residents (July 1, 2017 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

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

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

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

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

Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2018 Population (1)	1,092,305
Municipalities	Population (2)
Angier	184
Apex	50,491
Cary	164,133
Fuquay-Varina	27,906
Garner	28,858
Holly Springs	35,223
Knightdale	15,849
Morrisville	26,461

Wake County Facts

Raleigh	463,492
Rolesville	7,666
Wake Forest	41,079
Wendell	7,261
Zebulon	5,268
Unincorporated areas of Wake County	198,372

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

(2) July 1, 2017 Census is the most recent release of U.S. Census Bureau city and town population data. Released May 2018.

Wake County has experienced impressive growth over the past 20 years. The County is growing at a rate of 56 people a day. By 2054, the County is expected to hit two million people.

As Wake County grows, it's also becoming a more diverse community. Many factors have influenced that shift. In 2000, the U.S. Census Bureau estimated the county's Hispanic/Latino population at 33,985 – 5.4% of the total population. In 2015, the Hispanic/Latino population increased to 103,443, comprising 10 percent of the total population. This increase reflected a 196 percent growth rate in Hispanic/Latino residents between 2000 and 2015. During that same time period, the county's Asian population grew by 182 percent, or 68,621 residents. That accounts for 6.7 percent of the total county population.

Wake County's senior population has increased in the past decade by 113 percent. In 2000, 46,815 or 7.4 percent of the population was over the age of 65. In 2017, the number reached 120,445 or 11.2 percent of the total population. This number is expected to increase over the next decade as many of the baby boomers reach that age bracket. The NC State Demographer projects that 137,953 residents over the age of 65 will live in Wake County in 2020. The projection would mean an increase of roughly 78 percent since 2010.

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

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

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2004	716,336	108,969	16,407
2005	746,048	114,068	17,015
2006	784,038	120,504	17,465
2007	821,607	128,072	16,899
2008	856,492	134,002	18,899
2009	883,624	137,706	21,193
2010	900,993	139,599	22,860
2011	929,780	143,289	24,814
2012	952,151	146,687	24,871
2013	974,289	149,508	26,248
2014	998,691	153,039	28,594
2015	1,024,198	155,000	29,025
2016	1,046,791	156,644	29,529
2017	1,072,203	159,213	31,472
2018	1,092,305	160,095	29,936

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

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

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

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2004	4.4%	37,921
2005	4.1%	39,503
2006	3.6%	41,556
2007	3.5%	42,860
2008	4.7%	47,483
2009	8.3%	45,069
2010	8.3%	45,684
2011	7.9%	46,621
2012	7.1%	48,641
2013	6.0%	48,324
2014	4.9%	50,656
2015	4.7%	53,625
2016	4.2%	54,549
2017	3.7%	56,162
2018	3.3%	Not available

(4) North Carolina Employment Security Commission. 2000-2010. *December 2018 Unemployment Rate- 3.3% percent.

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

Reader's Guide to the Budget

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, 2019 to June 30, 2020 (Fiscal Year 2020 or FY 2020).

Process and Policies

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

Sample Fund Summary Format:

Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing for the following fiscal years (FY): FY 2018 actual results; the FY 2019 adopted budget and current budget; and FY 2020 budget.

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

Full-time Equivalent Positions

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

Budget Highlights

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

Education

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

Capital Improvement Program

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

Performance Measures

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

Budget Process

Formulation of the County Manager's Proposed Budget

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

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

County departments may also submit options for reducing their base budgets. For FY 2020, departments were not required to submit options to reduce their annual operating budgets. Any proposals to reduce the budgets were evaluated not only for potential savings, but also for the near-term and long-term service impacts.

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

Board of Commissioners' Authorization and Appropriations

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

County Manager's Authorization

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

Budget Implementation

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

Budget Calendar for Fiscal Year 2020

Date	Budget Activity
September 4, 2018	Budget Process Kick-Off on Guidance, Calendar, and Business Cases
October - November	Business Plans presented to County Manager's Office
October 31, 2018	Submission of FY 2020 - 2026 Capital Requests
January 11, 2019	Departments submit FY 2020 Operating Budget Requests, Expansion Requests, Reduction Options
January 19, 2019	Board of Commissioners Retreat to adopt goals and set priorities for the FY 2019 budget
February - March	Capital Improvement Program and Operating Department budget meetings
March/April	Board of Education and Wake Technical Community College submit formal budget requests
May 6, 2019	Formal presentation of Recommended Budget and Capital Improvement Program to Board of Commissioners at regularly scheduled meeting
May 13, 2019	Review of FY 2020 Operating Budget and FY 2020 - 2026 Recommended Capital Improvement Program at Board of Commissioners Work Session
May 20, 2019	Public Hearings on Operating Budget, Capital Improvement Program and any proposed fee or tax changes
May 29, 2019	Special Budget Work Session with Board of Commissioners
June 3, 2019	Board of Commissioners consider adoption of FY 2020 Operating Budget and FY 2020 - 2026 Capital Improvement Program at regular meeting

Fund Structure

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

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

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

Governmental Fund Types

General Fund

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

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

Debt Service Fund

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

Special Revenue Funds

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

Capital Project Funds

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

Proprietary Fund Types

Enterprise Funds

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

Internal Service Fund

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

Fund Structure Chart

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

Key:

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

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

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

P: Unit manages selected projects within this fund

Basis of Budgeting and Basis of Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

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

Financial Policies

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

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

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

Operating Budget

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. The *Local Government Budget and Fiscal Control Act* (G.S. 159-8) requires a balanced budget ordinance from all local governments. 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 existing needs and potential future challenges. Therefore, the County has adopted a policy that requires management to maintain a total General Fund balance of at least 15 percent (15%) and an amount committed for working capital of at least 10 percent (10%) of the following fiscal year's General Fund adopted budget to provide the County with adequate working capital and investment income.

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

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

Operating Funds:

The County will maintain a combined General Fund and Debt Service Fund total fund balance of at least 30% of General Fund and Debt Service Fund combined revenues. Adopted May 16, 2011 and revised June 17, 2013 and May 19, 2014.*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 reviews certain programs and services as areas for potential funding through user fees. The Board of Commissioners will determine the level of cost recovery for the programs or services. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

Capital Improvements

The County adopts a seven-year Capital Improvement Program (CIP) to be revised and approved annually. The County shall appropriate all funds for capital projects with a capital project ordinance in accordance with state statutes. Typically,

capital expenditures included as a project in the CIP cost at least $100,000 and have a useful life of at least ten years. The Board of Commissioners determine actual funding source (i.e., cash, debt, grant, etc.) for capital projects on an annual basis.

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

Capital and Debt

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

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

The County utilizes a long-term Debt and Capital financial model as an effective tool critical in determining the affordability of funding capital needs identified in its CIP. The County's model seeks to balance revenues, expenditures and fund balance over time to ensure that CIP needs are met while adhering to established guidelines and policies. Some key assumptions in the model include projected future rates of property / sales taxes and projected future rates of investments / future debt borrowings. In collaboration with its Financial Advisor, the County frequently reviews its model assumptions, data inputs, and resulting ratios / metrics to ensure a reasonably conservative risk-averse approach is maintained while protecting triple-A bond ratings for its citizens.

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

Debt Policies

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

Debt Planning Guidelines

•Provide for capital facilities as needed.

•Preserve the County's triple-A bond rating from all three rating agencies.

•Ensure sufficient flexibility to meet future obligations and take advantage of cost saving opportunities.

•Maintain a debt affordability model which analyzes the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.

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

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

oProjected 22.56 cents of the property tax rate in FY 2020 dedicated to debt and capital;

oPortion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital (30% and 60%, respectively);

oAny federal, state or local grants that are used for capital improvement; and

oAny General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income as well as County, WCPSS and Wake Tech capital project funds interest income to the Debt Service Fund. This dedication is in effort to match investment earnings with short term debt interest expense as market conditions vary.

Debt Service Guidelines

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

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

Guideline 2: The County's seven-year CIP should be funded with debt funding comprising 75 to 85 percent (75-85%) of the total funding over the span of the seven-year CIP. The remaining funding should come from pay-as-you-go financing (i.e., cash on hand). Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when construction payments are due. A pay-as-you-go element contributes to the financial integrity of the County and its ability to maintain AAA bond ratings. The County's model currently targets a guideline of approximately 80 percent debt / 20 percent cash in any given fiscal year.

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

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

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

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

within municipal boundaries is also within the county boundaries).

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

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

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 Tax Administrator.

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

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

State Match: New or existing companies may be eligible for a Business Development Grant when the state incentive requires local government

participation and when the investment and jobs thresholds exceed the minimum as outlined below:

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

Policy Guidelines:

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

Revised May, 2017

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

Long-Range Planning

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

Board of Commissioners' Goals

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

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

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

During its January 2019 planning retreat, Commissioners and County staff discussed the status and priority of 60 initiatives established the prior year. The Board reviewed each prior year initiative to remove completed initiatives, merge others, and create new initiatives for 2019. The Board concluded the planning retreat with 55 total initiatives for 2019. The Commissioners identified the top ten priority initiatives through a voting exercise. The Board formally approved the updated 2019 initiatives and priorities during the February 18,2019 regular meeting. Staff used these priorities as a guide for the budget and staff resource decisions.

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

Advisory Boards and Long-Range Planning

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

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

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

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

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

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

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

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

Human Services Board: Serves the community by providing policy guidance and advocacy in the prevention of disease; the promotion of public health;

the effective provision of social services programs; and the care for people with mental illness, developmental disabilities, or substance abuse problems.

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

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

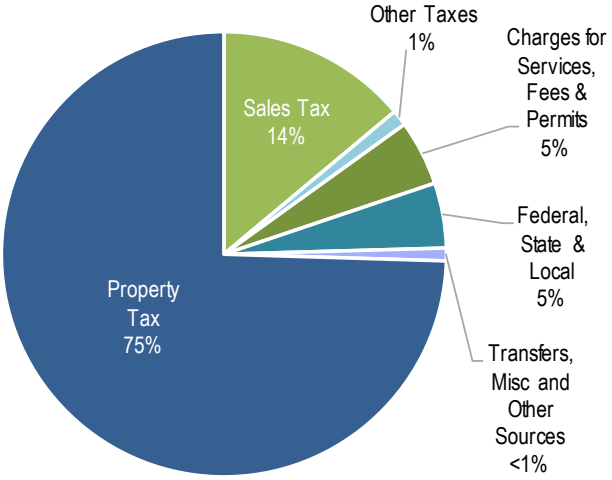
Planning Board: Advises the County on planning and zoning matters to ensure that the development and future use of land in Wake County will occur in a planned and harmonious manner that accommodates future population growth, maintains the character of various communities, and respects the values of the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

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

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

WAKE
COUNTY
NORTH CAROLINA

General Fund Revenue Sources



The Property Taxes and Sales Taxes make up 89% of the County General Fund revenue.

Property Tax

The property tax is Wake County's largest revenue source, comprising 75 percent of all General Fund revenues.

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

Tax Base FY 2019 - 2020 Estimates (in thousands)

Each component of the FY 2020 property tax base is discussed below.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real Property assessed valuation is anticipated to increase by 2.86 percent from the FY 2019 projected assessed valuation to a total of $126.5 billion, which was used for developing the revenue estimates for the FY 2020 budget.

Personal property includes unlicensed vehicles and business property. The personal property portion of the tax base is projected to increase in FY 2020 by 1.3 percent from the assessed valuation projected for FY 2019 to a total of $7.5 billion.

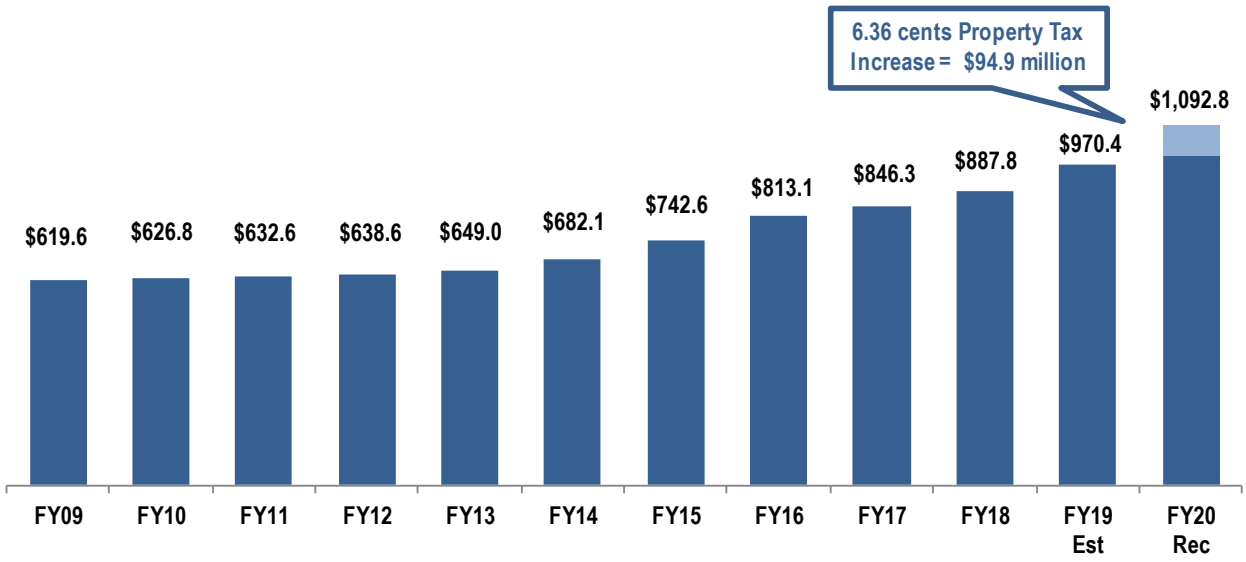
The public services tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2020 valuation is expected to increase by 0.3 percent.

The motor vehicle portion of the tax base is projected in FY 2020 to increase by 1.7 percent from the estimate for the FY 2019.

The County's property tax collection rate continues to be one of the highest in the State at 99.65 percent projected for FY 2019. The FY 2020 budget estimates include a collection rate of 99.65 percent on real property and 99.5 percent on vehicles.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Budget	$ Change	% Change
Real Property	120,471,087	122,874,155	126,482,476	130,100,000	3,617,524	2.86%
Personal Property	7,026,449	7,233,502	7,430,852	7,525,000	94,148	1.27%
Public Service	3,469,182	3,447,571	3,454,216	3,465,000	10,784	0.31%
Vehicles	10,442,244	10,664,991	11,350,000	11,537,000	187,000	1.65%
Total Valuation	**$141,408,962**	**$144,220,218**	**$148,717,543**	**$152,627,000**	**3,909,457**	**2.63%**

Property Tax Revenue Growth



Tax Rate

- Property tax rate is 71.80 cents, which is a 6.36 cent increase per $100 of property valuation.
- The FY 2019 tax rate was 65.44 cents per $100 of valuation.

Impact of Tax Rate

A key component of the budget is a 6.36 cent property tax increase, which generates nearly $94.9 million in new revenue. At the new rate of 71.80 cents on the average home value of **$272,000** the additional tax would be **$173** annually.

Property Type	Property Value	Property Tax for Each 1 Cent Increase	FY19 Tax Rate	FY20 Tax Rate	Change in Tax
Tax Rate (Cents)			65.44	71.8	6.36
Per $100,000 of Assessed Value	$100,000	$10	$654	$718	$64
Average Assessed Home Value	$272,000	$27	$1,780	$1,953	$173
Retail Shopping Center or Hotel -- Median	$11,000,000	$1,100	$71,984	$78,980	$6,996
Manufacturing Plant - Median	$4,000,000	$400	$26,176	$28,720	$2,544
Restaurant - Median	$1,400,000	$140	$9,162	$10,052	$890

Sales Tax

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

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-destination basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2019 was received in April 2019).

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

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

This change in legislation included a hold harmless provision for Counties and Municipalities. For Counties, the State would remit to Counties the difference between the Medicaid match and the lost growth from sales tax. In FY 2019, revenues from the State under the hold harmless agreement are expected to reach $23.7 million.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires counties to hold municipalities "harmless" for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts increased beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY 2017, a portion of articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at $7.28 million in FY 2020.

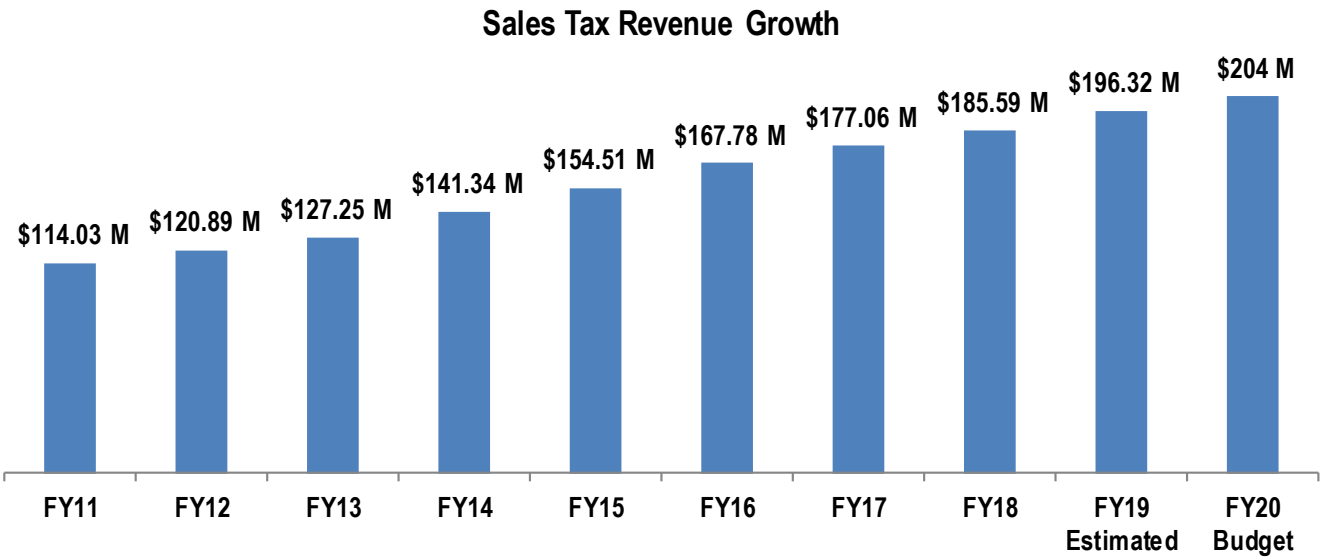
The distribution of all sales tax receipts within the County is currently based on the population of the various governmental units in Wake County.

Sales Tax Revenue growth is driven by a combination of sales tax growth of 4% in Article 39, 4% growth in Articles 40 and 4% growth in 42, with redistribution projected to increase by 6.5%.

Sales Tax Growth History

Sales tax revenues have increased 95% and $99.6 million since FY 2010, the lowest point during the recession for sales tax collections.

					Change FY19 to FY20	
Article Type	**FY17 Actual**	**FY18 Actual**	**FY19 Projected**	**FY20 Budget**	**Dollar**	**%**
Article 39 (1 cent)	$77,291,893	$79,204,659	$82,154,893	$85,441,000	$3,286,107	4.0%
Article 40 (1/2 cent)	$39,315,879	$41,792,880	$43,957,025	$45,715,000	$1,757,975	4.0%
Article 42 (1 cent)	$49,881,989	$51,886,767	$54,291,488	$56,463,000	$2,171,512	4.0%
Article 44 (expired)	($8,069)	($47,039)	($487)	-	$487	
Medicaid Hold Harmless	$16,663,033	$19,156,578	$22,785,381	$23,669,000	$910,619	4.0%
Adjustments to Sales Tax	($6,087,575)	($6,406,664)	($6,841,868)	($7,287,000)	($445,132)	6.5%
Total Sales Tax	**$177,057,150**	**$185,587,183**	**$196,319,432**	**$204,001,000**	**$7,681,568**	**3.9%**



Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is $2 per $1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The budget is $13.26 million based on current year revenue and historical projection trends, which is $260,000 higher than the prior year.

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 $2.55 million from this revenue source.

Beer and Wine Excise Tax

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

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2019 for projected end of year revenues, the County anticipates receiving $5.27 million in revenue for this category, which is a decrease of 6.0 percent from the prior year adopted budget of $5.61 million. These decreases are primarily from well and septic related permits and stormwater fees. The building permit fee structure is consistent with the Board-adopted User Fee Policy as it provides full recovery of costs of the building inspection program.

Continuing these trends, for FY 2020 the budget for Licenses and Permits totals $5.57 million. The budget is based on anticipated increases in building permits ($112,000), concealed weapon permits ($65,000), and temporary food establishment and tattoo parlor permits ($60,000) netted against decreases in stormwater ($240,000) and septic permits ($50,000) when compared to the FY 2019 Adopted Budget.

Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Housing Affordability and Community Revitalization, Emergency Medical Services, Fire Services, and Environmental Services. These revenue sources are dependent upon actions by the federal and state legislative bodies of government, as well as upon administrators of the respective programs. Federal, state, and local dollars total $69.43 million in FY 2020, an increase of $2.24 million from FY 2019.

In FY 2020, State shared revenues in the General Fund are expected to increase from $50.48 million in the FY 2019 Adopted Budget to $53.08 million in the FY 2020. This is primarily from anticipated increases in administration child support services, food assistance, Medicaid administration funding, and child care subsidy.

The FY 2020 budget contains $12.24 million in federal revenue, a decrease of $393,000 from the prior year budget of $12.63 million from reductions in the Ryan White Care Program for HIV care and support.

Local revenues, consisting primarily of ABC Board revenue, are budgeted at $4.11 million in FY 2020. This does not represent a significant change from the prior year local revenue budget totaling $4.08 million.

Fees and Charges for Services

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

Board of Elections Municipal Reimbursements

The Board of Elections conducts all elections in Wake County. Municipalities reimburse the County for all costs associated with municipal elections. Candidates also pay filing fees associated with filing their candidacy. In FY 2020, the Board of Elections anticipates receiving $1.93 million in election fees, $1.91 million from reimbursements for the October and November municipal elections, and $20,000 from candidate filings.

Register of Deeds Fees and Charges

The Register of Deeds collects fees for recording official documents and issuing certified copies of vital records. Fees and charges for these services are expected to generate $5.62 million in FY 2020.

Environmental Services Fees and Charges

The Environmental Services Department provides services that protect the natural environment and public health and safety. Developers require services to meet regulatory obligations that help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and child care facilities require County services to ensure health and safety requirements are met. The department intends to recover eligible costs for providing these services through fees and charges. In FY 2020, the department anticipates receiving $1.75 million. This is a decrease of $282,000 from prior year revenues. The decrease in revenues is primarily from a decline in stormwater management plan review.

General Services Fees and Charges

The General Services Administration Department provides facility maintenance and fleet services for County departments, as well as manages the Wake County Parking Deck. Parking fees are collected for public parking at hourly, daily and monthly rates and employee monthly parking. In FY 2020, the department expects to receive $1.10 million in parking fees.

Court facility fees are also collected by GSA, and this budget estimates $1.00 million to be collected, a $15,000 reduction in line with actuals.

Human Services Fees and Charges

In FY 2020, the Human Services Department will earn $13.52 million from fees and charges for services. These fees include Medicaid payments, fees

charged to clients in the County's health clinics, and vending and sales income.

Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the federal government for housing detainees awaiting trial in federal court, and jail fees from the State Department of Corrections for housing sentenced state inmates. The Sheriff's Office also charges Services Fees for the serving of civil papers. In total, all of the general Sheriff revenues are budgeted at $5.53 million, a projected increase of 11.0 percent from the prior year. Projected increases in Federal Inmate fees for housing Federal inmates and Phone System Commissions for collect phone calls made from the Wake County Detention Center are largest drivers of the increase in fees and charges.

Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries, and parks. Fees associated with these services include planning and inspection fees, park rentals, and fees for damaged books. In FY 2020, the department expects to receive $879,000 in fees and charges. This total includes a projected 25.0 percent decrease in revenue from the FY 2019 elimination of park program fees and the FY 2020 elimination of library late fees.

Emergency Medical Services Fees and Charges

The Emergency Medical Services Department provides emergency medical services throughout Wake County. This includes ambulance user fees based on established Medicare rates. In FY 2020, the department expects to receive $25.49 million in ambulance fees, an increase of $517,00 from the prior year budget. In addition to billing, EMS offers a subscription fee to Wake County residents that relieves the direct cost of 911 ambulance service not paid by insurance. In FY 2020, EMS expects to receive $1.18 million in subscription revenue.

Emergency Medical Services provides coverage at public events each year. The special event fees increased by 3.0 percent in FY 2020 to align with the average growth of EMS field staff salary and benefit costs. These special event fees total $410,000 in FY 2020. This increase of $60,000 compared to the prior year budget is the result of increases in special event hours and the updated fee structure.

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The budget includes three transfers to the General Fund that total $2.77 million.

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

The Major Facilities Fund will transfer $1.40 million to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/Motel Occupancy revenues. The transfer has been capped at a flat amount of $1.40 million in the most recent interlocal review.

Finally, the Wake County Public School System Capital Fund will transfer approximately $920,000 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. The largest of these is transfers from the General Fund, which totals $297.83 million. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. Interest income from the General Fund, County, WCPSS and Wake Tech Capital Projects Funds, and Debt Service Funds are additional funding sources. Qualified School Construction Bond, Build America Bond and Recovery Zone Economic Development Bond interest subsidy revenue, provided by the US Department of Treasury, and NC Lottery Funds are also revenue sources in the Debt Service Fund.

Grants and Donations Fund

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

The FY 2020 budget includes $3.06 million in the grants and donations fund. By department, this revenue represents $81,000 in Communications, $58,000 in Community Services, $56,000 in CCBI, $200,000 in Fire Services, and $2.67 million in Human Services.

The majority of the grant revenues are from intergovernmental sources: $1.03 million federal, $929,600 from state, and $800,300 from local sources.

Housing and Community Revitalization Fund

The Housing Affordability and Community Revitalization Special Revenue Fund administers programs to preserve, develop, and improve housing affordability for residents. The primary revenue sources are from four Federal Department of Housing and Urban Development programs: Community Development Block Grant (CDBG), Home Investment Partnership Program, Housing Opportunities for People with AIDS, and Emergency Solutions Grant. The fund also earns program income through repayment of portfolio loans. The FY 2020 budget totals $6.90 million, a decrease of $627,000 from the FY 2019 Adopted Budget. There is a $479,000 decrease in funds from program income. Other large decreases are in Shelter Plus Care ($158,000).

Fire Tax District Fund

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund operating and capital needs to provide a more consistent level of service. The FY 2020 tax rate remains unchanged from the prior year at 9.60 cents and is expected to generate $26.74 million, an increase of $457,000, or 2.0 percent over the FY 2019 Adopted Budget.

Major Facilities Fund

A special revenue fund was established in 1991 for proceeds levied from a 6.0 percent tax on occupancy sales at hotels, motels and guest houses, and from a 1.0 percent tax on the sale of prepared food and beverages. Tax proceeds support tourism-related activities in the County such as the construction of stadiums, convention facilities, museums and parks.

Occupancy tax revenues are projected to increase in FY 2019 by 10.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2020. Occupancy revenues are budgeted with an increase of 4.0 percent in FY 2020 over the FY 2019 projections. Prepared food and beverages revenues are expected to increase 5.0 percent in FY 2019 over prior year actuals and increase by an additional 5.0 percent in FY 2020. Revenue estimates are updated throughout the year.

The Major Facilities Fund in FY 2020 is just over $62.26 million, of which $30.00 million is from occupancy taxes and $32.26 million is from prepared food and beverage.

Capital Area Workforce Development Fund

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

The primary revenues are federal grants from the Workforce Innovation and Opportunity Act that are awarded by the NC Department of Commerce. Capital Area Workforce Development receives an annual award for four program areas: adult, dislocated worker, youth, and administration. The FY 2020 budget totaling $5.79 million is based off prior year grant award amounts.

Human Services Transportation Fund

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. The majority of revenue sources for this fund are charges for services which includes Medicaid

reimbursement. The rest of the revenues are mostly composed of Federal and State dollars. The fund is expected to total $8.81 million in FY 2020. This is an increase in $82,000 from the prior adopted year.

Charges and fees decreased by $341,000, mostly due to realignment in the budget to more closely match previous year actuals. Federal resources available to urbanized areas for transit capital, operating assistance, and related planning increased by $308,000 based on prior years miles driven. This increase will help pay for a new Operations Manager. State revenues for the Community Transportation Program increased by $106,000 based on expected increases in capital dollars for additional vehicles.

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 2020, revenues total $16.84 million, an increase of $1.35 million over the prior year budget. The increase is primarily attributable to higher revenues from scrap metal sales, additional interest income and projected growth in the household fee. The household fee is set at $20 per household per year which represents 52.0 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 2020, revenues total $20.90 million based on projected tonnage of 565,000. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a $2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is $32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a $3 per ton large volume discount through an Interlocal Agreement, the tipping fee is $29 per ton.

User Fee Change Summary

User Fee Authorization and Overview

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

Fees may be defined, for the purpose of the policy, as regulatory or non-regulatory. Regulatory fees are those charged to individuals for participation in government-regulated activities. Examples include building permits, land disturbance fees, and code enforcement permits. For regulatory fees, the User Fee Policy strives to recover the full cost of the service unless restricted by NCGS.

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

The following fee changes are included for FY 2020:

Name	Description of Fee	Current Fee	New Fee
Community Services: Libraries			
Library Late Fees	Overdue fines for materials.	$0.10 / day $2 max / item or $10 / account	$0
Community Services: GIS			
Standard Color Map Sales	Printing standard County GIS color maps.	$2 - 10	$0
Special Project Sales	Customized map projects produced through interaction between GIS staff and the customer.	$30 / hour	$0
Environmental Services: Animal Center			
Dog Adoption Fees	Cost recovery for dog adoptions. Increase adoption fee to be comparable with fees of other area shelters. Fees may be temporarily waived or reduced by Animal Center.	$0 - $45	$0 - $95

User Fee Change Summary

Name	Description of Fee	Current Fee	New Fee
Cat Adoption Fees - Younger than 5 years	Cost recovery for cat adoptions. Fee criteria based on age of cat. Establish fee for cats younger than 5 years. Fees may be temporarily waived or reduced by Animal Center.	$0 - $45	$0 - $45
Cat Adoption Fees - Older than 5 years	Cost recovery for cat adoptions. Fee criteria based on age of cat. Establish fee for cats 5 years and older. Fees may be temporarily waived or reduced by Animal Center.	$0 - $45	$0 - $15
Cat Boarding Fee	Cats held at the Animal Center. Cost recovery for cats.	$8 / day	$10 / day
Farm Animals & Chicken Boarding Fee	Combines Chicken Boarding Fee into Farm Animal Boarding Fee. Changes fee name to Farm Animals and Chickens Boarding. Chicken Boarding Fee was previously $4 / day	$10 / day	$10 / day
Reclaim Fees - Dogs and Cats - Spayed / Neutered 1st Reclaim 2nd Reclaim 3rd and Subsequent Reclaim	Lost animals housed at the Animal Center. Includes $5 rabies vaccine cost recovery into the reclaim fee.	 $50 $75 $150	 $55 $80 $155
Reclaim Fees - Dogs and Cats - Not Spayed / Neutered 1st Reclaim, Micro-chipped and contact information current	Lost animals housed at the Animal Center. Includes $5 rabies vaccine cost recovery into the reclaim fee.	 $50	 $55
Reclaim Fees - Dogs and Cats - Not Spayed / Neutered 1st Reclaim 2nd Reclaim 3rd and Subsequent Reclaim	Lost animals housed at the Animal Center. Includes $5 rabies vaccine cost recovery into the reclaim fee.	 $100 $150 $300	 $105 $155 $305

User Fee Change Summary

Name	Description of Fee	Current Fee	New Fee
Corporate Room Reservation Fee	Non-County entities rent of a conference room. Programs must: 1) have a clearly identifiable educational component, 2) be related to public service and consistent with Wake County's mission, 3) be sponsored, co-sponsored, or hosted by a Wake County agency, department, or an elected or administrative official of Wake County Government.	$75 / day / room	$300 / day / room
Parking Rates	Parking rates for use of Wake County parking deck.		
Public Hourly		$1 / half hour	$1 / half hour
Public, Retail, Special Daily		$12 / day max	$12 / day max
Public Monthly		$95 / month max	$95 / month max
Emergency Medical Services			
EMS Special Event Standby	Provide standby medical service at a community event.		
Ambulance Fee	One EMS ambulance and two employees.	$155 / hour	$160 / hour
Bike / Cart Team Fee	One EMS Bike Team (i.e. two EMS employees, EMS bikes, and medical equipment) or Cart Team (i.e. two EMS employees, patient transport cart, and medical equipment).	$125 / hour	$129 / hour
Venue Team Fee	One Venue Team (i.e. two EMS employees and medical equipment).	$90 / hour	$93 / hour
Single Responder Fee	One supervisor or single responder unit (i.e. one employee and medical/supervisory equipment).	$70 / hour	$72 / hour

Expenditures by Function

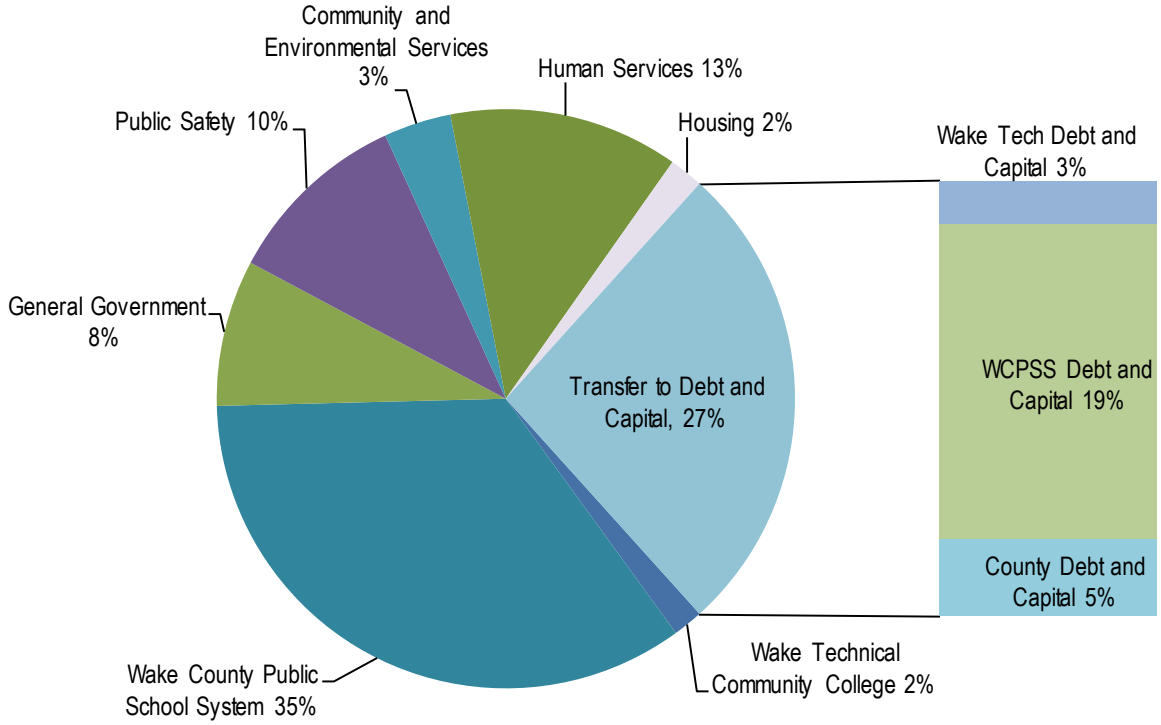
Within the General Fund, 42% supports spending for County operations, debt service and capital; 54% supports Wake County Public School System operating and capital; and 4% supports Wake Technical Community College.

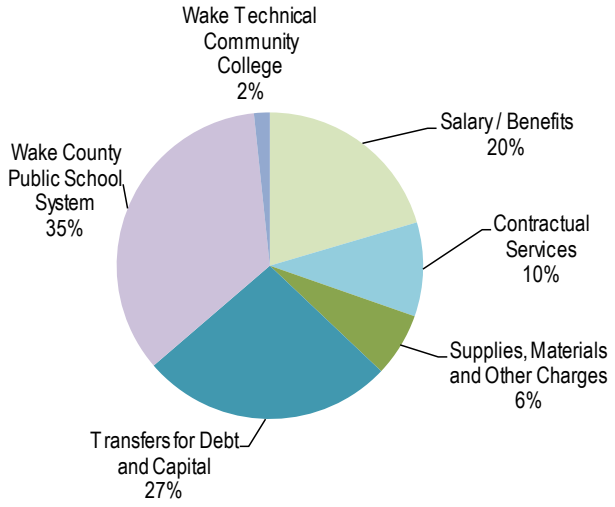
	Operating	Debt and Capital	Total
County	$543.4 M	$68.8 M	$612.2 M
Wake Tech	$24.6 M	$39.8 M	$64.4 M
WCPSS	$507.5M	$282.1 M	$789.6 M
Total	**$1,075.5 M**	**$390.7 M**	**$1,466.2 M**

The General Fund supports education through Wake County Public School and Wake Tech operating and capital funding (54% WCPSS and 4% Wake Tech) for a total investment in education of 58%.

Expenditures by Component

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





Expenditures by Department

Board of Commissioners

The Board of Commissioners' budget increased to cover commissioner stipends, as well as increased costs for events and transcription services.

Communications Office

The Communications Office budget includes ongoing funding for project management software for the internal and external communications teams. Funding is also included for the acquisition of a digital asset management tool to provide a central repository for photos and graphics for staff use.

Behavioral Health

The Behavioral Health budget decreased by $800,000 from the prior year budget. The department needed less funding to continue expanding pilot programs from the prior year in the FY 2020 budget. The funding source is prior ear unspent funds from the previous Behavioral Health budgets.

County Attorney

The County Attorney's budget includes additional funding for contracted legal services and temporary internship salaries.

Board of Elections

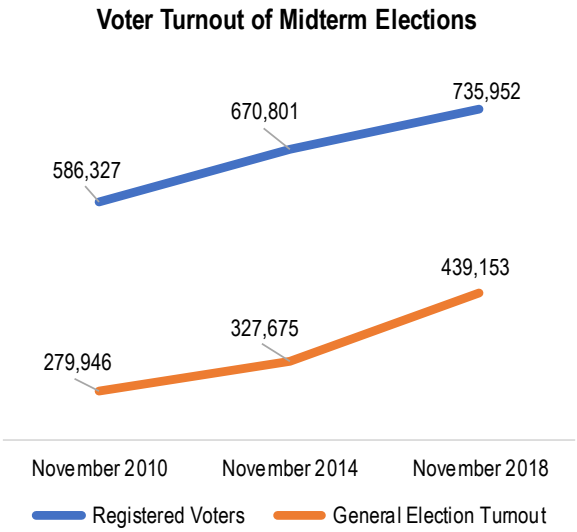
The Board of Elections budget increased by $3.5 million when compared to the prior year. As the budget is established annually based on the number and scale of upcoming elections, funds are included on a one-time basis and revisited each year. The budget includes election-day and early voting funding for the October and November municipal elections, as well as for the spring presidential early primary election. 6.000 FTE are added to support the new voter ID program, voter registration and absentee ballot services, and inventory maintenance.

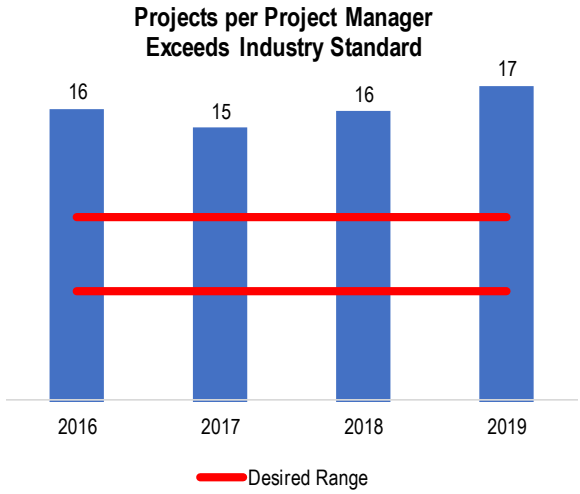
Budget and Management Services

The Budget and Management Services budget increased for the addition of a budget and management analyst, as well as a part-time graduate student assistant.

Facilities, Design & Construction

The Facilities, Design and Construction budget includes the addition of two Project Managers and a Real Estate Specialist to meet increased workload and project complexity.





Human Resources

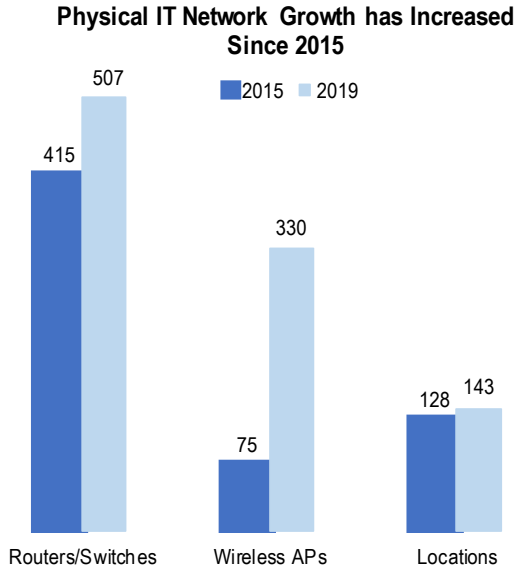
The Human Resources budget increased by $550,000. This includes 3.000 new FTEs to address increases in workload and complexity within the employee benefits budget and human resources information systems. New funding is also included for two software tools for position management and labor market analysis.

Information Services

Information Services has received 7.000 new FTEs to support the County's technology growth. These FTEs include two IT Technicians; an IT Engineer to support the land development system; a Computer Systems Engineer for the enterprise electronic content platform; a Computer Systems Engineer to support the Office 365 platform; an IT Engineer to support the County's network infrastructure and platform; and an IT Analyst to support enterprise records management.

Funding is included for security software and enterprise licensing. Also included is funding for a policy management solution.

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



Tax Administration

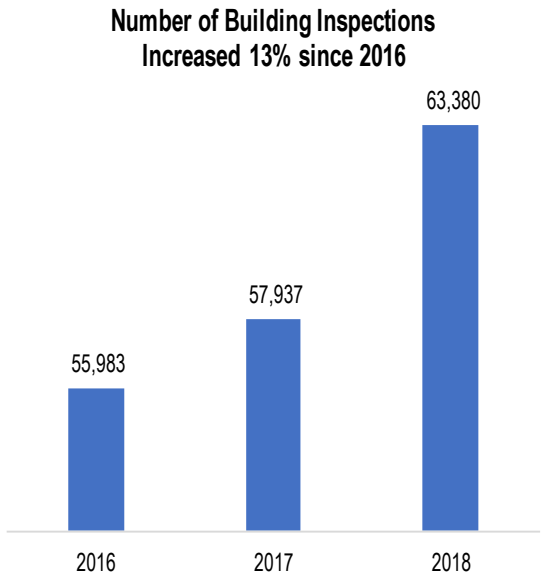
The Tax Administration Department budget includes an increase of $1.8 million, $1.0 million of which was a reorganization that moved the revenue revaluation intrafund transfer from Non-Departmental to the Tax Administration Department. As approved by the Board of Commissioners on March 7, 2016, Wake County will move to a 4-year reappraisal cycle. The added 3.000 FTE align with the department's hiring plan to provide additional staff for the shorter appraisal cycle. The budget also includes $450,000 to cover increases in the North Carolina Department of Motor Vehicles Tag and Tax Together program.

Non-Departmental

The Non-Departmental budget includes additional funding for SmartStart to offset the use of one-time carryover funding in the prior year adopted budget and maintain the current number of NC Pre-K slots.

Salaries and Benefits

The budget includes funding for a 3.00 percent pay increase for employees, which is estimated to cost $8.32 million, effective July 1, 2019. Additionally, a salary and benefit reserve of $2 million is included for the anticipated recommendations of a consultant study of the County compensation structure, which is scheduled for implementation November 2019.



The County will continue to evaluate health and dental insurance and will provide the Board of Commissioners with any changes. The budget by $900,000 for these adjustments compared with the prior year budget.

Community Services

The Community Services budget increased by $2.92 million from the prior year budget. This increase reflects a combination of new operating costs for libraries; standardization of library hours; 13.500 FTE additional FTEs for libraries, building inspections, and open space maintenance; support for the 2020 census; and adjustment of salaries and benefits.

A total of $1.32 million and 9.500 FTE were included for the annualization of operating costs for Morrisville and Cary libraries, operating costs for the Fuquay-Varina library opening, and the expansion of Sunday hours at Athens Drive, Duraleigh, Southgate, Zebulon, and Wendell Community Libraries.

Environmental Services

The Environmental Services budget increased by $1.06 million from the prior year budget.

Funding is included for 3.00 FTE to address a change in State regulations of accessory structure permitting, which will increase the workload of the On-Site Waste Water service. An Environmental Consultant is added to meet workload of State-mandated inspections of complex on-site disposal systems.

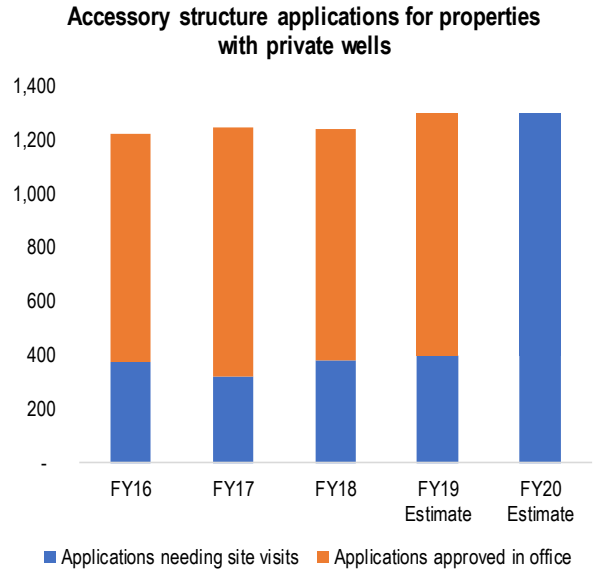
To support the increased demand of testing of well water, funding is included for a Chemist and contracted services.

An Animal Healthcare Technician is added to meet workload growth from the expansion of animal healthcare services.

To increase the span of control of the Food, Lodging, and Institutions function, an Environmental Health Manager is included in the budget. To meet the quality-assurances of State mandated local health department accreditation, an Administrative Services Coordinator II is provided.

General Services

The General Services Administration budget increased by $1.76 million for additional staff, rate



and contract cost increases, and new facility operations and maintenance.

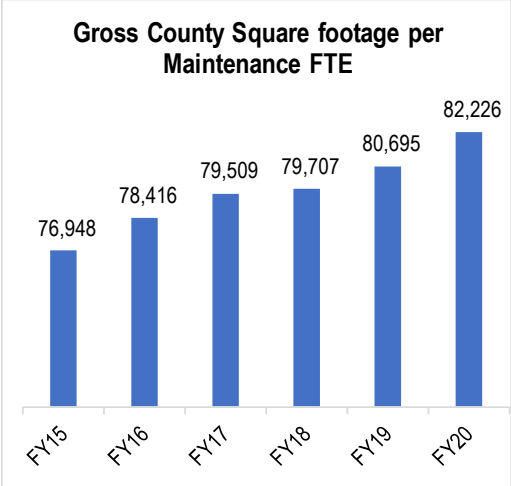
Three environmental compliance staff are included to comply with increased inspection requirements for stormwater management devices and underground fuel storage tanks. Three facility maintenance staff are included to address the increase in county maintained sq. ft and the complex maintenance of 24-hour and high tech buildings.

General Service's budget includes the operating costs to open EMS Wendell Falls, Fuquay-Varina Library, and Morrisville Library. GSA will charge back a portion of these costs to Community Services. Funding is included for an average 3.1% energy rate increase, housekeeping contract increase, and parking system software maintenance.

Human Services

The Human Services budget sees a $6.28 million expenditure increase. The bulk of this increase is related to the annualization of performance pay from the prior year budget and improved position turnover management that leads to more personnel dollars being used. Part of this increase is also related to expansions.

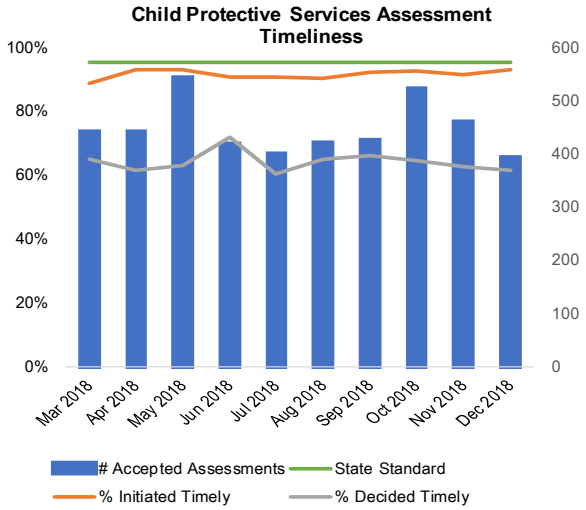
For instance, 14.000 FTE and $1.10 million were added as expansions to protect children and enhance their well-being. Also, $674,000 were added to the Child Welfare base budget for 9.000 FTE added mid-year that will help prepare and implement NC FAST.



Economic Self-Sufficiency includes 8.500 FTE and $369,000 in expansions. Most notably, Food and Nutrition Case Managers will be improving access and capacity to process applications for Economic Services at Millbrook Center, Western Wake Center, and Oak City Center locations.

4.000 FTE and $254,000 in Administration and Operations were added as expansions. Most of that funding, $150,000, is included for Oak City Cares, a new facility contracted with Catholic Charities of the Diocese of Raleigh, to improve efforts ending homelessness with coordinated care.

Finally, the Public Health division's expansions are 3.163 FTE and $330,000 namely to ensure safe response and care for students through school nurses.



Housing

The FY 2020 General Fund budget decreased $2.13 million due to removal of one-time transfer of ABC fund balance for Comprehensive Affordable Housing Plan year one activities. The budget also includes 6.000 FTE and $693,000 toward additional leadership and management of tools to prevent homelessness and preserve affordable housing.

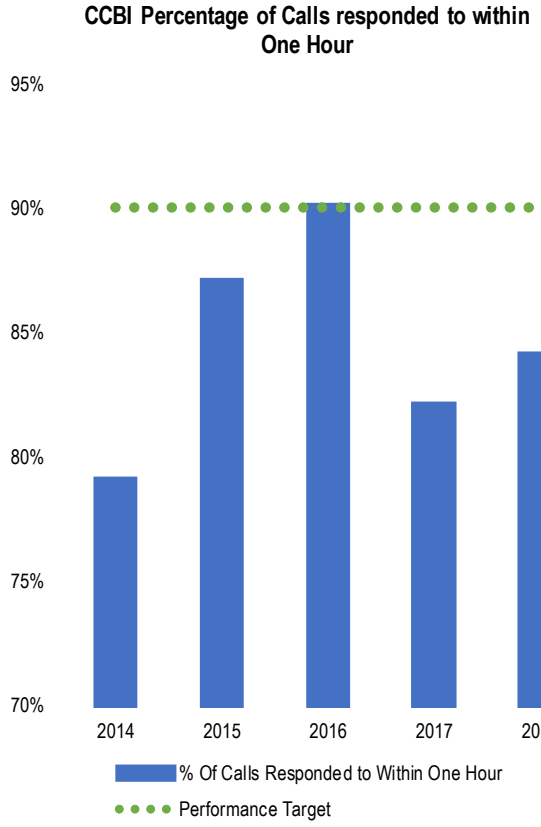
City/County Bureau of Identification

The FY 2020 City/County Bureau of Identification (CCBI) budget increased from the prior year's adopted budget by approximately $351,000 from the annualization of merit increases, expansion of two Crime Scene Investigators (2.000 FTEs), and the end

of the North Carolina Governor's Highway Safety Program.

Additional funding for two Crime Scene Investigators will allow CCBI to respond to calls for service in a more timely and efficient manner, allowing partner law enforcement agencies in Wake County to resume responding to calls for service.

The North Carolina Governor's Highway Safety grant will end in October 2019. CCBI's FY 2020 budget reflects the transfer of costs for 2.000 chemist FTEs and lab equipment to the General Fund.



Office of the Sheriff

The Sheriff's Office FY 2020 budget includes $4.8 million of new funding for annualization of merit, implementation of new pay grades, and expansion requests.

The FY 2020 budget includes expansion funding for the on-going costs association with the Handgun Permit Backfile Scanning and the Electronic Detention Health Records capital projects.

Additional funding has been provided to the Detention Medical unit for four nursing positions (4.000 FTEs) and one Resident Care Technician (1.000 FTE) that will allow the Sheriff's Office to provide better health care and monitoring to both the specialty drug & behavioral health detention units and the main medical observation unit. One-time expansion funding has also been provided for the replacement of medical health care equipment utilized in the Detention Medical unit.

Additional expansion funding has been provided for overtime in the main Detention and Detention Medical units as well.

Funding is also included in the Law Enforcement Division for a Victims Services Coordinator (1.000 FTE) to advocate on behalf of and coordinate the provision of services to victims of domestic abuse, a Deputy Sergeant position (1.000 FTE) to oversee department-wide crisis intervention training and employee crisis management in the Sheriff's Office, and a Pistol Permit Customer Services Representative (1.000 FTE) to assist with the processing and revocation of concealed carry permits.

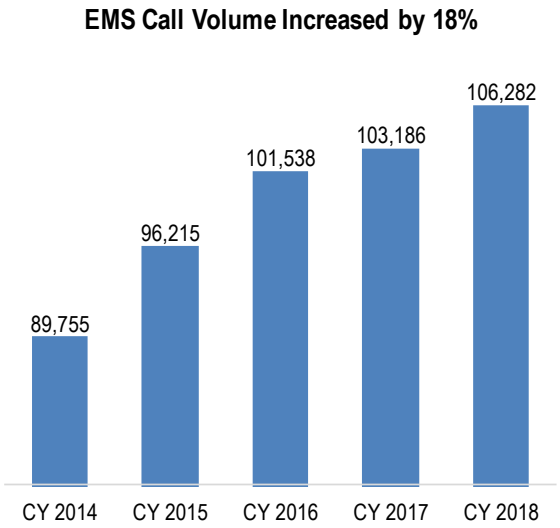
Finally, the FY 2020 budget includes funding to make the Inmate Education and Workforce program permanent.

Emergency Medical Services

The budget adds funding for 24.000 FTEs, peakload ambulances, recruitment initiatives and medical supplies. The budget includes funding for five 12-hour ambulance units to provide services at peak call times and address the 18% increase in calls for service since 2015.

Funding is included to transition the EMT to paramedic program to Wake County. The program allows EMTs to attend college and train to become paramedics while receiving support from EMS staff. The budget includes additional logistics, compliance, and computer system software staff to support EMS operations.

The budget includes funding to address increases in medical supply cost and demand.

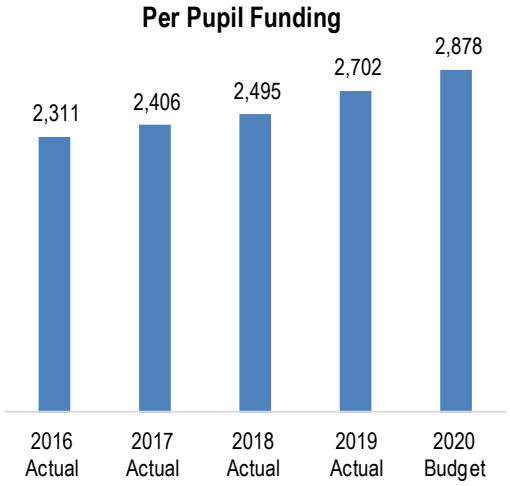


Education

Wake County Public School System

The FY 2020 County operating budget for the school system totals $507.45 million. This is comprised of the direct appropriation of $506.54 million and $919,604 which will be transferred from the Wake County Public Schools Capital Projects Fund to the operating budget for the Crossroads Administrative building lease.

The budget increased by $36.50 million, or 7.8%, over the prior year. With combined projected enrollment for WCPSS and charter students of 176,306, the appropriation brings County per pupil funding to $2,878, an increase of $176 over FY 2019.



Wake Technical Community College

The FY 2020 Budget for Wake Technical Community College is $24.58 million, which is a $819,000 decrease from FY 2020. Funding appropriated in FY 2019 included $2.54 million of one-time start-up costs for the Research Triangle Park (RTP) campus' first building that opened in August 2018. The County was not required to continue providing these funds as the State provides the on-going support for these faculty and staff in the future. New funding appropriated in FY 2020 centers around on-going support for the new buildings opened during the FY 2019 budget year. Additional recurring funds are provided for increases in the cost of operations and maintenance of existing buildings is included. These recurring funds also include expansion funding to increase the level and quality of contracted building maintenance provided across all of Wake Tech's campuses. Furthermore, the FY 2020 budget increase includes funding for 1.000 additional Facilities Department FTE required due to the increased demand on staff to oversee, management, and maintain the college as a result of the multi-year and county-funded Capital Improvement Program. Finally, on-going personnel funding is also included for funding 4.000 new ITS FTEs to handle the entire college's growing IT infrastructure as a result of the Gartner study recommendations.

General Fund Transfers

The budget includes a dedication of 22.56 cents of the 71.56 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2020 these transfers represent about $344.69 million.

The transfer to Debt Service funded by sales tax revenues increases from $46.20 million in FY 2019 to $45.95 million in FY 2020.

Non-General Fund Expenditures

Debt Service Fund

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. The Debt Service Fund is used to budget debt service payments for long-term debt outstanding and to retire debt principal. The County currently utilizes debt for three broad purposes: County needs; Wake Technical Community College needs; and Wake county Public School System needs. As of June 30, 2019, total projected outstanding debt is $2.27 billion. By purpose, this represents $1.74 billion for WCPSS; $232.00 million for WTCC; and $292.00 million for County. The budget includes $326.13 million to pay projected expenditures of the Fund, which includes principal and interest on debt. By purpose, this represents $234.86 million for Wake County Public School System; $30.41 million for Wake Technical Community College; and $60.86 million for County.

Grants and Donations Fund

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

The budget includes $3.06 million in the Grants and Donations fund. By department, this represents $81,000 in Communications; $58,000 in Community Services; $56,000 in CCBI, $200,000 in Fire Services; and $2.67 million in Human Services.

Housing and Community Revitalization Fund

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

The FY 2020 budget totals $6.90 million, a decrease of $627,000 from the FY 2019 Adopted Budget. Last year, one-time budget increases of contractual services in CDBG Rehab led to a $1.1 million. It is one time and only occurs when the original budget may have not captured the total funding received. This was offset by an increase in $338,000 in contractual services toward other federal programs.

Fire Tax District Fund

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

The Budget for the Fire Tax District totals $28.26 million, an increase of $728,000 over the prior year. The majority of the increase is in direct appropriations to the contracted departments, which increased by $812,000 over the prior year. The majority of increases were for full-time personnel, including salary and compression increases based on a recent pay study, performance pay increases, retirement benefit rate increases and annualization of prior year performance pay. The budget also includes $150,000 for partial year operating costs for a new fire station in Wendell scheduled to open in spring 2020.

The budget also includes $2.52 million to be transferred for capital projects and debt service.

These transfers decreased by $21,000, primarily because of a reduction in cash funded capital projects planned for FY 2020. The budget also includes $1.34 million for systemwide expenses such as dispatch services, hazardous materials response and medical exam reimbursements. These expenses decreased by $63,000 from the prior year based on lower anticipated usage of the Fire Training Center and alignment of the budget with projected actual spending.

Major Facilities Fund

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. In FY 2020, the fund equals $62.26 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statues. Required distributions total about $18.55 million with the following agencies receiving a significant portion: $7.59 million to the Greater Raleigh Convention and Visitors Bureau, $0.87 million to debt service for the PNC Arena (formerly known as the RBC Center), $8.63 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and $1.47 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 2020, significant amounts will be directed to the following agencies: $33.68 million to the Raleigh Convention Center and $2.0 million to be awarded to competitive projects. The City and County Manager are conducting a public review of the financial model and will bring recommendations from this review to City and County officials by January 2020.

Capital Area Workforce Development Fund

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

The Capital Area Workforce Development Budget is $5.795 million. Each year, Workforce Development receives grant awards for four program areas: adult, dislocated workers, youth, and administration. The budget is based off of grant awards received in the prior fiscal years until actual awards are announced.

Solid Waste Management Fund

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling programs, provides environmental education programs, monitors environmental protection systems at closed county landfills (East Wake, Feltonsville, and North Wake Landfills), and performs other solid waste management activities. These initiatives are accounted for in the Solid Waste Operating Fund and funded through an annual household fee, sale of recyclable materials, state shared revenues, grants and interest income.

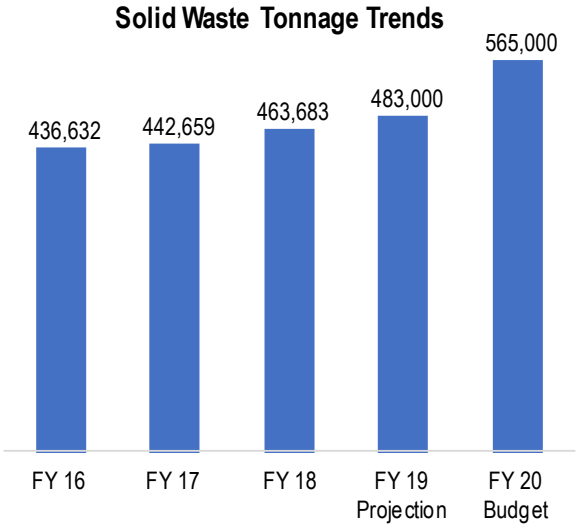
The budget totals $19.15 million. Over half of the budget, or $11.5 million, funds convenience centers and multi-material recycling and household hazardous waste programs. A $3.01 million transfer is included for capital projects and $2.43 million funds administration of the County's solid waste programs. Funds associated with post-closure monitoring of closed landfills, conversion of landfill gas to energy and school recycling total $1.1 million. The remainder of funds support various recycling and waste reduction programs and services. The budget increased by $3.66 million over the prior year, primarily because of the $3.01 million transfer to the Solid Waste Capital Projects Fund for projects including the reconstruction of Convenience Center Site 3 in Morrisville. The remaining increase is attributable to cost escalation in contracted services associated with operations of the convenience centers. Funding for a new mattress recycling program and expansion of commingled recycling at various school sites is also included.

South Wake Landfill Enterprise Fund

The South Wake Landfill Partnership Fund was established to account for the activities associated with the South Wake Landfill and the East Wake Transfer Station. The landfill is the only active municipal solid waste landfill in the County and serves as the waste disposal facility for municipal

solid waste from municipalities, unincorporated, and commercial sources in Wake County. The fund receives input from municipal partners including Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

The budget totals $20.9 million. Of the total, $11.3 million is designated to the operation of the South Wake Landfill, $6.24 million is for the East Wake Transfer Station in Raleigh, and $3.36 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 actual tonnages. The budget increased by $3.40 million over the prior year, largely because of a significant increase in projected tonnage. Tonnages are projected to increase by 82,000 tons, or nearly 17 percent, over current year projections. The majority of the increase is from commercial waste that Waste Industries is redirecting to the landfill from the Garner Area.



Human Services Transportation Fund

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager. Contractual Services increased this year to provide more services across all areas of the program, comprising nearly 80% or approximately $7.00 million of the total FY 2019 budget of $8.81 million. Capital outlays comprise 8% or $730,000 of the budget for the purchase of additional vehicles. The remaining budget is comprised of operating supplies like additional fuel expenses and personnel dollars like the addition of a new Operations Manager.

Capital and Debt Service Transfers/Allocations

Property Tax

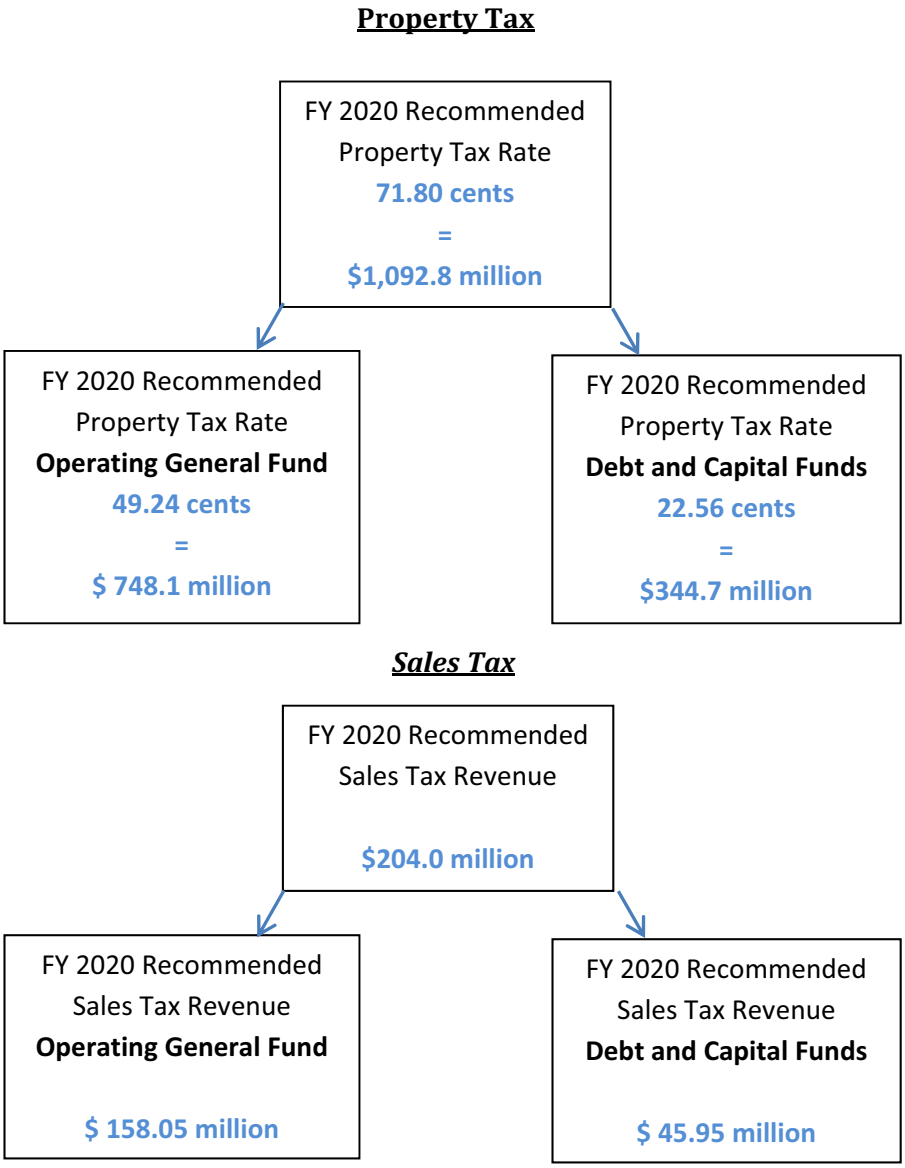
Wake County transfers property and sales tax revenue to fund debt and capital obligations based on County policy and state statute.

The FY 2020 property tax rate of 71.8 cents per $100 of valuation is allocated with 49.24 cents to the Operating General Fund and 22.56 cents to the Debt Service, County Capital and WCPSS Capital funds.

Sales Tax

The FY 2020 Sales Tax projection is $204.0 million and is allocated to the Operating General Fund and debt and capital for the Wake County Public School System.

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



Schedule of Interfund Transfers

Transfers From	FY 2020
General Fund	
County Capital CIP	44,604,000
Debt Service (Property Tax)	251,677,000
Debt Service (Sales Tax)	45,952,000
Grants Fund	268,813
Housing CIP	12,987,000
Intrafund Transfers	1,000,000
Wake Tech CIP	10,033,000
WCPSS Capital Fund	38,381,000
Total Transfers from General Fund	**404,902,813**
Fire Tax District	
Debt Service From Fire Tax	1,233,221
Fire Tax CIP	1,290,102
Total Transfers from Fire Tax District	**2,523,323**
Major Facilities	
General Fund	1,400,000
Major Facilities CIP	3,000,000
Total Transfers from Major Facilities	**4,400,000**
Debt Service	
Fire Tax CIP	1,539,898
Total Transfers from Debt Service	**1,539,898**
County Capital Improvement Fund	
Intrafund Transfers	0
Total Transfers from County Capital Improvement Fund	**0**
Wake County Public Schools Capital Projects	
General from WCPSS CIP	919,604
Total Transfers from Wake County Public Schools Capital Projects	**919,604**
Major Facilities Capital Trust	
County Capital CIP	0
Total Transfers from Major Facilities Capital Trust	**0**

Schedule of Interfund Transfers

Transfers From	FY 2020
Solid Waste Management	
General Fund	450,000
Solid Waste CIP	3,012,000
Total Transfers from Solid Waste Management	**3,462,000**
South Wake Landfill	
Solid Waste CIP	150,000
Solid Waste Enterprise	1,186,879
Total Transfers from South Wake Landfill	**1,336,879**
Total	**419,084,517**

Schedule of Interfund Transfers

Transfers To	FY 2020
General Fund	
Intrafund Revaluation Reserve	1,000,000
Major Facilities	1,400,000
Solid Waste Enterprise	450,000
WCPSS CIP	919,604
Total Transfers to General Fund	**3,769,604**
Grants and Donations	
General Fund	268,813
Total Transfers to Grants and Donations	**268,813**
Debt Service	
Fire Tax District	1,233,221
General Fund	297,629,000
Total Transfers to Debt Service	**298,862,221**
County Capital Improvement Fund	
Capital Reserve	0
General Fund	44,604,000
Major Facilities CIP	0
Total Transfers to County Capital Improvement Fund	**44,604,000**
Wake County Public Schools Capital Projects	
General Fund	38,381,000
Total Transfers to Wake County Public Schools Capital Projects	**38,381,000**
Wake Technical Community College Capital Projects	
General Fund	10,033,000
Total Transfers to Wake Technical Community College Capital Projects	**10,033,000**
Fire Tax District Capital	
Debt Service	1,539,898
Fire Tax District	1,290,102
Total Transfers to Fire Tax District Capital	**2,830,000**
Major Facilities Capital Trust	
Major Facilities	1,000,000

Schedule of Interfund Transfers

Transfers To	FY 2020
MF - Competitive Projects	2,000,000
Total Transfers to Major Facilities Capital Trust	**3,000,000**
Solid Waste Capital	
Solid Waste Enterprise	3,012,000
South Wake Landfill Fund	150,000
Total Transfers to Solid Waste Capital	**3,162,000**
Affordable Housing CIP	
General Fund	12,987,000
Total Transfers to Affordable Housing CIP	**12,987,000**
Solid Waste Management	
South Wake Landfill Fund	1,186,879
Total Transfers to Solid Waste Management	**1,186,879**
Total	**419,084,517**

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Board Of Commissioners				
Increased costs for Board of Commissioners hosted events	0.00	9,500	0	9,500
Travel and training for professional development	0.00	8,000	0	8,000
Commissioner travel stipend	0.00	21,000	0	21,000
Commissioner phone stipend	0.00	2,100	0	2,100
Transcription services for Board meetings and work sessions	0.00	8,400	0	8,400
Subtotal	**0.00**	**49,000**	**0**	**49,000**
Communications Office				
Software for external and internal communications and digital media project management	0.00	5,400	0	5,400
Digital media asset tool to inventory and efficiently access images and video	0.00	3,000	0	3,000
Subtotal	**0.00**	**8,400**	**0**	**8,400**
County Manager				
Travel and training for professional development	0.00	30,000	0	30,000
Subtotal	**0.00**	**30,000**	**0**	**30,000**
Behavioral Health - Managed Care				
Increase Healing Transitions contract for increase in individuals with substance use disorders who are also experiencing homelessness	0.00	100,000	100,000	0
Continue to pilot mobile crisis program for more timely, on-site response for psychiatric crisis	0.00	850,000	850,000	0
Professional/Technical Assistance for Behavioral Health Program provided through consultant contracts	0.00	250,000	250,000	0
On-site behavioral health professional support to Oak City Care and telemedicine opportunity	0.00	150,000	150,000	0
Continue pilot for Behavioral Health Urgent Care	0.00	750,000	750,000	0
Expand flexible use funds for Alliance to serve uninsured residents with behavioral health needs	0.00	140,000	140,000	0
Continue pilot for short-term supportive housing for Familiar Faces leaving institutions	0.00	160,000	160,000	0
Expand school behavioral health programs	0.00	365,000	365,000	0
Continue administrative costs for Alliance	0.00	27,600	27,600	0
Subtotal	**0.00**	**2,792,600**	**2,792,600**	**0**

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
County Attorney				
Intern to aid in public records request reviews and preparation of appellate briefs	0.00	12,918	0	12,918
Outside legal services for real estate, appraisal appeals, and affordable housing	0.00	30,000	0	30,000
Subtotal	**0.00**	**42,918**	**0**	**42,918**
Board Of Elections				
Cost escalations for printing, mailing, call center, and two additional Board members	0.00	268,853	0	268,853
Early Voting for Presidential Year Primary Election	0.00	1,446,206	0	1,446,206
October Municipal Election	0.00	1,287,657	1,287,657	0
November Municipal Election	0.00	629,341	629,341	0
Supervisor and election specialists for Voter Registration and Absentee ID Implementation	3.00	211,796	0	211,796
Inventory specialists to manage inventory for 206 polling locations	2.00	127,047	0	127,047
Voter photo ID implementation	1.00	173,606	0	173,606
Subtotal	**6.00**	**4,144,506**	**1,916,998**	**2,227,508**
Budget And Management Services				
Copier lease	0.00	1,000	0	1,000
Graduate student intern to complete special projects and assist with budget development and data validation	0.00	20,695	0	20,695
Analyst to expand capacity for budget monitoring, budget development, and analytical projects	1.00	100,779	0	100,779
Subtotal	**1.00**	**122,474**	**0**	**122,474**
Facilities Design & Construction				
Project Managers to meet increased workload and project complexity	2.00	216,301	0	216,301
Real Estate Specialist to meet increased workload	1.00	141,478	0	141,478
Mileage reimbursement increase for in-County travel to construction sites and land acquisitions	0.00	6,000	0	6,000
Subtotal	**3.00**	**363,779**	**0**	**363,779**

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Human Resources				
HR Specialist to process position and employee actions to alleviate workload and improve processing times	1.00	76,849	0	76,849
Business Officer to handle fiscal management and contract coordination	1.00	106,534	0	106,534
Automate collection and management of position descriptions	0.00	25,000	0	25,000
Software to manage compensation, including position titles, compensation structures, market pay data, and future projections	0.00	33,600	0	33,600
Senior HR Consultant for management of human resources information systems	1.00	110,534	0	110,534
Subtotal	**3.00**	**352,517**	**0**	**352,517**
Information Services				
CIP commitment for Performance Management Development System replacement software	0.00	70,300	0	70,300
Remote IT Technician to support desktop needs of customers not located near Wake County corporate campuses	1.00	108,375	0	108,375
IT Analyst to support enterprise records management	1.00	107,308	0	107,308
Support management security of the enterprise electronic content platform (OnBase)	1.00	109,574	0	109,574
IT Engineer to support management, upgrades, interfaces, and new module implementation for the enterprise land development system (EnerGov)	1.00	127,487	0	127,487
IT Engineer to support the organization's growing network infrastructure and platforms, including the expanding wireless footprint and network security initiatives	1.00	129,041	0	129,041
Computers Systems Administrator to evaluate, implement, and support the growing portfolio of Office 365 tools utilized by the organization	1.00	107,654	0	107,654
Desktop support IT Technician	1.00	107,869	0	107,869
Additional Office 365 licenses for County employees	0.00	105,030	0	105,030
Cost escalation for Lotus Notes from vendor changes in the licensing model	0.00	35,000	0	35,000
CIP commitment for DocuSign, part of eWake Electronic Contract Management	0.00	16,146	0	16,146
Enterprise Network licensing	0.00	143,720	0	143,720
Windows 10 Enterprise Agreement for County and Library PCs	0.00	617,000	0	617,000
Security software licensing for Enhanced Endpoint Protection, Multi-Factor Authentication for VPN, and PhishMe security training	0.00	739,444	0	739,444

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Single platform for policy and procedure management	0.00	60,000	0	60,000
Subtotal	**7.00**	**2,583,948**	**0**	**2,583,948**
Tax Administration				
Real Estate Appraisers for 4-year reappraisal cycle	2.00	135,670	0	135,670
Revenue Agent for 4-year reappraisal cycle	1.00	56,927	0	56,927
Anticipated increases in postage, credit card, and contingency fees for North Carolina's Tag & Tax Together program	0.00	450,000	0	450,000
Subtotal	**3.00**	**642,597**	**0**	**642,597**
Quasi-Governmental				
Membership dues for Piedmont Conservation Council's Resource Conservation and Development program	0.00	3,000	0	3,000
iPhone data charge increases	0.00	2,782	0	2,782
Subtotal	**0.00**	**5,782**	**0**	**5,782**
Non-Departmental				
3% pay increase for all regular employees, effective July 1	0.00	8,319,000	0	8,319,000
SmartStart: Maintain 1,650 NC Pre-K slots offering early education to Wake County 4-year-olds	0.00	499,436	0	499,436
Compensation study implementation	0.00	2,000,000	0	2,000,000
Subtotal	**0.00**	**10,818,436**	**0**	**10,818,436**
Community Services				
Opening of the Fuquay Varina Branch Library	4.50	466,433	0	466,433
Second year funding for pilot Next Generation Farming Initiative	0.00	35,900	0	35,900
12-month ESRI Premium Support subscription and an additional 35 ArcGIS accounts	0.00	30,000	0	30,000
Park Technicians to conduct on-site property visitations, maintenance, and clean up of the County open space acres	2.00	133,041	0	133,041
Building inspectors to maintain inspection quality and response time	2.00	247,214	0	247,214
Funding to support 2020 Census	0.00	26,500	0	26,500
Extend library Sunday hours to the remaining libraries currently closed on Sunday	5.00	309,536	0	309,536
Subtotal	**13.50**	**1,248,624**	**0**	**1,248,624**

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Environmental Services				
Animal Health Technician to meet workload growth	1.00	49,625	0	49,625
Environmental Health Specialists and Environmental Consultant to manage and process wastewater applications from increased workload from regulatory process changes	3.00	392,860	220,000	172,860
Environmental Consultant to inspect complex on-site disposal systems	1.00	168,670	8,859	159,811
Chemist for groundwater testing and analysis	1.00	120,200	0	120,200
Environmental Health Manager for improved span of control	1.00	146,413	0	146,413
Quality Assurance Coordinator to manage State mandated Local Health Department Accreditation	1.00	116,567	0	116,567
Contracted well water sample analysis due to 17% average annual increase in citizen requested testing	0.00	65,000	65,000	0
Subtotal	**8.00**	**1,059,335**	**293,859**	**765,476**
General Services Administration				
Security, maintenance, and utilities for Wendell Falls Fire and EMS Station	0.00	23,303	0	23,303
Radio tower maintenance	0.00	40,137	0	40,137
Security, maintenance, and utilities for Fuquay Varina Library	0.00	71,737	0	71,737
Security, maintenance, and utilities for Morrisville Library	0.00	27,464	0	27,464
Trade Specialist and Mechanics to comply with mandated inspections of storm water management devices	3.00	338,163	0	338,163
Duke Energy electric rate increase	0.00	151,039	0	151,039
Contracted security at Southgate Library, Wendell Library, and West Regional Library	0.00	58,458	0	58,458
Maintenance for Parking and Revenue Control software	0.00	31,723	0	31,723
Housekeeping contract escalation	0.00	190,909	0	190,909
Stream Board of Commissioners work sessions	0.00	14,725	0	14,725
Trade Specialist and Mechanics to cover increased FTE-to-square foot ratio	3.00	324,299	0	324,299
Subtotal	**6.00**	**1,271,957**	**0**	**1,271,957**
Human Services				
Supervisors to monitor and oversee countywide child welfare practices	3.00	249,252	20,617	228,635
Permanency Planning staff to improve outcomes for children served by Child Welfare	3.00	225,812	13,097	212,715

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Child Protective Services Team to improve timeliness of all child abuse assessments	6.00	475,181	28,474	446,707
Extended Foster Care Team to reduce caseloads and better serve youth 18-21 in Extended Foster Care	2.00	147,940	11,001	136,939
Western Wake Customer Service Representative for front desk reception for intake, client screening, data collection, and general customer service	1.00	53,429	8,440	44,989
Convert temporary staff to full time Community Assessment Program Consultant, managing the Comprehensive Needs Assessment and Population Health Task Force	1.00	14,530	0	14,530
County-fund staff who link Hepatitis C patients to recovery and medical care in place of an expiring grant	0.00	44,000	0	44,000
Increase social worker positions to full time to increase the Care Coordination for Children program	0.33	108	0	108
Recovery Court Contract Funds to address the behavioral health and substance use disorder needs of court involved high-need adults	0.00	112,297	0	112,297
Adult Protective Services staff to consistently complete 100% of evaluations and case decisions within the State mandated time-frame	2.00	39,081	2,158	36,923
Family and Children Medicaid staff to consistently meet the State mandate to process 97% of re-certifications in a timely and accurate way	1.00	71,857	42,462	29,395
Convert three temporary consumer management positions to three regular positions	3.00	50,612	24,257	26,355
Oak City Cares Contract	0.00	150,000	0	150,000
Food and Nutrition Technicians to consistently meet the State mandate to process 95% of Food and Nutrition Services re-certifications in a timely manner	3.00	98,924	68,201	30,723
Food and Nutrition Case Managers to improve access and capacity to process applications for Economic Services at Millbrook Center and Western Wake locations	2.50	158,845	79,404	79,441
School-based nurses for new schools	1.83	158,884	0	158,884
Subtotal	**29.66**	**2,050,752**	**298,111**	**1,752,641**
Housing				
Social workers to provide prevention, diversion, and housing navigation services	4.00	400,901	0	400,901
Deputy Housing Director to oversee, monitor and supervise programming	1.00	153,794	0	153,794
Human Resources Specialist to support leadership and program management with recruitment, processing, policies/ procedures/payroll and training management	1.00	67,831	0	67,831

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Inventory publicly-subsidized and naturally occurring affordable housing to build a central database tracking type, location, ownership, and subsidy expiration that will be used in annual reporting, program implementation, and resource mapping	0.00	70,000	0	70,000
Offset for Housing expansions to maintain existing level of General Fund contributions	0.00	(692,526)	0	(692,526)
Subtotal	**6.00**	**0**	**0**	**0**
CCBI				
Crime Scene Investigators to meet 90% performance scene response target	2.00	253,317	0	253,317
Subtotal	**2.00**	**253,317**	**0**	**253,317**
Sheriff's Office				
On-going software licensing associated with the Wake County Sheriff's Office Handgun Permit Backfile Scanning CIP project	0.00	30,000	0	30,000
Two-year pilot of the inmate education and workforce initiative is complete; continues the program for a third year	0.00	254,081	0	254,081
Detention and medical overtime based on prior and projected costs	0.00	1,300,000	0	1,300,000
Two Nurses to cover overnight hours for the specialty Detox and severely and persistently mentally ill housing units	2.00	142,295	0	142,295
Two Nurses and one Resident Care Technician to support the medical observation operation and expanded overnight hours for inmate clinic	3.00	188,359	0	188,359
Commitment for ongoing implementation of Electronic Medical Records	0.00	187,300	0	187,300
Replace six medical automated external defibrillators and 10 blood biometric monitors in the medical unit	0.00	201,000	0	201,000
Community Advocate for Victim Services	1.00	49,449	0	49,449
Customer Service Representative in Pistol Permit program	1.00	46,479	0	46,479
Sergeant for Crisis Intervention Team	1.00	149,840	0	149,840
Subtotal	**8.00**	**2,548,803**	**0**	**2,548,803**
Wake County Public School System				
Increased ongoing operating support	0.00	36,500,000	0	36,500,000
Subtotal	**0.00**	**36,500,000**	**0**	**36,500,000**

County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Emergency Medical Services				
Deployment Modeling Software fees	0.00	51,000	0	51,000
12-hour daytime ambulance shift	4.00	642,863	0	642,863
12-hour daytime ambulance shift	4.00	642,863	0	642,863
Expand 12-hour ambulance to 24-hour service	4.00	328,793	0	328,793
12-hour daytime ambulance shift (partial year)	4.00	555,363	0	555,363
Expand 12-hour ambulance to 24-hour service (partial year)	4.00	241,293	0	241,293
Computer Systems Administrator to support EMS-specific technology	1.00	107,087	0	107,087
Compliance Officer to evaluate, manage, and implement compliance activities for the EMS system	1.00	173,680	0	173,680
Logistics Specialists to expand logistics coverage for medical supply inventory and delivery	2.00	127,487	0	127,487
Spare ambulance to maintain ratio of three frontline to one spare truck	0.00	318,070	0	318,070
Emergency medical dispatchers dedicated to EMS calls through the City of Raleigh	0.00	387,585	0	387,585
Transition current community college based EMT-to-Paramedic program to in-house	0.00	146,298	0	146,298
Contract EMS agencies to participate in the paramedic education program	0.00	98,934	0	98,934
Medical supplies based on cost and volume increases	0.00	200,000	0	200,000
Subtotal	**24.00**	**4,021,316**	**0**	**4,021,316**
Wake Technical Community College				
Operating costs associated with new buildings, increased collegewide utilities and service maintenance costs, and new five new position requests	0.00	1,717,936	0	1,717,936
Subtotal	**0.00**	**1,717,936**	**0**	**1,717,936**
Total	**120.16**	**72,628,997**	**5,301,568**	**67,327,429**

TOTAL REQUESTS NOT FUNDED - $18,514,000

GENERAL GOVERNMENT - $1,278,000

County Attorney $20,000

- Outside legal services partially funded

Board of Elections $99,000

- Voter Photo ID customer service representatives partially funded (2.000 FTE)
- Election specialist for Voter Registration and Absentee ID implementation partially funded (1.000 FTE)

Human Resources $1,082,000

- Senior Human Resources Consultant (1.000 FTE)
- Human Resources Consultants (2.000 FTE)
- Human Resources Communications Specialist (1.000 FTE)
- Human Resources Data Analyst (1.000 FTE)
- Onboarding Manager (1.000 FTE)
- Human Resources Specialists (3.000 FTE)
- Diversity and Inclusion Officer (1.000 FTE)
- County-wide Organization Assessment

Quasi-Governmental $65,000

- Big Sweep Volunteer Coordinator (1.000 FTE)

COMMUNITY SERVICES- $135,000

- Open Space maintenance partially funded (2.000 FTE)

ENVIRONMENTAL SERVICES- $157,000

- Animal Health Care Technicians partially funded (1.000 FTE)
- Environmental Health and Safety Operations Manager (1.000 FTE)

GENERAL SERVICES- $331,000

- De-escalation training for employees
- Physical Plant battery replacements
- Waste Services rate increase
- Mail rate increases
- Facility Maintenance Staff partially funded (2.000 FTE)

HUMAN SERVICES - $1,800,000

Economic Self-Sufficiency - $521,000

- Adult Medicaid Senior Case Manager (1.000 FTE)
- Human Services Case Managers - Family and Children Medicaid Staff partially funded (1.000 FTE)
- Human Services Program Specialist - Program and Staff Development (1.000 FTE)
- Human Services Supervisor - Food and Nutrition (1.000 FTE)
- Human Services Supervisors - Medicaid (3.000 FTE)
- Human Services Senior Case Manager - Workforce Development (1.000 FTE)

Child Welfare - $762,000

- Child Welfare Permanency Planning Staff partially funded (5.000 FTE)
- Assessors - Child Protective Services partially funded (2.000 FTE)
- Child Welfare Quality Assurance partially funded (1.000 FTE)
- Foster Care Human Services Senior Practitioners partially funded (2.000 FTE)

Public Health - $331,000

- 4H Public Health Educator (1.000 FTE)
- STD/AIDS Prevention Social Workers partially funded (2.000 FTE)
- School Based Health Nurses partially funded (2.083 FTE)

Administration and Operations- $186,000

- Western Wake Consultant (1.000 FTE)
- Crosby Center Program Assistants (2.000 FTE)
- Oak City Cares Contract partially funded

General Fund Requests Not Funded

SHERIFF - $1,640,000

- Detention and medical overtime costs partially funded
- Computer Systems Administrator (1.000 FTE)
- Sex offender registration (1.000 FTE)
- Pistol permit customer service representative partially funded (1.000 FTE)

NON-DEPARTMENTAL - $821,000

- Wake County Arts Council
- East Wake Education Foundation
- InterFaith Food Shuttle
- Communities in School
- Wake County Smart Start partially funded

WAKE COUNTY PUBLIC SCHOOL SYSTEM - $12,352,000

Personnel Summary

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended or Transferred Positions	FY2019 Amended	FY2020 Amended Positions	FY2020 Recommended
General Government						
Board of Commissioners	4.000	4.000	0.000	4.000	0.000	4.000
Communications	10.000	10.000	0.000	10.000	0.000	10.000
County Manager	9.000	11.000	0.000	11.000	0.000	11.000
County Attorney	20.000	20.000	0.000	20.000	0.000	20.000
Board of Elections	24.000	26.000	0.000	26.000	6.000	32.000
Budget and Management Services	10.000	9.000	0.000	9.000	1.000	10.000
Facilities Design and Construction	13.000	13.000	0.000	13.000	3.000	16.000
Finance	29.000	31.000	0.000	31.000	0.000	31.000
Human Resources	30.000	33.000	0.000	33.000	3.000	36.000
Information Services	101.750	104.750	4.000	108.750	7.000	115.750
Register of Deeds	41.000	41.000	0.000	41.000	0.000	41.000
Revenue	71.000	73.000	0.000	73.000	3.000	76.000
Quasi-Government	6.000	6.000	0.000	6.000	0.000	6.000
General Fund Total	**368.750**	**381.750**	**4.000**	**385.750**	**23.000**	**408.750**
Debt Service Fund	**3.000**	**3.000**	**0.000**	**3.000**	**0.000**	**3.000**
General Government Total	**371.750**	**384.750**	**4.000**	**388.750**	**23.000**	**411.750**
Community Services						
CS Management and Budget	6.000	7.000	0.000	7.000	0.000	7.000
Parks, Recreation, and Open Space	34.000	34.000	0.000	34.000	2.000	36.000
Veterans Services	4.000	4.000	0.000	4.000	0.000	4.000
Geographic Information Services	19.000	19.000	0.000	19.000	0.000	19.000
Libraries	251.500	275.000	0.000	275.000	9.500	284.500
Planning and Development	56.000	56.000	0.000	56.000	2.000	58.000
Community Services Total	**370.500**	**395.000**	**0.000**	**395.000**	**13.500**	**408.500**
Environmental Services						
ES Administration	9.000	9.000	0.000	9.000	1.000	10.000
Environmental Health & Safely	40.000	42.000	0.000	42.000	1.000	43.000
Water Quality	42.000	45.000	0.000	45.000	5.000	50.000
Animal Care, Control and Adoption	43.000	45.000	0.000	45.000	1.000	46.000
General Fund Total	**134.000**	**141.000**	**0.000**	**141.000**	**8.000**	**149.000**
Solid Waste Fund	**15.000**	**15.000**	**0.000**	**15.000**	**0.000**	**15.000**
South Wake Landfill Fund	**5.000**	**5.000**	**0.000**	**5.000**	**0.000**	**5.000**
Environmental Services Total	**154.000**	**161.000**	**0.000**	**161.000**	**8.000**	**169.000**

Personnel Summary

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended or Transferred Positions	FY2019 Amended	FY2020 Amended Positions	FY2020 Recommended
General Services						
General Services Administration						
Administration/Support	19.000	19.000	0.000	19.000	0.000	19.000
Facility and Field Services	34.000	34.000	0.000	34.000	3.000	37.000
Physical Plant	66.000	66.000	0.000	66.000	3.000	69.000
Safety and Security	7.000	7.000	0.000	7.000	0.000	7.000
General Fund Total	**126.000**	**126.000**	**0.000**	**126.000**	**6.000**	**132.000**
Fleet Fund	**18.000**	**18.000**	**0.000**	**18.000**	**0.000**	**18.000**
General Services Total	**144.000**	**144.000**	**0.000**	**144.000**	**6.000**	**150.000**
Human Services						
Child Welfare	292.200	293.200	9.600	302.800	14.000	316.800
Public Health	338.622	341.134	(2.000)	339.134	2.163	341.297
Health Clinics	172.200	175.400	0.000	175.400	0.000	175.400
Administration and Operations	238.350	189.250	(0.250)	189.000	4.000	193.000
Economic Services	567.000	583.000	2.000	585.000	8.500	593.500
General Fund Total	**1,608.372**	**1,581.984**	**9.350**	**1,591.334**	**28.663**	**1,619.997**
Grants Fund	**17.000**	**17.000**	**0.000**	**17.000**	**0.000**	**17.000**
Transportation Fund	**3.000**	**3.000**	**0.000**	**3.000**	**1.000**	**4.000**
Human Services Total	**1,628.372**	**1,601.984**	**9.350**	**1,611.334**	**29.663**	**1,640.997**
Housing and Community Revitalization						
General Fund	0.000	60.350	(0.350)	60.000	8.000	68.000
Housing & Community Revitalization	11.000	10.000	0.000	10.000	(2.000)	8.000
Housing and Community Revitalization Total	**11.000**	**70.350**	**(0.350)**	**70.000**	**6.000**	**76.000**
Emergency Medical Services	**292.000**	**317.000**	**0.000**	**317.000**	**24.000**	**341.000**
Fire Services						
General Fund	22.000	22.000	0.000	22.000	0.000	22.000
Grants Fund	2.000	2.000	0.000	2.000	0.000	2.000
Fire Services Total	**24.000**	**24.000**	**0.000**	**24.000**	**0.000**	**24.000**
City-County Bureau of Identification	**81.000**	**81.000**	**0.000**	**81.000**	**2.000**	**83.000**

Personnel Summary

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended or Transferred Positions	FY2019 Amended	FY2020 Amended Positions	FY2020 Recommended
Sheriff						
Law Enforcement	452.000	455.000	3.000	458.000	3.000	461.000
Detention	569.000	569.000	(3.000)	566.000	5.000	571.000
Sheriff Total	**1,021.000**	**1,024.000**	**0.000**	**1,024.000**	**8.000**	**1,032.000**
Capital Area Workforce Development	**18.000**	**18.000**	**0.000**	**18.000**	**0.000**	**18.000**
Total	**4,115.622**	**4,221.084**	**13.000**	**4,234.084**	**120.163**	**4,354.247**

Position Changes from FY 2019 Adopted to FY 2019 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: 13.000 FTEs

General Government: 4.000 FTEs

Information Services: 4.000 FTEs

- 3.000 FTEs - Converting temporary positions to address Revenue rewrite
- 1.000 FTEs - Establishment of Chief Data Officer position

Human Services: 9.350 FTEs

Economic Services: 2.000 FTEs

- 2.000 FTEs - Increased positions for Child Care Subsidy eligibility determination and case management

Child Welfare: 9.600 FTEs

- 9.000 FTEs - Increased positions for NC FAST preparation and implementation
- 0.600 FTE - Transfer Administration and Operations position working on Child Welfare

Public Health: (2.000) FTEs

- (2.000) FTEs - Correcting FY 2019 ordinance by applying increase to Grants and Donations Fund and not Human Services Public Health for Integrated Program for Prevention of Drug Overdoses & Tobacco positions

Administration and Operations: (0.250) FTEs

- 0.350 FTEs - Correcting FY 2019 ordinance applying increase to Housing and not Human Services
- (0.600) FTE - Transfer Administration and Operations position working on Child Welfare

Housing: (0.350) FTE

- (0.350) FTE - Correcting FY 2019 ordinance applying increase to Housing and not Human Services

Sheriff: 0.000 FTEs

Law Enforcement: 3.000 FTEs

- 3.000 FTEs - Reclassification of existing Detention Positions to Law Enforcement Public Information Officer, Attorney, and Legal Assistant Positions

Detention: (3.000) FTEs

- (3.000) FTEs - Reclassification of Detention Positions to Law Enforcement Public Information Officer, County Attorney, and Legal Assistant Positions

GRANTS AND DONATIONS FUND: 0.000 FTEs

- 2.000 FTEs - Correcting FY 2019 ordinance by applying increase to Grants and Donations Fund and not Human Services Public Health for Integrated Program for Prevention of Drug Overdoses & Tobacco positions
- (1.000) FTE - Correcting FY 2019 ordinance due to elimination of Juntos 4-H Program funding and position
- (1.000) FTE - Correcting FY 2019 ordinance due to elimination of Ryan White Title III Program funding and position

TOTAL POSITION CHANGE:

- 13.000

*Departments with no change to FTE authorization FY 2019 Adopted to FY 2019 Amended Budget:

- Board of Commissioners
- Communications
- County Manager
- County Attorney
- Board of Elections
- Budget and Management Services
- Facilities Design and Construction
- Finance
- Human Resources

Personnel Changes Summary

- Register of Deeds
- Tax Administration
- Quasi-Governmental
- Community Services
- Environmental Services
- General Services Administration
- Emergency Medical Services
- Fire Services
- Capital Area Workforce Development
- City-County Bureau of Identification

Position Changes from FY 2019 Amended to FY 2020 Adopted

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: 121.163 FTEs

General Government 23.000 FTEs

Board of Elections: 6.000 FTEs

- 3.000 FTEs - 1.000 Supervisor and 2.000 Elections Specialists for voter registration and absentee ID implementation
- 1.000 FTE - Elections Specialist to issue voter photo IDs upon request
- 2.000 FTEs - Inventory Control Specialists to manage warehouse inventory

Budget and Management Services: 1.000 FTE

- 1.000 FTE - Budget and Management Analyst for budget development, management, and analysis

Facilities Design and Construction: 3.000 FTEs

- 2.000 FTEs - Project Managers to work on increasingly complex County CIP projects
- 1.000 FTE - Real Estate Specialist to meet increase in workload

Human Resources: 3.000 FTEs

- 1.000 FTE - Senior Human Resources Consultant to manage information systems
- 1.000 FTE - Business Officer for contract and benefits budget coordination
- 1.000 FTE - Human Resources Specialist to process employee actions

Information Services: 7.000 FTEs

- 1.000 FTE - IT Engineer to support growing wireless footprint and network security initiatives
- 1.000 FTE - IT Engineer to support Land Development System
- 1.000 FTE - Computer Systems Administrator to support electronic content platform
- 1.000 FTE - Remote IT Technician to support customers in regional centers and other facilities
- 1.000 FTE - IT Technician to provide desktop support
- 1.000 FTE - Computer Systems Administrator to support Office 365 portfolio
- 1.000 FTE - IT Analyst to support enterprise records management

Tax Administration: 3.000 FTEs

- 2.000 FTEs - Real Estate Appraisers to decrease appraiser to parcel ratio and accommodate transition to a four-year reappraisal cycle
- 1.000 FTE - Revenue Agent to provide customer service, account management, and accommodate the transition to a four-year reappraisal cycle

Community Services: 13.500 FTEs

Libraries: 9.500 FTEs

- 4.500 FTEs - 1.000 Adult Librarian and 3.500 Librarian Assistants for Fuquay-Varina Library Opening
- 5.000 FTEs - Youth Librarians for Sunday Hours at Athens Drive, Duraleigh, Southgate, Wendell, and Zebulon.

Planning and Development Inspection: 2.000 FTEs

- 2.000 FTEs - Senior building inspectors to maintain inspection quality and response times

Parks, Recreation, and Open Space: 2.000 FTEs

- 2.000 FTEs - Park Technicians to provide open space maintenance for 120 properties

Environmental Services: 8.000 FTEs

Environmental Services Administration: 1.000 FTE

- 1.000 FTE - Administrative Services Coordinator to manage Local Health Department accreditation

Environmental Health & Safety: 1.000 FTE

- 1.000 FTE - Environmental Health Manager to increase efficiency of food, lodging, and institutions inspections

Water Quality: 5.000 FTEs

- 3.000 FTEs - 2.000 Environmental Health Specialists and 1.000 Environmental Consultant to

respond to regulatory change in wastewater application review process

- 1.000 FTE - Environmental Consultant to inspect complex on-site disposal systems
- 1.000 FTE - Chemist to perform groundwater testing and analysis

Animal Care, Control, and Adoption: 1.000 FTE

- 1.000 FTE - Animal Health Technician to provide animal care at Animal Shelter

General Services Administration: 6.000 FTEs

Facility & Field Services: 3.000 FTEs

- 3.000 FTEs - 2.000 Master Mechanics and 1.000 Trade Specialist to complete stormwater control measure inspection and maintenance

Physical Plant: 3.000 FTEs

- 3.000 FTEs - 2.000 Master Mechanics and 1.000 Trade Specialist to provide general and electrical facility maintenance

Human Services: 28.663 FTEs

Economic Services: 8.500 FTEs

- 2.500 FTEs - Case Managers to process Food and Nutrition applications at Millbrook, Western Wake, and Oak City locations
- 3.000 FTEs - Food and Nutrition Technicians to process Food and Nutrition re-certifications
- 1.000 FTE - Case Manager to ensure timeliness for Medicaid case recertification
- 2.000 FTEs - Senior Practitioners to complete adult protective services evaluations and case decisions

Child Welfare: 14.000 FTEs

- 6.000 FTEs - 1.000 Supervisor and 5.000 Investigators to complete child abuse and/or neglect assessments and reduce caseloads
- 3.000 FTEs - Increase quality assurance case reviews and monitor child welfare practices
- 3.000 FTEs - Senior Practitioners to reduce caseload and increase reunification rate
- 2.000 FTEs - Senior Practitioners to serve youth ages 18-21 in Extended Foster Care

Public Health: 2.163 FTEs

- 1.833 FTEs - School Nurses to maintain school to school nurse staffing ratio of 2:1
- 1.000 FTE - Program Consultant to implement the Comprehensive Needs Assessment and Population Health Task Force
- 0.330 FTE - Social Worker for Care Coordination for Children program to improve health outcomes from birth to age 5
- (1.000) FTE - Elimination of Gonorrhea Partner Services funding and position

Administration and Operations: 4.000 FTEs

- 1.000 FTE - Customer Service Representative to provide front desk reception at Western Wake Center
- 3.000 FTEs - Human Services Technicians to provide customer service and resolve benefit issues

Housing: 8.000 FTEs

- 4.000 FTEs - 1.000 Supervisor and 3.000 Social Workers to provide clients homelessness prevention and housing services
- 1.000 FTE - Deputy Housing Director to monitor programming and measure outcomes
- 1.000 FTE - Human Resources Specialist to provide recruitment, processing, and training
- (2.000) FTEs - Housing Affordability and Community Revitalization Manager and Program Specialist transferring from general fund to special revenue fund to better align staffing with work
- 4.000 FTEs - Business Officer, Senior Accounting Technician, Executive Assistant, and Affordable Housing Division Director transferring from special revenue fund to general fund to better align staffing with work

City-County Bureau of Identification: 2.000 FTEs

- 2.000 FTEs - Crime Scene Investigators to respond to 90% of crime scene calls within one hour

Sheriff: 8.000 FTEs

Law Enforcement: 3.000 FTEs

- 1.000 FTE - Crisis Intervention Coordinator to provide immediate and post-incident response, support, and resources
- 1.000 FTE - Program Assistant to provide Victim Services including support during court appearances
- 1.000 FTE - Customer Services Representative to process concealed carry and pistol permits

Detention: 5.000 FTEs

- 3.000 FTEs - 2.000 Nurses and 1.000 Resident Care Technicians to support expanded overnight hours of inmate medical clinic
- 2.000 FTEs - Nurses to support expanded overnight hours for specialty detox and mental illness clinics

Emergency Medical Services: 24.000 FTEs

- 20.000 FTEs - 10.000 paramedics and 10.000 EMTs, to staff additional three peakload ambulances and expand two peakloads to 24-hour service
- 1.000 FTE - Compliance Officer to manage compliance activities for EMS system
- 2.000 FTEs - Logistics Officers to expand hours of medical supply inventory and delivery
- 1.000 FTE - Computer Systems Administrator to support EMS technology

HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION SPECIAL REVENUE FUND: (2.000) FTEs

- 2.000 FTE - Housing Affordability and Community Revitalization Manager and Program Specialist transferring from general fund to special revenue fund to better align staffing with work
- (4.000) FTEs - Business Officer, Senior Accounting Technician, Executive Assistant, and Affordable Housing Division Director transferring from special revenue fund to general fund to better align staffing with work

HUMAN SERVICES TRANSPORTATION FUND: 1.000 FTE

- 1.000 FTE - Operations Manager to monitor vendor performance for trips and to better comply with state and federal regulations

TOTAL POSITION CHANGE: 120.163 FTEs

*Departments with no change to FTE authorization FY 2019 Amended to FY 2020 Recommended Budget:

- Board of Commissioners
- Communications
- County Manager
- County Attorney
- Finance
- Register of Deeds
- Quasi-Governmental
- Fire Services
- Capital Area Workforce Development

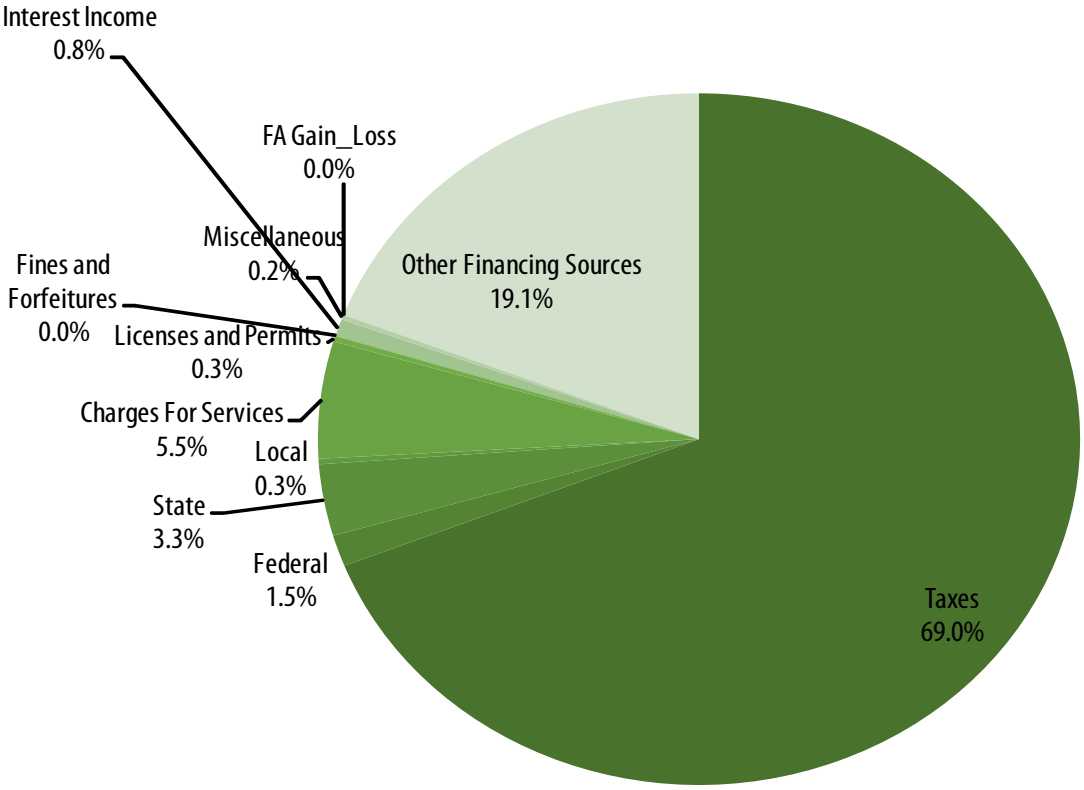
Total Revenues by Fund

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
General Fund				
General Fund	$1,247,624,485	$1,331,034,000	$1,335,270,513	$1,466,200,000
Debt Service				
Debt Service	$264,277,378	$296,520,000	$300,520,000	$326,130,000
Special Revenue Funds				
Capital Area Workforce Development	$6,486,297	$5,745,000	$5,745,000	$5,795,000
Fire Tax District	$26,299,016	$27,536,000	$27,536,000	$28,264,000
Grants and Donations	$4,695,383	$4,041,336	$5,587,149	$3,079,000
Housing and Community Revitalization	$9,943,616	$7,526,000	$7,744,500	$6,899,000
Major Facilities	$55,733,928	$57,315,000	$57,315,000	$62,260,000
Transportation	$4,959,266	$8,730,000	$9,344,686	$8,812,000
Capital Improvement Funds				
Affordable Housing CIP	$0	$15,224,000	$15,224,000	$12,987,000
County Capital Improvement Fund	$41,832,311	$37,161,962	$44,229,516	$65,320,000
Fire Tax District Capital	$3,345,914	$6,539,000	$2,036,965	$2,830,000
Major Facilities Capital Trust	$3,178,077	$3,238,045	$3,107,658	$3,862,800
Solid Waste Capital	$674,967	$615,000	$4,995,506	$6,295,000
Wake County Public Schools Capital Projects	$348,122,940	$339,131,362	$326,477,447	$305,437,650
Wake Technical Community College Capital Projects	$40,970,416	$74,919,000	$76,865,149	$96,576,000
Internal Service Fund				
Corporate Fleet Fund	$9,332,149	$10,549,000	$11,613,049	$10,403,000
Enterprise Funds				
Solid Waste Management	$15,398,132	$15,487,000	$15,487,000	$19,146,000
South Wake Landfill	$24,391,548	$17,500,000	$17,500,000	$20,900,000
Total Revenues	**$2,107,265,825**	**$2,258,811,705**	**$2,266,599,138**	**$2,451,196,450**
Less Interfund Transfers	**$(342,752,244)**	**$(353,966,836)**	**$(358,811,268)**	**$(419,084,517)**
Total Revenues All Funds Net of Interfund Transfers	**$1,764,513,581**	**$1,904,844,869**	**$1,907,787,870**	**$2,032,111,933**

Total Revenue by Source

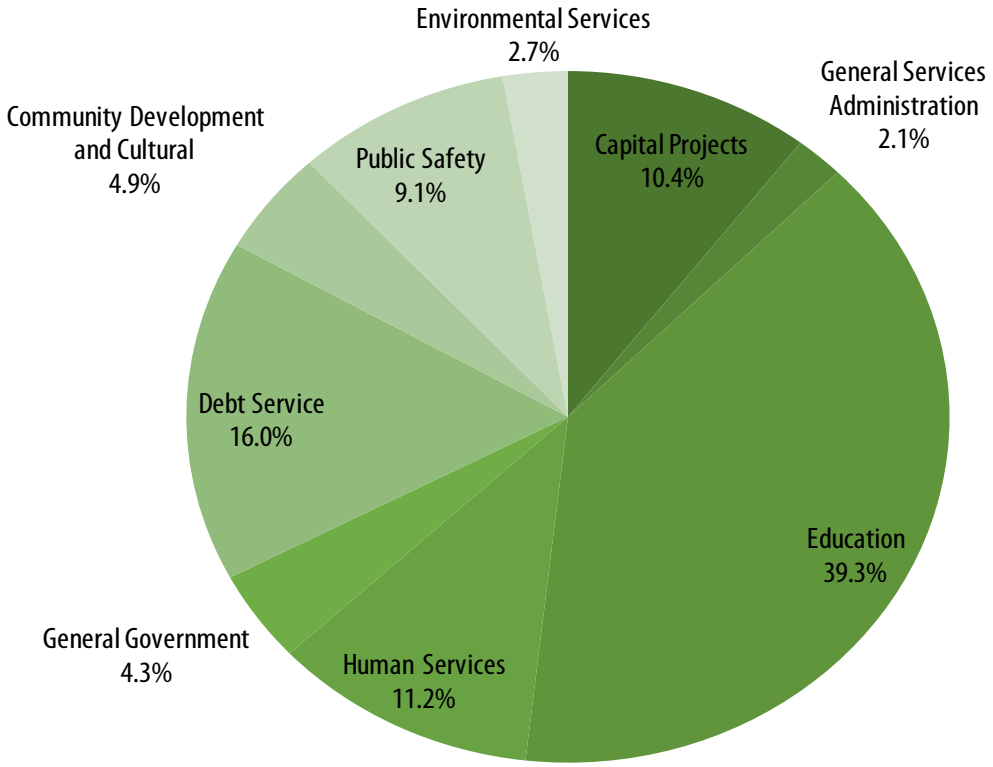
Total Revenues by Source

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Taxes	$1,173,372,567	$1,265,658,997	$1,265,658,997	$1,402,807,303	69.0%
Federal	$28,079,777	$30,371,623	$31,809,658	$29,691,148	1.5%
State	$75,471,443	$65,590,635	$66,202,458	$67,914,149	3.3%
Local	$13,462,886	$5,292,037	$8,897,605	$5,290,190	0.3%
Charges For Services	$108,775,355	$106,581,470	$103,168,003	$110,916,787	5.5%
Licenses & Permits	$5,388,769	$5,620,204	$5,620,204	$5,569,842	0.3%
Fines & Forfeitures	$376	—	—	—	0.0%
Interest Income	$10,279,067	$11,241,902	$10,377,693	$16,207,946	0.8%
Miscellaneous	$4,488,792	$3,288,822	$9,493,392	$4,601,548	0.2%
Other Financing Sources	$345,194,550	$411,199,179	$406,559,860	$389,113,020	19.1%
Total Revenues by Source	**$1,764,513,581**	**$1,904,844,869**	**$1,907,787,870**	**$2,032,111,933**	



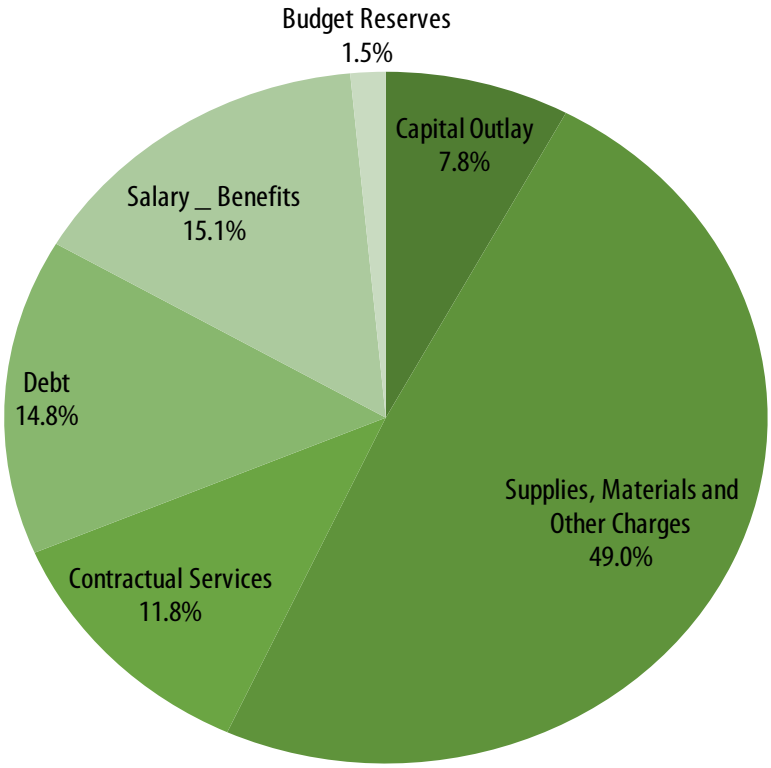
Expenditures by Use

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Capital Projects	$378,976,618	$143,881,007	$450,770,585	$212,044,800	10.4%
Community Development and Cultural	$85,900,407	$90,788,281	$91,011,856	$98,684,670	4.9%
Debt Service	$273,647,508	$291,645,000	$291,645,000	$324,590,102	16.0%
Environmental Services	$47,896,341	$45,292,544	$49,781,857	$55,714,704	2.7%
General Government	$58,081,822	$77,016,794	$77,496,740	$87,450,030	4.3%
General Services Administration	$37,539,111	$40,255,676	$41,492,376	$41,872,163	2.1%
Human Services	$197,901,888	$230,016,733	$231,566,592	$228,358,738	11.2%
Public Safety	$169,874,964	$175,843,412	$177,349,304	$185,224,143	9.1%
Education	$452,197,000	$810,105,422	$496,355,101	$798,172,583	39.3%
Total Operating Expenses	**$1,702,015,659**	**$1,904,844,869**	**$1,907,469,411**	**$2,032,111,933**	



Expenditures by Type

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Salary / Benefits	$262,129,297	$281,139,812	$281,568,475	$307,185,279	15.1%
Contractual Services	$201,291,055	$230,084,030	$234,669,122	$239,705,922	11.8%
Supplies, Materials and Other Charges	$923,593,630	$980,219,631	$978,060,512	$995,602,645	49.0%
Capital Outlay	$42,466,676	$112,874,126	$117,605,119	$158,996,952	7.8%
Debt	$272,535,001	$291,166,584	$291,167,538	$300,272,483	14.8%
Budget Reserves	—	$9,360,686	$4,398,645	$30,348,652	1.5%
Total Expenditures by Type	**$1,702,015,659**	**$1,904,844,869**	**$1,907,469,411**	**$2,032,111,933**	



Summary of Revenue, Expenditures and Changes in Fund Balance

General Fund

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	$1,091,693,510	$1,182,063,997	$1,182,063,997	$1,313,810,303
Federal	$12,035,869	$12,629,224	$12,128,516	$12,235,926
State	$59,990,078	$50,482,819	$51,203,157	$53,083,012
Local	$8,124,198	$4,075,850	$4,237,080	$4,107,110
Charges For Services	$65,833,743	$63,110,927	$62,785,067	$63,977,063
Licenses & Permits	$5,381,269	$5,611,504	$5,611,504	$5,562,342
Fines & Forfeitures	—	—	—	—
Interest Income	$123,830	$1,220	$1,220	$5,220
Miscellaneous	$591,153	$361,097	$361,097	$379,763
Revenue Totals	**$1,243,773,650**	**$1,318,336,638**	**$1,318,391,638**	**$1,453,160,739**
Operating Expenses				
General Government	$57,987,317	$76,938,998	$77,418,944	$87,369,847
Human Services	$176,884,162	$189,088,292	$189,815,581	$196,122,322
Education	$452,197,000	$493,906,422	$496,355,101	$532,035,537
Community Development and Cultural	$34,939,537	$37,873,281	$38,010,683	$40,766,670
Environmental Services	$11,917,505	$13,258,847	$13,273,447	$14,322,583
Public Safety	$145,655,622	$150,591,249	$150,735,865	$159,211,065
Capital Projects	—	—	—	—
Debt Service	—	—	—	—
General Services Administration	$28,545,344	$29,706,676	$29,864,554	$31,469,163
Expenditure Totals	**$908,126,486**	**$991,363,765**	**$995,474,175**	**$1,061,297,187**
Revenues Over (Under) Expenditures	**$335,647,163**	**$326,972,873**	**$322,917,463**	**$391,863,552**
Other Financing Sources (Uses)				
Transfers In	$3,834,014	$3,759,362	$3,759,362	$3,769,604
Transfers Out	$(318,860,648)	$(339,670,235)	$(339,796,338)	$(404,902,813)
Bond Proceeds and other financing transactions	$16,821	—	—	—
Total Other Financing Sources (Uses)	**$(315,009,813)**	**$(335,910,873)**	**$(336,036,976)**	**$(401,133,209)**
Revenue and Other Sources Over (Under) Expenditures and Other Uses	**$20,637,350**	**$(8,938,000)**	**$(13,119,513)**	**$(9,269,657)**
Fund Balance at Beginning of Year	$296,176,737	$316,814,087	$316,814,087	$303,694,574
Fund Balance at End of Year	**$316,814,087**	**$307,876,087**	**$303,694,574**	**$294,424,917**

Summary of Revenue, Expenditures and Changes in Fund Balance

Debt Service Fund

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	$2,803,555	$2,783,013	$2,783,013	$2,783,013
State	$10,870,372	$10,000,000	$10,000,000	$10,000,000
Local	—	—	—	—
Charges For Services	$11,500	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	$8,757,620	$9,980,221	$9,980,221	$14,484,766
Miscellaneous	—	—	—	—
Revenue Totals	**$22,443,047**	**$22,763,234**	**$22,763,234**	**$27,267,779**
Operating Expenses	—	—	—	—
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Capital Projects	—	—	—	—
Debt Service	$273,647,508	$291,645,000	$291,645,000	$324,590,102
General Services Administration	—	—	—	—
Expenditure Totals	**$273,647,508**	**$291,645,000**	**$291,645,000**	**$324,590,102**
Revenues Over (Under) Expenditures	**$(251,204,460)**	**$(268,881,766)**	**$(268,881,766)**	**$(297,322,323)**
Other Financing Sources (Uses)				
Transfers In	$241,085,150	$270,329,936	$270,329,936	$298,862,221
Transfers Out	$(1,946,150)	$(4,875,000)	$(8,875,000)	$(1,539,898)
Bond Proceeds and other financing transactions	$749,180	—	—	—
Total Other Financing Sources (Uses)	**$239,888,180**	**$265,454,936**	**$261,454,936**	**$297,322,323**
Revenue and Other Sources Over (Under) Expenditures and Other Uses	**$(11,316,280)**	**$(3,426,830)**	**$(7,426,830)**	**—**
Fund Balance at Beginning of Year	$120,290,900	$108,974,620	$108,974,620	$101,547,790
Fund Balance at End of Year	**$108,974,620**	**$105,547,790**	**$101,547,790**	**$101,547,790**

Summary of Revenue, Expenditures and Changes in Fund Balance

Special Revenue Funds

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	$81,679,015	$83,595,000	$83,595,000	$88,997,000
Federal	$13,073,997	$14,959,386	$16,055,280	$14,672,209
State	$2,177,510	$2,647,570	$2,549,054	$2,402,948
Local	$2,190,687	$1,216,187	$1,472,525	$1,083,080
Charges For Services	$4,319,198	$6,210,958	$6,548,461	$5,894,950
Licenses & Permits	—	—	—	—
Fines & Forfeitures	$376	—	—	—
Interest Income	$217,382	$15,000	$39,892	$51,000
Miscellaneous	$26,694	$138,000	$160,099	$138,000
Revenue Totals	**$103,684,859**	**$108,782,101**	**$110,420,311**	**$113,239,187**
Operating Expenses				
General Government	$94,506	$77,796	$77,796	$80,183
Human Services	$21,017,726	$25,704,441	$26,527,011	$24,174,416
Education	—	—	—	—
Community Development and Cultural	$50,960,870	$52,915,000	$53,001,173	$57,918,000
Environmental Services	$81,046	—	$94,207	—
Public Safety	$24,219,342	$25,252,163	$26,613,439	$26,013,078
Capital Projects	—	—	—	—
Debt Service	—	—	—	—
General Services Administration	$12,642	—	$14,773	—
Expenditure Totals	**$96,386,132**	**$103,949,400**	**$106,328,399**	**$108,185,677**
Revenues Over (Under) Expenditures	**$7,298,727**	**$4,832,701**	**$4,091,912**	**$5,053,510**
Other Financing Sources (Uses)				
Transfers In	$4,432,648	$745,235	$871,338	$268,813
Transfers Out	$(7,417,000)	$(6,943,936)	$(6,943,936)	$(6,923,323)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	**$(2,984,352)**	**$(6,198,701)**	**$(6,072,598)**	**$(6,654,510)**
Revenue and Other Sources Over (Under) Expenditures and Other Uses	**$4,314,375**	**$(1,366,000)**	**$(1,980,686)**	**$(1,601,000)**
Fund Balance at Beginning of Year	$36,321,970	$40,636,345	$40,636,345	$38,655,659
Fund Balance at End of Year	**$40,636,345**	**$39,270,345**	**$38,655,659**	**$37,054,659**

Summary of Revenue, Expenditures and Changes in Fund Balance

Internal Service Fund

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	$8,537,672	$9,032,043	$8,839,773	$9,674,081
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	$50,815	$20,000	$20,000	$20,000
Miscellaneous	$743,662	$635,615	$635,615	$511,083
Revenue Totals	**$9,332,149**	**$9,687,658**	**$9,495,388**	**$10,205,164**
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Capital Projects	—	—	—	—
Debt Service	—	—	—	—
General Services Administration	$8,981,125	$10,549,000	$11,613,049	$10,403,000
Expenditure Totals	**$8,981,125**	**$10,549,000**	**$11,613,049**	**$10,403,000**
Revenues Over (Under) Expenditures	**$351,024**	**$(861,342)**	**$(2,117,661)**	**$(197,836)**
Other Financing Sources (Uses)				
Transfers In	—	—	—	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	—	—	—	—
Revenues and Other Sources Over (Under) Expenditures and Other uses	**$351,024**	**$(861,342)**	**$(2,117,661)**	**$(197,836)**
Fund Balance at Beginning of Year	$3,151,335	$3,502,359	$3,502,359	$1,384,698
Fund Balance at End of Year	**$3,502,359**	**$2,641,017**	**$1,384,698**	**$1,186,862**

Summary of Revenue, Expenditures and Changes in Fund Balance

Enterprise Funds

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	$2,433,482	$2,460,246	$2,460,246	$2,428,189
Local	—	—	—	—
Charges For Services	$26,314,874	$26,929,542	$26,929,542	$30,729,393
Licenses & Permits	$7,500	$8,700	$8,700	$7,500
Fines & Forfeitures	—	—	—	—
Interest Income	$611,573	$316,099	$316,099	$460,614
Miscellaneous	$2,287,430	$2,154,110	$2,154,110	$2,927,702
Revenue Totals	**$31,654,859**	**$31,868,697**	**$31,868,697**	**$36,553,398**
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	$26,723,472	$31,418,697	$31,418,697	$35,247,121
Public Safety	—	—	—	—
Capital Projects	—	—	—	—
Debt Service	—	—	—	—
General Services Administration	—	—	—	—
Expenditure Totals	**$26,723,472**	**$31,418,697**	**$31,418,697**	**$35,247,121**
Revenues Over (Under) Expenditures	**$4,931,387**	**$450,000**	**$450,000**	**$1,306,277**
Other Financing Sources (Uses)				
Transfers In	$8,134,822	$1,118,303	$1,118,303	$1,186,879
Transfers Out	$(9,088,282)	$(1,568,303)	$(1,568,303)	$(4,798,879)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	**$(953,460)**	**$(450,000)**	**$(450,000)**	**$(3,612,000)**
Revenue and Other Sources Over (Under) Expenditures and Other Uses	**$3,977,927**	**—**	**—**	**$2,305,723**
Fund Balance at Beginning of Year	$26,720,858	$30,698,785	$30,698,785	$30,698,785
Fund Balance at End of Year	**$30,698,785**	**$30,698,785**	**$30,698,785**	**$28,393,062**

Summary of Revenue, Expenditures and Changes in Fund Balance

Capital Improvement Funds

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	$42	—	—	—
Federal	$166,357	—	$842,849	—
State	—	—	$(9,999)	—
Local	$3,148,000	—	$3,188,000	$100,000
Charges For Services	$3,758,368	$1,298,000	$(1,934,840)	$641,300
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	$517,847	$909,362	$20,261	$1,186,346
Miscellaneous	$839,853	—	$6,182,471	$645,000
Revenue Totals	**$8,430,467**	**$2,207,362**	**$8,288,742**	**$2,572,646**
Operating Expenses				
General Government	—	—	—	—
Human Services	—	$15,224,000	$15,224,000	$8,062,000
Education	$294,244,140	$316,199,000	$326,477,447	$266,137,046
Community Development and Cultural	—	—	—	—
Environmental Services	$9,174,318	$615,000	$4,995,506	$6,145,000
Public Safety	—	—	—	—
Capital Projects	$84,732,478	$143,881,007	$124,293,138	$212,044,800
Debt Service	—	—	—	—
General Services Administration	—	—	—	—
Expenditure Totals	**$388,150,936**	**$475,919,007**	**$470,990,091**	**$492,388,846**
Revenues Over (Under) Expenditures	**$(379,720,469)**	**$(473,711,645)**	**$(462,701,349)**	**$(489,816,200)**
Other Financing Sources (Uses)				
Transfers In	$85,265,610	$78,014,000	$82,732,329	$114,997,000
Transfers Out	$(5,440,164)	$(909,362)	$(1,946,150)	$(919,604)
Bond Proceeds and other financing transactions	$344,428,549	$394,781,000	$382,837,170	$372,680,046
Total Other Financing Sources (Uses)	**$424,253,995**	**$471,885,638**	**$463,623,349**	**$486,757,442**
Revenue and Other Sources Over (Under) Expenditures and Other Uses	**$44,533,526**	**$(1,826,007)**	**$922,000**	**$(3,058,758)**
Fund Balance at Beginning of Year	$247,273,598	$291,807,124	$291,807,124	$292,729,124
Fund Balance at End of Year	**$291,807,124**	**$289,981,117**	**$292,729,124**	**$289,670,366**

Summary of Revenue, Expenditures and Changes in Fund Balance

All Funds

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Operating Revenues				
Taxes	$1,173,372,567	$1,265,658,997	$1,265,658,997	$1,402,807,303
Federal	$28,079,777	$30,371,623	$31,809,658	$29,691,148
State	$75,471,443	$65,590,635	$66,202,458	$67,914,149
Local	$13,462,886	$5,292,037	$8,897,605	$5,290,190
Charges For Services	$108,775,355	$106,581,470	$103,168,003	$110,916,787
Licenses & Permits	$5,388,769	$5,620,204	$5,620,204	$5,569,842
Fines & Forfeitures	$376	—	—	—
Interest Income	$10,279,067	$11,241,902	$10,377,693	$16,207,946
Miscellaneous	$4,488,792	$3,288,822	$9,493,392	$4,601,548
Revenue Totals	**$1,419,319,031**	**$1,493,645,690**	**$1,501,228,010**	**$1,642,998,913**
Operating Expenses				
General Government	$58,081,822	$77,016,794	$77,496,740	$87,450,030
Human Services	$197,901,888	$230,016,733	$231,566,592	$228,358,738
Education	$452,197,000	$810,105,422	$496,355,101	$798,172,583
Community Development and Cultural	$85,900,407	$90,788,281	$91,011,856	$98,684,670
Environmental Services	$47,896,341	$45,292,544	$49,781,857	$55,714,704
Public Safety	$169,874,964	$175,843,412	$177,349,304	$185,224,143
Capital Projects	$378,976,618	$143,881,007	$450,770,585	$212,044,800
Debt Service	$273,647,508	$291,645,000	$291,645,000	$324,590,102
General Services Administration	$37,539,111	$40,255,676	$41,492,376	$41,872,163
Expenditure Totals	**$1,702,015,659**	**$1,904,844,869**	**$1,907,469,411**	**$2,032,111,933**
Revenues Over (Under) Expenditures	**$(282,696,628)**	**$(411,199,179)**	**$(406,241,401)**	**$(389,113,020)**
Other Financing Sources (Uses)				
Transfers In	$342,752,244	$353,966,836	$358,811,268	$419,084,517
Transfers Out	$(342,752,244)	$(353,966,836)	$(359,129,727)	$(419,084,517)
Bond Proceeds and other financing transactions	$345,194,550	$394,781,000	$382,837,170	$372,680,046
Total Other Financing Sources (Uses)	**$345,194,550**	**$394,781,000**	**$382,518,711**	**$372,680,046**
Revenue and Other Sources Over (Under) Expenditures and Other Uses	**$62,497,922**	**$(16,418,179)**	**$(23,722,690)**	**$(16,432,974)**
Fund Balance at Beginning of Year	$729,935,398	$792,433,320	$792,433,320	$768,710,630
Fund Balance at End of Year	**$792,433,320**	**$776,015,141**	**$768,710,630**	**$752,277,656**

Overview of Changes in Fund Balance

For FY 2020, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

General Fund

Behavioral Health appropriated $2.80 million in fund balance to continue piloting several projects, including Behavioral Health Urgent Care, Mobile Crisis for First Responders, and a School-based Mental Health Team.

Tax Administration is projected to use $1.43 million in fund balance to support the 2021 property reappraisal. This appropriation is part of the County's long-term funding strategy.

The Register of Deeds is projected to use $45,000 in Automation sub-fund balance to support automation initiatives in the Register of Deeds'.

The Non-Departmental budget includes the use of $4.00 million in ABC fund balance to transfer to County Capital for future Human Services Master Plan projects. The health insurance budget projects $1.00 million in fund balance to be used from prior year plan savings.

Debt Service

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

The County's fund balance policies include: (1) maintain fund balance of at least 19 percent of following year's projected debt service expenditures, and (2) maintain fund balance of at least 30 percent of combined general fund and debt service fund revenues. The County's long-range Debt and Capital Financial Model ("model") projects long-term revenues and expenditures to ensure the dedicated portions of property tax and sales tax will be sufficient to fund the County's existing debt and future capital needs. In FY 2020, it is estimated that fund balance in the Debt Service Fund will increase approximately $23.32 million. The projected change in fund balance for FY 2020 is considered in the County's model and is a component of the County's overall long-term debt and capital plan.

Special Revenue Funds

The Fire Tax District Fund includes a $1.63 million appropriation of fund balance for capital projects.

The Human Services Transportation budget includes $125,00 in fund balance contribution in FY 2020. The contribution provides program flexibility across fiscal years

Internal Service Fund

The Internal Service Fund will be in its ninth year of operations in FY 2020. The FY 2020 budget increased over the prior year for refinements made to the calculation of the lease charges. Operating departments are charged on an annual basis for a portion of the future vehicle replacement costs as well as a proportional share of the operating expenses for maintenance and repair. These charges are also the primary source of revenues in the Fleet Fund. In FY 2020, the Fleet Fund will use $180,000 of fund balance to pilot the use of new storage units for EMS single responder vehicles that address ventilation, electrical, and security needs.

Enterprise Funds

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

Financial Model is used to ensure there is a sustainable capital and operating plan for the next seven years. Solid Waste Fund Balance is primarily reserved for capital improvements to Solid Waste facilities. The budget includes $2.3 million in appropriated fund balance to cover the costs of capital projects in the County's solid waste management services.

WAKE
COUNTY
NORTH CAROLINA

General Fund Revenue Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	Change from FY19 Adopted
Taxes					
Property Taxes	$887,804,294	$964,988,120	$964,988,120	$1,092,777,300	13.2%
Sales Tax	$185,587,183	$200,303,874	$200,303,874	$204,001,000	1.8%
Lease/Rental Vehicle Tax	$3,442,058	$2,550,000	$2,550,000	$2,550,000	0.0%
Lease/Rental Heavy Equipment Tax	$7,377	—	—	—	0.0%
Payment in Lieu of Taxes	$1,847,895	$1,222,003	$1,222,003	$1,222,003	0.0%
Real Property Transfer Tax	$13,004,704	$13,000,000	$13,000,000	$13,260,000	2.0%
Subtotal	**$1,091,693,510**	**$1,182,063,997**	**$1,182,063,997**	**$1,313,810,303**	**11.1%**
Federal					
Human Services	$11,784,420	$12,478,886	$11,978,178	$12,035,588	(3.6)%
Public Safety	$100,338	$150,338	$150,338	$200,338	33.3%
FEMA	$151,111	—	—	—	0.0%
Subtotal	**$12,035,869**	**$12,629,224**	**$12,128,516**	**$12,235,926**	**(3.1)%**
State					
ABC 5 Cent Bottle	$344,819	$255,000	$255,000	$255,000	0.0%
Beer & Wine	$890,271	$877,200	$877,200	$877,200	0.0%
Environmental	$122,777	$153,500	$153,500	$125,000	(18.6)%
Human Services	$56,421,164	$47,071,619	$47,791,957	$49,700,312	5.6%
Libraries	$606,997	$600,000	$600,000	$600,000	0.0%
Transportation	$(3,709)	—	—	—	0.0%
Other - State	$1,607,759	$1,525,500	$1,525,500	$1,525,500	0.0%
Subtotal	**$59,990,078**	**$50,482,819**	**$51,203,157**	**$53,083,012**	**5.2%**
Local					
ABC Board	$8,000,000	$4,000,000	$4,000,000	$4,000,000	0.0%
Libraries	$47	—	—	—	0.0%
Public Safety	$20,000	—	$20,000	—	0.0%
Transit	—	$34,000	$34,000	$34,000	0.0%
Other Local	$104,151	$41,850	$183,080	$73,110	74.7%
Subtotal	**$8,124,198**	**$4,075,850**	**$4,237,080**	**$4,107,110**	**0.8%**
Charges For Services					
Environmental	$338,365	$362,000	$362,000	$371,423	2.6%
Client Fees	$1,271,170	$1,142,747	$1,142,747	$1,105,318	(3.3)%
Insurance	$544,756	$914,240	$914,240	$504,838	(44.8)%
Medicaid Fees	$13,761,281	$12,311,830	$12,194,970	$11,387,314	(7.5)%
Medicare Fees	$46,356	$44,650	$44,650	$49,410	10.7%
HS Reimbursements	$684,580	$534,780	$534,780	$531,018	(0.7)%
Other	$5,260	$7,500	$7,500	$7,500	0.0%
Inspection Fees	$970,910	$963,800	$963,800	$1,213,775	25.9%
Library Fees	$416,651	$411,000	$411,000	$111,000	(73.0)%

General Fund Revenue Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	Change from FY19 Adopted
Parks & Recreation Fees	$164,593	$143,500	$143,500	$89,000	(38.0)%
EMS Fees	$26,321,231	$26,461,007	$26,461,007	$27,083,474	2.4%
Facility Use Fees	$206,047	$315,212	$315,212	$275,900	(12.5)%
Fire/Rescue Fees	$295,582	$208,489	$128,489	$108,439	(48.0)%
Sheriff Fees	$4,600,605	$4,103,800	$4,103,800	$4,589,300	11.8%
Transportation Fees	—	$98,370	$98,370	—	(100.0)%
Planning Fees	$1,236,129	$1,301,000	$1,301,000	$853,157	(34.4)%
Court Facility Fees	$1,041,301	$1,015,000	$1,015,000	$1,000,000	(1.5)%
Parking Fees	$1,214,198	$1,300,000	$1,300,000	$1,310,000	0.8%
Rental/Lease Income	$279,038	$285,869	$285,869	$285,325	(0.2)%
Record Fees	$5,091,287	$5,285,431	$5,285,431	$5,347,210	1.2%
Reimbursements	$3,620,543	$2,508,902	$2,508,902	$4,007,156	59.7%
Tax Collection Fees	$945,888	$975,000	$975,000	$1,005,000	3.1%
Vending Income	$734,273	$684,000	$555,000	$655,000	(4.2)%
Other - Charges for Services	$2,043,696	$1,732,800	$1,732,800	$2,086,506	20.4%
Subtotal	**$65,833,743**	**$63,110,927**	**$62,785,067**	**$63,977,063**	**1.4%**
Licenses & Permits					
Licenses	$265,149	$274,500	$274,500	$281,814	2.7%
Permits	$5,116,121	$5,337,004	$5,337,004	$5,280,528	(1.1)%
Subtotal	**$5,381,269**	**$5,611,504**	**$5,611,504**	**$5,562,342**	**(0.9)%**
Interest Income					
Interest	$123,830	$1,220	$1,220	$5,220	327.9%
Subtotal	**$123,830**	**$1,220**	**$1,220**	**$5,220**	**327.9%**
Miscellaneous					
Sale of Materials & Fixed Assets	$196,949	$141,762	$141,762	$160,000	12.9%
Miscellaneous Revenue	$394,204	$219,335	$219,335	$219,763	0.2%
Subtotal	**$591,153**	**$361,097**	**$361,097**	**$379,763**	**5.2%**
Other Financing Sources					
Capital Lease/Installment Purchases	$16,821	—	—	—	0.0%
Appropriated Fund Balance	—	$8,938,000	$13,119,513	$9,269,657	3.7%
Subtotal	**$16,821**	**$8,938,000**	**$13,119,513**	**$9,269,657**	**3.7%**
Transfers					
Transfers From	$3,834,014	$3,759,362	$3,759,362	$3,769,604	0.3%
Subtotal	**$3,834,014**	**$3,759,362**	**$3,759,362**	**$3,769,604**	**0.3%**
Total	**$1,247,624,485**	**$1,331,034,000**	**$1,335,270,513**	**$1,466,200,000**	**10.2%**

General Fund Expenditure Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	Change from FY19 Adopted
General Government					
Board of Commissioners	$605,316	$620,546	$631,046	$714,560	15.2%
Communications Office	$964,646	$1,064,066	$1,070,926	$1,103,493	3.7%
County Manager	$1,366,473	$1,973,664	$1,974,974	$2,070,919	4.9%
County Attorney	$2,823,849	$2,937,101	$2,937,101	$3,090,271	5.2%
Board of Elections	$4,707,571	$4,762,104	$5,153,442	$8,292,450	74.1%
Budget and Management Services	$940,388	$1,035,614	$1,046,782	$1,185,546	14.5%
Facilities Design and Construction	$1,580,516	$1,666,195	$1,670,316	$2,065,220	23.9%
Finance Department	$2,660,278	$3,139,370	$3,106,097	$3,263,052	3.9%
Human Resources	$2,731,034	$3,221,003	$3,239,895	$3,770,542	17.1%
Information Services	$15,463,231	$17,830,786	$17,844,724	$20,369,713	14.2%
Register of Deeds	$2,939,025	$3,653,148	$3,653,148	$3,320,242	(9.1)%
Tax Administration	$7,795,861	$10,242,805	$10,248,101	$12,061,156	17.8%
Quasi-Government	$775,609	$794,169	$813,995	$813,287	2.4%
Subtotal	**$45,353,799**	**$52,940,571**	**$53,390,547**	**$62,120,451**	**16.4%**
Community Services					
Community Services Management and Budget Office	$654,600	$797,280	$802,484	$886,440	11.2%
Parks, Recreation and Open Space	$3,037,192	$3,221,733	$3,240,216	$3,339,040	3.6%
Planning, Development and Inspections	$5,005,251	$5,453,945	$5,454,997	$5,716,182	4.8%
Veterans Services	$280,256	$294,261	$294,261	$302,769	2.9%
Geographic Information Services	$1,875,593	$2,080,419	$2,080,419	$2,133,927	2.6%
Libraries	$24,086,645	$26,025,643	$26,138,306	$28,414,812	9.2%
Subtotal	**$34,939,537**	**$37,873,281**	**$38,010,683**	**$40,793,170**	**7.7%**
Environmental Services					
Environmental Services Administrations	$1,155,819	$1,008,299	$1,251,543	$1,466,652	45.5%
Environmental Health & Safety	$3,209,847	$3,606,176	$3,498,760	$3,611,255	0.1%
Water Quality	$4,089,905	$4,876,284	$4,755,056	$5,403,399	10.8%
Animal Care, Control and Adoption Center	$3,461,934	$3,768,088	$3,768,088	$3,841,277	1.9%
Subtotal	**$11,917,505**	**$13,258,847**	**$13,273,447**	**$14,322,583**	**8.0%**
General Services Administration					
Administration/Support	$2,948,420	$2,864,577	$3,303,013	$2,720,922	(5.0)%
Physical Plant	$8,155,967	$8,715,906	$8,558,763	$9,269,559	6.4%
Safety and Security	$3,428,513	$3,564,175	$3,600,829	$4,007,399	12.4%
Criminal Justice/Central Government	$851,321	$952,258	$924,171	$983,981	3.3%
Facility and Field Services	$7,243,357	$7,697,923	$7,630,941	$8,485,450	10.2%
Utilities	$5,898,568	$5,851,069	$5,764,069	$5,931,084	1.4%
County Building Agreements	$19,196	$60,768	$82,768	$70,768	16.5%
Subtotal	**$28,545,344**	**$29,706,676**	**$29,864,554**	**$31,469,163**	**5.9%**

General Fund Expenditure Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	Change from FY19 Adopted
Human Services					
Social Services Economic Selft Sufficiency	$51,597,945	$50,315,338	$50,324,107	$53,834,930	7.0%
Child Welfare	$30,133,761	$32,092,070	$32,159,545	$34,078,653	6.2%
Public Health	$27,595,450	$29,862,165	$29,945,182	$30,113,853	0.0%
Health Clinics	$19,069,084	$20,255,106	$19,651,215	$20,076,099	0.8%
Administration and Operations	$23,321,184	$19,060,690	$19,480,284	$19,958,044	(0.9)%
Human Services Reserved	—	—	$660,157	—	0%
Subtotal	**$151,717,425**	**$151,585,369**	**$152,220,490**	**$158,061,579**	**4.3%**
Behavioral Health - Managed Care					
Behavioral Health-Managed Care Organization	$26,233,317	$30,565,104	$30,658,429	$30,489,704	(0.2)%
Subtotal	**$26,233,317**	**$30,565,104**	**$30,658,429**	**$30,489,704**	**(0.2)%**
Emergency Medical Services					
Emergency Medical Services	$40,925,778	$45,320,587	$45,583,186	$49,142,256	8.4%
Subtotal	**$40,925,778**	**$45,320,587**	**$45,583,186**	**$49,142,256**	**8.4%**
Fire Services					
Fire Services	$2,543,634	$2,807,512	$2,742,742	$2,863,444	2.0%
Subtotal	**$2,543,634**	**$2,807,512**	**$2,742,742**	**$2,863,444**	**2.0%**
Housing					
Housing	—	$22,883,050	$22,881,893	$20,758,005	(9.3)%
Subtotal	**—**	**$22,883,050**	**$22,881,893**	**$20,758,005**	**(9.3)%**
Emergency Communications					
PS Communications	$1,619,434	$1,748,634	$1,760,863	$1,360,211	(22.2)%
Subtotal	**$1,619,434**	**$1,748,634**	**$1,760,863**	**$1,360,211**	**(22.2)%**
CCBI					
CCBI	$6,226,744	$6,740,657	$6,771,202	$7,091,431	5.2%
Subtotal	**$6,226,744**	**$6,740,657**	**$6,771,202**	**$7,091,431**	**5.2%**
Sheriff					
Law Enforcement	$43,620,468	$45,831,590	$45,854,768	$47,240,807	3.1%
Detention	$50,833,632	$48,166,273	$48,173,211	$51,555,263	7.0%
Subtotal	**$94,454,100**	**$93,997,863**	**$94,027,979**	**$98,796,070**	**5.1%**
Non-Departmental					
Public Agencies	$2,327,456	$3,107,592	$3,107,592	$3,457,028	11.2%
Memberships	$489,342	$539,044	$539,044	$547,006	1.5%
Non-departmental	$2,367,649	$10,595,393	$10,482,248	$13,373,994	26.2%
Health Benefits	$6,904,886	$8,396,000	$8,416,000	$7,511,368	(10.5)%

General Fund Expenditure Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	Change from FY19 Adopted
Risk Management - Cost of Claims	$552,364	$1,360,398	$1,483,513	$1,360,000	0%
Subtotal	**$12,641,697**	**$23,998,427**	**$24,028,397**	**$26,249,396**	**9.4%**
Capital Lease					
Capital Lease	$16,821	—	—	—	0.0%
Subtotal	**$16,821**	**—**	**—**	**—**	**0.0%**
Transfers to Other Funds					
Transfers	$317,655,000	$323,701,000	$323,701,000	$390,647,000	20.7%
Subtotal	**$317,655,000**	**$323,701,000**	**$323,701,000**	**$390,647,000**	**20.7%**
Education					
Wake County Public School System	$430,911,000	$468,506,422	$470,955,101	$507,455,101	8.3%
Wake Technical Community College	$21,286,000	$25,400,000	$25,400,000	$24,580,436	(3.2)%
Subtotal	**$452,197,000**	**$493,906,422**	**$496,355,101**	**$532,035,537**	**7.7%**
Total	**$1,226,987,134**	**$1,331,034,000**	**$1,335,270,513**	**$1,466,200,000**	**10.2%**

WAKE
COUNTY
NORTH CAROLINA

General Government Budget Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Board of Commissioners	$605,316	$620,546	$631,046	$714,560	1.2%
Communications Office	$964,646	$1,064,066	$1,070,926	$1,103,493	1.8%
County Manager	$1,366,473	$1,973,664	$1,974,974	$2,070,919	3.3%
County Attorney	$2,823,849	$2,937,101	$2,937,101	$3,090,271	5.0%
Board of Elections	$4,707,571	$4,762,104	$5,153,442	$8,292,450	13.3%
Budget and Management Services	$940,388	$1,035,614	$1,046,782	$1,185,546	1.9%
Facilities Design & Construction	$1,580,516	$1,666,195	$1,670,316	$2,065,220	3.3%
Finance Department	$2,660,278	$3,139,370	$3,106,097	$3,263,052	5.3%
Human Resources	$2,731,034	$3,221,003	$3,239,895	$3,770,542	6.1%
Information Services	$15,463,231	$17,830,786	$17,844,724	$20,369,713	32.8%
Register of Deeds	$2,939,025	$3,653,148	$3,653,148	$3,320,242	5.3%
Tax Administration	$7,795,861	$10,242,805	$10,248,101	$12,061,156	19.4%
Quasi-Governmental	$775,609	$794,169	$813,995	$813,287	1.3%
Expenditure Totals	**$45,353,799**	**$52,940,571**	**$53,390,547**	**$62,120,451**	

Board of Commissioners

Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Salary / Benefits	$531,012	$546,506	$557,006	$615,530	86.1%
Contractual Services	$14,321	$7,948	$7,948	$19,998	2.8%
Supplies, Materials and Other Charges	$59,983	$66,092	$66,092	$79,032	11.1%
Expenditure Totals	**$605,316**	**$620,546**	**$631,046**	**$714,560**	
Number of FTEs	**4.000**	**4.000**	**4.000**	**4.000**	

Department Purpose and Goals

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

The Board of Commissioners establishes the goals for county government, provides policy direction on specific issues to the County Manager and ensures accountability to the residents. 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. The Board of Commissioners appoint members to boards and commissions established by State legislation or County Ordinance. By law, the Board 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 Commissioners are supported by four staff.

Major Accomplishments

The Board voted to combat homelessness in Wake County by committing $15 million to implement Wake County's Housing Affordability Plan. This recurring funding will support the building and preservation of affordable housing, contribute to opening a shelter for single women without children, and back a county commitment to effectively end veteran homelessness by December 2021.

The Board also brought before the voters three bonds totaling more than $1 billion, which the community passed during the November election. The bonds will fund the construction of new public schools and the renovation of existing ones; infrastructure improvements at Wake Technical Community College; and more open space preservation, new

greenway connections, new park and nature preserve construction, and renovations to existing parks.

The commissioners championed the establishment of the Wake County Transparency Portal, an open dashboard that gives the public easy access to Wake County data sets, expenditures, performance metrics, and other public information.

The Board approved a five-year agreement with the United States Geological Survey to initiate the OneWater project. The project aims to develop a 50-year Water Supply Plan for a sustainable and resilient supply of clean drinking water for residents in unincorporated areas of the county.

The commissioners authorized PLANWake, an initiative to develop the next phase of Wake County's comprehensive land use plan. PLANWake is an opportunity for community-members, leaders, and stakeholders to determine a shared vision for Wake County's future land use.

FY20 Discussion

The Board's budget increased $94,000 from last year's Adopted Budget due to the annualization of performance pay and benefit adjustments approved with the prior year budget and the expansions listed below.

The FY 2020 budget adds funding for a commissioner travel stipend ($21,000) as well as a phone stipend per the Bring Your Own Device Policy ($2,000). An additional $8,000 is added for training.

The budget includes $10,000 to cover increased costs associated with Board of Commissioner hosted events.

$9,000 of funding will support transcription services for Board meetings and worksessions.

Horizon Issues

The Board of Commissioners updates a set of goals each calendar year to prioritize County efforts and resources. The Board and County staff use the goals to set budgetary priorities, concentrate staff efforts, and focus Board discussions. The prioritized Board Goal highlights include:

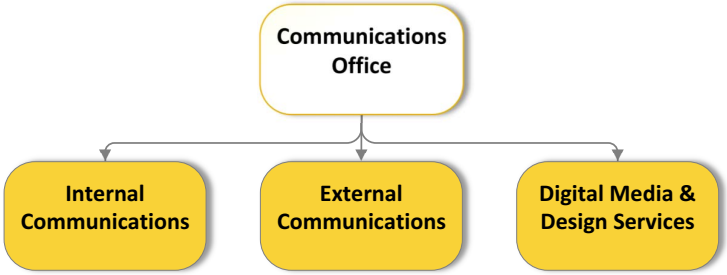
Support for vulnerable communities including: preserving and increasing affordable housing options; promoting a higher quality of life; exploring economic development incentives; and supporting businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.

Prioritization of health in Wake County, particularly through the Wake County Behavioral Health Plan and programs to support healthy and thriving babies and moms.

Collaboration to deal with the County's continued growth in a way that provides equal economic development and housing affordability.

A commitment to education, including goals to establish a WCPSS operating budget funding model in collaboration with WCPSS, expand early childhood development programs, and create education and job training opportunities for detainees and individuals reentering the community.

Communications Office



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Transfers	$12,000	$12,000	$12,000	$12,000	100.0%
Revenue Totals	**$12,000**	**$12,000**	**$12,000**	**$12,000**	
Expenditures:					
Salary / Benefits	$899,879	$966,153	$969,308	$997,180	90.4%
Contractual Services	$39,428	$66,716	$66,716	$75,116	6.8%
Supplies, Materials and Other Charges	$25,339	$31,197	$34,902	$31,197	2.8%
Expenditure Totals	**$964,646**	**$1,064,066**	**$1,070,926**	**$1,103,493**	
Number of FTEs	**10.000**	**10.000**	**10.000**	**10.000**	

Department Purpose and Goals

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

Major Accomplishments

The Communications Office led the County media and public relations efforts before, during, and after Hurricane Florence in FY 2019. The department created news releases, posted updated information to the web and social media, and participating in phone and on-camera media interviews.

The Communications Office assisted in providing a new structure to the annual State of the County address. The event was held at the N.C. Museum of Natural Sciences and featured multiple speakers, with the Board chair offering the keynote address. The Communications team coordinated logistics, drafted the remarks, promoted the event in news releases and on social media, and developed all the signage.

The department assisted in launching a new campaign to help pets at the Wake County Animal Center find forever homes. Communications staff shared photos and videos each day of animals available for adoption. The December holiday adoption special saw twice as many pets adopted from the previous year event.

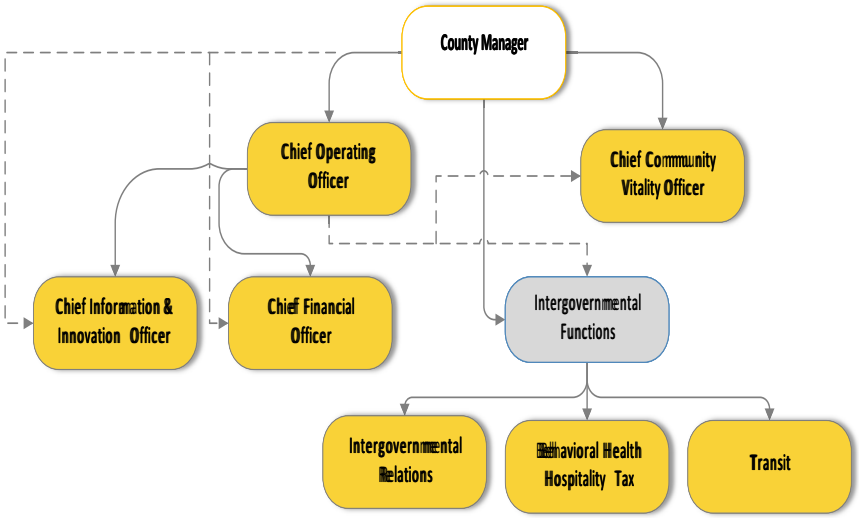
Communications Office

FY20 Discussion

The budget increased by $37,000 from the prior year adopted budget. This increase includes the annualization of performance and benefit pay and the funding of expansion requests.

Funding is included for a digital media asset tool to manage the County's electronic media, including photos and video. A project management tool for the department's internal and external communications teams is also included ($11,000).

County Manager



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Salary / Benefits	$1,256,169	$1,928,441	$1,886,248	$1,995,696	96.4%
Contractual Services	$39,947	$4,000	$15,250	$4,000	0.2%
Supplies, Materials and Other Charges	$68,948	$39,921	$72,174	$69,921	3.4%
Debt	$1,410	$1,302	$1,302	$1,302	0.1%
Expenditure Totals	**$1,366,473**	**$1,973,664**	**$1,974,974**	**$2,070,919**	
Number of FTEs	**9.000**	**11.000**	**11.000**	**11.000**	

Department Purpose and Goals

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

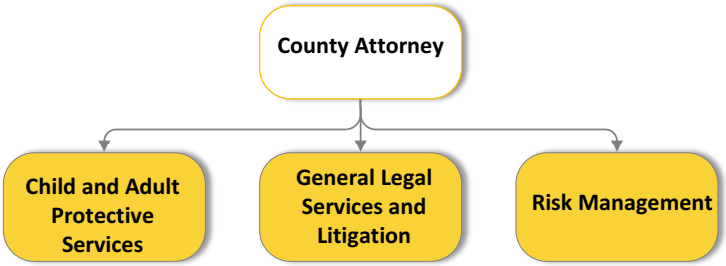
FY20 Discussion

The budget increased by $97,000 from the prior year for annualization of performance pay increases, salaries for new employees hired in FY 2019 and additional funds for professional development to keep pace with staff added to the department since FY 2018.

Horizon Issues

The three to five year revenue forecast anticipates moderate growth in County revenues which is unlikely to be sufficient to support the growing demand for services that comes with rapid population growth. The County Manager's Office will continue to challenge the organization to focus on outcomes and impacts, data-driven decision-making, and innovation to maximize resources available.

County Attorney



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Salary / Benefits	$2,647,016	$2,740,438	$2,740,438	$2,862,608	92.6%
Contractual Services	$30,332	$56,308	$56,308	$80,308	2.6%
Supplies, Materials and Other Charges	$138,929	$140,355	$140,355	$147,355	4.8%
Capital Outlay	$7,571	—	—	—	0.0%
Expenditure Totals	**$2,823,849**	**$2,937,101**	**$2,937,101**	**$3,090,271**	
Number of FTEs	**20.000**	**20.000**	**20.000**	**20.000**	

Department Purpose and Goals

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

The County Attorney's highest priority is to avoid legal liability issues by providing timely advice to the Board of Commissioners and County departments and providing department legal services in the conduct of County business and the provision of mandated services such as Child Protective Services and Adult Protective Services. To accomplish these objectives, the County Attorney's office represents the County in lawsuits and appeals, negotiates and reviews contracts, files petitions, represents the County in abuse and neglect cases, files and tries cases involving termination of parental rights, handles all locally funded workers' compensation cases for the County and Wake County Public School System, assists in enforcement of County ordinances, and provides risk management services for the County.

FY20 Discussion

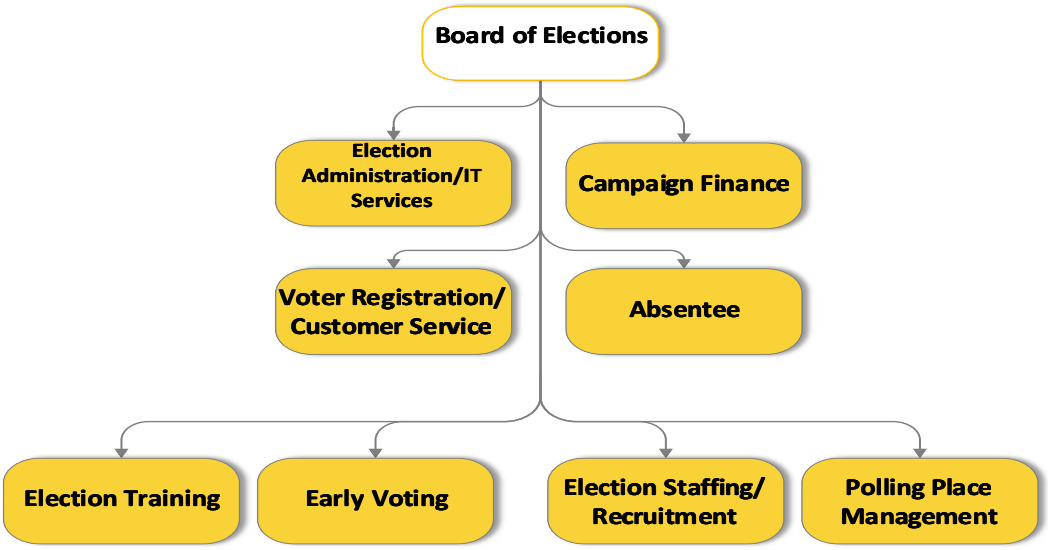
The budget increased $110,000 from the previous fiscal year's adopted budget because of the annualization of performance pay and benefit rate adjustments. The budget also increased $43,000 because of the following expansion requests:

Additional ongoing funding to expand the Attorney's Office's ability to engage outside legal services has

been included. This additional outside legal service will aid the Attorney's Office with addressing the increased legal demand for County real estate transactions, affordable housing projects, and property tax assessment challenges ($30,000).

Additional ongoing funding to hire a current law school student to serve as an intern in the County Attorney's Office has been included. The internship will be for 12 weeks at 40 hours per week. The intern will aid in reviewing public record requests and preparing of appellate court briefs ($13,000).

Board of Elections



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$1,204,173	$7,000	$7,000	$1,931,998	100.0%
Miscellaneous	$40	—	—	—	0.0%
Revenue Totals	**$1,204,213**	**$7,000**	**$7,000**	**$1,931,998**	
Expenditures:					
Salary / Benefits	$1,720,035	$2,011,193	$2,014,942	$2,546,449	30.7%
Contractual Services	$1,845,913	$1,925,753	$2,188,069	$4,025,933	48.5%
Supplies, Materials and Other Charges	$1,141,623	$825,158	$950,431	$1,720,068	20.7%
Expenditure Totals	**$4,707,571**	**$4,762,104**	**$5,153,442**	**$8,292,450**	
Number of FTEs	**24.000**	**26.000**	**26.000**	**32.000**	

Department Purpose and Goals

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

The major functions of the Wake County Board of Elections are to register eligible voters, maintain accurate voter registration lists, conduct elections and report election results, process provisional ballots, recruit and train precinct officials, secure polling places, ensure polling place ADA-compliant accessibility, maintain voting equipment and election records, file candidates for elective office, audit campaign finance reports, manage voting precincts, manage by-mail voting and early voting, and administer State Board of Elections policies that interpret federal and state statutes.

Major Accomplishments

Successfully conducted the November 2018 Midterm Election with unprecedented 59% voter turnout.

Completed mandatory election training for 3,454 precinct officials serving in the 2018 Midterm Election.

Processed and mailed 22,012 absentee ballots for the November 2018 Midterm Election.

Maintained 41,642 voter address district segments and increased individual street segments by 556 in response to Wake County population growth.

Performed preventative maintenance on 545 voting and tabulator machines.

FY20 Discussion

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

The budget increased $3,530,000 from the prior year adopted budget. The FY 2020 budget includes funding for reimbursed October and November municipal elections (October $1,288,000; November $629,000), as well as a spring presidential early primary election ($1,446,000 for early voting). The FY 2019 budget contained funding for a single general election.

Board of Election's budget includes $269,000 to cover cost escalations, including increased printing and mailing costs, increased polling place rental fees, stipends and supplies to support two additional Board members, and an upfit and restructuring of Board of Election's call center.

One election specialist supported by additional temporary staff and operational funding will implement the new, state-mandated Voter Photo ID program. The County will issue Voter Photo IDs upon request to registered voters (1.000 FTE, $174,000).

Board of Elections will add two elections specialists and one elections supervisor to provide voter registration and absentee voter services. These positions will help cover the increased workload caused by the increase in registered voters, increased numbers of absentee ballots, and the additional state-level requirements and processes for absentee ballots (3.000 FTEs, $212,000).

Two inventory specialists will standardize election warehouse inventory control and manage inventory for the County's 206 polling locations and over 745,000 registered voters (2.000 FTEs, $127,000).

Horizon Issues

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

Board of Elections

Summary of Services and Performance Measures

Service Area: Voter Registration

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of voters registered	725,536	755,000	755,000	755,000

Service Area: Election Equipment Maintenance

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Number of election equipment incidents on election day and early voting	7	2	0	

Service Area: Precinct Management

Description: State law requires that all precincts containing eligible voters be open for each election. Wake County currently has over 200 polling places that must be staffed and operated. A large number of equipment, supplies, and furniture must be packed and delivered to each polling place prior to each election. A significant amount of planning and execution is required to make sure supplies are fully and accurately packed for each polling place.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Percent of polling places with accurate supplies for election day and/or early voting	92	95	100	100

Board of Elections

Service Area: Precinct and Early Voting Official Recruitment

Description: State law requires that all precincts containing eligible voters be open for each election. Wake County has over 200 polling places that must be adequately staffed. Wake County currently has a pool of over 5,500 precinct officials which require a significant amount of planning and execution to make sure officials are prepared for election assignments.

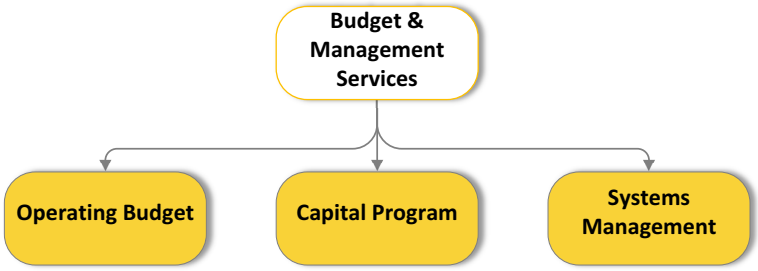
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Number of recruited active officials for election day and/or early voting	5,899	6,500	6,750	6,750

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	97	96	97	100

Budget and Management Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Salary / Benefits	$884,471	$971,858	$976,016	$1,113,534	93.9%
Contractual Services	$20,494	$22,800	$25,810	$24,273	2.0%
Supplies, Materials and Other Charges	$35,423	$40,956	$44,956	$47,739	4.0%
Expenditure Totals	**$940,388**	**$1,035,614**	**$1,046,782**	**$1,185,546**	
Number of FTEs	**10.000**	**9.000**	**9.000**	**10.000**	

Department Purpose and Goals

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

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

Major Accomplishments

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

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

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

and Real Estate teams. The group was established as part of an inter-local agreement to enhance collaboration and promote best practices in schools capital infrastructure.

The Budget and Management Services System Manager serves on the eWake Team with Information Services, Finance, and HR staff to keep Wake County's systems functioning at the highest level of performance. The eWake Team implemented a major upgrade to the Enterprise Resource Planning System, including an upgrade to the Performance Budgeting module.

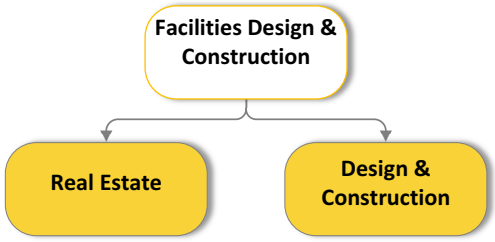
FY20 Discussion

The Budget and Management Services budget increased by $150,000 from the prior year from the annualization of performance pay and benefits adjustments, as well as for the expansion of funding for a leased copier, a Budget and Management Analyst, and an intern.

A Budget Management Analyst is included to increase monitoring, support budget development, and complete analytical projects (1.000 FTE, $101,000).

Funding is also included to support a graduate student intern to complete special projects and assist with budget development and data validation ($21,000).

Facilities Design & Construction



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Transfers	$100,000	$100,000	$100,000	$100,000	100.0%
Revenue Totals	**$100,000**	**$100,000**	**$100,000**	**$100,000**	
Expenditures:					
Salary / Benefits	$1,524,894	$1,592,773	$1,596,894	$1,932,495	93.6%
Contractual Services	$400	—	—	$2,491	0.1%
Supplies, Materials and Other Charges	$55,222	$73,422	$73,422	$130,234	6.3%
Expenditure Totals	**$1,580,516**	**$1,666,195**	**$1,670,316**	**$2,065,220**	
Number of FTEs	**13.000**	**13.000**	**13.000**	**16.000**	

Department Purpose and Goals

The department of Facilities Design & Construction plays a leadership role in developing and implementing a fiscally responsible capital improvement program for Wake County. A proactive approach is taken to build successful partnerships with other local governments, state and federal institutions, and private and non-profit groups to leverage resources and maximize results from the expenditure of County resources. The department focuses on successful outcomes through four key functions: long-term capital improvement program planning; capital improvement program implementation; real estate and landrights management; and project collaboration and partnerships.

Facility Design & Construction implemented activities and projects that accomplished several previously adopted Board Goal Initiatives in these goal areas: Growth & Sustainability, Social & Economic Vitality, and Public Safety.

Major Accomplishments

Completed construction and opened Oak City Multi-Services Center through adaptive reuse and renovation of an abandoned warehouse building adjacent to South Wilmington Street Center. This facility will serve as a single point of entry to assist people experiencing homelessness and those at risk of homelessness. This facility is a partnership among Wake County, City of Raleigh, Catholic Charities, and the Partnership to End and Prevent Homelessness. This accomplishment completes a

2016 Board of Commissioners Social & Economic Vitality initiative.

Completed construction and opened Wake Forest Library after an extensive renovation and expansion project. Made substantial progress on construction of Cary Regional Library and Fuquay-Varina Community Library. Started construction started on Morrisville Community Library.

Completed the final phase of Turnipseed Nature Preserve, which created public access to a 265-acre open space tract along Mark's Creek in eastern Wake County. Wake County received a $250,000 grant from the National Park Service's Land and Water Conservation Fund for this project. The Nature Preserve features four miles of trails, picnic areas, a bird and wildlife viewing platform, and a 140-foot pedestrian bridge built to preserve a flood plain and wetlands areas.

Executed a long-term lease for the relocation of the Board of Elections to a facility that provides office space, warehouse space, and allows for future expansion. This facility provides administrative, storage, and training functions to be carried out at one location.

FY20 Discussion

The budget increased by $399,000 from the prior year adopted budget. In addition to performance pay and benefit adjustments, the budget includes the following expansion requests.

Two Projects Managers will meet the increased workload and project complexity driven by current planned County Capital Improvement Program projects. Also included is a Real Estate Specialist to address the increased workload of the department (3.000 FTE, $358,000).

The additional costs for mileage reimbursement for in-County travel to construction sites and land acquisition activities was included ($6,000).

Horizon Issues

Facilities Design & Construction operations are influenced by an increased demand for services and facilities brought on by continued population growth and demographic diversity. This growth has increased construction and commodity costs over the past three years. The local market lost 35% of its skilled labor during the economic recession, and that labor pool has not fully returned. Construction costs are escalating as both private and public sectors accelerate building programs. This creates a significant challenge to building more durable and energy efficient public facilities, as well as renovating and maintaining existing facilities with important life cycle systems upgrades.

Continued growth has also driven a significant increase in Wake County staff expansions. These expansions are impacting space in two major areas: Human Services facilities and downtown administrative space. A master plan has been completed for Human Services and implementation of this plan is set to begin in FY 2020. A new Master Plan study will be initiated in FY 2020 to evaluate the space requirements, adjacencies, and capacities for administrative space currently in the downtown area, as well as with General Services Administration. Along with the Parks, Greenways, & Open Space Bond expansion, these areas will impact the department workload for the next several years.

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

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

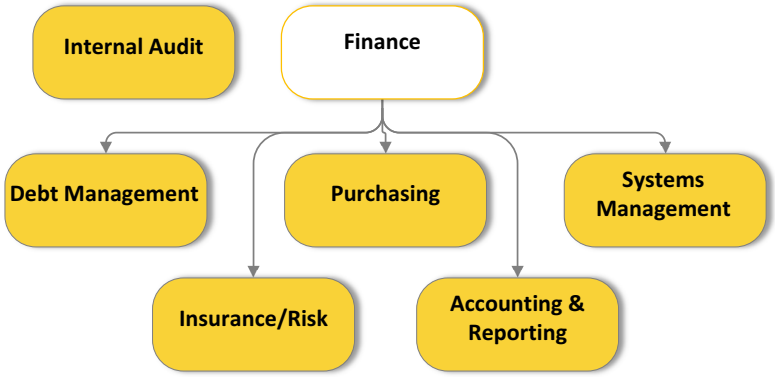
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Average percentage of minority business enterprise participation on construction projects	24	22	15	15
Percent of actively managed projects with financial partnerships	36	40	30	30
Effectiveness				
Percent of construction projects completed within budget	98	99	100	100
Percent of construction projects completed within schedule	82	88	90	90
Percent of projects designed per design guidelines	98	98	98	95
Percent of projects designed per energy guidelines	0	96	100	100
Percent of projects utilizing at least 70% native plants	70	90	90	95

Service Area: Real Estate and Landrights Management

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of land acquisitions within 10% of appraised value	100	100	100	95
Percent of leases below market rate	100	100	100	100
Effectiveness				
Number of real estate landrights assignments	262	287	270	225

Finance Department



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$3,186	$3,500	$3,500	$2,600	1.3%
Miscellaneous	$204,802	$195,866	$195,866	$194,432	98.7%
Revenue Totals	**$207,988**	**$199,366**	**$199,366**	**$197,032**	
Expenditures:					
Salary / Benefits	$2,448,554	$2,877,948	$2,833,819	$3,011,435	92.3%
Contractual Services	$131,992	$154,392	$164,892	$155,505	4.8%
Supplies, Materials and Other Charges	$79,732	$107,030	$107,386	$96,112	2.9%
Expenditure Totals	**$2,660,278**	**$3,139,370**	**$3,106,097**	**$3,263,052**	
Number of FTEs	**29.000**	**31.000**	**31.000**	**31.000**	

Department Purpose and Goals

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

Major Accomplishments

The Finance Department continues to emphasize and transition the County to e-commerce with the goal of providing departments and customers with a better experience through easier and more efficient methods of doing business and making payments to the County.

Completed automating travel and training authorizations and expense reports.

Designed and began implementation of an electronic content management system for contracts. This system will automate initiation, document development, approval, and signature application for all County contracts.

The department also collaborated with the County's enterprise resource planning vendor to upgrade the vendor self-service portal, which will improve ease of

vendor registration and online solicitation management.

Finance processed 131 bid packages in calendar year 2018. Wake County Procurement division received the 2018 Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing for the 15th consecutive year.

Wake County received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for its comprehensive annual financial report for the fiscal year ending June 30, 2017. This marks the 34th consecutive year in which the County has received this recognition.

FY20 Discussion

The budget increased from prior year's by $120,000 due from the annualization of performance pay and position reclassifications. As part of the County Manager's Office reorganization, the Finance Director was reclassified to a Chief Financial Officer. The position responsibilities extended to oversee Budget and Management Services and to serve as the primary liaison with Wake County Public School System. The Deputy Director position was then reclassified to Controller to oversee the daily activities of the Finance Department.

Horizon Issues

The ever-evolving business environment creates additional methods of payment and ways of transacting business. Finance will examine digital or mobile payment solutions to provide citizens increased access while mitigating risk.

Finance will continue to implement electronic content management for additional finance business processes such as grants, cash receipts, and invoice processing. This represents a significant culture shift for the County, and should result in a more efficient work force.

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

Finance Department

Summary of Services and Performance Measures

Service Area: Accounting

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of vendor payments that are made electronically.	63	65	70	90
Percent of vendors enrolling via VSS	46	50	60	70

Service Area: Debt Management

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of debt service payments made on time	100	100	100	100
Percent of debt service payments made one business day before due date	100	100	100	100

Finance Department

Service Area: Cash Management & Investments

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of time yield on portfolio exceeds the North Carolina Capital Management Trust	100	100	100	100

Service Area: Procurement

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of time that requisitions of less than $30,000 in value are processed within average of 5 days following receipt	92	95	100	100

Finance Department

Service Area: Systems Management

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of credit card/on-line payment implementations	7	4	4	5
Number of departments utilizing ECM for ontract processing	0	23	23	23
Number of departments utilizing eTravel	2	23	23	23
Effectiveness				
Percent of employees completing Payment Card Industry training	100	100	100	100
Percent of financial system issues resolved with vendor	95	90	90	90

Service Area: Disbursements

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Percent of invoices and payment requests paid within 12 business days of submittal into financial system (10 days for Finance, 2 days average for interoffice mail)	99	99	99	100

Finance Department

Service Area: Reporting

Description: Required timely completion of comprehensive annual financial report (CAFR) using GAAP reporting and receiving unmodified opinion from external auditors. Timely, accurate completion of Single Audit report for grant compliance reporting and monthly interim statements for key management. Timely, accurate completion of additional yearly reports for compliance and grant reporting, including the annual financial report, indirect cost plan, and EMS Medicaid cost report. Continue to work with departments to enhance reporting functionality by utilizing our new reporting tools and technologies.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of annual audit that is issued an unmodified audit opinion	100	100	100	100

Service Area: Risk Management

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

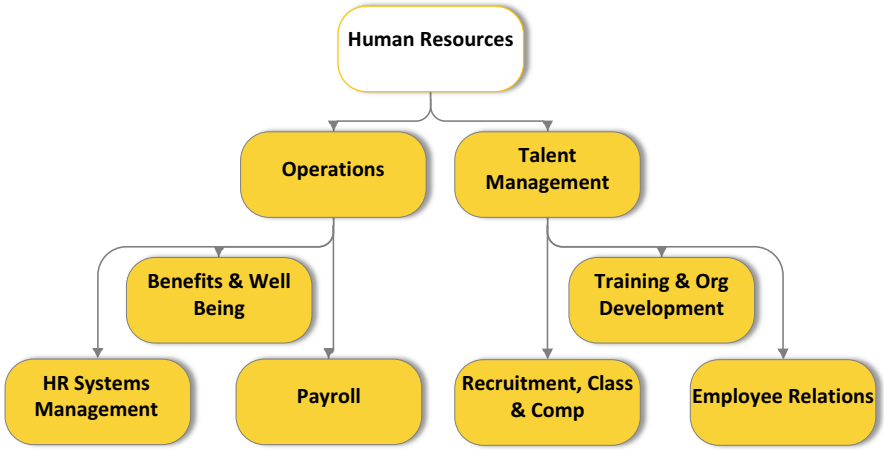
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Average number of days after month end to complete chargebacks and risk management reporting	32	35	30	30
Percent of worker's compensation third party administrator funding paid within 48 hours of request	100	100	100	100
Effectiveness				
Number of auto claims per million miles driven	26.8	29.5	28.0	27.0
Number of worker's compensation claims per 100,000 worked	5.0	5.5	5.3	5.3

Service Area: Internal Audit

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of internal audit projects completed	30	25	30	35
Effectiveness				
Percent of projects that resulted in value add	90	90	90	90

Human Resources



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$(41)	—	—	—	0.0%
Revenue Totals	**$(41)**	—	—	—	
Expenditures:					
Salary / Benefits	$2,549,641	$3,014,859	$3,020,864	$3,528,298	93.6%
Contractual Services	$87,165	$69,820	$69,820	$75,877	2.0%
Supplies, Materials and Other Charges	$94,228	$136,324	$149,211	$166,367	4.4%
Expenditure Totals	**$2,731,034**	**$3,221,003**	**$3,239,895**	**$3,770,542**	
Number of FTEs	**30.000**	**33.000**	**33.000**	**36.000**	

Department Purpose and Goals

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

Major Accomplishments

The department developed a competency dictionary with more than 100 job skill competencies to assist supervisors and managers in determining which competencies best fit each position. Competency-based models support managers in developing position descriptions, recruiting, selecting talent, and developing training plans to grow employees.

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

Human Resources implemented a new Learning Management System to deliver and manage educational programs and mandatory training for employees and supervisors. Trainings include key

topics such as workplace violence, bullying, workplace harassment, and diversity.

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

FY20 Discussion

The Human Resources budget increased by $550,000 from the annualization of performance pay increases, new employee salaries approved in FY 2019 and five expansions totaling $354,000:

The budget includes an additional Human Resource Specialist to process position and employee actions, which will address workload increases and improve processing times (1.000 FTE, $77,000).

A Business Officer position is added to manage an increasingly complex countywide benefits and wellness program budget and to assist the Human Resources department with budget preparation, business plan development, managing accounts payable/receivable, billing, and performance monitoring (1.000 FTE, $107,000).

The budget added a Senior Consultant to support development and enhancement of countywide human resources information systems and applications. This position will serve as the department's expert on implementation of human resources technology solutions (1.000 FTE, $111,000).

The budget also includes funding for two software tools to improve efficiencies within core human resources functions including an electronic position description tool and a compensation software tool to support a more market-responsive and data-driven compensation system ($59,000).

Horizon Issues

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

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

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

Human Resources

Summary of Services and Performance Measures

Service Area: Recruitment, Classification and Compensation

Description: Survey, analyze and recommend 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 Fair Labor Standards Act compliance.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of days to fill position from posting (average)	59	50	50	45
Efficiency				
Percent of voluntary turnover	11	10	8	8
Effectiveness				
Percent of new hires retained through probation	95	95	95	95
Percent of positions filled first time posted	86	85	85	85

Service Area: Benefits and Wellness

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of employee participation in the Health Risk Assessment	92	90	90	93
Percent of employees using Employee Health Center	64	60	65	65
Percent of participation in biometric health screening	96	95	95	95

Service Area: Employee Relations

Description: This service area consults and coaches employees, supervisors and managers on workplace issues. It also facilitates the discrimination and non-discrimination grievance processes and investigates complaints. Finally, the service administers unemployment insurance and provides policy-related training.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of grievances resolved internally	86	80	80	80
Percent of employees participating in exit interviews	24	30	40	40
Percent of Unemployment Insurance Liability Reduced	86	80	80	80

Human Resources

Service Area: Training and Organizational Development

Description: Collaborate, develop and train employees, supervisors and managers on workplace communication, interpersonal skills, leadership development and human resource management. Plan and coordinate rewards and recognition programs and develop initiatives that align, integrate and improve capabilities, structures, systems and processes.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of employees completing required workplace fundamentals training	3,784	3,800	3,800	3,800
Number of training sessions completed by employees	14,068	10,000	8,000	8,000
Effectiveness				
Score for training evaluation out of 5 (average)	4	4	4	4

Service Area: Payroll

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

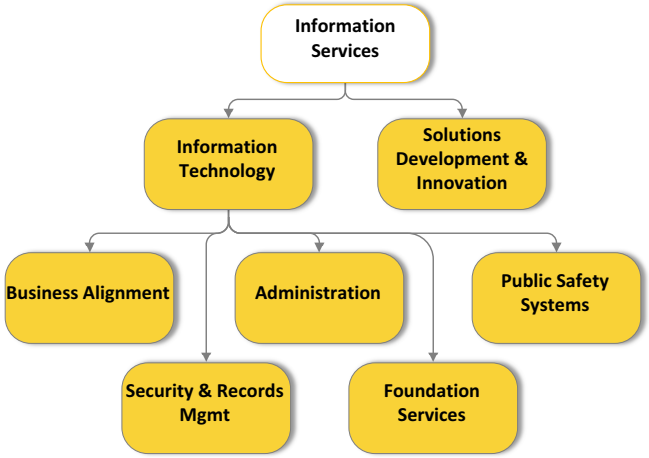
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of time payroll is accurate	99	99	99	99
Efficiency				
Percent of paper checks reduced	39	30	30	30

Service Area: Human Resource Systems Management (HRSM)

Description: Provide system management, support and improved technology efficiencies for all human resource applications to implement and enforce business processes and procedures including human resources, payroll, learning management system, eRecruitment and self-service applications.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of electronic W-2 participation	32	40	40	40

Information Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$7,755	$7,500	$7,500	—	0.0%
Miscellaneous	$22,908	—	—	—	0.0%
Revenue Totals	**$30,663**	**$7,500**	**$7,500**	**—**	
Expenditures:					
Salary / Benefits	$11,035,735	$12,762,767	$12,384,545	$13,621,218	66.9%
Contractual Services	$3,833,724	$4,270,020	$4,595,094	$6,106,984	30.0%
Supplies, Materials and Other Charges	$593,772	$797,999	$865,085	$597,117	2.9%
Capital Outlay	—	—	—	$44,394	0.2%
Expenditure Totals	**$15,463,231**	**$17,830,786**	**$17,844,724**	**$20,369,713**	
Number of FTEs	**101.750**	**104.750**	**108.750**	**115.750**	

Department Purpose and Goals

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

The department strives to be recognized and valued for collaboration and leadership in the delivery of citizen-centric solutions. In line with the Board of Commissioners' goal of providing great government, the department focuses on providing, maintaining, updating, and expanding technical infrastructure to create a foundation for the County's business operations, collaborate with customers to design and implement effective and sustainable solutions in support of business needs, identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by County departments, and improve access to County information and services.

Major Accomplishments

In 2018, Wake County ranked number 2 in the Digital Counties Survey, an annual competition sponsored by the National Association of Counties and the Center for Digital Government that

recognizes counties nationwide for their use of technology to improve government services, encourage collaboration, and enhance cybersecurity. Wake County was recognized for its focus on innovation, open data, and cybersecurity.

Information Services maintained focus on information security by implementing new security monitoring tools, expanding security awareness training for employees, and conducting phishing simulations to keep employees vigilant against potential security threats. As a result, Wake County phishing susceptibility ratings decreased and remain below the 2018 government baselines. User reporting of suspicious emails has increased, which enables faster detection and response to events.

Information Services completed implementation of a 10 GB fiber ring that connects seven critical Wake County campus locations. The 26-mile fiber ring was built in partnership with MCNC, a technology non-profit that builds, owns, and operates a broadband infrastructure for North Carolina's research, education, non-profit healthcare, and other community institutions. The fiber ring provides cost savings, a new level of redundancy for the County's enterprise network, and a foundation for future network expansion and bandwidth.

Information Services continues to drive the County's ability to make open and data-driven decisions through implementation of a comprehensive data management strategy. This strategy includes hiring a Chief Data Officer, creating and redesigning online public portals such as the Wake County Transparency Portal, and modernization of systems.

One of the major platform modernizations completed in FY 2019 is the migration of all County employees to Office 365, including implementation of the latest version of the Office productivity suite, Outlook, Skype, and OneDrive. Information Services will continue to explore the additional tools available within Office 365 in FY 2020.

The CIP funds a significant amount of Information Services work is funded in the Capital Improvement Program . These accomplishments and ongoing projects are documented in the Automation and Public Safety sections of the Budget Book.

FY20 Discussion

The Information Services FY 2020 budget increased $2,539,000 from the prior year budget. This increase is due to the annualization of salary and benefits, as well as the expansions highlighted below.

The budget includes funding to support the County's information system network: $105,000 for Microsoft Office licenses for positions added in the FY 2019 and FY 2020 budgets; $35,000 for cost escalation associated with changes to the Lotus Notes licensing model; $144,000 in enterprise licensing that has been removed from the Capital Improvement Plan; $617,000 to upgrade non-employee County and Library PCs with Windows 10; and $739,000 for security software licensing, including Enhanced Endpoint Protection, Multi-Factor Authentication for the County VPN, and PhishMe security training.

Funding is provided for two IT Technicians. One IT Technician will backfill a position that was reclassified in FY 2019, while the second IT Technician will provide remote desktop support to County staff in regional centers and other County facilities not located near Wake County's downtown office (2.000 FTEs, $216,000).

The budget includes staff to provide additional support for the County's enterprise systems. An IT Engineer will provide support for the recently launched land development system. In addition to day-to-day system support, the position will manage system upgrades, interfaces, and new module implementation. A second IT Engineer will provide support to the County's growing network infrastructure and platforms, including the expanding wireless footprint and network security initiatives. A Computer Systems Administrator will provide support for the County's enterprise electronic content platform, providing additional management security for the sensitive information stored within the platform (3.000 FTEs, $366,000).

The budget includes the addition of a Computer Systems Administrator to support the Office 365 platform of software tools. This position will evaluate, implement, and support the available tools offered through Office 365 to allow the County to maximize the enterprise licensing agreement (1.00 FTE, $108,000).

A Records Management IT Analyst will support the County's enterprise records management program. This position will provide back-end system support, while also providing additional capacity to continue bringing all departments into the program (1.00 FTE, $107,000).

The budget includes funding for a Countywide policy management platform, providing a single solution for supporting the entire policy lifecycle from creation to retirement ($60,000).

The budget also includes funding for operating costs of projects funded through the Capital Improvement Program: $70,000 for the replacement of the County's performance management tool and $16,000 for license fees for electronic contract management software.

Horizon Issues

The Raleigh metro area is consistently rated one of the best places to work in the United States. Hiring IT professionals in the increasingly competitive job market continues to be difficult, particularly attracting Security, SQL and .Net Developer resources.

Modern technologies are transforming the way organizations handle information. Web-based applications for completing day-to-day transactions, remote work environments, cloud storage and computing, increased reliance on personal communication devices, and always-on access all represent activities that are now considered "business as usual" in many local government processes. Along with these advances comes the responsibility to adequately protect confidential information so that it cannot be accessed by unauthorized individuals. Failure to do so can come at a considerable financial cost. Information Services will continue to focus significant financial and human capital to help ensure the electronic assets entrusted to the County remain secure.

Information Services

Summary of Services and Performance Measures

Service Area: Network Services

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of network Support Requests: requests for service resolved based on published service level agreemenets per request priority (Low/Normal/ Important/Urgent).	87.57	93.83	92.00	99.00
Percent of time Internet is available, except for published maintenance periods	99.87	99.88	99.90	99.90
Percent of time network is available for critical facilities and campuses, except for published maintenance periods	99.66	99.87	99.90	99.90

Service Area: Server Services

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of server support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	99.78	99.23	99.00	99.00

Information Services

Service Area: Security Services

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of security support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	92.75	98.54	97.00	99.00
Percent of staff that have completed mandatory security awareness training modules	90.28	88.77	99.00	100.00

Service Area: Enterprise Messaging

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of enterprise messaging support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	95.31	92.96	99.00	99.00

Service Area: Telecom Services

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of mobile device support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	100.00	98.98	99.00	99.00
Percent of telecom support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	96.94	96.27	97.00	99.00

Information Services

Service Area: Desktop Support

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of time desktop support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	95.77	93.58	97.00	99.00

Service Area: Help Desk, Move & Asset Mgmt

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of helpdesk support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	99.97	99.96	99.00	99.00

Service Area: Applications Development

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of time SharePoint support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	92.16	93.55	97.00	99.00
Percent of time WakeGOV application is available, 24/7, except for published maintenance periods	99.99	99.99	99.90	99.90

Information Services

Service Area: eWake - ERP

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of time Advantage finance and budget application is available, except for published maintenance periods	99.97	99.98	99.75	99.75
Percent of time Advantage human resources application is available, except for published maintenance periods	99.94	100.00	99.75	99.75
Percent of time eWake Enterprise support requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	95.97	90.67	97.00	99.00
Percent of time Information Advantage application is available, except for published maintenance periods	99.68	99.01	99.75	99.75
Percent of time Self-Service application is available, except for published maintenance periods	100.00	100.00	99.75	99.75

Service Area: Human Services Systems

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

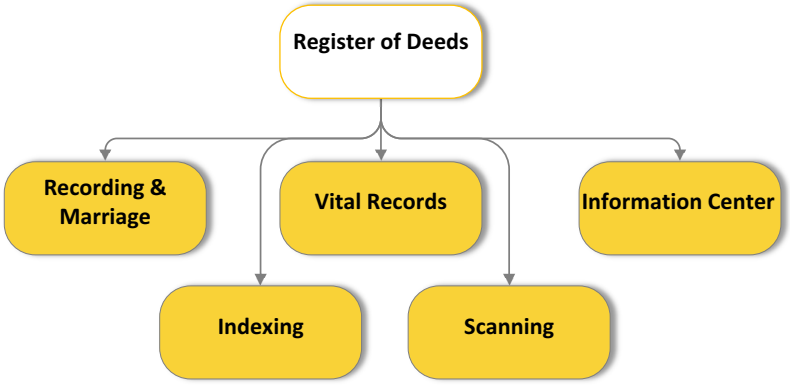
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of time GE Centricity requests for service resolved based on published service level agreements per request priority (Low/Normal/ Important/Urgent)	90.40	60.90	95.00	99.00

Service Area: Innovation

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of information technology projects completed within the last year	84	80	80	75

Register of Deeds



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Taxes	$13,004,704	$13,000,000	$13,000,000	$13,260,000	69.3%
Charges For Services	$5,344,947	$5,550,731	$5,550,731	$5,617,816	29.4%
Licenses & Permits	$176,655	$202,500	$202,500	$209,814	1.1%
Interest Income	$10,453	$1,020	$1,020	$5,020	0.0%
Miscellaneous	$(1,369)	—	—	—	0.0%
Other Financing Sources	—	$393,298	$393,298	$45,184	0.2%
Revenue Totals	**$18,535,391**	**$19,147,549**	**$19,147,549**	**$19,137,834**	
Expenditures:					
Salary / Benefits	$2,571,838	$2,736,353	$2,736,353	$2,733,447	82.3%
Contractual Services	$234,583	$378,364	$378,364	$386,364	11.6%
Supplies, Materials and Other Charges	$132,604	$208,431	$208,431	$200,431	6.0%
Capital Outlay	—	$330,000	$330,000	—	0.0%
Expenditure Totals	**$2,939,025**	**$3,653,148**	**$3,653,148**	**$3,320,242**	
Number of FTEs	**41.000**	**41.000**	**41.000**	**41.000**	

Department Purpose and Goals

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

The Register of Deeds office records, scans and indexes real property and other documents such as Deeds, Deeds of Trusts, Satisfactions, Assumed Business Names, Agreements, and Memos and makes them available for public inspection online.

The Register of Deeds is also responsible for issuing marriage licenses and issuing certified copies of birth, marriage and death certificates. This requires recording, scanning, and indexing all births, marriages and deaths that occur in Wake County.

Register of Deeds

The Register of Deeds office prides itself on providing great customer service while making sure all public records are securely maintained.

Major Accomplishments

The Wake County Register of Deeds installed a new vital records application that allows mobile-friendly interfaces, better everyday user experiences, and stronger financial controls. The department will fully implement the new application in FY 2020. In conjunction with the new application, supervisors and team leads in the Register of Deeds' office extensively studied current business processes and created detailed standard operating procedures to solidify current best practices and provide a manual for reference and training.

To better serve customers who are having a baby, the Register of Deeds' office developed a working partnership with Wake County Human Services and the local hospitals to improve birth certificate information accuracy and make it easier to receive copies of certified birth certificates. The Register of Deeds' office and Human Services looked at hospital business practices for birth registrations and made several suggestions for improved accuracy on birth certificate information. The Register of Deeds' office also created a brochure that better describes the process of verifying birth record data and receiving a birth certificate online or at the Register of Deeds' office. These steps should reduce birth record errors that are time and effort intensive to fix and give customers options to receive a birth certificate.

FY20 Discussion

The budget decreased from the prior year by $333,000 due to the removal of a one-time appropriation for the purchase of the new vital records application.

Horizon Issues

The Register of Deeds will work to maximize the benefits of the improved functionality of the new vital records application.

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Number of real property documents recorded	166,094	160,000	163,200	
Effectiveness				
Percent of real property documents recorded, imaged and indexed within 24 hours	100	100	100	

Service Area: Vital Records and Notaries

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

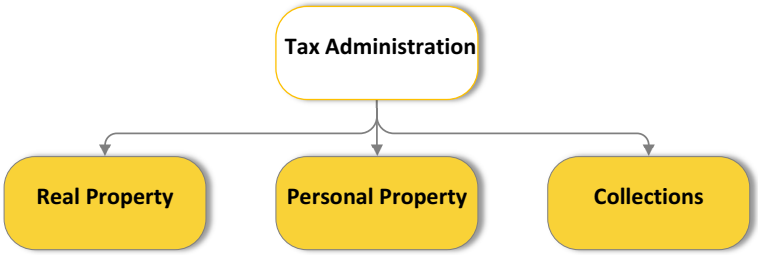
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Number of birth certificates recorded, scanned and indexed	13,447	13,450	13,719	
Number of marriage licenses recorded, scanned and indexed	7,033	7,040	7,181	
Effectiveness				
Number of death certificates recorded, scanned and indexed	6,327	6,330	6,457	

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.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of automation projects delivered at or below budget and before scheduled completion date	100	100	100	
Percent of customers able to access Register of Deeds systems electronically 24/7	100	100	100	100

Tax Administration



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Taxes	$19	—	—	—	0.0%
Charges For Services	$945,888	$975,000	$975,000	$1,005,000	20.8%
Interest Income	$39,663	—	—	—	0.0%
Miscellaneous	$653	$500	$500	$500	0.0%
Other Financing Sources	—	$1,340,000	$1,340,000	$1,431,873	29.6%
Transfers	$2,400,000	$2,400,000	$2,400,000	$2,400,000	49.6%
Revenue Totals	**$3,386,224**	**$4,715,500**	**$4,715,500**	**$4,837,373**	
Expenditures:					
Salary / Benefits	$4,734,267	$5,299,969	$5,305,265	$5,569,030	46.2%
Contractual Services	$922,558	$2,481,500	$2,481,500	$2,607,798	21.6%
Supplies, Materials and Other Charges	$2,135,971	$2,459,566	$2,459,566	$2,881,158	23.9%
Debt	$3,065	$1,770	$1,770	$3,170	0.0%
Transfers Out	—	—	—	$1,000,000	8.3%
Expenditure Totals	**$7,795,861**	**$10,242,805**	**$10,248,101**	**$12,061,156**	
Number of FTEs	**71.000**	**73.000**	**73.000**	**76.000**	

Department Purpose and Goals

The Tax Administration 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 Tax Administration 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, the department works as efficiently as possible to increase productivity and control costs.

Tax Administration

Major Accomplishments

The Tax Administration Department remains a consistent leader in County property tax collection within North Carolina. For FY 2018, the department achieved an overall collection rate of 99.89%, which was one of the highest collection rates among all North Carolina counties.

In 2017, the Tax Administration Department began collaborating with SAS to develop an independent, third party opinion of value for all residential properties in Wake County. The valuation model SAS employs relies on machine learning / artificial intelligence to predict market values. The values were developed with a target effective date of January 1, 2020, the date of the next countywide reappraisal for Wake County. Department staff and SAS also developed appraisal reports that identify similar groups of properties to assist in determining values where little or no market activity has transpired in recent years. The SAS project has already received numerous awards from both North Carolina and national organizations including the North Carolina Association of Assessing Officers and Government Innovation Awards.

The Tax Administration Department collaborated with the Information Services Department to complete an in-house enhancement to the existing Gross Receipts software application. The project incorporated Beer & Wine licensing into the existing application, which allows for increased efficiency in account management, as well as improved collection, reporting and auditing of licensing fees.

An essential priority of the department is to provide timely, accurate and professional customer service. For FY 2018, staff responded to 80,883 calls with 4,289 inbound calls abandoned, for a 94.7% call response rate.

FY20 Discussion

The budget increased by $1.8 million from the prior year. An internal reorganization moved the reappraisal intrafund transfer, which is an appropriation of prior year reserves set aside for periodic reappraisal, from Non-Departmental to the Tax Administration Department. This move increased the department budget by $1.0 million. The remainder of the increase is from the adjustment for the Revaluation Reserve contribution per the department budget plan ($92,000), the annualization of personnel adjustments ($84,000), and the expansions listed below ($643,000).

Two real estate residential appraisers will reduce the appraiser-to-parcels ratio from 1:18,380 to 1:16,780 in preparation for a four year revaluation in 2020. International Association of Assessing Officer guidelines use a 1:12,500 ratio (2.000 FTEs, $136,000).

An additional revenue agent is included per the staffing plan to reduce the reappraisal cycle from 8 to 4 years. The revenue agent will help maintain customer service levels and the high tax collection rates in the face of a shortened cycle and County growth (1.000 FTE, $57,000).

The North Carolina Department of Motor Vehicles collects property taxes on behalf of Wake County through the Tag and Tax Together program, and it requires counties to reimburse the State for fees related to the service. These fees increase with growth and also are adjusted periodically by the System Governance Change Control Board to fund technical infrastructure life cycle replacements. The registered motor vehicle count in FY 2020 is expected to increase by 1.5%, while the credit card fees and transaction overhead fees have also increased. A budget expansion of $450,000 is included to account for the projected Tag and Tax fees increase.

Horizon Issues

The current property tax billing and collection software is a custom application built in a joint effort between the Tax Administration Department, Wake County Information Services and an external software vendor from 2000 to 2003. Software support was initially provided by the vendor but was brought in-house in 2006. The system is nearing its technical end of life and requires replacement. The internal project to rewrite the software began in FY 2018 and will continue through FY 2022. This redesigned system will allow for improved performance, increased security, simpler maintenance, and include features to further increase efficiencies.

Tax Administration

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

The Tax Administration Department also plans to begin a targeted recruitment program to increase the panel of members of the Board of Equalization and Review for 2020 in anticipation of an expected increase in appeal volume from the countywide reappraisal.

Projected Revenue and Expenditures for the 2021 Reappraisal Cycle

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Projected
Revenues:				
Transfer from General Fund	1,000,000	1,000,000	1,000,000	1,000,000
Interest Revenues				
Revenues Total	1,000,000	1,000,000	1,000,000	1,000,000
Expenditures:				
Temporary Staffing	-	45,000	130,000	-
Contracted Services	559,000	2,156,900	2,186,230	1,034,400
Operating Expenses	87,000	138,100	115,643	32,900
Expenditures Total	646,000	2,340,000	2,431,873	1,067,300
Fund Balance:				
Beginning Fund Balance	3,189,457	3,543,457	2,203,457	771,584
Increase Uncommitted Funds	354,000			
Use of Uncommitted Funds		(1,340,000)	(1,431,873)	(67,300)
Ending Fund Balance	3,543,457	2,203,457	771,584	704,284

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

Tax Administration

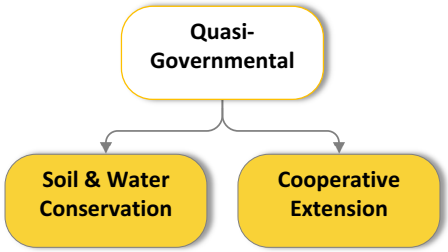
Summary of Services and Performance Measures

Service Area: Collection of Property Taxes

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of real estate and personal property tax collected	99.89	99.80	99.65	99.90

Quasi-Governmental



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$25,500	$25,500	$25,500	$25,500	96.2%
Charges For Services	—	$1,000	$1,000	$1,000	3.8%
Revenue Totals	**$25,500**	**$26,500**	**$26,500**	**$26,500**	
Expenditures:					
Salary / Benefits	$457,545	$474,827	$476,620	$488,682	60.1%
Contractual Services	$255,170	$256,443	$268,443	$256,443	31.5%
Supplies, Materials and Other Charges	$62,895	$62,899	$68,932	$68,162	8.4%
Expenditure Totals	**$775,609**	**$794,169**	**$813,995**	**$813,287**	
Number of FTEs	**6.000**	**6.000**	**6.000**	**6.000**	

Department Purpose and Goals

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

FY20 Discussion

The budget increased by $19,000 from the prior year. This increase is largely from the annualization of performance pay and benefit adjustments. Included in the budget is $3,000 for the County's membership dues in the Piedmont Conservation Council's Resource Conservation and Development program. Also included is $3,000 for an increase in monthly data charges for an upgrade from flip phones to iPhones for field staff.

Soil & Water Conservation District

Division Summary - Soil & Water Conservation District

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$25,500	$25,500	$25,500	$25,500	100.0%
Revenue Totals	**$25,500**	**$25,500**	**$25,500**	**$25,500**	
Expenditures:					
Salary / Benefits	$457,545	$474,827	$476,620	$488,682	89.4%
Contractual Services	$10,250	$10,000	$10,000	$10,000	1.8%
Supplies, Materials and Other Charges	$41,889	$42,813	$48,846	$48,076	8.8%
Expenditure Totals	**$509,683**	**$527,640**	**$535,466**	**$546,758**	
Number of FTEs	**6.000**	**6.000**	**6.000**	**6.000**	

Department Purpose and Goals

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

Major Accomplishments

The Soil and Water District applied conservation practices to 4,500 acres of land within Wake County, reducing the amount of sediment and nutrients entering surface waters by designing and installing practices such as engineered grassed waterways, field borders, and agronomic practices such as establishing cover crops. The district also developed conservation plans on 1,500 acres of land to reduce soil erosion and improve soil quality. In livestock agriculture, the district 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, protecting and improving water quality in Wake County's watersheds.

An important focus of Wake Soil and Water Conservation District is environmental education, outreach, and volunteer coordination. The education component consists of public events, school and group presentations, and trainings. Wake Soil and Water Conservation's Environmental Educator conducted public outreach to 3,900 citizens on water quality at various events.

Conservation staff 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 District. A local work group planning session, which provides stakeholder input, determines the needs and priorities of conservation efforts for the upcoming year. The annual Keeping the Farm Workshop provides conservation, easement, and estate planning information for landowners. Over 140 farm and forest landowners attended the 13th Annual Keeping The Farm Workshop.

Soil and Water coordinates Wake County's Big Sweep program. Volunteers donated over 2,900 hours and removed 13,815 lbs. of litter from watersheds in Wake County.

FY20 Discussion

The budget increased by $19,000 from the prior year for annualized personnel adjustments and current year expansions.

The budget includes $3,000 for membership dues for Wake County in the Piedmont Conservation Council's Resource Conservation and Development program. The Piedmont Conservation Council pools the strengths of 11 other counties in the Piedmont to increase conservation, sustainable agriculture, and farmland preservation projects in Wake County. Monthly data charges also increased following the update of all staff cell phones to iPhones to improve technology access in the field.

Horizon Issues

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

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

The Soil and Water Conservation District continues to focus on outreach to increase the amount of cover crops and no-till best management practices on cropland over the next three years. The deluge of rainfall during the spring and fall of 2018 created an increase of sediment runoff from plowed fields, which was preventable. The department will focus on changes in farming operations to include winter cover and biodiversity in cover crops.

Cooperative Extension

Division Summary - Cooperative Extension

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	—	$1,000	$1,000	$1,000	100.0%
Revenue Totals	—	**$1,000**	**$1,000**	**$1,000**	
Expenditures:					
Contractual Services	$244,920	$246,443	$258,443	$246,443	92.5%
Supplies, Materials and Other Charges	$21,006	$20,086	$20,086	$20,086	7.5%
Expenditure Totals	**$265,926**	**$266,529**	**$278,529**	**$266,529**	

Department Purpose and Goals

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

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

Major Accomplishments

In FY 2018, Wake County Commissioners adopted the Comprehensive Food Security Plan that guides community action to address food insecurity. Four municipalities have adopted, and the City of Raleigh is actively engaged in supporting the plan by aligning their strategic plan with it. Forty-two actions are recommended within the plan, and 80% of the strategies in the plan have been initiated. A strong partnership with the Corporation for National and Community Service resulted initially in the placement of 5 full-time AmeriCorps VISTAs in Wake County to support Food Security efforts. This effort has expanded during year two deploy 17 AmeriCorps members and now 9 full-time AmeriCorps VISTAs who will work to deepen Food Security efforts in geographic areas where the Board of Commissioners Social & Economic Vitality goal area is focused. The VISTA members made significant contributions including creating a social equity atlas highlighting food insecure zones and creating a multi-sector team working to building pantry and garden capacity.

In 2018, Extension held Stormwater and Stream Restoration Training Workshops for landowners, municipal partners and stormwater professionals. Through stream and stormwater repairs and the mitigation of soil loss, property value increased 10% or $400,000.

Cooperative Extension 4-H Spaces program, which aims to decrease recidivism and involvement in the juvenile justice system, had a 100% rate of no new adjudications for complaints after the admission date. All of the youth were involved in a minimum of one positive community or school activity, and 94% of 4-H Spaces participants demonstrated a positive life goal plan, which indicates a sense of future purpose.

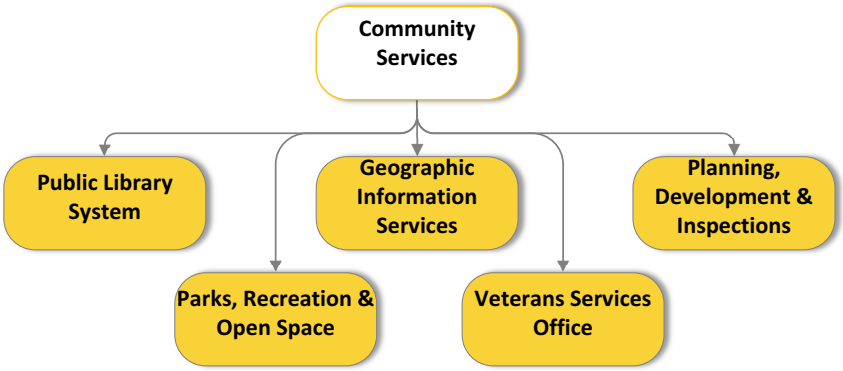
Horizon Issues

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

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

WAKE
COUNTY
NORTH CAROLINA

Community Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$606,997	$602,000	$602,000	$602,000	11.6%
Local	$47	—	—	—	0.0%
Charges For Services	$1,257,616	$1,181,500	$1,181,500	$879,194	16.9%
Licenses & Permits	$3,513,005	$3,496,000	$3,496,000	$3,608,726	69.3%
Miscellaneous	$124,851	$106,262	$106,262	$115,000	2.2%
Revenue Totals	**$5,502,516**	**$5,385,762**	**$5,385,762**	**$5,204,920**	
Expenditures:					
Salary / Benefits	$25,197,854	$27,611,460	$27,616,663	$29,601,313	72.6%
Contractual Services	$1,068,364	$1,086,712	$1,183,890	$1,120,225	2.7%
Supplies, Materials and Other Charges	$8,551,198	$9,172,504	$9,197,353	$9,960,930	24.4%
Capital Outlay	$122,121	$2,605	$12,777	$84,202	0.2%
Transfers Out	—	—	—	$26,500	0.1%
Expenditure Totals	**$34,939,537**	**$37,873,281**	**$38,010,683**	**$40,793,170**	
Expenditures by Division					
Community Services Management and Budget Office	$654,600	$797,280	$802,484	$886,440	2.2%
Geographic Information Services	$1,875,593	$2,080,419	$2,080,419	$2,133,927	5.2%
Libraries	$24,086,645	$26,025,643	$26,138,306	$28,414,812	69.7%
Parks, Recreation and Open Space	$3,037,192	$3,221,733	$3,240,216	$3,339,040	8.2%
Planning, Development and Inspections	$5,005,251	$5,453,945	$5,454,997	$5,716,182	14.0%
Veterans Services	$280,256	$294,261	$294,261	$302,769	0.7%
Expenditure Totals by Division	**$34,939,537**	**$37,873,281**	**$38,010,683**	**$40,793,170**	
Number of FTEs	**370.500**	**395.000**	**395.000**	**408.500**	

Community Services

Department Purpose and Goals

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

FY20 Discussion

The budget increased by $2,920,000 from the prior year. This increase includes operating costs for new and expanded libraries, standardizing library hours, increasing building inspections and open space maintenance, supporting the 2020 census, and adjusting salaries and benefits to annualize performance pay and benefits.

A total of $1.32 million and 9.500 FTE were included for the annualization of operating costs for Morrisville and Cary libraries, operating costs for the Fuquay Varina library opening, and the expansion of Sunday hours at Athens Drive, Duraleigh, Southgate, Zebulon, and Wendell Community Libraries. The Library system will also be eliminating late library fees to increase access to library services.

Parks, Recreation, and Open Space received funding for 2.000 FTE to maintain more than 7,800 acres of County-managed open space land ($133,000).

Two additional building inspectors will help maintain inspection quality and response time ($247,000). $26,500 of one time funding will also go toward supporting the 2020 Census.

Division Summary - Community Services Management and Budget Office

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Salary / Benefits	$627,189	$660,985	$666,189	$781,660	88.2%
Contractual Services	$15,953	$13,100	$13,100	$13,100	1.5%
Supplies, Materials and Other Charges	$11,458	$123,195	$123,195	$91,680	10.3%
Expenditure Totals	**$654,600**	**$797,280**	**$802,484**	**$886,440**	
Number of FTEs	**6.000**	**7.000**	**7.000**	**7.000**	

Division Purpose and Goals

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

The Business Analytics function oversees the development of department and division strategies, creates annual plans, plans human resourcing, develops an organizational structure and establishes processes and systems to ensure the efficient use of resources, and conducts financial management-related special projects.

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

FY20 Discussion

The budget increased $89,000 from the annualization of performance pay and benefit adjustments approved with the prior year budget.

Division Summary - Parks, Recreation and Open Space

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$164,593	$143,500	$143,500	$89,000	100.0%
Miscellaneous	$1,720	—	—	—	0.0%
Revenue Totals	**$166,313**	**$143,500**	**$143,500**	**$89,000**	
Expenditures:					
Salary / Benefits	$2,375,330	$2,517,717	$2,517,717	$2,641,921	79.1%
Contractual Services	$135,087	$157,781	$175,037	$106,578	3.2%
Supplies, Materials and Other Charges	$476,790	$546,235	$546,235	$563,442	16.9%
Capital Outlay	$49,984	—	$1,227	$27,099	0.8%
Expenditure Totals	**$3,037,192**	**$3,221,733**	**$3,240,216**	**$3,339,040**	
Number of FTEs	**34.000**	**34.000**	**34.000**	**36.000**	

Division Purpose and Goals

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

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

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

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

Major Accomplishments

In November 2018, voters approved a $120 million bond referendum for parks, recreation, greenways, and open space. The bond will allow the County to renovate and expand its existing parks, build new parks and nature preserves, continue the current greenway partnership program, and continue the open space acquisition program.

Implemented a "Fee-Free" park experience to all residents starting in 2019 for programs such as canoe rentals, nature programs, and special hikes. Fees will still apply for camps, Historic Yates Mill tours, shelter rentals, and lodge reservations.

Completed construction of Turnipseed Nature Preserve and held a grand opening on October 27, 2018. Began construction of Robertson Millpond Preserve, which is partially funded by a Parks and Recreation Trust Fund grant from the State of North Carolina. Construction is anticipated to be complete in July 2019. In FY 2019, both preserves transitioned from a weekends-only operation to a seven-day per week operation during peak season (Mother's Day until the first weekend of August).

Completed necessary security and infrastructure upgrades to the Natural Resources Database, a publicly available compilation of wildlife and plant observations recorded at Wake County parks and preserves.

FY20 Discussion

The Parks, Recreation, and Open Space budget increased $158,000 from the prior year for the annualization of performance pay and benefit

adjustments ($70,000) and the expansions discussed below.

The budget includes $36,000 in one-time funding for the second-year of an urban agricultural farm pilot program with the Triangle Land Conservancy. This amount replaces the FY 2019 first year pilot funding of $81,000.

Two park technician positions will provide onsite property visitations, maintenance, and clean up for County-owned and managed open space properties (2.000 FTEs, $133,000).

Horizon Issues

The NC Department of Transportation's Complete 540 plan may have financial impacts to the County with regard to the Greenway System Plan adopted in 2017. The scale of this impact is unknown at this time, and might be borne by the recent 2018 Parks, Recreation, Open Space and Greenways bond referendum.

Community Services

Summary of Services and Performance Measures

Service Area: Protect Open Space and Natural Resources

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

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

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of open space acres acquired, dedicated, or proffered to date	7,484.0	7,634.0	7,784.0	
Number of unique species identified all County parks and open space properties	1,954	2,000	2,025	
Number of visits at nature preserves	22,035	23,000	30,000	

Service Area: Provide Outdoor Recreation Resources

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

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of boat rentals (users)	6,539	6,500	7,200	
Number of field reservations (by the day)	93	100	100	
Number of group camp users	2,001	2,000	2,700	
Number of recreational event participants	13,145	12,500	13,100	
Number of shelter reservations	685	690	700	

Service Area: Engaging, Entertaining & Educational Park Programs

Description: Wake County Parks, Recreation and Open Space (PROS) offers a wide range of programs unique to each park that encourage children and adult to connect with the outdoors. Programs include drop-in programs, educational events, activity boxes, seasonal activities, camps, and school programs/field trips.
To evaluate service performance, staff monitors the number of programs, program attendance, and educational events/participation.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of program participants (general, organized group, and outreach)	60,537	61,000	61,000	
Number of self-guided program users	12,965	13,000	13,500	

Service Area: Park Facilities that are Well Thought Out

Description: Parks, Recreation, and Open Space staff seek to maintain County parks--including associated facilities, amenities and grounds--in a safe and attractive state by: 1) identifying needed improvements, 2) developing a plan to address improvements, and 3) prioritizing improvements as resources allow.
To assess maintenance needs, staff conducts an annual facility assessment at each park (which includes all buildings, structures, and grounds), meets regularly with key park maintenance staff, coordinates staff work days for significant repairs, and advocates for maintenance needs within county service departments (GSA and FDC) and annual budget development processes. In addition, staff seeks feedback from users on facility conditions, cleanliness, and safety.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	94.1	95.0	95.0	
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	92.0	95.0	95.0	
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	96.1	95.0	95.0	
Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.	94.4	95.0	95.0	

Service Area: Preserve Local Cultural Heritage Resources

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of visits at parks with a historic focus	252,189	260,000	275,000	

Service Area: Positive Interactions with Park Resources

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of open park days (all County parks)	3,067	3,200	3,200	
Output				
Number of monthly Facebook reaches (average)	470,608	500,000	525,000	
Number of monthly Instagram likes (average)	2,547	2,750	3,000	
Number of monthly Twitter impressions (average)	55,095	60,000	65,000	
Number of park system visits	1,299,738	1,350,000	1,400,000	
Efficiency				
Number of park visits per open day (average)	424	441	410	
Effectiveness				
Percent of visitors who strongly agreed or agreed that Park information was available and informative.	92.8	95.0	95.0	
Percent of visitors who strongly agreed or agreed that Park staff was courteous and helpful.	64.7	95.0	95.0	
Percent of visitors who were very satisfied or satisfied with their overall park experience	92.0	95.0	95.0	

Division Summary - Planning, Development and Inspections

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$676,632	$627,000	$627,000	$679,194	15.8%
Licenses & Permits	$3,513,005	$3,496,000	$3,496,000	$3,608,726	84.2%
Miscellaneous	$10	—	—	—	0.0%
Revenue Totals	**$4,189,647**	**$4,123,000**	**$4,123,000**	**$4,287,920**	
Expenditures:					
Salary / Benefits	$4,335,003	$4,900,902	$4,900,901	$5,043,747	88.2%
Contractual Services	$236,411	$191,140	$192,193	$191,734	3.4%
Supplies, Materials and Other Charges	$371,942	$359,298	$359,298	$397,098	6.9%
Capital Outlay	$61,895	$2,605	$2,605	$57,103	1.0%
Transfers Out	—	—	—	$26,500	0.5%
Expenditure Totals	**$5,005,251**	**$5,453,945**	**$5,454,997**	**$5,716,182**	
Number of FTEs	**56.000**	**56.000**	**56.000**	**58.000**	

Division Purpose and Goals

Planning, Development and Inspections has three primary functions:

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

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

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

Major Accomplishments

The Inspections Section continued to provide services and support to the Wake County Public School System construction program, Research Triangle Park, Raleigh Durham International Airport, Wake Technical Community College, and all Wake County Capital projects. The section also provided industry outreach by attending building, electrical, plumbing and HVAC trade association meetings and providing education opportunities for the groups.

County staff continues to work in partnership with transit stakeholders and service providers across the county to implement the Wake County Transit Investment Strategy and prepare the FY 2020 Transit Work Plan. Additionally, a variety of municipal, county and regional strategic planning initiatives were supported by analyzing, modeling and/or mapping demographic, development and geographic data.

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

Planning concluded the first phase of the Wake County Comprehensive Plan, which focused on significant public input on the issues of growth,

transportation and land use in Wake County. This effort included an online survey and participation at community events generating 93,000 ideas and comments from nearly 3,700 residents. The feedback will be used to guide the next phases of the planning project.

After decades of using the same planning and permitting software system, the County launched a new online permitting system. The new system allows the development community to conduct all their permitting needs remotely through a customer portal. As expected, the new system has significantly reduced the number of walk in customers.

FY20 Discussion

Two building inspectors will provide building inspections to maintain inspection quality and response time in face of increased building inspection requests (2.000FTEs, $247,000).

$26,500 of one-time funding will support the 2020 Census to increase the response rate and accuracy of the data collected.

Horizon Issues

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

Summary of Services and Performance Measures

Service Area: Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment an inspection is required for building, electrical, mechanical, and plumbing construction. The County provides inspections services in the unincorporated areas of Wake County and the municipalities of Knightdale, Rolesville, Wendell, and Zebulon through an interlocal agreement. The County also provides inspections services for all Wake County Public School System, Wake Technical Community College, and Wake County Government projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina). The field inspectors perform mandated inspections for construction of new structures and alteration/renovation of existing structures and change of occupancy type. Other duties include determining and posting floor loads, posting maximum occupancy loads, issuing stop work orders and declaring unsafe structures. Inspectors must inspect and approve child daycare centers, foster homes, and businesses seeking to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.
To ensure quality field inspection services, staff monitors the total number of inspections, the average number of inspections per staff per workday for each service team, and surveys inspection customers annually to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of inspectors assigned to the area inspections team	18.8	19.5	21.5	
Number of inspectors assigned to the special inspections team	4.5	4.0	4.5	
Output				
Number of inspections assigned to the Area Team	63,380	54,806	64,000	
Number of inspections assigned to the Special Team	3,251	4,124	4,000	
Efficiency				
Number of area team inspections per staff per workday	15.5	13.0	13.8	12.0
Number of special team inspections per staff per workday	3.3	4.8	4.1	4.0
Effectiveness				
Score for quality assurance (100 point scale) by inspectors in quarterly assessments (average)	99.2	99.2	95.0	95.0

Service Area: Construction Plan Reviews

Description: All construction plans are reviewed for life, safety, code compliance and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Residential and commercial plans are reviewed for the unincorporated portions of Wake County and the four contract municipalities (Knightdale, Rolesville, Wendell, and Zebulon). Plan are also reviewed for all Wake County Public School System, Wake Technical Community College, and Wake County Government projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina).
To evaluate service performance, staff observes the total number of plan reviews, the average number of plan reviews per staff per workday, and surveys permit customers annually to gauge overall satisfaction and service quality.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of plan review staff	3.0	3.0	3.0	
Output				
Number of plan reviews (municipal partners)	2,352	2,286	2,700	
Number of plan reviews (within County jurisdication)	4,009	4,104	4,300	
Efficiency				
Number of plan reviews per staff per working day	8.2	10.2	8.6	6.5
Percent of residential plan reviews completed within three business days	84.7	84.7	85.0	90.0
Effectiveness				
Score for quality assurance (100 point scale) by plan reviewers in quarterly assessments (average)	100.0	100.0	95.0	

Service Area: Permitting

Description: Permitting staff processes updates and issues building permits for new single-family dwellings and commercial structures, additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies zoning and jurisdiction authority, checks site plans for buffers, FEMA flood soils, easements, and right-of-way and gathers information concerning the scope of the permit. Permitting staff works closely with the zoning and subdivision staff in the Current Planning section; well and waste water, flood and stormwater divisions of Environmental Services; and the Geographical Information Services division of Community Services.
To evaluate service performance, staff monitors the number of issued permits, administers a quarterly quality assurance program that evaluates the accuracy of reviews by planning and permitting technicians, and surveys permit customers annually gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of permitting staff	5.0	5.2	6.0	
Output				
Number of other permits (use, demolition, and other structures) in County jurisdiction	401	224	230	
Number of residential permits (new construction, additions, and remodeling) in County jurisdiction	3,652	2,478	2,500	
Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction	4,888	4,010	4,100	
Efficiency				
Average number of residential/commercial permits per staff per workday	4.3	3.6	3.2	3.0
Percent of permits issued within three business days after completion of all requirements	75.0	73.4	80.0	95.0
Effectiveness				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	100.0	95.0	95.0	

Service Area: Subdivision Administration

Description: Staff in Current Planning reviews exempt, minor, preliminary, construction, and final plats to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of exempt subdivision cases	174	125	125	
Number of minor subdivision cases	82	100	100	
Number of regular subdivision cases	33	26	26	
Number of subdivisions final plats	16	30	30	

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of general use permits issued for zoning and land development	183	170	170	
Number of land use permits	214	133	133	
Number of rezoning cases	6	3	3	
Number of special use permits or variances	27	12	12	
Number of Unified Development Ordinance text amendments	2	2	2	

Service Area: Land Use Planning, Data Analysis, & Transportation

Description: The Board of Commissioners has adopted various plans and regulations that promote their short-term and long-term vision for the county. These plans (Wake County Land Use Plan, Sub Area Plans, and Thoroughfare Plan) guide where development will occur and recommend land use types, densities, intensities, and infrastructure improvements. Planning staff coordinates with other governmental entities on planning issues such as extra territorial jurisdiction (ETJ) extensions, urban service area boundaries, land use plan amendments, historic preservation, transportation corridor studies, Wake County Transit Plan, and regional infrastructure development with the Triangle J Council of Governments (TJCOG). Staff also prepares and provides information to the County Manager, Planning Board, and Board of Commissioners, who set direction for the county, thus impacting the community at-large. The Planning Section also conducts data analysis and modeling functions that support the planning activities of the various county departments, Board of Commissioners, the Wake County Public School System, CAMPO, TJCOG, business community, non-profit organizations, and the general public. This includes: support for WCPSS student enrollment projections; tracking population, housing, and physical development in Wake County; responding to non-departmental customer requests for demographic and spatial data and maps; and supporting the GIS Division with demographic and land use data and provides interactive networked based data analysis.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of analyses or reports completed on demographics data	120	150	170	
Number of ETJ extension requests	1	1	2	
Number of Land Use Plan amendments	2	2	2	
Number of multi-jurisdictional land use, transportation, transit, and housing studies	20	16	15	
Number of orphan roads inquiries, evaluation, petitions, and implementation	8	8	8	
Number of site plan reviews for compliance with Land Use Plan	60	75	80	

Service Area: Code Enforcement

Description: The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance. The number of complaints received has increased recently because of the transition from a rural county to one that is more urban. Staff receives complaints in writing, conducts research and field visits to determine if a violation exists, sends violation letters to the violating party, conducts follow-up visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of code violations investigated	71	27	30	

Division Summary - Veterans Services

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	—	$2,000	$2,000	$2,000	100.0%
Revenue Totals	**—**	**$2,000**	**$2,000**	**$2,000**	
Expenditures:					
Salary / Benefits	$268,552	$278,956	$278,956	$287,464	94.9%
Contractual Services	$2,375	$2,600	$2,600	$2,600	0.9%
Supplies, Materials and Other Charges	$9,329	$12,705	$12,705	$12,705	4.2%
Expenditure Totals	**$280,256**	**$294,261**	**$294,261**	**$302,769**	
Number of FTEs	**4.000**	**4.000**	**4.000**	**4.000**	

Division Purpose and Goals

The Veterans' Service Office assists veterans and their families to obtain local, state, and federal benefits. Acting as an advocate for the veteran, accredited Veterans' Service Officers advise customers on earned benefit eligibility resulting from military service, complete claim application forms, and monitor claims once they arrive at the federal or state level.

Major Accomplishments

In 2018, NCSERVES (an online conglomerate of veteran's resources and services) identified the Veterans Service Office as a flagship partner.

In October 2018, the Veterans Service Office collaborated with Human Services, the VA, the North Carolina Division of Veterans Affairs and other non-profit organizations to facilitate the Capital Area Veterans' Stand Down program to connect local veterans with essential services.

FY20 Discussion

VSO's budget increased $9,000 for the annualization of performance pay and benefit adjustments approved with the prior year budget.

Horizon Issues

Wake County continues to have a high number of veterans living within the county. According to veteran population projections released by the United States Department of Veteran Affairs (VA), 772,421 veterans were living in North Carolina as of September 30, 2016 with 7.7% (or 59,350) of North Carolina veterans living in Wake County. This is the highest veteran population in the state, including counties with major military installations (e.g. Cumberland at 50,770 and Onslow at 31,458). Based on VA projections, the total number of veterans is expected to decrease in Wake County; however, the number of veterans over the age of 65 is expected to increase. Older veterans are more prone to seek VA pensions and medical benefits, resulting in increased demand for services even as overall veteran population declines.

Summary of Services and Performance Measures

Service Area: Veterans Services

Description: The purpose of Veterans Services (VSO) is to assist veterans and their families with obtaining local, state and federal benefits unique to veterans. The VSO office helps them discover benefits to which they are entitled and assists them during the application process by using our expertise and knowledge of the United States Department of Veteran Affairs (VA) policies and procedures.
Wake County VSO provides service to veterans with access to officers (county staff) who meet and provide consultation services with potential applicants. If eligible, VSO officers will assist veterans with filing the appropriate claim(s) for benefits.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of VSO officers available to provide consultation and claim filing services (average)	2.2	2.2	2.5	
Output				
Number of consultations	1,568	1,600	2,000	
Efficiency				
Number of consultations per officer per year (average)	712.0	727.2	800.0	

Division Summary - Geographic Information Services

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Miscellaneous	$1,837	$1,262	$1,262	—	0.0%
Revenue Totals	**$1,837**	**$1,262**	**$1,262**	**—**	
Expenditures:					
Salary / Benefits	$1,706,528	$1,887,444	$1,887,444	$1,910,952	89.6%
Contractual Services	$129,055	$131,400	$131,400	$163,400	7.7%
Supplies, Materials and Other Charges	$40,010	$61,575	$61,575	$59,575	2.8%
Expenditure Totals	**$1,875,593**	**$2,080,419**	**$2,080,419**	**$2,133,927**	
Number of FTEs	**19.000**	**19.000**	**19.000**	**19.000**	

Division Purpose and Goals

The Geographic Information Services (GIS) provides a wide range of services to Wake County agencies, other jurisdictions, the public, and the private sector. This assistance helps customers visualize and transform geographic data into usable information to make informed and effective decisions about providing, enhancing, and extending services. GIS strives to provide geographic data that is accurate, current, complete, formatted to interact with other data, and available in a variety of formats. Technical and infrastructure support provided by GIS ranges from needs analysis, requirements gathering, database development, programming/application development, infrastructure (hardware/software/database) support, training, and project management.

Major Accomplishments

GIS continued to work with the City of Raleigh to develop a Master Address Repository of all known addresses and their geographic locations as points for theCcounty. Staff migrated Raleigh's database to Wake County. This also allowed Wake and Raleigh users to begin performing updates to the same system, using identical standards and workflows. Staff is beginning work to integrate other municipalities in Wake County.

GIS released two new GIS Field Data Collection Applications and updated the Board of Elections Early Voting Site and Polling Place apps. The division designed and released a new version of the County Open Data Portal (http://data.wakegov.com) and collaborated with Environmental Health and Inspections and Information Services to extract, format, and add Center for Disease Control and Prevention data to the restaurant inspection data set available via the Portal. GIS initiated a pilot on the use of Portal for ArcGIS to provide a platform for GIS data visualization and analysis for EMS.

Participated in panels with open data leaders from the Triangle and the federal government and presented a workshop at the Triangle Open Data Day event to show civic developers how to connect to the GIS Open Data public resource to create community apps.

Worked with the North Carolina Geodetic Survey, County departments, adjacent counties, and the public to complete the relocation of the Wake/Harnett County Line, which became effective January 1, 2019. Final associated 911 system updates were completed in March.

FY20 Discussion

The budget increased $54,000 from the annualization of personnel adjustments ($24,000), as well as increases for the countywide ESRI license ($30,000).

In recent years, revenue from printed map fees has decreased as online GIS tools become more popular. Eliminating GIS fees for printed maps will reduce GIS revenue by $1,000.

Community Services

Summary of Services and Performance Measures

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of information requests via phone and/or email	7,432	7,591	7,500	
Number of special projects requested by the general public	12	12	12	
Number of special projects requested by Wake County and/or other government agencies	82	77	80	
Number of visits to GIS supported websites (e.g. iMAPS, web apps)	1,734,344	1,859,890	1,900,000	
Number of walk-in"" requests for information""	394	296	285	

Service Area: GIS Maintain and Support Geographic Databases

Description: Wake County GIS identifies the need for GIS data for our users, locates the trusted source for those data, and develops and implements best practices to obtain, update, and ensure the ongoing quality of the information.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of addresses assigned	2,610	3,223	3,000	
Number of annual CAD geofile updates	4	4	4	
Number of centerline street segments mapped	4,678	4,207	4,000	
Number of parcels mapped	8,907	8,548	8,600	8,600
Efficiency				
Percent of annexation ordinances mapped as of the effective date of the annexation	100.0	100.0	100.0	

Division Summary - Libraries

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$606,997	$600,000	$600,000	$600,000	72.6%
Local	$47	—	—	—	0.0%
Charges For Services	$416,391	$411,000	$411,000	$111,000	13.4%
Miscellaneous	$121,284	$105,000	$105,000	$115,000	13.9%
Revenue Totals	**$1,144,719**	**$1,116,000**	**$1,116,000**	**$826,000**	
Expenditures:					
Salary / Benefits	$15,885,252	$17,365,456	$17,365,456	$18,935,569	66.6%
Contractual Services	$549,482	$590,691	$669,560	$642,813	2.3%
Supplies, Materials and Other Charges	$7,641,669	$8,069,496	$8,094,345	$8,836,430	31.1%
Capital Outlay	$10,242	—	$8,945	—	0.0%
Expenditure Totals	**$24,086,645**	**$26,025,643**	**$26,138,306**	**$28,414,812**	
Number of FTEs	**251.500**	**275.000**	**275.000**	**284.500**	

Division Purpose and Goals

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

Major Accomplishments

The library system continues to make positive progress on the remaining capital improvement projects identified in the 2007 Library Bond. Wake Forest Community Library opened an expanded facility in February 2019. The expansion added nearly 5,000 square feet with a new book collection of 50,000 volumes and an expanded library programming series. Work continues on new Library facilities including a replacement for the Cary Community Library, a replacement and expansion for the Fuquay Varina Community Library, and a new 8,500 sq. ft. Community Library in Morrisville, all scheduled to open in FY 2020.

The library continues to offer 200 programs each week for children aged 0-5 years with a focus on providing children pre-literacy skills essential for a successful launch to kindergarten. The ABC Craft and Learn weekly program, which simulates a pre-school classroom, continues to expand and grow in popularity with parents and caregivers. In FY 2019, Ready, Set, Baby and Baby Meet Up were added to the offerings for new parents. Storybook Ball, Halloween Hoot, Storytelling Festival, and the Moonlight Walk continue to draw large attendance in Wake County Libraries.

Awarded the North Carolina Public Library Director Associations Outstanding Service Innovation Award for the Thompson Fellowship: Food Site Teen Internship, a partnership with Wake County Parks and Open Space which provided early literacy activities for 600 children who visited the summer food site at Oakview Historical Park.

The American Library Association recognized the library's program "Celebrating Our Voices," which honored the 50th anniversary of the Coretta Scott King Award.

The library ran the Becoming American series with support from the National Endowment of the Humanities Grant. 5,000 residents attended more than 125 programs offered to learn about American immigration and to celebrate state and local immigrants. Wake County Public Library partnered with InStepp, Inc to offer citizenship classes in four of the regional libraries.

FY20 Discussion

The budget includes $561,000 for the annualization of costs associated with Morrisville and Cary libraries.

Fuquay Varina Library will open during the summer of 2019. Funding is included to cover the library's operating costs (4.500 FTEs, $466,000).

The budget expands Sunday hours at Athens Drive, Duraleigh, Southgate, Zebulon, and Wendell Community Libraries (5.000 FTEs, $310,000).

The library system is eliminating library late fees to reduce barriers to library services. This change will result in a $100,000 reduction in revenue.

Horizon Issues

The library system is updating the Libraries Master Plan to identify future facility projects after the completion of the 2007 Library Bond.

Summary of Services and Performance Measures

Service Area: A Collection People Want

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

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of downloadable materials in collection (books)	48,716	59,108	68,000	51,000
Number of materials in print & downloadable collections	1,649,401	1,816,061	1,902,855	1,855,855
Number of materials in the print collection (books)	1,600,685	1,704,961	1,834,855	1,834,855
Output				
Number of cardholders active within 1 year	232,354	230,661	231,000	232,000
Number of downloadable circulations	937,160	1,205,612	1,350,000	950,000
Number of print material circulations	10,858,448	10,864,397	11,000,000	11,000,000
Number of total circulations (print and downloadable)	11,022,708	12,064,698	12,350,000	11,950,000
Efficiency				
Books (print collection) per cardholder	6.89	7.39	7.94	8.13
Circulation (print material) per cardholder	47.44	52.30	53.46	51.50
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.	72.8	76.0	80.0	80.0

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

Description: Wake County residents need access to technology through personal computers and mobile devices with reliable, high speed access to the internet. Proliferation of electronic devices create demand for new content, including digital books/audio, and services such access to a power source and internet connection inside library facilities. For those who are without convenient access to technology, libraries help bridge the gap by providing access to public computers and are well positioned to provide with locations throughout the county. Digital services provide adults and children computers with public access, electronic resources, remote access services through the web, wireless internet service within the branches for personal laptops, and instruction on computer use.

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of materials available for download (downloadable collection)	48,716	59,108	68,000	51,000
Output				
Hours in which public computers were used by cardholders	428,351	406,094	370,000	383,300
Number of downloadable material circulations	937,160	1,205,612	1,350,000	950,000
Effectiveness				
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	87.5	87.0	90.0	90.0
Percent of members who strongly agreed or agreed that they were able to find a space and plug to use a personal computer they brought to the library	85.6	85.2	90.0	90.0

Service Area: Engaging, Entertaining & Educational Library Programs

Description: Services to children is a high priority of the library system because introducing young children to books and reading at an early age has a great impact on that child's lifelong literacy and academic success. Program services include story times which introduce books and reading to children, ongoing reading programs to maintain reading levels, reference services to support school curriculum, reader advisory to make reading a lifelong habit, book and audio book collection maintenance for children, bookmobile service to daycare centers, computer access and collaboration with public, private, charter and home schools. Libraries also provide adult reading programs to remain a center of lifelong learning. People of all ages may use the library for curriculum support, and as a source for building knowledge about their interests.
To evaluate service performance, staff monitors the number of programs, program attendance, and the average attendance per program.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of Adult Programs	968	1,018	1,000	1,000
Number of Youth Programs	9,865	10,550	10,000	9,900
Output				
Adult Program Attendance	22,760	22,620	22,000	24,000
Youth Program Attendance	377,523	396,226	380,000	386,100
Efficiency				
Adult Attendance per Program	23.5	22.2	22.0	24.0
Youth Attendance per Program	38.3	37.6	38.0	39.0

Service Area: Library Facilities that are Well Thought Out

Description: Libraries are a destination, offering services that appeal to all generations, and providing meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are: 1) placed well for convenient access, 2) located near where people live, work, and play, 3) have spaces that are effectively managed, and 4) where members feel safe during their visit.
To determine facility effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households, and cardholders living within a ten-minute non-overlapping drive time area for each facility.

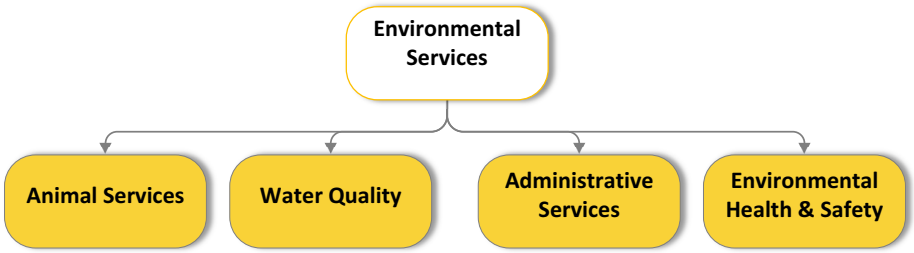
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of library hours open to the public	64,325	656,479	66,000	70,000
Output				
Library visitation (door count)	3,434,300	3,422,928	3,380,000	3,640,000
Efficiency				
Library visitation per open hour	53.4	52.3	51.2	52.0
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	95.1	96.0	95.0	
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	97.8	98.0	95.0	
Percent of members who strongly agreed or agreed that they felt safe at the library	98.0	98.2	95.0	

Service Area: Pleasant Library Experiences

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of library hours open to the public	64,325.0	65,479.0	66,000.0	70,000.0
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	95.1	96.0	95.0	
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	98.9	98.9	95.0	
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	99.1	99.2	95.0	
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	72.8	73.0	80.0	
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	98.2	98.2	95.0	
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	87.4	88.0	85.0	

Environmental Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$122,777	$153,500	$153,500	$125,000	4.1%
Charges For Services	$1,887,253	$2,033,900	$2,033,900	$1,752,161	56.8%
Licenses & Permits	$1,096,363	$1,396,004	$1,396,004	$1,161,802	37.7%
Miscellaneous	$177	—	—	—	0.0%
Transfers	$44,320	$44,320	$44,320	$44,320	1.4%
Revenue Totals	**$3,150,890**	**$3,627,724**	**$3,627,724**	**$3,083,283**	
Expenditures:					
Salary / Benefits	$9,655,664	$10,807,587	$10,731,849	$11,719,378	81.8%
Contractual Services	$493,076	$543,819	$783,982	$788,762	5.5%
Supplies, Materials and Other Charges	$1,590,292	$1,817,870	$1,658,852	$1,723,538	12.0%
Capital Outlay	$177,356	$85,997	$97,647	$89,788	0.6%
Debt	$1,117	$3,574	$1,117	$1,117	0.0%
Expenditure Totals	**$11,917,505**	**$13,258,847**	**$13,273,447**	**$14,322,583**	
Expenditures by Division					
Animal Care, Control and Adoption Center	$3,461,934	$3,768,088	$3,768,088	$3,841,277	26.8%
Environmental Health & Safety	$3,209,847	$3,606,176	$3,498,760	$3,611,255	25.2%
Environmental Services Administration	$1,155,819	$1,008,299	$1,251,543	$1,466,652	10.2%
Water Quality	$4,089,905	$4,876,284	$4,755,056	$5,403,399	37.7%
Expenditure Totals by Division	**$11,917,505**	**$13,258,847**	**$13,273,447**	**$14,322,583**	
Number of FTEs	**134.000**	**141.000**	**141.000**	**149.000**	

Environmental Services

Department Purpose and Goals

Environmental Services is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. The Department aims to meet State mandates, protect public health, minimize customer wait times, and collaborate to maximize benefit to the residents of Wake County. The Departmental business plan supports the Board of Commissioners' goals of Great Government, Growth and Sustainability and Public Safety.

FY20 Discussion

The Environmental Services budget increased $1.06 million from the prior year adopted budget. Expansions primarily drive the increase within the department.

The Animal Services division received an additional position to manage increased workload from a new program that seeks to increase live-release rates (1.000 FTE, $50,000).

The Water Quality division received $747,000 of new funding and 5.000 FTEs to alleviate increased workloads due to regulatory changes and increased groundwater testing demands.

The Administrative Services division added a position to help manage the state mandated Local Health Department accreditation ($1.000 FTE, $117,000).

The Environmental Health and Safety division added 1.000 FTE to spread span of control and increase efficiency ($146,000).

Division Summary - Environmental Services Administration

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Miscellaneous	$175	—	—	—	0.0%
Transfers	$44,320	$44,320	$44,320	$44,320	100.0%
Revenue Totals	**$44,495**	**$44,320**	**$44,320**	**$44,320**	
Expenditures:					
Salary / Benefits	$797,938	$571,779	$626,956	$846,086	57.7%
Contractual Services	$225,809	$299,513	$474,119	$472,574	32.2%
Supplies, Materials and Other Charges	$127,113	$135,815	$148,351	$145,875	9.9%
Capital Outlay	$3,842	—	$1,000	$1,000	0.1%
Debt	$1,117	$1,192	$1,117	$1,117	0.1%
Expenditure Totals	**$1,155,819**	**$1,008,299**	**$1,251,543**	**$1,466,652**	
Number of FTEs	**9.000**	**9.000**	**9.000**	**10.000**	

Division Purpose and Goals

Environmental Services Administration provides leadership, customer support, operations and financial management. The Division acts as a liaison with internal and external stakeholders to advance Board of Commissioners' and County-wide initiatives.

The Administration Division develops and implements a multi-year Departmental Business Plan in support of the Board of Commissioners goals of Great Government and Growth and Sustainability. Administration staff champion business intelligence solutions, data-driven decision making, field-based technology, and process improvements to provide responsive customer service.

Major Accomplishments

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

The Environmental Services Department's Administration Division continues to develop leadership skills at all levels of the organization. They emphasize open communications and facilitate staff's ability to provide excellent customer service and manage the accomplishment of objectives. The Environmental Services Customer Satisfaction Survey found that 83% of respondents stated that they are receiving a high level of professional services.

FY20 Discussion

The FY 2020 budget has a net increase of $450,000. The increase reflects the annualization of salary and benefit adjustments, the reallocation of funds within the department, and the following expansion request.

Environmental Services participates in the state mandated Local Health Department Accreditation. The accreditation is re-evaluated every four years, with many of the accreditation activities requiring on-going monitoring. The budget provides funding for an Administrative Services Coordinator position to provide quality assurance to the accreditation process (1.000 FTE, $117,000).

Horizon Issues

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

As Wake County introduces self-serve technology to our customers, the department will need to enhance communication and responsiveness.

In the future, County partnerships with outside organizations will be increasingly beneficial to address shared goals in health and sustainability challenges in Wake County.

Environmental Services

Summary of Services and Performance Measures

Service Area: Administration - Fiscal Accountability

Description: The Financial and Budget Management Group (FBMG), located within the Administrative Services Division promotes responsible resource allocation and long-term economic sustainability that supports County and Departmental strategies and initiatives. This is done through accounting, budgeting, financial analysis and leadership. FBMG manages outcomes by engaging managers and supervisors in discussing and analyzing their financial results, trends, risks and opportunities early in the planning process, provides financial support to operating plans to quantify needs and metrics, and sets clear timelines and deliverables for the budget process. FBMG encourages Divisions to plan for multiple years by: 1) Business trend analysis that includes any new regulatory, legal, or economic changes that impact the business and 2) Developing staffing and business models to understand future impact and see changes well in advance to manage outcomes.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of decisions that support analysis	974	1,000	1,000	1,000
Number of financial transactions	3,523	3,500	3,500	3,500
Number of personnel records, policy reviews, and transactions	2,238	2,300	2,300	2,000

Service Area: Administration - Operations

Description: Operations provides leadership and supports the overall mission of the Environmental Services Department. It is the primary point of contact for internal and external customers including the Wake County Board of Commissioners and the County Manager's Office. This section oversees implementation of new policies, coordinates planning, supports Local Health Department re-accreditation, and participates in inter-Departmental initiatives. It includes the Customer Support Center, which receives permit applications, answers Wake County residents' questions regarding Solid Waste, Water Quality, and Environmental Health and Safety, and completes research requests, in addition to other administrative functions.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of incoming calls	24,911	27,494	25,000	20,000
Number of public information research requests	1,114	928	900	900

Division Summary - Environmental Health & Safety

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$122,777	$153,500	$153,500	$125,000	17.8%
Charges For Services	$105,650	$87,000	$87,000	$119,425	17.0%
Licenses & Permits	$434,220	$397,000	$397,000	$456,906	65.1%
Revenue Totals	**$662,647**	**$637,500**	**$637,500**	**$701,331**	
Expenditures:					
Salary / Benefits	$2,891,641	$3,207,471	$3,157,471	$3,327,770	92.1%
Contractual Services	$11,047	$7,860	$25,189	$31,231	0.9%
Supplies, Materials and Other Charges	$274,813	$354,845	$280,100	$252,254	7.0%
Capital Outlay	$32,346	$36,000	$36,000	—	0.0%
Expenditure Totals	**$3,209,847**	**$3,606,176**	**$3,498,760**	**$3,611,255**	
Number of FTEs	**40.000**	**42.000**	**42.000**	**43.000**	

Division Purpose and Goals

The Environmental Health and Safety Division (EH&S) reduces public health and safety risks through education, plan review, and enforcement. The goal of the division is to achieve the state mandated inspection coverage and to provide services uniformly and efficiently.

Major Accomplishments

The division promotes excellence by participating in the FDA Voluntary National Retail Food Regulatory Program Standards, a national model of excellence for retail food inspections programs. Wake County met six of the nine standards and 80 of 97 benchmarks. Although voluntary, the Program Standards embody the Board goal of Great Government.

The division reallocated an Environmental Health Specialist position as a training coordinator to develop consistency in training and inspections. Dedicating this position has reduced the training lag by two months.

In 2018, staff completed 4,822 pool inspections which included both opening activities and summer pool inspections. This level represents the highest coverage in 10 years. In 2018, summer pool staff used new technology that increased their field time which contributed to this success.

FY20 Discussion

The FY 2020 budget reflects a net increase of $5,000 from the prior year. The increase includes the annualization of salary and benefit adjustment, the removal of FY 2019 one-time expenditures, and the addition of an Environmental Health Manager.

The budget adds an Environmental Health Manager to spread the span of control of the food, lodging, and institutions function. This position will provide supervision and focus on process improvement to increase operational efficiencies (1.000 FTE, $146,000).

Horizon Issues

Major challenges for EH&S services include growth, training lag, staff retention, and service delivery. Facility growth is 3.2% per year which has resulted in additional staff for inspection coverage and to meet customer expectation for turnaround time. Additional staff create a need for appropriate span of control and operations management to explore alternative methods of improving efficiencies for the customer.

Environmental Services

Summary of Services and Performance Measures

Service Area: Food Lodging Institution

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of confirmed and/or elevated lead (Pb) cases	28	30	30	
Number of environmental asthma trigger investigations	62	100	100	
Number of food establishment complaints investigated	637	600	600	
Number of health inspections performed	9,252	10,000	10,500	13,127
Number of quality assurance visits	110	110	110	110
Efficiency				
Number of inspections per environmental health specialist (average)	562	405	405	405
Effectiveness				
Percent of inspection coverage for food establishments	75	76	80	100

Service Area: Plan Review/Recreational Sanitation

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of new food plans reviewed	1,242	1,200	1,200	1,200
Number of pool inspections performed in a calendar year	4,822	4,750	5,000	5,000
Number of pool plans reviewed in calendar year	138	150	150	150
Number of swimming pools permitted	1,197	1,230	1,260	1,260
Number of temporary food establishments permitted	548	525	525	525
Number of visits, finals, and field consultations for restaurant construction	1,112	1,000	1,000	1,000

Division Summary - Water Quality

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$1,443,193	$1,584,900	$1,584,900	$1,261,313	64.1%
Licenses & Permits	$662,143	$999,004	$999,004	$704,896	35.9%
Revenue Totals	**$2,105,335**	**$2,583,904**	**$2,583,904**	**$1,966,209**	
Expenditures:					
Salary / Benefits	$3,575,077	$4,225,150	$4,160,150	$4,640,911	85.9%
Contractual Services	$29,461	$103,137	$147,450	$163,793	3.0%
Supplies, Materials and Other Charges	$422,123	$523,418	$425,259	$509,907	9.4%
Capital Outlay	$63,245	$22,197	$22,197	$88,788	1.6%
Debt	—	$2,382	—	—	0.0%
Expenditure Totals	**$4,089,905**	**$4,876,284**	**$4,755,056**	**$5,403,399**	
Number of FTEs	**42.000**	**45.000**	**45.000**	**50.000**	

Division Purpose and Goals

The he Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The division has four programs: Groundwater Management, Wastewater Management, Watershed Management, and Laboratory. These programs promote leadership in water management, sustainability, and health by protecting high quality water throughout Wake County. These activities conform to the Board Goal of sustainability to address quality and quantity issues associated with water resources.

Major Accomplishments

The Wake County Water Partnership developed a recommendation and scope of work for a One Water study of groundwater with the United State Geological Survey, to advance green stormwater infrastructure projects for schools and parks. The study will also develop an education program about the value of water in conjunction with the US Water Alliance.

The division expanded the septic system inspection program to assist homeowners in maintaining their waste disposal systems. The number of inspections per month increased from 455 in FY 2018 to 1,750 in FY 2019.

FY20 Discussion

The FY 2020 budget increased by $527,000 from the prior year budget. The increase is due to the annualization of salary and benefit adjustments and the addition of the following expansions:

The budget provides funding for contracted laboratory testing of private wells for volatile organics, pesticides, herbicides, and radiological contaminants ($65,000). Revenues collected through user fees will support this expenditure.

The division added one chemist is added to meet the increased demand for groundwater testing for bacterial and inorganic contaminants. The additional position will assist in maintaining the expected turn-around time for laboratory results (1.000 FTE, $120,000).

Two Environmental Health Specialists and one Environmental Consultant are added to manage and process accessory structure permits for homes with septic systems. A State regulatory change has increased the workload to process these applications. (3.000 FTE, $393,000). Revenues collected through user fees will partially support this expenditure.

The budget adds an Environmental Consultant to inspect complex on-site disposal systems. This

position will assist in meeting State-mandated inspections of current septic systems (1.000 FTE, $169,000).

Horizon Issues

As development continues in Wake County, the Division of Water Quality must support the community need for clean drinking water and safety from flooding. As the pressure to use less suitable lots increases with land price, the Division must respond to requests for new technology and methods for protecting public health, the environment, and development by analyzing novel ways of addressing wastewater, wells, stormwater, runoff, and drinking water supplies. The division is leading this effort with a One Water approach that emphasizes the value of all water.

Public utilities are required to complete 50-year plans to provide water to rate payers in their service area. Wake County Water Quality is beginning the process of assessing the 50-year water availability for all County areas, regardless of source, in order to complete sound plans for future growth.

Environmental Services

Summary of Services and Performance Measures

Service Area: Wastewater Management

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of applications submitted	978	1,000	1,000	1,100
Output				
Number of complaint responses	246	250	250	300
Number of final operation permits	1,116	1,000	1,000	1,100
Number of operations and maintenance inspections of complex subsurface and surface systems	1,515	1,750	2,000	2,350
Efficiency				
Number of days to make first site visit (median)	8	17	7	7
Effectiveness				
Percent of systems three years old and properly functioning	99	99	100	100

Service Area: Groundwater Management

Description: Groundwater Management protects public health and safety through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, and abandonment of groundwater well systems for individual properties. In addition, the section is responsible for administering and enforcing the County's local ordinance related to well interference investigations. It is also responsible for administering and enforcing the County's local mobile home park ordinance in addition to performing assessments of well water and septic systems serving migrant housing facilities as required by the State. The section also assists the department with seasonal permitting and inspection of swimming pools.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of groundwater permit applications	347	421	400	400
Output				
Number of private well samples (not associated with permitting)	383	700	700	600
Number of well construction inspections	800	800	800	800

Service Area: Watershed Management

Description: Watershed Management protects and enhances water quality in Wake County through the implementation of land use policies, regulations and local, state and federal laws related to stormwater management, floodplain management and sediment and erosion control. During summer months, the section monitors bacteria levels at public beaches, issues public advisories when bacteria levels exceed standards, and close facilities when there is an imminent public health hazard. Also, the service has interlocal agreements with seven municipalities to implement their sedimentation and erosion control programs and interlocal agreements with the Towns of Rolesvillle, Wendell and Zebulon to implement their stormwater management programs.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of active sediment and erosion projects	314	302	300	300
Number of flood certifications submitted	192	117	150	200
Number of flood plans submitted	15	8	10	12
Number of land disturbance (sediment and erosion) permits issued	125	75	100	100
Number of sediment and erosion plans submitted	135	120	100	100
Number of sediment and erosion site inspections	3,961	2,800	4,000	4,800
Number of single family residential plans submitted	30	28	30	30
Number of stormwater permits issued	47	25	40	40
Number of stormwater plans submitted	53	46	50	50
Efficiency				
Number of non-compliant sediment and erosion inspections	1,003	930	555	555
Number of non-compliant stormwater control measure inspections	21	50	50	25
Number of sediment and erosion inspection reports	1,234	1,500	1,500	1,500
Number of sediment and erosion joint inspections	50	100	300	300
Number of sediment and erosion plan reviews greater than 30 days	0	1	0	
Number of stormwater control measure inspections	48	100	100	50

Service Area: Environmental Laboratory

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of private well samples analyzed for permit compliance	677	875	875	875
Number of walk-in samples analyzed	1,021	1,025	1,125	1,125
Output				
Number of health risk evaluations issued	821	975	1,100	1,300
Number of private well sample results issued for permit compliance	677	875	875	875
Number of well sample results issued for walk-in customers	1,021	1,025	1,125	1,125

Division Summary - Animal Care, Control and Adoption Center

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$338,410	$362,000	$362,000	$371,423	100.0%
Miscellaneous	$2	—	—	—	0.0%
Revenue Totals	**$338,413**	**$362,000**	**$362,000**	**$371,423**	
Expenditures:					
Salary / Benefits	$2,391,008	$2,803,187	$2,787,272	$2,904,611	75.6%
Contractual Services	$226,759	$133,309	$137,224	$121,164	3.2%
Supplies, Materials and Other Charges	$766,244	$803,792	$805,142	$815,502	21.2%
Capital Outlay	$77,923	$27,800	$38,450	—	0.0%
Expenditure Totals	**$3,461,934**	**$3,768,088**	**$3,768,088**	**$3,841,277**	
Number of FTEs	**43.000**	**45.000**	**45.000**	**46.000**	

Division Purpose and Goals

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

The Animal Services Division is working to keep the live release rate of healthy, adoptable animals greater than 90% annually. This outcome is important because a 90% rate falls under the definition of "No Kill," as outlined in the Association of Shelter Veterinarian's Shelter Terminology. As the only open admission facility in Wake County, the division is unable to selectively choose the animals that come into care. Therefore, success is defined as a 10% or less euthanasia rate of what the division can impact. Reasons for euthanasia that the division can impact include age-related health and behavioral issues, feral cats, upper respiratory infection, space, and animals that are too young. Progress will be evaluated annually, looking at the euthanasia rate and the categories of euthanasia

Major Accomplishments

Animal Services received a National Association of Counties award in 2018 for the Animal Services Safety Team: Empowering Employees to Address Safety Concerns. This program demonstrates how launching an employee-driven safety team can engage front-line staff and create a safer, healthier environment for everyone who works or visits a County facility.

The Animal Services Division has demonstrated leadership and expertise in handling animal hoarding cases. This accomplishment was recently published in the Journal of Applied Animal Welfare Science, "Collaborative Model for Managing Animal Hoarding Cases" by Sandra Strong, Jennifer Federico, Ron Banks and Cathy Williams.

Kids 4 Critters was awarded a North Carolina Veterinary Medical Association High Five Grant in both 2018 and again in 2019. Kids 4 Critters, in partnership with the Wake County Animal Center, teaches 4th grade students to reflect on the condition of animals in Wake County, respond to the needs of animals, to treat animals with respect, and understand and appreciate the rewards of pet ownership.

FY20 Discussion

The budget increased $73,000 from the prior year budget, due to the annualization of salary and benefit increases and the addition of an Animal Health Care Technician.

The budget adds one Animal Health Care Technician to meet workload growth from the expansion of the animal health services program to increase and maintain a high live-release rate (1.000 FTE, $50,000).

The Animal Services Division completed a user fee benchmarking study of similar organizations in the region. Following the study, the divisions made changes to adoption, boarding, and pet reclaim fees. The increase of $9,000 in budgeted revenues reflect these adjustments.

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

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

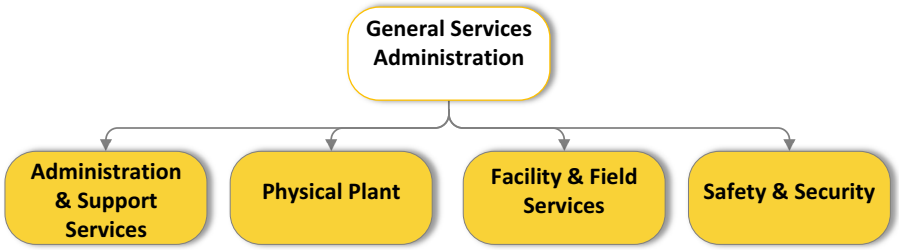
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of animal service calls	6,703	7,062	7,300	
Efficiency				
Number of service calls per officer per year	838	785	811	

Service Area: Animal Care and Adoption

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of animals taken in	10,618	10,700	10,700	
Output				
Number of animals adopted	3,813	3,852	3,959	
Number of animals euthanized	2,421	2,354	2,247	
Number of animals reclaimed	1,362	1,391	1,498	
Number of animals transferred	2,841	2,996	2,996	
Effectiveness				
Percent of animals adopted	36	36	37	
Percent of animals reclaimed	13	13	14	
Percent of non-required euthanizations	11	10	9	
Percent of required euthanizations (by Ordinance or Animal Health)	12	12	12	
Percent of transferred animals	27	28	28	

General Services Administration



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$2,574,637	$2,643,549	$2,643,549	$2,638,005	98.2%
Miscellaneous	$47,544	$44,200	$44,200	$49,500	1.8%
Revenue Totals	**$2,622,182**	**$2,687,749**	**$2,687,749**	**$2,687,505**	
Expenditures:					
Salary / Benefits	$9,536,202	$10,265,714	$10,208,040	$10,881,647	34.6%
Contractual Services	$7,872,688	$8,421,197	$8,720,761	$8,834,496	28.1%
Supplies, Materials and Other Charges	$10,952,064	$10,970,696	$10,886,684	$11,492,373	36.5%
Capital Outlay	$184,390	$49,069	$49,069	$260,647	0.8%
Expenditure Totals	**$28,545,344**	**$29,706,676**	**$29,864,554**	**$31,469,163**	
Expenditures by Division					
Administration / Support	$2,948,420	$2,864,577	$3,303,013	$2,720,922	8.6%
County Building Agreements	$19,196	$60,768	$82,768	$70,768	0.2%
Criminal Justice/General Government	$851,321	$952,258	$924,171	$983,981	3.1%
Facility and Field Services	$7,243,357	$7,697,923	$7,630,941	$8,485,450	27.0%
Physical Plant	$8,155,967	$8,715,906	$8,558,763	$9,269,559	29.5%
Safety and Security	$3,428,513	$3,564,175	$3,600,829	$4,007,399	12.7%
Utilities	$5,898,568	$5,851,069	$5,764,069	$5,931,084	18.8%
Expenditure Totals by Division	**$28,545,344**	**$29,706,676**	**$29,864,554**	**$31,469,163**	
Number of FTEs	**126.000**	**126.000**	**126.000**	**132.000**	

General Services Administration

Department Purpose and Goals

General Services Administration (GSA) manages facilities and fleet and supports criminal justice, safety and security, and general government functions. GSA is dedicated to ensuring safe and productive work environments, safe and reliable vehicles, and consistent support to County departments. The department is organized into five major service delivery divisions: Administration and Support Services, Facility and Field Services, Fleet Services, Physical Plant, and Safety and Security.

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th Judicial District, and related partners and customers. A matrix organization utilizes resources (staff, contractors, financial and materials) across organizational reporting lines to advance its core businesses. The department prioritizes reducing risk to County employees and citizens, maintaining the County's facility portfolio and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service.

FY20 Discussion

The GSA budget increased $1.76 million from the prior year budget due to the annualization of performance pay, operating costs associated with new buildings, housekeeping and security contract adjustments, and 6.000 new FTEs.

The budget includes an increase to the Wake County conference room rental fee for and adds two classifications to the monthly parking rate.

General Services Administration

Division Summary - Administration / Support

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$54,384	$2,000	$2,000	$3,500	8.0%
Miscellaneous	$37,996	$36,000	$36,000	$40,500	92.0%
Revenue Totals	**$92,380**	**$38,000**	**$38,000**	**$44,000**	
Expenditures:					
Salary / Benefits	$1,588,954	$1,775,200	$1,969,907	$1,704,936	62.7%
Contractual Services	$1,455,196	$1,042,666	$1,286,395	$1,021,906	37.6%
Supplies, Materials and Other Charges	$(95,730)	$46,711	$46,711	$(5,920)	(0.2)%
Expenditure Totals	**$2,948,420**	**$2,864,577**	**$3,303,013**	**$2,720,922**	
Number of FTEs	**19.000**	**19.000**	**19.000**	**19.000**	

Division Purpose and Goals

The Administration and Support Services Division ensures that standard processes are applied to unique and specialized business environments (detention, health care, courts, etc.). The division provides portfolio management, business and technology planning, and system administration of GSA's various facility and fleet engineered control systems.

The portfolio team oversees the county space inventory. Additionally, the portfolio team supports corporate and detention security systems and judicial video systems. The systems team oversees engineered control technologies that support the County's assets including the work order management system, capital planning system, fleet systems, and parking systems.

Administration manages support services including the County mail center (USPS, labs, medical records, book courier, special deliveries, and inter-office mail) and move management, including surplus property. Administration manages all utility accounts and facility leases.

The department provides 24/7 customer support via the request center and security center. The department head discharges court liaison responsibilities for the County, staffs the Energy Advisory Commission, and serves as the County's ADA Coordinator.

Major Accomplishments

Analyzed existing and future countywide space to plan for departmental growth, closure and partial closure of County buildings, and support Master Plans for County departments.

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

Led systematic review of historical energy usage of all Wake County facilities and implemented the standardization of using Energy Use Intensity per building and type.

Participated with Facilities Design and Construction on the Human Services Master Plan and the Marbles Museum Master Plan.

FY20 Discussion

The budget decreased by $144,000 compared to the prior year. In developing the base budget, salary and benefits projections were based on current staff and anticipated benefit rates, which resulted in a decrease. In realigning the base budget, GSA moved funding associated with audiovisual support to the Security Division.

The budget includes a user fee increase from $75 per day to $300 per day for organizations renting a Wake

County conference room. The use of the room must have a clearly identifiable educational purpose, be related to public service and Wake County's mission, and be sponsored by a Wake County department or elected official. The increase more closely aligns the user fee with market rates and is expected to generate an additional $1,500 in annual revenue.

Horizon Issues

The division plans to digitize the County building plan's library to support the business continuity. This project would include placing as-built drawing sets, operations and maintenance manuals, specifications, shop drawings, and facility documents and warranties in a document management, archiving, and retrieval library.

The division also plans to leverage facility management system's hoteling and reservation module for corporate conference rooms and designated drop-in space. The module will be piloted in FY 2019 to better understand utilization of County spaces.

General Services Administration

Summary of Services and Performance Measures

Service Area: Portfolio Management

Description: To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. The service maintains central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of rentable square feet managed	4,172,318	4,229,569	4,317,993	
Number of total square feet managed	4,862,126	4,922,390	5,015,468	

Division Summary - Physical Plant

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$7,305	$7,000	$7,000	$7,000	100.0%
Miscellaneous	$538	—	—	—	0.0%
Revenue Totals	**$7,843**	**$7,000**	**$7,000**	**$7,000**	
Expenditures:					
Salary / Benefits	$4,513,625	$4,902,335	$4,745,192	$5,217,017	56.3%
Contractual Services	$2,164,200	$2,890,792	$2,890,792	$3,041,087	32.8%
Supplies, Materials and Other Charges	$1,478,143	$922,779	$922,779	$942,455	10.2%
Capital Outlay	—	—	—	$69,000	0.7%
Expenditure Totals	**$8,155,967**	**$8,715,906**	**$8,558,763**	**$9,269,559**	
Number of FTEs	**66.000**	**66.000**	**66.000**	**69.000**	

Division Purpose and Goals

The Physical Plant Division provides facility engineering and maintenance to Wake County's facility building assets, life safety systems, and infrastructure. The end result maximizes County staff productivity by providing safe, efficient, and reliable working environments through the use of professional staffing, exceptional customer service, and technology. The division also supports waste-water treatment and provides life safety and environmental testing.

Service and testing of facility life safety systems and devices include automatic smoke detection, fire protection, emergency generators, automatic transfer switches, and the monthly check of fire extinguishers, exit lights, and automated electronic defibrillators. Environmental testing and remediation is also funded from this source.

Major Accomplishments

Supported energy management efforts with dedicated Facility Engineer/Energy Manager, who oversees the energy portfolio and sustainability efforts and recommends use of metrics like Energy Use Intensity.

Began to migrate existing building automation systems into a common platform to display and monitor building system information in one place.

Designed and completed the CCBI Toxicology and Ballistics Lab at the Wake County Detention Center. Provided uninterrupted power power distribution at the Wake County Justice Center. Designed and bid photovoltaic installation and multi-site data wiring replacements at Oak City Center.

Participated in developing and publishing the Wake County Energy Design Guidelines.

FY20 Discussion

The Physical Plant Division base budget increased over the prior year by $180,000 from the annualization of performance pay, benefit adjustments, and facility openings. The budget includes annual facility maintenance costs for buildings budgeted for a partial year in FY 2019 based on scheduled opening dates and include Oak City, Wake Forest Library, Cary Regional Library, EMS New Hope Station, and the Board of Elections Operation Center

The budget includes funding for two Master Mechanics and a Trades Specialist to address the County's increased facility maintenance needs from new buildings and the complexity of maintaining 24-hour and high technology buildings. The additional staff will reduce work order backlog and employee overtime (3.000 FTEs, $324,000).

The budget also includes facility maintenance costs for the opening of Fuquay Varina Library, Morrisville Library, and the Wendell Falls Fire / EMS Station scheduled to open in FY 2020 ($50,000).

Horizon Issues

The division plans to continue migration of existing building portfolio and future buildings into a common building automation platform.

The division will also continue refining cost and resource reporting at the building level to improve efficiencies using GSA's work order system.

As rentable square footage and building complexity increases, the division will develop a facility maintenance staffing model to ensure that maintenance service levels can meet the demands of the County facility portfolio.

General Services Administration

Summary of Services and Performance Measures

Service Area: Life Safety/Environmental

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

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of facilities with supervisory control and data acquisition controls	54	54	55	
Effectiveness				
Percent of facilities free of regulatory violations	99	99	99	

Division Summary - Safety and Security

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Miscellaneous	$4,499	$5,200	$5,200	$6,000	100.0%
Revenue Totals	**$4,499**	**$5,200**	**$5,200**	**$6,000**	
Expenditures:					
Salary / Benefits	$1,203,579	$1,187,405	$1,173,119	$1,272,629	31.8%
Contractual Services	$3,012,447	$3,274,418	$3,297,053	$3,470,667	86.6%
Supplies, Materials and Other Charges	$(791,277)	$(920,407)	$(892,102)	$(758,656)	(18.9)%
Capital Outlay	$3,764	$22,759	$22,759	$22,759	0.6%
Expenditure Totals	**$3,428,513**	**$3,564,175**	**$3,600,829**	**$4,007,399**	
Number of FTEs	**7.000**	**7.000**	**7.000**	**7.000**	

Division Purpose and Goals

The Safety and Security Division implements safety and security procedures and physical security safeguards to reduce risk for County personnel, visitors, and assets within County facilities. Services include support to the County risk team, electronic security and card access, fire and intrusion alarms, photo ID employee badging, visitor management, incident report management and tracking, training classes for County employees on security and safety related topics, and creating and updating each facility's Emergency Action Plan.

Major Accomplishments

Identified and determined a plan of action to address potential risks and volatility factors associated with providing face-to-face interactions with clients in field application or in County facilities. The plan includes providing Verbal Judo training to identified County employees who have face-to-face interaction with clients. Approximately 1,000 employees, have received Verbal Judo training.

Screened an average of 135,000 bags per month or 1.6 million bags annually and detected over 8,000 weapons and contraband at the Courthouse, Justice Center, and Wake County Detention Center x-ray machines.

Conducted electronic security system improvements or installations at Oak City Center, Board Of Elections Operations Center, Wake County Office Building, South Wake Landfill, Cary Library, Fuquay-Varina Library, and Morrisville Library.

Strategically located secure storage key boxes for maintenance and contractor use, which will improve accountability of keys.

Implemented the replacement of the video management system for corporate facilities.

FY20 Discussion

The Safety and Security Division base budget increased by $350,000 from the annualization of performance pay and benefit adjustments approved with the prior year budget. The base budget includes funding adjustments for safety phone lines, contracted security and charges, and security video transmission infrastructure. In realigning the base budget, costs associated with AV maintenance were moved to Security from the Administration and Operations Division.

The budget provides ongoing funding to stream Board of Commissioners work sessions ($15,000).

The budget also includes funding to expand contracted library security at Southgate Library, Wendell Library, and West Regional Library. GSA partners with Community Services to assess security

needs at libraries and develop contracted security schedules to fit individual library needs ($58,000).

The budget includes the Safety and Security Division's commitments for the opening of Fuquay Varina Library, Morrisville Library, and the Wendell Falls Fire / EMS Station in FY 2020.

Horizon Issues

The division plans to work with a consultant to rate all County buildings on their criticality and vulnerability based on Homeland Security criteria.

The division collaborates with County departments to improve the safety and security culture and incident reporting through security incident trends.

Ongoing work to replace the video management system for detention facilities will continue.

General Services Administration

Summary of Services and Performance Measures

Service Area: Safety & Security

Description: The Safety & Security Division is comprised of two business units: corporate and court security, and corporate safety. Safety & Security is a corporate service that is positioned to implement safety and security procedures and physical security safeguards needed to reduce and mitigate risk of County personnel, visitors, and assets within County facilities.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of access card holders in system	30,862	31,000	31,500	
Number of people trained in safety and security instructor-led classes	882	900	1,050	
Number of security incident reports investigated	1,119	1,300	1,300	
Number of seized weapons or contraband	7,799	8,165	7,500	

Division Summary - Criminal Justice/General Government

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$2,260,059	$2,315,000	$2,315,000	$2,310,000	100.0%
Miscellaneous	$(271)	—	—	—	0.0%
Revenue Totals	**$2,259,788**	**$2,315,000**	**$2,315,000**	**$2,310,000**	
Expenditures:					
Contractual Services	$359,616	$270,747	$270,147	$302,470	30.7%
Supplies, Materials and Other Charges	$491,849	$676,761	$649,274	$676,761	68.8%
Capital Outlay	$(143)	$4,750	$4,750	$4,750	0.5%
Expenditure Totals	**$851,321**	**$952,258**	**$924,171**	**$983,981**	

Division Purpose and Goals

The Criminal Justice/General Government Division has two primary functions: criminal justice support and parking management. The division provides mandated support to the courts and detention. Additionally, the Division provides court security, detention electronic security, and detention and court video solutions The GSA administrator chairs the Court Space Committee, sponsors the Criminal Justice Operations Committee, and is the County's liaison to the 10th Judicial District of the NC General Court of Justice.

GSA administers three Jail Diversion Programs for the County: Free the People, Pre-Trial Monitoring, and Pre-Trial Release Program. These programs have authority under NC General Statute 15A and a 10th Judicial District Administrative Order. The Criminal Justice Operations Committee provides additional oversight of these programs.

The division provides parking in the downtown central business district to the 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 continues to evaluate new technology and opportunities to increase revenues and enhance the parking operations.

Major Accomplishments

For more than a decade Wake County has regularly updated the key statistics that determine staffing levels and space requirements for the courts and detention facilities. GSA is leading a comprehensive review of these documents by updating the Long-Term Jail and the Judicial Projections. This process will allow the County to plan space needs through 2040.

GSA assisted with the transition of the Pretrial Monitor Program to a new vendor, which included a restructuring of the program to increase capacity by 54% and provide slots for indigent and self-pay defendants without increasing the County's expenditures.

The Wake County Public Parking Deck Revenue and Access Control System replacement was completed in January 2017. GSA tested a contractor to provide maintenance and service for the equipment and software. The new system is proven to have more functionality than the previous system. The event management feature has allowed for reduced staff hours and overall savings to the County.

FY20 Discussion

The budget increased by $32,000 for software maintenance costs associated with the parking system at the Wake County Parking Deck.

The Criminal Justice General/Government parking revenue is not expected to increase in FY 2020. The budget includes a user fee adjustment to add a retail and special classification for parking rates. Current parking rates include a single public classification and a maximum hourly, daily, and monthly rate. The new structure will apply the $12 daily maximum parking rate to the special and retail parking classifications.

Horizon Issues

The division will evaluate the impact of the Criminal Justice Facilities Master Plan Update on long-term facility needs for the County. It will continue updating Jail and Court data and compare against long-term projections.

Division Summary - Facility and Field Services

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	—	$55,000	$55,000	$55,000	94.8%
Miscellaneous	$4,782	$3,000	$3,000	$3,000	5.2%
Revenue Totals	**$4,782**	**$58,000**	**$58,000**	**$58,000**	
Expenditures:					
Salary / Benefits	$2,230,044	$2,400,774	$2,319,822	$2,687,065	31.7%
Contractual Services	$755,780	$838,727	$850,527	$879,519	10.4%
Supplies, Materials and Other Charges	$4,076,765	$4,436,862	$4,439,032	$4,754,728	56.0%
Capital Outlay	$180,769	$21,560	$21,560	$164,138	1.9%
Expenditure Totals	**$7,243,357**	**$7,697,923**	**$7,630,941**	**$8,485,450**	
Number of FTEs	**34.000**	**34.000**	**34.000**	**37.000**	

Division Purpose and Goals

The Facility and Field Services Division provides civil engineering, housekeeping, pest control, recycling, vending, window washing, solid waste disposal, bio-hazard waste, landscape and hard surface maintenance, horticulture, exterior construction, stormwater and flood control, irrigation, corporate and road name signage, and land stewardship.

Facility and Field Services strives to provide high quality customer service in an efficient and cost-effective manner by being attentive to customer needs and managing contracted services with a progressive approach. Division services are extended to all county departments and major partners such as Marbles Kids Museum, Carolina Mudcats, Wake County Public School System, and North Carolina State University.

Major Accomplishments

Worked with Facilities, Design and Construction to accomplish major repairs to the outlet structures at Crabtree Creek Flood Control site. The annual inspections at all 10 flood control sites were successfully completed in cooperation with Natural Resources Conservation Service officials.

Continued to update Joint Use Agreement documents with a combined work group of Wake County and Wake County Public School System members. Activities promoting school park agreements are underway for several school parks, most notably in Rolesville and Knightdale.

Continued to bring signage in existing buildings and all newly constructed buildings up to the 2010 ADA Signage standards.

Expanded the Storm Water Control Measures inventory to allow for improved maintenance and inspections.

Completed assessments at five high hazard flood control structures utilizing a federal grant specified to support the project.

FY20 Discussion

The base budget increased by $215,000 from the prior year budget due to annualization of performance pay, benefit adjustments, and exterior maintenance for new buildings. The budget includes annual costs of facility and field services for Oak City, Cary Regional Library and the Board of Elections Operations Center. The prior year budget included partial year facility and field services costs based on scheduled opening dates.

A Trades Specialist and two Master Mechanics are included to comply with mandated inspections of stormwater management devices and underground

fuel storage tanks. The state and local jurisdictions now require monthly maintenance inspections, annual inspections, and inspections within 3-5 days of rainfall exceeding 1 inch (3.000 FTEs, $338,000).

The budget includes $191,000 for an increase in the County's housekeeping contract. The County rebid two of the four housekeeping districts totaling 826,000 of the 2,350,000 sq. feet. with contracted housekeeping services.

The budget also includes the housekeeping and exterior maintenance costs associated with the opening of Fuquay Varina Library, Morrisville Library, and the Wendell Falls Fire / EMS Station.

Horizon Issues

The division plans to install data telemetry units at all 10 flood control sites to provide real time data to the Emergency Operations Center during flood events. The first prototype is under design with an engineering firm.

The division plans to transition from the current 800 MHz radio system to a new communications platform for supervisory control and data acquisition and irrigation systems reporting back to the central servers.

In collaboration with Wake County, RDU, State, and Federal partners, the division will develop a remediation plan for the Crabtree Creek Water Shed. The plan will attempt to address environmental testing in and around the water shed specifically related to the Brier Creek Reservoir and Lake Crabtree Park.

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 and oversees vending operations offered throughout County facilities.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of cleanable square feet maintained	2,830,569	2,880,188	2,987,916	

Service Area: Road Name Signs

Description: This program fabricates, installs, and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal extraterritorial jurisdictions (not corporate limits) except for Raleigh, Cary, and Wake Forest. Road name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of road name signs that are new or replaced	2,689	2,757	2,515	

Division Summary - Utilities

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Contractual Services	$118,210	$103,847	$103,847	$103,847	1.8%
Supplies, Materials and Other Charges	$5,780,358	$5,747,222	$5,660,222	$5,827,237	98.2%
Expenditure Totals	**$5,898,568**	**$5,851,069**	**$5,764,069**	**$5,931,084**	

Division Purpose and Goals

The Utilities Division provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applies that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an outsourced energy and sustainability management platform to receive and pay bills electronically. This function is managed by GSA's Administration and Support Services Division.

Energy Management is conducted through the Support Energy Conservation and Management Policy by using utility information for purpose of reducing consumption and cost of service.

Major Accomplishments

Updated and published revisions to the 2004 Energy Design Guidelines, which focuses on increasing the energy efficiency of building design. In this revision, Wake Technical Community College has joined Wake County Government and Wake County Public School System to form a partnership known as Wake3. The Energy Guideline revisions align energy review to the design process, includes improved building efficiency goals and targets, addresses renewable energy by incorporating a solar ready building standard for new construction and major renovation, and defines a process to evaluate emerging technologies. This guideline was used through the design of new County buildings in FY 2019 including Wendell Public Safety Center, Morrisville Library, and the Marbles expansion.

Continued to serve on the Energy Advisory Commission, where GSA supports the Commission's efforts on the 25th Energy Camp for 40 rising 6th graders.

Revised the building automation system in the Wake County Justice Center to optimize air handler efficiency and improved chilled water controllability and efficiency in the Public Safety Center through the addition of new control valves. Converted exterior Courthouse downlighting and Firearms Education and Training Center range lights to LED lighting.

Completed a building management system improvement project to upgrade the interface of 31 County buildings, improving the trending and energy data storage capabilities.

FY20 Discussion

The base budget decreased by $77,000 from the prior year. The Utilities Division projects utility costs each year based on current rates and usage. The budget decrease can be attributed to consumption changes at County buildings and the funding transfer for phone safety lines to the Security Division.

The budget includes $150,000 for an average 2.1% Duke Energy rate increase. The budget also includes utility costs associated with Fuquay-Varina Library, EMS Wendell Falls Station, and Morrisville Library. Library utility costs will be charged to Community Services.

Horizon Issues

GSA completed the design of two solar projects to reduce electric consumption at South Wilmington Street Center and the Oak City Multi-Services Center. Construction of both projects is scheduled to start before October 2019.

Summary of Services and Performance Measures

Service Area: Utility Management

Description: To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment. This helps find opportunities to conserve resources and save money. The critical information is collected for historical energy use, providing baseline information for analysis.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of buildings with corporate recycling	48	51	53	
Number of facilities with building control systems	49	50	52	

General Services Administration

Division Summary - County Building Agreements

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$252,890	$264,549	$264,549	$262,505	100.0%
Revenue Totals	**$252,890**	**$264,549**	**$264,549**	**$262,505**	
Expenditures:					
Contractual Services	$7,241	—	$22,000	$15,000	21.2%
Supplies, Materials and Other Charges	$11,956	$60,768	$60,768	$55,768	78.8%
Expenditure Totals	**$19,196**	**$60,768**	**$82,768**	**$70,768**	

Division Purpose and Goals

The County Building Agreements Division serves as a repository for facility leases where the County is the lessor or the lessee, regardless of funding source. To optimize public funding of private sector space and to leverage this space to meet needs, GSA will allocate resources in a fiscally prudent manner.

Major Accomplishments

Completed upfit and entered into new lease for Human Services Child Protective Services.

Evaluated proposal to use grant funds to improve the playground at the Crosby-Garfield Building and bring the playground up to ADA standards.

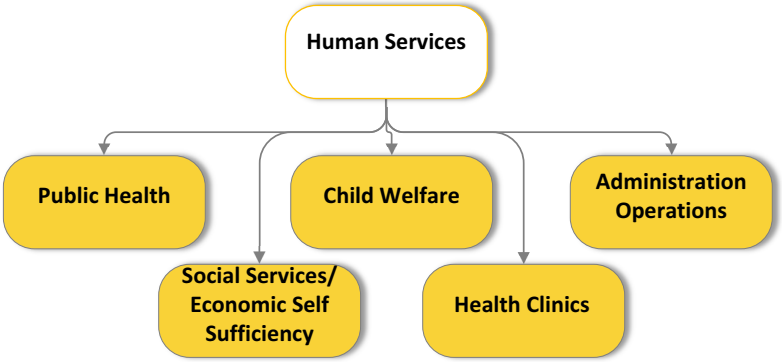
Completed upfit and move for Board of Elections Operations Center.

FY20 Discussion

The County Building Agreements budget increased net $12,000 for contracted services compared to last year.

WAKE
COUNTY
NORTH CAROLINA

Human Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$11,784,420	$12,001,141	$11,500,433	$11,561,064	15.4%
State	$56,442,180	$47,069,619	$47,789,957	$49,698,312	66.4%
Local	$52,905	$45,850	$72,080	$72,110	0.1%
Charges For Services	$16,411,536	$15,127,017	$14,881,157	$13,523,898	18.1%
Miscellaneous	$45,567	$9,269	$9,269	$5,331	0.0%
Revenue Totals	**$84,736,608**	**$74,252,896**	**$74,252,896**	**$74,860,715**	
Expenditures:					
Salary / Benefits	$107,536,291	$109,538,428	$109,443,730	$116,478,250	73.7%
Contractual Services	$29,348,856	$26,610,004	$27,699,994	$26,933,265	17.0%
Supplies, Materials and Other Charges	$13,309,113	$14,675,161	$13,661,243	$14,409,553	9.1%
Capital Outlay	$456,585	—	$923	—	0.0%
Budget Reserves	—	$40,545	$693,369	$40,545	0.0%
Transfers Out	$1,066,580	$721,231	$721,231	$199,966	0.1%
Expenditure Totals	**$151,717,425**	**$151,585,369**	**$152,220,490**	**$158,061,579**	
Expenditures by Division					
Administration and Operations	$23,321,184	$19,060,690	$19,480,284	$19,958,044	12.6%
Child Welfare	$30,133,761	$32,092,070	$32,159,545	$34,078,653	21.6%
Health Clinics	$19,069,084	$20,255,106	$19,651,215	$20,076,099	12.7%
Human Service Reserves	—	—	$660,157	—	0.0%
Public Health	$27,595,450	$29,862,165	$29,945,182	$30,113,853	19.1%
Social Services Economic Self Sufficiency	$51,597,945	$50,315,338	$50,324,107	$53,834,930	34.1%
Expenditure Totals by Division	**$151,717,425**	**$151,585,369**	**$152,220,490**	**$158,061,579**	
Number of FTEs	**1,608.372**	**1,581.984**	**1,591.334**	**1,619.997**	

Human Services

Department Purpose and Goals

The mission of Wake County Human Services is to facilitate full access to high quality and effective health and human services for Wake County residents in partnership with the community. The department vision is for Wake County to be one of the healthiest places to live and for all residents have opportunities to improve their lives. Wake County Human Services is dedicated to providing public health, social services, and transportation services to over 150,000 people a year. The department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, transportation and other human services in over 14 locations throughout Wake County.

The ggency'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, and at-risk youth. In keeping with the mission statement, Human Services works with over 1,000 partner agencies to improve the quality of life of individuals and families.

FY20 Discussion

The Human Services budget sees a $6.28 million expenditure increase. The bulk of this increase is related to the annualization of performance pay from the prior year budget and improved position turnover management that leads to more personnel dollars being used. Part of this increase is also related to expansions.

The Economic Self-Sufficiency division includes 8.500 FTE and $369,000 in expansions. Most notably, Food and Nutrition Case Managers will be improving access and capacity to process applications for Economic Services at Millbrook Center, Western Wake Center, and Oak City Center locations.

14.000 FTE and $1.10 million were added as expansions to protect children and enhance their well-being. Also, $674,000 were added to the Child Welfare base budget for 9.000 FTE added midyear that will help prepare and implement NC FAST.

The Public Health division expansions are 3.163 FTE and $330,000 namely to ensure safe response and care for students through school nurses. There is also a reduction of 1.000 FTE nurse and $83,000 due to the termination of a grant supporting the prevention of gonorrhea. The services of the program have been assumed by existing staff.

Finally, 4.000 FTE and $254,000 in Administration and Operations were added as expansions. Most of that funding, $150,000, is included for Oak City Cares, a new facility contracted with Catholic Charities of the Diocese of Raleigh, to improve efforts ending homelessness with coordinated care.

Division Summary - Social Services Economic Self Sufficiency

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$479,656	$712,420	$712,420	$712,420	2.2%
State	$37,242,364	$28,784,627	$29,257,034	$31,270,124	95.5%
Charges For Services	$1,055,292	$896,280	$767,280	$765,280	2.3%
Miscellaneous	$(395)	—	—	—	0.0%
Revenue Totals	**$38,776,918**	**$30,393,327**	**$30,736,734**	**$32,747,824**	
Expenditures:					
Salary / Benefits	$35,543,805	$35,779,265	$35,779,264	$38,817,477	72.1%
Contractual Services	$13,258,937	$11,101,027	$11,246,080	$10,993,505	20.4%
Supplies, Materials and Other Charges	$2,724,956	$3,435,046	$3,298,763	$4,023,948	7.5%
Capital Outlay	$70,248	—	—	—	0.0%
Expenditure Totals	**$51,597,945**	**$50,315,338**	**$50,324,107**	**$53,834,930**	
Number of FTEs	**567.000**	**583.000**	**585.000**	**593.500**	

Division Purpose and Goals

The Economic Self Sufficiency Division builds human capital and enhances the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals of this division are to promote and support personal responsibility through the provision of time-limited public assistance such as energy and food assistance; access to health care; establishing and enforcing child support obligations; maximizing individual capacity to secure employment; and assisting older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs.

The division is comprised of programs including Adult Services, Child Support Services, Family Medicaid, Food and Nutrition Services, Program and Staff Development, Energy Programs, Vocational Services, and Work First.

Major Accomplishments

The Wake Child Support Office was awarded the Certificate of Excellence for outstanding achievement in all collection and incentive performance measures by the NC Division of Social Services, Child Support Section Chief at the Annual NC Child Support AND Attorney Conference.

Wake County passed the Medicaid application report card in all months of FY 2018, for the first time since the Affordable Care Act annual enrollment was implemented in FY 2014. FY 2018 was the first year the division had a dedicated team to process applications during the enrollment period (November 1-January 1), when the demand increases significantly.

In collaboration with WakeMed, Medicaid case managers expanded access to Medicaid enrollment at five Emergency Department sites. Case managers are on site at these locations for 16 hours per day on weekdays and 8 hours on the weekend.

FY20 Discussion

The Economic Self-Sufficiency budget increased by $3.5 million from the prior year budget. This increase is partially from a $1.5 million adjustment to personnel costs to reflect a higher percentage of positions being filled. The increase also includes annualization of performance pay and benefit adjustments approved with the prior year budget.

The budget includes Human Services Case Managers in Food and Nutrition Services to improve access and capacity to process applications for Economic Services at Millbrook Human Services Center,

Western Human Services Center, and Oak City Multi-services Center (2.500 FTE, $159,000).

Human Service Technicians converted from temporary staff to regular positions to help consistently meet the State mandate to process 95% of Food and Nutrition Services re-certifications (3.000 FTE, $99,000).

Included in the budget is a Human Services Case Manager in Family & Children Medicaid to consistently meet the State mandate to process 97% of re-certifications in a timely and accurate manner (1.000 FTE, $72,000).

Senior Human Services Case Managers in Adult Protective Services are included in the budget to more consistently complete 100% of evaluations and case decisions within the State mandated time-frame (2.000 FTE, $39,000).

Horizon Issues

The impact of Medicaid Transformation is not yet known but is expected to have an impact on the eligibility process.

Human Services

Summary of Services and Performance Measures

Service Area: Children's Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the federal poverty level, and family planning services to low income adults.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of Family and Children Medicaid applications processed timely	93	90	90	90
Percent of Family and Children's Medicaid recertifications processed timely	98	97	97	97

Service Area: Older Adults - Medicaid, FNS, and Special Assistance

Description: This area includes Medicaid, Food & Nutrition Services (FNS), and Special Assistance services for senior and disabled adults. Special Assistance is a program which helps pay for the cost of care in an adult care home or assisted living facility.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of adult Medicaid applications completed timely	92	90	90	90
Percent of Special Assistance-Aged applications processed timely	0	85	85	85
Percent of Special Assistance-Disabled applications processed timely	0	85	85	85
Percent of timely adult Medicaid reviews	98	97	97	97

Service Area: Adult Protective Services

Description: Accept and evaluate calls for information, referral, and reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Percent of screened in reports of abuse, neglect, and/or exploitation initiated within 72 hours	96	100	100	100
Effectiveness				
Percent of evaluations and case decisions will be completed within 30/45 days of first contact.	99	95	95	95
Percent of screened in reports alleging danger of death initiated immediately	100	100	100	100

Human Services

Service Area: Food & Nutrition Services

Description: Food Nutrition Services (FNS) provides food assistance (food stamps) to supplement the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of expedited FNS applications processed timely	96	95	95	95
Percent of FNS recertifications processed timely	95	97	97	97
Percent of FNS regular applications processed timely	96	95	95	95

Service Area: Older Adults - Adult Care Homes

Description: Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities).

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of on-site visits conducted to adult care home facilities	100	100	100	100

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Amount of child support collected	48,741,725	48,741,725	48,741,725	48,741,725
Percent of child support cases that are enforced (court-ordered child support)	88	88	88	88
Percent of current child support paid	69	69	69	69
Percent of paternities established for children born out of wedlock	104	100	100	100
Effectiveness				
Percent of child support cases that receive payment toward arrears	69	69	69	69

Service Area: Adult Guardianships

Description: Serve as the legal guardian of the person for elderly and disabled adults as designated by the Wake County Clerk of Court.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of all adult wards with primary care provider	97	97	100	100

Service Area: Work First

Description: Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Percent of Work First applications processed within the 45 day time frame	100	100	100	100
Percent of Work First reviews completed by end of recertification period	100	97	97	97
Effectiveness				
Percent of work-eligible individuals completing required work hours	0	50	50	50
Percent of work-eligible, two-parent families completing required work hours	0	90	90	90

Service Area: Older Adults - Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) are provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of consumers who maintain stable housing	95	98	98	98

Service Area: Child Care Subsidy

Description: Affordable early childhood education and childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Services provide safety for children at risk of abuse and neglect, allows family to receive treatment in home, reduces placement out of home, and develops school readiness for children with developmental delays and special needs.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of unduplicated children served	4,931	7,000	7,000	7,000
Efficiency				
Percent of child care subsidy applications processed timely	0	95	95	95
Effectiveness				
Percent of child care subsidy dollars used	96	100	100	100

Service Area: Employment and Workforce Career Center at Swinburne

Description: The one-stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through the Career Center and NCWorks. Co-located staff offer funding for skills training for customers who meet certain requirements and provide Business and Employer Services.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of new and carryover individuals served via enrollment and job finder club services	16,755	17,000	19,000	19,000

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide assistance to individuals and families who are experiencing heating or cooling emergencies. These services typically pay utility companies directly. This includes programs like Crisis Intervention Program (CIP) and Low Income Energy Assistance Program (LIEAP).

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of CIP applications processed timely with heat and cooling source	0	95	95	95
Percent of CIP applications processed timely with no heat or cooling source	0	95	95	95
Percent of CIP funds used to serve Wake County residents	100	100	100	100
Percent of LIEAP funding used to serve Wake County residents	69	85	100	100

Division Summary - Child Welfare

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$2,528,705	$2,312,318	$2,307,541	$2,405,750	15.6%
State	$13,276,830	$13,271,727	$13,461,523	$13,005,128	84.3%
Local	$200	$9,850	$9,850	$9,850	0.1%
Charges For Services	$15,613	$7,500	$7,500	$7,500	0.0%
Revenue Totals	**$15,821,347**	**$15,601,395**	**$15,786,414**	**$15,428,228**	
Expenditures:					
Salary / Benefits	$19,876,892	$21,792,702	$21,792,702	$23,119,930	67.8%
Contractual Services	$8,214,729	$8,785,540	$8,866,958	$9,171,432	26.9%
Supplies, Materials and Other Charges	$1,688,667	$1,513,828	$1,499,885	$1,787,291	5.2%
Capital Outlay	$353,473	—	—	—	0.0%
Expenditure Totals	**$30,133,761**	**$32,092,070**	**$32,159,545**	**$34,078,653**	
Number of FTEs	**292.200**	**293.200**	**302.800**	**316.800**	

Division Purpose and Goals

Child Welfare protects children and enhances their well-being by supporting and strengthening families. State and federal law require Child Welfare to receive and screen reports from the public of suspected child abuse, neglect and dependency to see if they meet legal criteria for Child Protective Services (CPS) assessments. They also conduct CPS assessments to determine if children have been maltreated and need protective services and provide protective services to help families keep children who have been maltreated safely at home whenever possible. Finally, they take children into foster care when no other means are adequate to protect them and quickly reunify foster children with their families whenever possible while looking for alternate permanent homes through adoption when necessary.

Child Welfare has three federally mandated goals. The first goal is safety: children will be protected from child abuse and neglect. The second goal is permanence: children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being: the educational, health, and overall well-being of children in foster care or receiving Child Protective Services In-Home Services will be enhanced.

Major Accomplishments

Child Welfare received the United States Department of Health and Human Services 2018 Adoption Excellence Award in the category of Media/Social Media/Public Awareness. Based on these efforts, Child Welfare consistently exceeded agency-specific projections. Also, Child Welfare received the 2018 Adoption Excellence Award in the category of Family Contributions.

The division successfully launched the Child Welfare Services portal on the Wake Network of Care website. Child Welfare worked closely with partners at Alliance Health to create the portal. The new portal allows staff access resources via an app on a phone or tablet while in the field. Staff can also create a care plan that can be emailed or printed containing all the County resources associated with the consumer assessed needs. The portal improves access to child welfare resources staff, parents, caregivers, children, placement providers, and kin.

Through implementing the Safety Organized Practice framework and the North Carolina Department of Health and Human Services modified manual, Child Welfare maintained children safely in their own home and successfully achieved permanency for more children than those entering care.

Child and Family Team staff attended each unit meeting, facilitated focus groups, and provided training to all staff. Child Welfare selected two initial areas of focus: preventing children from entering out of home care and placement stability. Between January and August 2018, Child Welfare increased the number of facilitated Child and Family Team meetings by 232%. A Child and Family Team meeting is a gathering of family members, fictive kin, friends, and other invested stakeholders who join together to strengthen a family and provide a protection and care plan for the child to achieve child safety, permanency, and well-being. The impact of the increased meetings has continued to reduce the number of children entering out-of-home care.

FY20 Discussion

The Child Welfare budget increased by $1.99 million from the prior year budget. Annualization of performance pay and benefit adjustments approved with the prior year budget were part of the increase. Personnel costs are also adjusted to reflect a higher percentage of positions being filled.

Additionally, 9.000 FTEs were added mid-year for NC FAST preparation and implementation. 6.000 FTE over-the-shoulder-support coach and respond to problems related to NC FAST. 2.000 FTE trainers develop curricula and train in the office and field. 1.000 FTE supervisor monitor and supervise the new team.

Child Welfare includes Child Protective Service Investigators and a Supervisor to reduce caseloads which will improve timeliness of child abuse and neglect assessments. (6.000 FTE, $475,000).

The division added Program Consultants to better monitor and oversee countywide child welfare practices (3.000 FTE, $250,000).

Senior Practitioners in Permanency Planning will reduce caseload ratios and improve the County reunification rate (3.000 FTE, $226,000).

Additionally, Senior Practitioners are provided to reduce caseloads to better serve youth ages 18-21 in Extended Foster Care (2.000 FTE, $148,000).

Horizon Issues

During the 2017 legislative session, lawmakers raised the age of juvenile jurisdiction for nonviolent crimes to age 18. This change is effective December 2019. There will be an estimated increase of 852 juveniles, ages 16 and 17 years old, to be served by Juvenile Justice in Wake County. Approximately 15% of youth (ages 13 to 17) involved in child welfare are also involved with Juvenile Justice.

The Family First Prevention Services Act was signed into law as part of the Bipartisan Budget Act on February 9, 2018. Funding for prevention services is available to states beginning October 1, 2019. North Carolina opted to delay implementation until October 1, 2021. This legislation prompts vast changes to child welfare practice and policy including: reforming federal child welfare funding streams, broadening the scope of child welfare to include prevention services, allowing for separate licensing standards for kin, limiting funding for group homes to two weeks, and continuing incentives to promote adoption and guardianship

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of CPS reports received	7,935	8,713	9,505	
Number of reports accepted for CPS Assessment	5,009	5,500	6,000	
Effectiveness				
Percent of accepted reports of child maltreatment initiated timely	92	95	95	95
Percent of assessments completed within 45 day policy time frame	65	95	95	95
Percent of youth with repeat of maltreatment	8	9	9	9

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of children in foster care (average)	661	650	650	
Number of children receiving guardianship assistance	4	12	12	
Percent of youth receiving face-to-face contact with social worker each month	89	95	95	95
Output				
Rate of placement moves per 1,000 days of foster care	4	4	4	4
Effectiveness				
Number of 18-21 youth in out-of-home placement	71	98	113	
Percent of children achieving adoption within 24 months of child coming into foster care (when adoption is the case plan)	4	4	4	4
Percent of children achieving guardianship (or custody with relative) within 18 months of child coming into foster care (when guardianship/custody with relative is the case plan)	10	10	10	10
Percent of youth discharged prior year who re-enter foster care	5	8	8	8
Percent of youth who entered prior year, discharged to permanency in next year	16	41	41	41

Service Area: Child Welfare Core Services- In Home Treatment

Description: Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of families referred for CPS In-Home Services	580	637	0	695
Percent of In-Home cases closed within 6 months of In-Home services being opended	73	78	78	

Service Area: Adoption Assistance

Description: Payments made to parents who have adopted former foster children to help them access services to meet their children's special needs.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of adoptive families of special needs foster children receiving financial assistance (average)	1,170	1,240	1,240	

Division Summary - Public Health

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$5,548,084	$5,662,124	$5,715,868	$5,695,586	59.8%
State	$704,457	$721,120	$622,811	$570,653	6.0%
Local	$48,888	$2,000	$28,230	$28,260	0.3%
Charges For Services	$3,221,730	$3,341,207	$3,224,347	$3,233,347	33.9%
Revenue Totals	**$9,523,159**	**$9,726,451**	**$9,591,256**	**$9,527,846**	
Expenditures:					
Salary / Benefits	$23,806,449	$25,520,930	$25,419,476	$26,207,438	87.0%
Contractual Services	$1,103,905	$1,017,554	$1,335,510	$1,239,970	4.1%
Supplies, Materials and Other Charges	$2,356,631	$2,602,450	$2,468,965	$2,466,479	8.2%
Capital Outlay	$11,886	—	—	—	0.0%
Transfers Out	$316,580	$721,231	$721,231	$199,966	0.7%
Expenditure Totals	**$27,595,450**	**$29,862,165**	**$29,945,182**	**$30,113,853**	
Number of FTEs	**338.622**	**341.134**	**339.134**	**341.297**	

Division Purpose and Goals

The primary mission of the Public Health Division is to collaboratively protect and improve the health of residents through partnerships, innovation, and integration of health resources. Primary program areas include: Preparedness, Communicable Disease Prevention and Surveillance, HIV/STD Outreach, Chronic Disease and Injury Prevention and Health Promotion, Immunization Outreach, Vital Records, Maternal and Child Health Outreach, Child Care Health Consultants, School Health, 4-H and the Women Infant and Children Nutrition services.

Major Accomplishments

Public Health Division has operationalized the Wake County Drug Overdose and Tobacco Prevention Initiative, a collaborative program with community partners to address the opioid crisis. In the first six months of 2018, over 130 clients were linked to Peer Support Specialists and 90 clients referred to recovery services. Also, over 450 clients were linked to the tobacco Quitline.

Women Infant and Children (WIC) services transitioned 15,000 clients to the NC eWIC electronic payment system and launched the Western WIC location with almost 1,500 participants as of August 2018. Over the eight-month operating period, 520 new participants have been added to the WIC program.

A grant-funded program performed almost 11,000 tests and identified nearly 350 clients with Hepatitis C. Bridge counselors connected almost 200 clients to treatment, and 47 have been cured.

9,078 kindergarten students in Title I schools and high-need schools received education on brushing, flossing and proper nutrition to promote dental health.

FY20 Discussion

The Public Health budget increased by $252,000 from the prior year budget. Part of the increase is a $120,000 adjustment to personnel costs to reflect a higher percentage of positions being filled. Additional changes include annualization of performance pay and benefit adjustments, new expansions, and grant reductions.

Public Health nursing services for schools will increase, maintaining a staffing level of two schools per nurse according to the current acuity model. This

staffing level ensures a safe response to student health needs (1.833 FTE, $159,000).

Recovery Court will continue to address the behavioral health and substance use disorder needs of an estimated 120 court-involved high-need adults in the Wake County criminal justice system to avoid recidivism and serving a prison sentence ($112,000).

Additional contract funding is provided for an expiring grant that links Hepatitis C patients to recovery and medical care ($44,000).

A Program Consultant was converted from a temporary to regular position. The division has an ongoing need to efficiently manage, coordinate, and implement the Comprehensive Needs Assessment and Population Health Task Force (1.000 FTE, $15,000).

A Social Worker is increased from part-time (0.670 FTE) to full-time (1.000 FTE). This increase will support the Care Coordination for Children program, a free, voluntary program to help families improve health outcomes of children from birth to age 5 (0.330 FTE).

A Nurse position was removed because the Gonorrhea Partner Services grant was terminated. Other existing positions absorbed the workload (-1.000 FTE, -$50,000).

Horizon Issues

Medicaid Transformation will affect all Public Health services currently receiving funding, including both clinical care and care management programs.

Communicable Disease case investigations continue to rise with our expanding population and global travel. From 2016 - 2018, there was a consistent increase of case investigations from 1,200 to an estimated 1,600. Prevention, early detection, and timely interventions are crucial to mitigate disease transmissions.

The epidemic of drug-related problems will continue to be a cross-departmental issue. Understanding the interrelated and increasing financial and human impact on population health, law enforcement, mental health, recovery programs, EMS and hospitalizations will require ongoing multi-agency alignment of effort. Approximately 55 % of recovery court participants in Wake County are opioid dependent and need intensive treatment including detoxification, medication assisted treatment, and intensive outpatient treatment as the withdrawal process is very uncomfortable. The percentage of opioid dependent participants was approximately 30% in 2015. Although opioid dependence is difficult to treat, recovery courts are equipped to effectively treat this population.

Summary of Services and Performance Measures

Service Area: Communicable Disease Control - Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease and the protection of the community.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of foodborne cases (includes Hepatitis A, Campyplabactor, E. Coli, Salmonella, and Shigella)	418	500	500	500
Number of vaccine preventable diseases	284	500	525	500
Number of vectorborne cases	99	200	200	200
Output				
Number of animal exposures investigated	741	775	775	775
Number of communicable disease cases investigated	1,387	1,200	1,300	1,200
Number of field-delivered-therapy for Chlamydia cases	63	120	120	120
Number of HIV investigations	117	120	120	120
Number of syphilis investigations	224	200	225	200

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention, and reporting of tuberculosis (TB) within Wake County. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of clinic visits	3,885	4,000	4,000	4,000
Number of TB cases confirmed	28	30	30	30
Output				
Number of field visits	4,193	4,100	4,100	4,100
Number of TB cases investigated	44	50	50	50
Efficiency				
Percent of TB investigated and reported within the state-mandated time frame	50	95	95	95

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of communication drills conducted	3	16	22	16
Number of incident command system activation days	20	12	12	12
Number of mass care training sessions conducted	4	7	7	7
Number of preparedness operational exercises conducted and participated in	6	3	3	3

Service Area: WIC

Description: Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of WIC baseload participating in services	89	97	97	97

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Number of clients who use prevention and education services	10,876	11,000	12,000	11,000
Number of hepatitis C mono-infected clients identified	201	220	240	220
Number of hepatitis C mono-infected patients completing treatment	56	65	75	65
Number of hepatitis C mono-infected patients in treatment	47	50	50	50
Number of HIV/AIDS clients assisted with housing	8	10	10	10
Number of HIV/AIDS clients assisted with Housing Opportunities for Persons with AIDS program	100	100	100	100
Number of HIV/AIDS clients assisted with nutritional supplements	150	150	150	150
Number of HIV/AIDS clients assisted with utility payments	108	100	100	100
Number of HIV/AIDS clients who received medical assistance	13	15	15	15
Number of housing vouchers issued	38	40	40	40
Number tested for HIV, gonorrhea, syphillis, chlamydia, hepatitis C in non-clinic sites	19,556	20,550	21,200	
Percent of chlamydia positivity at non traditional testing sites	8	8	8	8
Percent of gonorrhea positivity at non-traditional testing sites	3	3	3	3
Percent of hepatitis C positivity at non-traditional testing sites	7	7	7	7
Percent of HIV positivity at non-traditional testing sites	0	1	1	1
Percent of syphilis positivity at non-traditional sites	3	3	3	3

Service Area: Healthy Child Development and Care Coordination for Children

Description: Assist vulnerable families to support their young childrens' (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of children age 15 months who had recommended well-child visits	72	74	75	74

Service Area: Pregnancy Care Management

Description: Provide social work, nursing intervention, and health and injury prevention education to assure healthy planned births and safe children. The program is delivered with fidelity to the Nurse Family Partnership tested model.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of Medicaid patients working with an obstetrician with a postpartum visit	76	75	78	75

Service Area: Immunization Outreach

Description: Increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry (NCIR). Provides system administration for NCIR and oversight and administration of National Association of Counties Prescription Discount Card Program for Wake County.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of clients immunized	15,135	15,725	16,000	15,725
Number of doses administered	37,602	39,000	40,000	39,000

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention reviews the deaths of children, ages 0-17, that are not due to suspected abuse and neglect. The team identifies causes of child deaths and identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families. They make recommendations for changes that could prevent future child fatalities.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of childhood deaths assessed to improve services	100	100	100	100

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services that address obesity, cardiovascular disease, stroke, and diabetes for vulnerable populations and communities. Increase access to health services for women needing breast, cervical and cardiovascular screenings. Provide technical expertise for policy development and professional trainings related to tobacco prevention, healthy eating and physical activity. Support the outreach and education efforts of the Wake County Drug Overdose Prevention Coalition.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of breast cancer screenings conducted	492	425	350	425
Number of breast cancers detected	14	15	15	15
Number of cervical cancer screenings conducted	37	30	25	30
Number of cervical cancers detected and referred for treatment	2	2	2	2
Number of drug overdose referrals linked to certified peer support	132	198	215	198
Number of drug overdose referrals outbound from peer support to recovery services	89	132	151	132
Effectiveness				
Number of individuals receiving cardiovascular disease interventions	244	250	250	250
Number of written tobacco policies and regulations	3	2	2	2

Service Area: School Nursing and Dental

Description: Promote health, safety, and educational success of the school age child in Wake County by serving students, families, and school staff through partnerships, evidence based practice, and professional standards of care.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Percent of invasive procedures performed as prescribed on the physician order or plan of treatment	99	99	100	100
Percent of parents satisfied with students increase in management of chronic illness	85	90	95	95
Percent of students receiving case management who show improved health and education outcomes	92	95	95	97
Percent of students receiving nursing who increase their management of chronic illness	95	95	95	96
Percent of students receiving scheduled medications at school for correct dose and at correct time	99	99	100	100
Percent of students requiring emergency medications who receive as prescribed	99	99	100	100
Percent of targeted population linked to and access health services	98	99	100	100
Percent of targeted students identified as having no insurance enrolled with a health insurance program	58	67	75	70
Percent of teachers reporting improved school performance for students receiving case management	61	65	90	65

Service Area: Vital Records

Description: Register all births, deaths and fetal deaths records. Perform duties of Registrar and provide vital record information to the State, Register of Deeds, Public Health Director and other stakeholders. Provide birth and death surveillance data to the Public Health Director, Epidemiologist, and other stakeholders. Monitor and report funeral home and physician compliance, per General Statute, to the Public Health Director, funeral homes, and/or physicians and use information to assess training needs.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Percent of all birth records available within ten days of birth	100	99	100	99
Percent of all death records available within five days of death	48	50	55	50

Division Summary - Health Clinics

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$2,746,262	$3,314,279	$2,764,604	$2,747,308	22.2%
State	$363,184	$400,818	$559,636	$235,658	1.9%
Local	$3,010	—	—	—	0.0%
Charges For Services	$11,974,925	$10,783,660	$10,783,660	$9,413,771	75.9%
Miscellaneous	$37,590	$265	$265	$265	0.0%
Revenue Totals	**$15,124,970**	**$14,499,022**	**$14,108,165**	**$12,397,002**	
Expenditures:					
Salary / Benefits	$13,404,979	$14,004,598	$13,999,794	$14,839,778	73.9%
Contractual Services	$3,156,564	$3,526,889	$3,556,130	$3,109,547	15.5%
Supplies, Materials and Other Charges	$1,757,541	$2,683,074	$2,054,746	$2,086,229	10.4%
Budget Reserves	—	$40,545	$40,545	$40,545	0.2%
Transfers Out	$750,000	—	—	—	0.0%
Expenditure Totals	**$19,069,084**	**$20,255,106**	**$19,651,215**	**$20,076,099**	
Number of FTEs	**172.200**	**175.400**	**175.400**	**175.400**	

Division Purpose and Goals

The Health Clinics Division provides direct medical care and treatment and support services to Wake County residents at its main campus on Sunnybrook Road as well as three Wake County Human Services (WCHS) Regional Centers. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), HIV, Child Health, Prenatal, Dental, Women's Health, Immunization, Travel Medicine, and Refugee Health. The services are offered to uninsured, underinsured, and Medicaid-covered individuals. Patients with no third-party coverage are offered fee adjustments on a sliding-fee scale based on family size and income. Laboratory and Pharmacy provide critical support services for both the Health Clinics and Public Health Divisions.

Major Accomplishments

The Child Health Clinic significantly increased patient portal linkage, improving meaningful use measures: Child Health patients linked increased from 59% to 64% between July 2017 to June 2018 and Secure Messages Sent increased 13% to 33% between October 2017 to June 2018.

The Child Health Clinic participated in the Practice Transformation Network QI project. This participation increased the percent of patients age 3-6 years seen for well checks from 79.6% to 88.6%. Emergency Department (ED) high utilizers were identified and as a result, follow up appointments were scheduled.

The Child Health Clinic implemented a pilot for screening the Social Determinants of Health. Human Services identified an average of 460 families per month in need of referral to relevant resources. This endeavor is preparing the division for Medicaid Transformation and requirements of value-based care, which will be critical to positioning clinics for sustainability.

FY20 Discussion

The FY 2020 budget decreased by $179,000. This is net of increases to annualize prior year salary and benefit adjustments approved with prior year budget, increases to adjust personnel costs to reflect a higher percentage of positions being filled, and decreases for several clinics based on projected federal and state allocations and fees collected from Medicaid and insurance.

Horizon Issues

Clinic and Public Health divisions are working to enhance revenue, contain cost, and assure quality of care. Currently, there are many unknown issues regarding these changes. The current service provision model, as well as additional certifications, will need to be considered to retain and increase funding for the agency. Based on all indications, primary health care services will need to be provided to continue to receive adequate reimbursement. Additionally, Wake County Human Services is a key safety net provider in the community and will need to begin to provide services to populations currently not being served.

The budget impact relating to Medicaid Transformation and movement to value based reimbursement will have a significant impact on the County's clinics. The current service provision model, as well as additional certifications will need to be considered to retain and increase funding for the agency.

Additional required performance measures for Medicaid reimbursement creates the need for a dedicated resource to track and monitor all data points, complete documentation and work directly with clinics measures are met and the highest level of reimbursement is received.

Summary of Services and Performance Measures

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis and sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles. Assures the availability of quality health care services related to reducing the risk and spread of communicable diseases.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of STD clinic visits	10,251	10,500	10,750	10,750
Number of visits in the HIV clinic	10,380	10,750	11,500	11,250
Output				
No Show rate for HIV Clinic	24	22	20	18
Percent of HIV clients who sustain viral loads suppression (monitors the immune system)	82	85	88	90
Effectiveness				
Number of unduplicated STD patients	7,143	7,300	7,600	7,500
Percent of HIV clients screened for STDs	97	98	99	99

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations included to prevent childhood disease, adult diseases, and to prepare for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of foreign travel clients served	864	950	1,200	1,200
Number of immunizations given	37,125	38,000	39,000	39,000
Number of refugee clients served	699	600	750	700
Percent of clients that do not show up to the immunization clinic	16	15	12	14
Output				
Number of visits in immunization clinic	8,635	8,800	9,000	9,000
Effectiveness				
Number of unduplicated clients receiving immunizations	6,151	6,300	6,500	6,500

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of unduplicated patients served in child health clinic	5,867	5,984	6,225	6,043
Number of visits to child health clinic	12,388	12,500	12,700	13,000
Number of well-child visits	7,348	7,495	7,796	7,569
Effectiveness				
Percent of no-shows for Child Health Clinic	17	16	13	15

Service Area: Maternal and Prenatal Health Clinics

Description: Provide social work and nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Efficiency				
Number of patients who deliver full term (37 weeks)	1,528	1,575	1,600	1,600
Effectiveness				
Number of newborn deliveries greater than 2,800 grams	1,413	1,450	1,490	1,500
Number of obstetrician visits	19,828	21,000	22,000	21,500

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider for these services.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of unduplicated patients served in women clinics	7,837	8,100	8,300	8,300
Efficiency				
Number of visits to women clinics	16,081	17,689	18,000	20,000
Effectiveness				
Number of long-acting reversible contraceptives placements	1,181	1,200	1,275	1,350
Percent of postpartum patients using long -acting reversible contraceptives	26	29	32	35

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for a mass care event (bioterrorism), and community collaboration to provide medication for uninsured citizens.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Amount of value patient assistance medications received	17,364,067	18,232,270	19,000,000	19,500,000
Number of mental health patients served	2,311	2,450	2,804	2,645
Number of patients served	13,982	14,300	15,000	14,800
Number of prescriptions filled	61,579	62,500	63,000	65,000

Service Area: Dental Clinic

Description: Provide preventive and treatment dental care to uninsured and underinsured children under the age of 20 and pregnant women. Provide community outreach including screening, referral, follow-up, and education.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of dental patient visits	8,519	9,250	9,679	9,892
Output				
Number of dental patients completing treatment	4,059	4,347	4,549	4,650

Service Area: Lab Services

Description: Support all clinical programs and services with laboratory tests, procedures, and results. Support the Environmental Services Department with environmental specimen tests, procedures, and results.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Amount of invoice to LabCorp	810,249	840,000	850,000	850,000
Number of lab tests performed	153,695	157,000	160,000	160,000

Division Summary - Administration and Operations

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$481,713	—	—	—	0.0%
State	$4,855,345	$3,891,327	$3,888,278	$4,616,749	97.0%
Local	$807	$34,000	$34,000	$34,000	0.7%
Charges For Services	$143,977	$98,370	$98,370	$104,000	2.2%
Miscellaneous	$8,372	$9,004	$9,004	$5,066	0.1%
Revenue Totals	**$5,490,214**	**$4,032,701**	**$4,029,652**	**$4,759,815**	
Expenditures:					
Salary / Benefits	$14,904,166	$12,440,933	$12,445,161	$13,493,627	67.6%
Contractual Services	$3,614,721	$2,178,994	$2,695,316	$2,418,811	12.1%
Supplies, Materials and Other Charges	$4,781,319	$4,440,763	$4,338,884	$4,045,606	20.3%
Capital Outlay	$20,978	—	$923	—	0.0%
Expenditure Totals	**$23,321,184**	**$19,060,690**	**$19,480,284**	**$19,958,044**	
Number of FTEs	**238.350**	**189.250**	**189.000**	**193.000**	

Division Purpose and Goals

Under the leadership of the Human Services Director, the Administration and Operations Division manages core operational functions for programs that provide direct services to consumers; supports the Human Services Board; serves as liaison to General Services for buildings and capital improvement planning; conducts strategic planning, business analytics, and project management for internal business process improvement as well as for special initiatives with community partners; provides clinical oversight and maintains public health accreditation standards through the Office of the Medical Director; and coordinates juvenile detention services and juvenile programs in community-based settings.

Major Accomplishments

Established the Human Services Business Analytics team from existing resources to support service integration through agencywide data collection, analysis, and business process improvement supports.

Launched an agencywide customer service initiative that trains all Human Services staff on data-informed quality improvement strategies.

Opened the Western Human Services Center in Cary and re-opened the renovated Crosby Garfield Center.

Established staff recognition programs including an all staff networking event, milestone employee event, and customer service star awards.

FY20 Discussion

The budget reflects an increase of $897,000 from the prior year budget. The annualization of performance pay, benefit rate adjustments, new expansions make up about half of the increase. The other half is a $526,000 adjustment to personnel costs to reflect a higher percentage of positions being filled.

Oak City Cares, a new facility operated through a contract with Catholic Charities of the Diocese of Raleigh, will reduce homelessness with coordinated care ($150,000).

Human Services Technicians are converted from temporary staff to regular positions in the Consumer Management program. This will stabilize a team addressing increasing customer service tickets (3.000 FTE, $51,000).

A Customer Services Representative is added at the front desk reception for intake, client screening, data collection, and customer service at Western Wake Human Services Center (1.000 FTE, $53,000).

Horizon Issues

As "baby boomer" staff retire in higher numbers, attention and resources will need to be used to retain a competent workforce. Demographic trends will continue to be monitored, especially those with potential impact customer service and maintaining a competent workforce.

The budget impact of the State Medicaid Transformation continues to be evaluated. This includes technology for migrating to electronic health records solution.

Summary of Services and Performance Measures

Service Area: Division of Juvenile Justice Programs

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of youth enrollments in Wake County JCPC funded programs	1,745	2,000	2,200	2,000
Percent of youth discharged from JCPC programs with no new adjudications	98	98	90	90
Percent of youth discharged from JCPC programs with no new charges	97	95	90	90
Percent of youth discharged from JCPC programs with reduced problem behaviors	88	88	85	85

Service Area: Medicaid Transportation

Description: Medicaid Transportation assures transportation to medical appointments for all eligible individuals who need and request assistance with transportation. Reservations for medical appointments are made through the Transportation Call Center, the primary point of contact for customers.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of calls per customer support representative (average)	772	775	800	800
Number of minutes contact spent in queue waiting for agent	9	6	4	5
Percent of contacts offered to an agent within defined time limit	1	1	1	1

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	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of bed days for Wake youth in juvenile detention	1,935	1,950	1,950	2,250
Number of Wake youth placed in juvenile detention	94	100	125	100

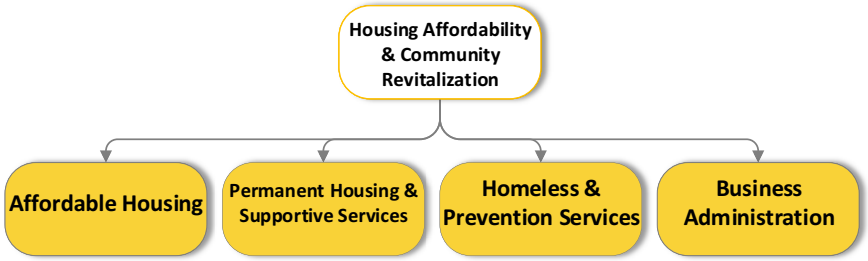
Division Summary - Human Service Reserves

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	—	—	$675	—	0.0%
Revenue Totals	—	—	**$675**	—	
Expenditures:					
Salary / Benefits	—	—	$7,333	—	0.0%
Budget Reserves	—	—	$652,824	—	0.0%
Expenditure Totals	—	—	**$660,157**	—	

Division Purpose and Goals

Human Services established a budget reserve which enables the department to isolate funding which is planned for reduction per external funder notification or is determined to be available for re-allocation to other programs within the department.

Housing



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	—	$477,745	$477,745	$474,524	88.5%
Charges For Services	—	$58,000	$58,000	$61,500	11.5%
Other Financing Sources	—	$2,054,000	$2,054,000	—	0.0%
Revenue Totals	—	**$2,589,745**	**$2,589,745**	**$536,024**	
Expenditures:					
Salary / Benefits	—	$4,260,810	$4,259,653	$4,635,211	22.3%
Contractual Services	—	$2,199,330	$2,258,330	$2,044,698	9.9%
Supplies, Materials and Other Charges	—	$1,198,910	$1,139,910	$1,091,096	5.3%
Transfers Out	—	$15,224,000	$15,224,000	$12,987,000	62.6%
Expenditure Totals	—	**$22,883,050**	**$22,881,893**	**$20,758,005**	
Number of FTEs	**0.000**	**60.350**	**60.000**	**68.000**	

Department Purpose and Goals

The 20-Year Comprehensive Affordable Housing Plan, adopted in 2017, addresses housing affordability in Wake County. In response to the community needs elevated by the housing plan, the Department of Housing Affordability and Community Revitalization was created in FY 2019 to enhance services for low income and vulnerable households throughout Wake County. The department will preserve and increase housing affordability; prevent and reduce homelessness; and increase access, education and integration for residents by leveraging funds.

Major Accomplishments

During FY 2018, the Department of Housing Affordability and Community Revitalization exceeded the goals to produce affordable housing units and is on track to meet the five-year goals for housing rehabilitation outlined in the Annual Action Plan submitted to U.S. Department of Housing and Urban Development. All goals benefit low income families, prioritizing the most vulnerable residents.

The South Wilmington Street Center (SWSC), the second largest men's homeless shelter in the State,

served 2,049 men, with 87,225 total overnight stays between July 1, 2017, and June 30, 2018.

In addition, the SWSC expanded support for veterans experiencing homelessness by converting one dormitory to veterans-only and implementing an intensive case management service model to end veterans homelessness by 2021.

The Rental Assistance Housing Program provided more than 300 families with permanent supportive housing through rental assistance vouchers and care coordination services.

FY20 Discussion

In FY 2020, the Housing Department is continuing to pursue the initiatives outlined in the 2017 Comprehensive Affordable Housing Plan.

A Deputy Housing Director is included in the budget to provide additional leadership and oversight. The Deputy Housing Director will oversee programs, monitor progress toward outcomes, and manage the day-to-day administration of the department (1.000 FTE, $154,000).

A Human Resources Specialist will recruit new employees, coordinate payroll, and manage training for the 70 employees in the department (1.000 FTE, $68,000).

Funding for four new positions is included to build a housing resources team, which will be made-up of one Housing Resource Team Supervisor and three social workers who will together comprehensively provide prevention, diversion, and housing navigation services (4.000 FTE, $401,000).

A Preservation Warning System is included in the budget; it will track and quantify the affordable housing supply, allowing staff and community partners to better preserve existing affordable housing stock ($70,000).

Housing Affordability and Community Revitalization Manager and a Program Specialist transferred from the general fund to the special revenue fund. Additionally, a Business Officer, Senior Accounting Technician, Executive Assistant, and the Affordable Housing Division Director transferred from the special revenue fund. These transfers better align staffing with work (4.000 FTE).

Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years, if mitigating steps are not taken to preserve and increase housing options that are affordable for all residents, especially vulnerable populations.

On any given night, more than 980 residents are homeless in Wake County. As housing costs continue to rise while wages remain relatively stagnant, it is anticipated that more individuals and families will face housing insecurity or homelessness.

Housing

Summary of Services and Performance Measures

Service Area: Cornerstone

Description: Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse. Focused on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are unable to live independently in the community.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of clients who received management, housing information, and counseling	918	1,000	1,000	1,000

Service Area: South Wilmington Street Center

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of men sheltered nightly	222	232	215	215
Effectiveness				
Number of men who graduated to permanent housing	403	425	500	500

Service Area: Supported Housing Team

Description: Provide rental assistance to homeless people with disabilities. Provide case management and on-going community based supports to help people who are formerly homeless and persons with unstable housing.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
	274	300	320	320
Output				
Number of homeless disabled individuals and families placed in housing	482	504	504	500

WAKE COUNTY
NORTH CAROLINA

Behavioral Health - Managed Care

Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Other Financing Sources	—	$3,517,140	$3,517,140	$2,792,600	100.0%
Revenue Totals	**—**	**$3,517,140**	**$3,517,140**	**$2,792,600**	
Expenditures:					
Contractual Services	$25,597,875	$29,812,360	$29,905,685	$29,710,960	97.4%
Supplies, Materials and Other Charges	$635,442	$752,744	$752,744	$778,744	2.6%
Expenditure Totals	**$26,233,317**	**$30,565,104**	**$30,658,429**	**$30,489,704**	

Department Purpose and Goals

Wake County is committed to improving the behavioral health of Wake County residents. Through contracts with Alliance Health and community-based organizations, Wake County supports behavioral health services for the uninsured and underinsured residents of Wake County. Behavioral health services include service for individuals with mental illness, substance use disorders, and/or intellectual or development disabilities. Wake County focuses its behavioral health dollars on crisis services, adult treatment, criminal justice programs, housing and housing support and community programs that support school-aged youth, families and individuals in recovery.

Major Accomplishments

In 2018, Wake County worked with community stakeholders and completed its first Behavioral Health Plan to describe the areas of focus for County resources and the desired impacts of those efforts. The five focus areas include:

crisis services, criminal justice, access and coordination, housing, and Familiar Faces.

FY20 Discussion

The Behavioral Health budget decreased by $725,000 from the prior year Adopted Budget. The department requires less funding to continue expanding pilot programs from the prior year in the FY 2020 budget. The funding source is prior year unspent funds from previous Behavioral Health budgets.

The Independent Living pilot program will continue to provide short term supportive housing - the national Housing First approach - for "familiar faces" leaving institutions ($160,000).

A pilot started in FY 2019 and continuing in FY 2020 adds a trauma-informed care trainer, family partner for K & pre-K students, an in-home therapist for assessments and treatment. These additions reduce the existing caseloads for these programs from 1:70 to 1:35 for additional care coordination for intellectually/developmentally disabled students ($365,000).

Funds are included to support the administrative functions contracted through Alliance to manage and monitor the Wake County allocation of new initiatives ($27,600).

A pilot started in FY 2019 will continue in FY 2020 to establish Mobile Crisis for First Responders, a program composed of medical and mental health professionals to provide more timely on-site response to psychiatric crises. The program seeks to lower response times to a 30-minute target instead of current 2-hour target by being available 24/7 and responding with on-site services for a psychiatric crises ($850,000).

The budget includes the continuation of a pilot program that bolsters the urgent care capacity of the Open Access Program by enhancing medication

management and addressing emergent behavioral health needs to avoid crisis facilities ($750,000).

This budget includes treatment flex funds for services and individuals not covered under other programs. These funds primarily go to the service of residents without Medicaid or private insurance ($140,000).

Professional and technical assistance for Behavioral Health programming provided through consultant contracts ($250,000).

This budget includes increased funds for Healing Transitions' contract operating dollars in response to a 22% increase in unduplicated individuals with substance use disorders who are also experiencing homelessness ($100,000).

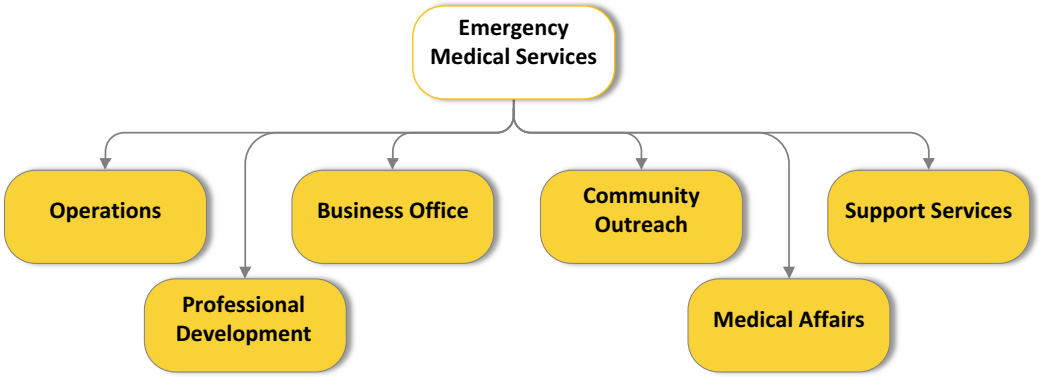
Additional funds are included to provide professional, onsite behavioral health support to Oak City Care. This addition is an expansion of the county's Behavioral Health Urgent Care ($150,000).

Horizon Issues

Funding for the provision of behavioral health services is evolving in North Carolina. Changes associated with the State of North Carolina transition to Medicaid managed care will shift County partnerships, change the provider community, and potentially create opportunities to improve focus on the comprehensive health needs of individuals.

Wake County will continue to be involved as these changes evolve and will continue to advocate for the needs of vulnerable residents. The demand of the uninsured and underinsured residents of Wake County with behavioral health needs exceeds available resources.

Emergency Medical Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Local	$71,247	$30,000	$165,000	$35,000	0.1%
Charges For Services	$26,316,573	$26,461,007	$26,461,007	$27,083,474	99.9%
Revenue Totals	**$26,387,820**	**$26,491,007**	**$26,626,007**	**$27,118,474**	
Expenditures:					
Salary / Benefits	$20,919,273	$25,387,921	$25,197,047	$26,961,302	54.9%
Contractual Services	$1,628,545	$1,767,030	$1,949,210	$2,163,015	4.4%
Supplies, Materials and Other Charges	$18,327,233	$17,943,223	$18,059,543	$19,113,462	38.9%
Capital Outlay	$45,243	$213,936	$368,909	$896,000	1.8%
Debt	$5,484	$8,477	$8,477	$8,477	0.0%
Expenditure Totals	**$40,925,778**	**$45,320,587**	**$45,583,186**	**$49,142,256**	
Number of FTEs	**292.000**	**317.000**	**317.000**	**341.000**	

Department Purpose and Goals

The Wake County Department of Emergency Medical Services provides prompt, compassionate, clinically excellent care to the citizens of and visitors to Wake County. The Department's primary goal is to improve the outcomes of patients who suffer emergent medical conditions or traumatic injuries. Emergency medical care is provided by EMS in partnership with the Cary and Raleigh-Wake 9-1-1 centers and local fire departments. EMS is dedicated to continual improvement in care for the community through ongoing quality measures, research, and the perpetuation of data-driven practice.

The main component of the EMS system is the fleet of paramedic-staffed ambulances in service 24 hours a day, 7 days a week. The number of ambulances providing service increases through the course of each day to accommodate the daytime swell in 9-1-1 call volume. The ambulances are supported by a team of EMS supervisors called District Chiefs, specialty providers called Advanced Practice Paramedics, and system-wide shift commanders. Wake County EMS contracts with Eastern Wake EMS and Cary EMS to provide additional ambulance and supervisor support.

Emergency Medical Services

Major Accomplishments

The EMS System continues to see a very high survival rate from out-of-hospital cardiac arrest. Through continued evidence-based practice, EMS System providers were involved in the successful resuscitation and subsequent discharge of 95 residents during 2018. Research of cardiac arrest protocol shows survivors of prolonged attempts to revive are just as likely to have good neurological outcomes as survivors of shorter resuscitation periods. In addition to cardiac and trauma care, the department monitors its performance on a broad array of other clinical conditions including heart attack, stroke, seizures, asthma, and congestive heart failure.

In 2018, EMS evaluated 1,415 patients for mental health or substance use and referred 451 patients to a specialty center rather than 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. To help combat the opioid crisis, 302 Narcan kits were distributed by EMS to at-risk residents. Between April and December of 2018, EMS partnered with Healing Transitions to connect 235 consumers facing addiction with peer support and other resources.

EMS implemented continuous improvement initiatives focused on patient safety, including bedside digital resources to prevent dosing inaccuracies and engineering controls to help ensure needle safety during medication administration.

EMS doubled the number of staff hired per year through targeted recruiting efforts. The EMS System piloted a program for employees attending a local community college to obtain their paramedic credential. The EMS System cohort had a 100% graduation and EMS System medical clearance rate.

Staff published the results of an integrated Law Enforcement-EMS Rescue Task Force response to a simulated active threat event in Prehospital Emergency Care. Staff presented the results of a retrospective study, done with the UNC Department of Emergency Medicine, on EMS use among individuals who died from opioid overdose at the National Association of EMS Physicians. Staff presented the results of secondary analysis of Assisted Living Facility residents program with Doctor Making House Calls at the National Association of EMS Physicians annual meeting.

FY20 Discussion

The Emergency Medical Services budget increased by $3.82 million from the prior year budget. $2.73 million is from new ambulance units and associated staff, $800,000 is for additional support staff, and $150,000 is from expanding the EMT to Paramedic program.

EMS continues to experience an increase in call volume and emergency status events, where the number of available ambulance units is below the levels needed for geographic coverage. To address this, the budget includes funding to add three 12-hour daytime ambulance units (12.000 FTE, $1.84 million), expand two 12-hour ambulance units to provide 24-hour coverage (8.000 FTE, $570,000), and purchase a spare ambulance ($318,000) to maintain a desired frontline to spare ambulance ratio of 3:1.

EMS transitioned its community college based EMT to Paramedic program to an in house program in FY 2019. Funding is included in the budget to provide supplies, including iPads and a simulation mannequin, and expand the program to the EMS contract agencies. The EMT to Paramedic program allows EMS to focus its recruitment efforts and create a pipeline for the Paramedic position ($146,000).

A technology support position will provide support for EMS specific technology, two logistic specialists will assist with medical supply inventory and delivery, and a compliance officer will create and implement compliance plans, conduct billing audits for the EMS system, and develop reporting for Medicare cost sharing (4.000 FTE, $408,000). $200,000 is included to address increased medical supply cost and demand increases.

Funding is included for ten City of Raleigh emergency dispatchers dedicated to EMS calls and functions. These staff will be trained to handle EMS related calls and provide support to the Emergency Communications Center ($400,000).

The FY 2019 Adopted Budget included a capital project for an EMS deployment and modeling software. Ongoing funding for software fees is included in the FY 2020 budget ($51,000).

EMS increased its special event user fee by 3% in FY 2020 to align with annual average salary and benefit increases. The special event fee is used for various levels of EMS staffing at events. The user fee increase is expected generate an additional $11,000 in revenue.

Horizon Issues

Growth and human capital continue to be the two biggest challenges for the EMS System. While Wake County continues to feel the impacts of record growth, there also continues to be a national shortage of qualified EMS personnel. The department has developed a long-term plan to address human capital needs through community outreach activities, workforce development through public education partnerships, and succession planning. However, this will need to be a continued focus for the foreseeable future.

The EMS System completed an update to the EMS System Master Facility plan in FY 2019. This update projects EMS System station needs through 2028. Capital needs will continue to be a focus in the foreseeable future as growth continues to diminish the availability of land for new EMS Stations.

Healthcare finance reform continues to be a horizon issue for the EMS System. Reimbursement for out of hospital medical care provided by the EMS System has historically and is currently provided on a fee for service basis. Healthcare finance reform leans toward a per member, per month capitated structure. Department staff will continue to monitor reform at the national and state level.

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. This includes responding to major calls like ST-elevation myocardial infarction (STEMI) and stroke.

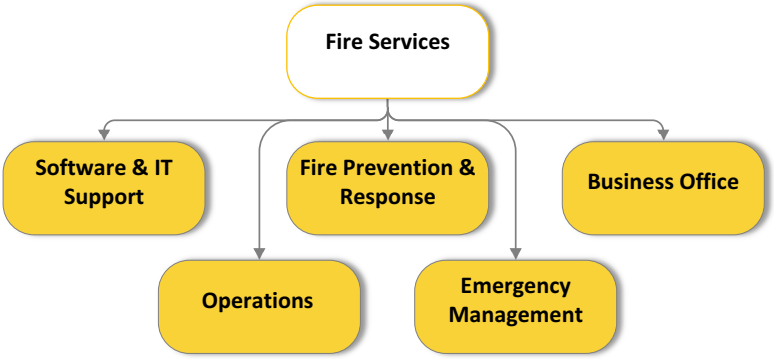
Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Effectiveness				
Number of minutes to arrive at trauma scene	5	5	5	5
Percent of people surviving cardiac arrest	37	37	37	37
Percent of times compliant treating STEMI patients	99	100	100	100
Percent of times compliant treating stroke patients	85	85	85	85

Service Area: Community Health and Injury Prevention

Description: Provide follow-up and interventions to at-risk citizens to improve quality of life and direct their health care needs to the most appropriate healthcare resources.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Number of calls with successful alternate destination	451	400	400	400

Fire Services



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$62,500	$62,500	$62,500	$62,500	36.6%
Charges For Services	$295,582	$208,489	$128,489	$108,439	63.4%
Revenue Totals	**$358,082**	**$270,989**	**$190,989**	**$170,939**	
Expenditures:					
Salary / Benefits	$1,982,023	$2,206,514	$2,210,262	$2,189,699	76.5%
Contractual Services	$46,538	$84,415	$51,277	$54,415	1.9%
Supplies, Materials and Other Charges	$510,159	$513,531	$475,741	$613,869	21.4%
Debt	$4,914	$3,052	$5,462	$5,461	0.2%
Expenditure Totals	**$2,543,634**	**$2,807,512**	**$2,742,742**	**$2,863,444**	
Number of FTEs	**22.000**	**22.000**	**22.000**	**22.000**	

Department Purpose and Goals

Fire Services seeks to preserve the quality of life and property throughout Wake County by building, sustaining and improving capabilities that mitigate, prevent, prepare for, respond to, and recover from all hazards.

Major Accomplishments

The department continues to organize as a single entity, incorporating responsibilities and capabilities of all divisions into training and response across all department staff. This cross-divisional training was put to the test during the Hurricane Florence in September 2018. During this nearly week-long event, the County's emergency management effort operated six shelters and provided medical and mental health care to 1,188 coastal and county residents. The new warehouse facility was leveraged, as intended, to support the sheltering operations and served emergency workers and the community well.

An integrated computer aided dispatch to fire records management system was implemented countywide and went live in January 2019. This system will provide automated data transfer of dispatched incident information directly into individual fire department's National Incident Fire Reporting systems. This new system will standardize fire reporting data input, reduce human error and

improve the validity of fire response data used for planning efforts.

The Emergency Management Division completed the coordinated update of the countywide Hazard Mitigation Plan. Also, in concert with FEMA, the State of North Carolina, the counties of Chatham, Harnett and Lee and, Duke Energy, the Emergency Management Division successfully passed a graded exercise inclusive of a comprehensive examination, testing, and demonstration of emergency plans and activities.

The Logistics Section completed new radio replacements and installs, as well as replacement of all tone pagers for the Fire Tax District. Nearly two hundred new mobile data terminals (MDT) will be installed and activated in all fire response vehicles throughout the County to coincide with implementation of the County's new computer aided dispatch platform. The terminals will provide full use of advanced technological features regarding the collection of accurate response data needed for long range planning. The division continues to collect, update and utilize the replacement plans and schedules for all equipment throughout the Tax District. The division will be integrating a new records management database for inventory control at the warehouse. This new system will help identify supply chain deficiencies and support a commodity organizational method within the storage area.

The Fire Training Division completed Recruit Academy 10 and successfully placed eight of the fourteen students into jobs prior to graduation. Training Center staff performed post incident reviews on 100% of incidents required per contractual agreements. The reviews inform training programs. The division is currently exploring opportunities to partner with Town of Cary on future use and growth of the Fire Training Center.

FY20 Discussion

The Fire Services budget increased by $56,000 from the prior year, primarily due to a reduction in Fire Tax District funds which offset operational costs for the Fire Training Center. Fire Services anticipates limited Training Center operations in FY 2020 pending ongoing discussions with the Town of Cary. The budget assumes the changes will occur, which would reduce offsetting funds from the Fire Tax District.

Horizon Issues

The Operations Division is working alongside the Fire Commission and the Administrative Committee on the development of a long-range plan for the Fire Tax District. It is anticipated that this planning process will take 24 to 36 months to complete and will provide a roadmap for County fire department service delivery for the next 10 to 15 years.

There is still a continuing trend within the County and throughout the nation of reduction in volunteer firefighters. Increased personal daily demands, increased fire service educational requirements and larger numbers of citizens who work outside of the communities in which they reside has made it difficult to recruit and retain volunteers within the County's rural fire departments. The Fire Commission's newly created Volunteer & Recruitment Subcommittee is working to address ways to retain and attract volunteers. The Committee applied for and received a Volunteer Workforce Grant during FY 2019. One component of this grant was to collect demographic information and establish a tapestry report that would indicate the best areas and locations from which recruit volunteer members.

Emergency Management's programs are driven by a combination of consequence assessments based on risk, threat, vulnerability, and governmental rules. As the population of the County continues to grow, existing and emerging risks and threats are assessed. Emergency Management will work diligently to improve its capabilities to address ever evolving situations.

Fire Services

Summary of Services and Performance Measures

Service Area: Fire Prevention & Response

Description: Provide proactive services designed to reduce community risk.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of occupancies inspected	86	90	95	100
Percent of reports that are submitted	63	45	90	100
Percent of reports with no critical errors	98	98	100	100
Efficiency				
Percent of plans reviewed within seven business days	89	90	100	100

Service Area: Fire Services Training

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of boot and helmet inventory tracked in the County database	73	73	90	100
Percent of personal protective equipment tracked in the County inventory database	73	73	90	100
Effectiveness				
Percent of departments participating in medical exam program	83	90	90	100
Percent of incidents requiring a post incident review	80	100	100	100
Percent of training center student hours meeting the ISO Fixed Facility Training requirements	21	17	25	50

Service Area: All Hazards Program

Description: Enhance the community's ability to deter, prevent, respond to, and recover from all risks and hazards, whether they be natural or manmade, through development of a single, common preparedness vision and strategy.

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Output				
Percent of Emergency Operations Center personnel trained in the facility annually	51	60	60	75
Percent of personnel with Incident Command System certification	50	60	50	75
Percent of radiological equipment exchanged or calibrated	100	100	100	100
Efficiency				
Percent of facilities utilizing Site-Specific Plans and Hazardous Materials Management Plans	23	50	50	75

Emergency Communications

Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$1,685,169	$1,745,722	$1,745,722	$1,338,778	100.0%
Interest Income	$19,599	—	—	—	0.0%
Other Financing Sources	—	—	$12,229	—	0.0%
Revenue Totals	**$1,704,767**	**$1,745,722**	**$1,757,951**	**$1,338,778**	
Expenditures:					
Contractual Services	$449,914	$457,866	$457,866	$128,876	9.5%
Supplies, Materials and Other Charges	$1,167,374	$1,265,768	$1,277,997	$1,231,335	90.5%
Capital Outlay	$2,145	$25,000	$25,000	—	0.0%
Expenditure Totals	**$1,619,434**	**$1,748,634**	**$1,760,863**	**$1,360,211**	

Department Purpose and Goals

Emergency Communications is responsible for the coordination of public safety technology platforms, including the 800 MHz public safety radio communication system and the Computer Aided Dispatch (CAD) and mobile data system. The 800 MHz public safety radio system is used by municipal police, fire, County law enforcement, and emergency medical services within Wake County with over 7,700 mobile and portable radios deployed. The CAD and mobile data services are also supported by this department and are in use by over 30 response agencies with over 2,000 personnel. Emergency Communications also manages an alphanumeric and tone and voice paging system and has deployed over 3,100 pagers to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

Major Accomplishments

The County is partnering with the City of Raleigh to replace its existing CAD system, in use since 2003. In June of 2017, staff executed a contract with TriTech Software Systems for CAD and Mobile data. In late 2017, hardware was procured. In 2018, staff completed significant CAD configuration work. In addition, staff coordinated numerous training sessions with dispatch personnel and public safety agency first responders. The new CAD platform is expected to go live in mid-2019.

Staff continued to work on replacing 800 MHz public safety radio system platform. In FY 2014, Wake County and the Town of Cary agreed to partner to share 800 MHz radio system infrastructure owned by the Town of Cary. In September 2018, the County selected Motorola as the replacement vendor for the County's radio system infrastructure. The new radio system platform includes three additional sites to provide increased radio coverage in areas of the County that require additional coverage due to growth. The new platform is expected to go live in late 2019.

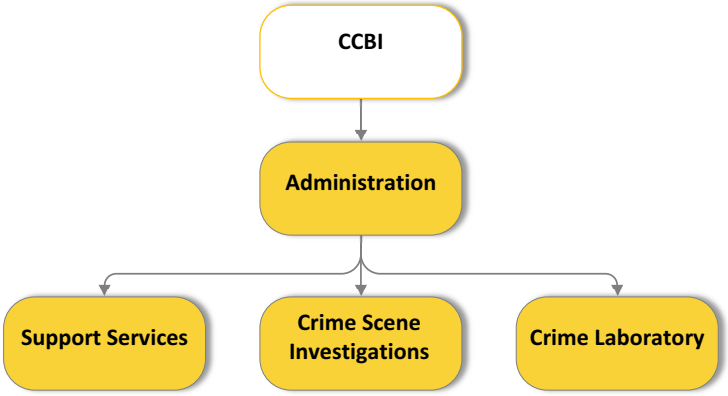
FY20 Discussion

The FY 2020 budget decreased by $388,000 from the prior year adopted budget. This decrease is the result of the initial twelve-month warranty periods for platform hardware and software maintenance for both CAD and the 800 MHz system. The warranty periods provide one-time savings.

The Public Safety Communications budget reflects expenditures and revenues from outside agencies and recovered costs from County departments (reflected as an expenditure offset) for CAD and 800 MHz system expenses. Fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.

WAKE
COUNTY
NORTH CAROLINA

Raleigh/Wake City-County Bureau of Identification



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$1,057,581	$1,040,000	$1,040,000	$1,050,000	100.0%
Miscellaneous	$(19)	—	—	—	0.0%
Transfers	$85,000	—	—	—	0.0%
Revenue Totals	**$1,142,562**	**$1,040,000**	**$1,040,000**	**$1,050,000**	
Expenditures:					
Salary / Benefits	$5,313,686	$5,861,121	$5,750,128	$6,069,466	85.6%
Contractual Services	$114,720	$148,125	$148,125	$155,529	2.2%
Supplies, Materials and Other Charges	$667,447	$707,407	$722,842	$756,474	10.7%
Capital Outlay	$16,823	—	—	$67,615	1.0%
Transfers Out	$114,068	$24,004	$150,107	$42,347	0.6%
Expenditure Totals	**$6,226,744**	**$6,740,657**	**$6,771,202**	**$7,091,431**	
Number of FTEs	**81.000**	**81.000**	**81.000**	**83.000**	

Department Purpose and Goals

The Raleigh/Wake City-County Bureau of Identification (CCBI) provides forensic services to agencies within the criminal justice system in Wake County. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into eight general areas: crime scene analysis; controlled substance analysis; firearms examinations; DWI blood alcohol and blood drug analysis; fingerprint and footwear impression analysis; digital evidence analysis; civil fingerprint services for employment and concealed handgun permits; and fingerprinting, photographing, and collecting DNA from individuals arrested in Wake County.

Major Accomplishments

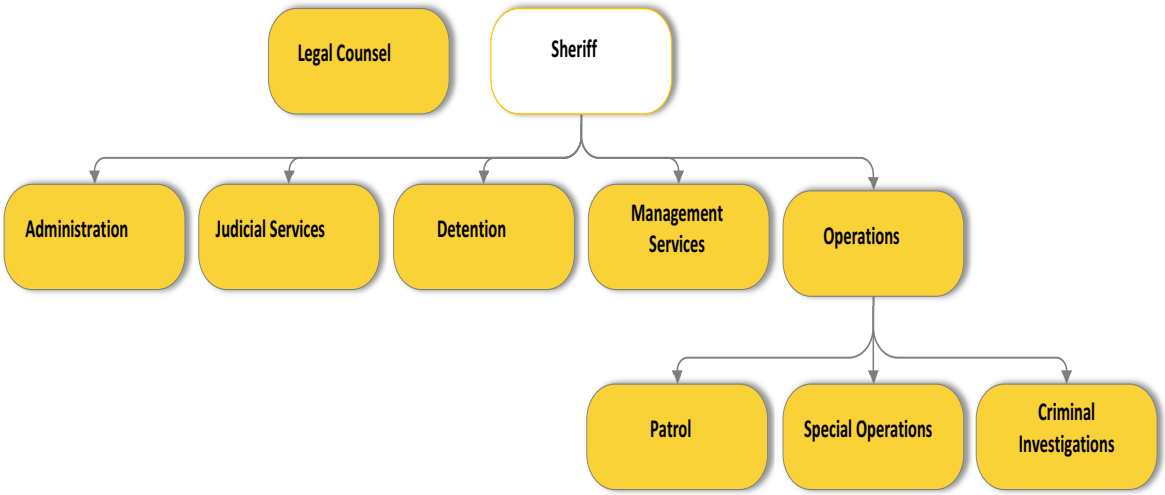
In 2018, CCBI's latent print unit was able to identify 2,492 subjects as a result of finger and palm-prints collected from crime scenes. 2018 saw the highest number of identifications in CCBI's 82 year history.

CCBI's forensic chemistry units analyzed 622 DWI blood drug/alcohol cases and 899 controlled substance cases in 2018.

In 2018, the Criminal Identification Unit fingerprinted and photographed 22,707 individuals charged with criminal offenses. Additionally, at the request of the public, the Civil Identification Unit fingerprinted 19,660 individuals.

Crime scene personnel investigated 6,400 crime scenes in 2018.

Sheriff



Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$37,838	$87,838	$87,838	$137,838	2.2%
State	$(23,382)	—	—	—	0.0%
Charges For Services	$5,452,178	$4,987,012	$4,987,012	$5,533,200	89.3%
Licenses & Permits	$506,753	$445,000	$445,000	$510,000	8.2%
Interest Income	$100	—	—	—	0.0%
Miscellaneous	$29,551	$5,000	$5,000	$15,000	0.2%
Revenue Totals	**$6,003,038**	**$5,524,850**	**$5,524,850**	**$6,196,038**	
Expenditures:					
Salary / Benefits	$76,410,929	$77,725,152	$77,725,152	$82,289,080	83.3%
Contractual Services	$8,701,857	$6,587,214	$6,599,024	$6,504,961	6.6%
Supplies, Materials and Other Charges	$9,139,039	$9,632,125	$9,650,431	$9,976,029	10.1%
Capital Outlay	$202,275	$53,372	$53,372	$26,000	0.0%
Expenditure Totals	**$94,454,100**	**$93,997,863**	**$94,027,979**	**$98,796,070**	
Expenditures by Division					
Detention	$50,833,632	$48,166,273	$48,173,211	$51,555,263	52.2%
Law Enforcement	$43,620,468	$45,831,590	$45,854,768	$47,240,807	47.8%
Expenditure Totals by Division	**$94,454,100**	**$93,997,863**	**$94,027,979**	**$98,796,070**	
Number of FTEs	**1,021.000**	**1,024.000**	**1,024.000**	**1,032.000**	

Sheriff

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 unincorporated areas of the County, serves civil process in all jurisdictions within Wake County, and operates the County's detention facilities. As the population of the County grows, demand for Sheriff's Office services increase. The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

FY20 Discussion

The Sheriff's Office FY 2020 budget includes $4.8 million of new funding over the prior year adopted budget for annualization of merit, implementation of new pay grades, and expansion requests.

The FY 2020 budget includes expansion funding for the on-going costs association with the Handgun Permit Backfile Scanning and the Electronic Detention Health Records capital projects.

Additional funding has been provided to the Detention Medical unit for four nursing positions (4.000 FTEs) and one Resident Care Technician (1.000 FTE) that will allow the Sheriff's Office to provide better health care and monitoring to both the specialty drug & behavioral health detention units and the main medical observation unit. One-time expansion funding has also been provided for the replacement of medical health care equipment utilized in the Detention Medical unit.

Additional expansion funding has been provided for overtime in the main Detention and Detention Medical units as well.

Funding is also included in the Law Enforcement Division for a Victims Services Coordinator (1.000 FTE) to advocate on behalf of and coordinate the provision of services to victims of domestic abuse, a Deputy Sergeant position (1.000 FTE) to oversee department-wide crisis intervention training and employee crisis management in the Sheriff's Office, and a Pistol Permit Customer Services Representative (1.000 FTE) to assist with the processing and revocation of concealed carry permits.

Finally, following a two-year pilot program, the FY 2020 budget includes funding to make the Inmate Education and Workforce program ongoing.

These expansion are discussed in greater detail in the Law Enforcement and Detention division pages that follow.

Division Summary - Law Enforcement

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$37,838	$37,838	$37,838	$37,838	1.4%
State	$(23,382)	—	—	—	0.0%
Charges For Services	$2,036,194	$2,334,012	$2,334,012	$2,221,200	79.8%
Licenses & Permits	$506,753	$445,000	$445,000	$510,000	18.3%
Interest Income	$100	—	—	—	0.0%
Miscellaneous	$27,481	$5,000	$5,000	$15,000	0.5%
Revenue Totals	**$2,584,983**	**$2,821,850**	**$2,821,850**	**$2,784,038**	
Expenditures:					
Salary / Benefits	$35,821,793	$37,683,586	$37,683,586	$39,197,280	83.0%
Contractual Services	$673,292	$989,781	$1,001,591	$720,228	1.5%
Supplies, Materials and Other Charges	$6,923,108	$7,104,851	$7,116,219	$7,297,299	15.4%
Capital Outlay	$202,275	$53,372	$53,372	$26,000	0.1%
Expenditure Totals	**$43,620,468**	**$45,831,590**	**$45,854,768**	**$47,240,807**	
Number of FTEs	**452.000**	**455.000**	**458.000**	**461.000**	

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.

Major Accomplishments

Implemented a Community Relations Division to more closely connect to the community.

Successfully reorganized the structure of the Wake County Sheriff's Office to reflect the vision of the newly elected Sheriff Gerald M. Baker.

Implemented Mobile Field Force to provide rapid, organized, and disciplined response to civil disorder, crowd control, or other situations.

As a result of open lines of communication between the community and other law enforcement agencies, the Criminal Investigation Division has been able to solve numerous cases. This interaction and cooperation with community and law enforcement partners produced a 100% clearance rate of homicides during the last fiscal year, along with locating numerous missing persons, and the recovery of a multitude of stolen property.

The Sex Offender Registry Unit has conducted over 5,500 verifications of offenders on the sex offender registry in the county. The unit currently monitors nearly 750 registered sex offenders within the County.

Continued the Project Lifesaver program for residents with disorders that affect their cognative function (Alzheimer's, Autism, Down's Syndrome, Dementia, etc.) that wander away from their residence with a total 32 members. Continued the Citizens' Well-Check program for senior citizens who live alone with a total of 86 members.

Provided law enforcement experience to 83 middle school students in the 13th Annual Law Enforcement Adventure Camp with the support of 27 volunteers.

FY20 Discussion

The FY 2020 Law Enforcement base budget includes $1.13 million of additional funding over the prior year's adopted budget due to adjustments for annualization of performance pay, expansion items, benefit rate adjustments, and newly implemented pay bands.

The FY 2020 Law Enforcement budget also includes an additional $276,000 of funding for the following expansions:

An additional Deputy Sheriff-Sergeant position to lead the Sheriff's Office Crisis Intervention training efforts. This position will coordinate crisis intervention training with law enforcement and detention staff to increase de-escalation skills and increase crisis intervention response for behavioral health related incidents. This position will also serve as a touch point for Sheriff's Office personnel who have been involved in job-related trauma (1.000 FTE; $150,000).

A Community Advocate for Victim's Services will work to reduce the number of domestic violence assaults by working with partner agencies to connect victims to services (1.000 FTE; $50,000).

An additional Customer Service Representative position will allow the Sheriff's Office to process pistol and concealed-carry permit requests more efficently, freeing additional resources to focus on ensuring compliance with permits revocation orders (1.000 FTE; $47,000).

Additional contract funding to cover the on-going software licensing associated with the Sheriff's Office's Handgun Permit Backfile Scanning capital project ($30,000).

Division Summary - Detention

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	—	$50,000	$50,000	$100,000	2.9%
Charges For Services	$3,415,984	$2,653,000	$2,653,000	$3,312,000	97.1%
Miscellaneous	$2,070	—	—	—	0.0%
Revenue Totals	**$3,418,054**	**$2,703,000**	**$2,703,000**	**$3,412,000**	
Expenditures:					
Salary / Benefits	$40,589,137	$40,041,566	$40,041,566	$43,091,800	83.6%
Contractual Services	$8,028,565	$5,597,433	$5,597,433	$5,784,733	11.2%
Supplies, Materials and Other Charges	$2,215,931	$2,527,274	$2,534,212	$2,678,730	5.2%
Expenditure Totals	**$50,833,632**	**$48,166,273**	**$48,173,211**	**$51,555,263**	
Number of FTEs	**569.000**	**569.000**	**566.000**	**571.000**	

Division Purpose and Goals

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 states that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. The Sheriff's Office also transports prisoners to and from court appearances to the various units of the North Carolina Department of Corrections across the state and to and from other Sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, two physician assistants, a full-time nursing staff on duty 24 hours each day, and through contracts with external medical providers.

Major Accomplishments

Successfully completed the review process to select a vendor for the Electronic Medical Records Project. Began implementation of the Electronic Medical Records project to support the medical division and improve health care management of the Wake County Detention Center.

FY20 Discussion

The FY 2020 Detention base budget includes $1.17 million of additional funding over the prior year's adopted budget due to adjustments for annualization of performance pay, expansion items, benefit rate adjustments, and newly implemented pay bands.

The FY 2020 Detention budget also includes an additional $2.22 million for the following expansions:

Additional funding for Detention and Detention Medical overtime will address cost overages experienced in recent budgets ($1.3 million).

Expansion funding is included to make the Detention Resident Education and Workforce Initiative permanent following the conclusion of the two-year pilot program. This funding will provide classroom training, instruction, and post-release case management for eight cohorts of residents ($205,000).

One-time funding for the replacement of automated external defibrillators and blood biometric monitors for the Detention Medical Unit ($201,000).

Additional nursing positions and a Resident Care Technician position will support the detention medical observation unit, better coordinate patient

care, and for the first time provide overnight hours for the detention clinic (3.000 FTE, $188,000).

Additional nursing positions will provide relief, flexibility, and support to current medical staff of the behavioral health and specialty drug detoxification detention units in the jail. These positions would lower the high inmate to nurse ratios in these specialty assignments and reduce the reliance on overtime to keep these units fully staffed (2.000 FTE, $143,000).

Additional contract funding was included for on-going software maintenance costs associated with the Sheriff's Office's Electronic Medical Records capital project ($187,000).

Horizon Issues

The Detention Division of the Sheriff's Office will continue to evaluate jail processes related to staffing and the projected jail population.

The division will also work with Wake County Human Resources to implement strategies to improve recruitment and retention.

Sheriff

Summary of Services and Performance Measures

Service Area: Detention

Description: NC General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. NC General Statute 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: John H. Baker, Jr. Public Safety Center (downtown), Wake County Detention Center (Hammond Road), and the Detention Annex (Hammond Road).

Key Measures	FY2018 Actual	FY2019 Estimated	FY2020 Target	Desired Level
Input				
Number of average daily inmates	1,198	1,200	1,200	1,200

WAKE
COUNTY
NORTH CAROLINA

Non-Departmental

Public Agencies

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Boys & Girls Club of Wake County	—	$100,000	$100,000	—	0.0%
North Carolina Symphony	$100,000	$100,000	$100,000	$100,000	2.9%
United Arts Council of Wake County	$488,864	$511,000	$511,000	$511,000	14.8%
East Wake Education Foundation	$50,000	$50,000	$50,000	$50,000	1.4%
Communities In Schools	$100,000	$100,000	$100,000	$100,000	2.9%
Marbles Kids Museum	$650,000	$650,000	$650,000	$650,000	18.8%
Wake County Smart Start	$588,592	$1,188,592	$1,188,592	$1,688,028	48.8%
Universal School Breakfast Program	$199,000	$221,000	$221,000	$221,000	6.4%
Interfaith Food Shuttle	$20,000	$25,000	$25,000	$25,000	0.7%
InterAct	$75,000	$100,000	$100,000	$100,000	2.9%
Food Bank of Central & Eastern NC	$6,000	$12,000	$12,000	$12,000	0.3%
Wake Smiles	—	$50,000	$50,000	—	0.0%
Legal Aid of North Carolina	$50,000	—	—	—	0.0%
Expenditure Totals	**$2,327,456**	**$3,107,592**	**$3,107,592**	**$3,457,028**	

Division Purpose and Goals

Wake County contributes to non-profit organizations that provide services to the public. Agencies receiving Wake County funds must meet basic requirements and contractual obligations. County supported programs include early childhood development, music education concerts, school food pantries and universal breakfast, and cultural field trips for school students. Funding also provides after-school programming and mentorship, support for domestic violence survivors, and school readiness programs.

FY20 Discussion

The public agency budget increased by $350,000 compared to the prior year. Additional funding was provided for Wake County Smart Start to maintain service levels. The remaining public agencies received level funding and one-time funding for Boys & Girls Club of Wake County and Wake Smiles was removed for FY 2020.

Wake County Smart Start received a $350,000 funding increase to continue providing 1,650 NC Pre-K slots. NC Pre-K provides children with high-quality classroom programming to help four-year-olds get ready for Kindergarten.

Continued funding is included for North Carolina Symphony's music education concerts, United Arts Council arts education programming and grants, East Wake Education Foundation, Communities in Schools academic case management, Marbles Kids Museum programming, Universal School Breakfast, InterAct's e-filing initiative, and Interfaith Food Shuttle and Food Bank of Central & Eastern North Carolina's school food pantries.

Memberships

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Raleigh-Durham Airport Authority	$12,500	$12,500	$12,500	$12,500	2.3%
Triangle J Council of Governments	$191,915	$205,728	$205,728	$200,000	36.6%
CAMPO (Capital Area Metro Planning Organization)	$79,455	$106,338	$106,338	$110,000	20.1%
School of Government	$123,435	$129,678	$129,678	$136,565	25.0%
National Association Of Counties	$12,941	$12,941	$12,941	$12,941	2.4%
NC Association Of County Commissioners	$69,096	$71,859	$71,859	$75,000	13.7%
Expenditure Totals	**$489,342**	**$539,044**	**$539,044**	**$547,006**	

Division Purpose and Goals

The County takes part in various organizations for which membership dues are charged for participation and organizational benefits.

Dues for the North Carolina Association of County Commissioners, National Association of Counties, School of Government, and Capital Area Metro Planning Organization are determined on a per capita (population) basis.

Triangle J Council of Governments dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion is based on percentages identified in Home and Community Care Block Grant for aging and ombudsman programs administered by the organization.

The Raleigh Durham International Airport is a flat annual fee.

Non-Departmental

Non-departmental

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Historic Preservation	$124,718	$134,066	$143,066	$134,066	1.0%
Women's Commission	—	$6,240	$6,240	$6,240	0.0%
Non-Departmental	$19,142	$7,454,578	$5,005,899	$50,000	0.4%
County-Wide/Major Contracts	$121,308	$585,000	$897,041	$585,000	4.4%
Salary & Benefit Reserve	$57,681	$300,793	$210,295	$10,444,000	78.1%
Blue Ribbon Committee	$2	—	—	—	0.0%
Chamber of Commerce	$465,863	$490,000	$542,975	$490,000	3.7%
Jail Alternatives	$928,673	$1,006,723	$1,058,739	$1,006,723	7.5%
Medical Examiner	$749,578	$770,000	$770,000	$770,000	5.8%
Indirect Reimbursements	$(99,316)	$(152,007)	$(152,007)	$(112,035)	(0.8)%
September 2018 Hurricane Florence	—	—	$2,000,000	—	0.0%
Expenditure Totals	**$2,367,649**	**$10,595,393**	**$10,482,248**	**$13,373,994**	

Division Purpose and Goals

Non-departmental includes funding for organization-wide activities, such as consulting and other professional services. A summary of each significant program area is below:

Historic Preservation - Funding to preserve districts and landmarks that embody important elements of culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure, and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

County-Wide/Major Contracts - Funding for consulting and county-wide projects such as the County's compensation study and One Water Initiative.

Salary & Benefit Reserve - Funds that may be distributed to address pending salary adjustments, performance pay increases, or benefit changes.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for an economic development program promoting the creation of new jobs. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Jail Alternative Programs - Includes funding for criminal justice partnerships that aim to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Programs include Pre-Trial release, Pre-Trial monitoring, and the "Free the People" program through the District Attorney's office.

Medical Examiner - Wake County contracts for medical examiner costs, which is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. Funding is also included for the transport of deceased persons to either the Medical Examiner's office or a contracted funeral home.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY20 Discussion

The Non-Departmental budget decreased in FY 2020 due to the removal of $7.4 million in one-time reserve funding for the Wake County Public School System. The FY 2019 Adopted Budget included a $5.4 million reserve to be awarded based on actual enrollment and a $2.0 million reserve to support social and emotional learning initiatives.

$585,000 is included in County-Wide/Major Contracts to support the County's One Water initiative, pay and class study, and to provide facilitation and coaching to County leadership.

$8.32 million is budgeted for the County's pay for performance plan to provide compensation increases effective July 1, 2019. Performance pay is budgeted at 3% of salaries and wages.

$50,000 is budgeted for the Community Success Initiative to continue to provide post-release counseling, mentorship, and support to inmates who participate in the Wake County Sheriff's Office's Inmate Education and Workforce Development program.

In September 2018, the County and Mercer US Inc. began a comprehensive classification, compensation, and employee performance management study to create modern classification and compensation structures and new performance management practices and procedures. The project is scheduled to complete in Fall 2019. The Salary & Benefit Reserve budget includes $2.0 million for implementation of the study.

Non-Departmental

Health Benefits

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Healthcare - County Share	$(25,329,338)	$(29,510,207)	$(29,510,207)	$(32,000,000)	(426.0)%
Dental - County Share	$(1,148,989)	$(1,250,000)	$(1,250,000)	$(1,484,632)	(19.8)%
Health - Employee Share	$(6,687,758)	$(6,492,000)	$(6,492,000)	$(8,200,000)	(109.2)%
DNTL/Fringe Adj/Employee Share	$(1,067,107)	$(833,000)	$(833,000)	$(833,000)	(11.1)%
Actuarial Fees	—	$20,000	$40,000	$20,000	0.3%
Contracted Services	$1,535,266	$1,218,000	$1,218,000	$1,500,000	20.0%
Health Self Insurance Admin Costs	$1,990,866	$1,994,000	$1,994,000	$2,600,000	34.6%
Health Self Insurance Claims	$20,848,021	$27,220,207	$27,220,207	$25,700,000	342.1%
Dental Self Insurance Claims	$2,203,039	$1,882,000	$1,882,000	$1,882,000	25.1%
Dental Self Insurance Admin Costs	$122,156	$95,000	$95,000	$95,000	1.3%
Health - Retiree Claims	$5,436,311	$4,729,000	$4,729,000	$6,200,000	82.5%
IBNR_Insurance Claims	$(621,900)	—	—	—	0.0%
RX/Administration	$37,230	$118,000	$118,000	$175,000	2.3%
RX/Claims	$7,810,354	$6,690,000	$6,690,000	$9,000,000	119.8%
Stop Loss Premium	$968,620	$1,124,000	$1,124,000	$1,300,000	17.3%
Rx Reimbursements	$(2,816,835)	$(1,704,000)	$(1,704,000)	$(2,900,000)	(38.6)%
Medicare D Subsidy	$(232,626)	$(174,000)	$(174,000)	$(250,000)	(3.3)%
FSA Administration	$70,473	$70,000	$70,000	$70,000	0.9%
COBRA Administration	$11,522	$11,000	$11,000	$11,000	0.1%
RX Claims - Retirees	$3,704,885	$3,160,000	$3,160,000	$4,544,000	60.5%
PPACA Fees	$16,443	$20,000	$20,000	$20,000	0.3%
EAP Admin Fee	$51,948	$6,000	$6,000	$60,000	0.8%
Food - Other	$87	—	—	—	0.0%
Benefits/Wellness Program Purchases	$(7,924)	—	—	—	0.0%
Airfare	$532	—	—	—	0.0%
Other Transportation	$39	—	—	—	0.0%
Prof Training/Certification/Licensing	$100	—	—	—	0.0%
Meals	$361	—	—	—	0.0%
Mileage Reimbursement	$138	—	—	—	0.0%
Other Travel Expenses	$212	—	—	—	0.0%
Lodging	$1,742	—	—	—	0.0%
Office Telephone Service	$2,305	$2,000	$2,000	$2,000	0.0%
Service Charges/From GSA	$1,120	—	—	—	0.0%
Handheld Device Chr/From Is	$120	—	—	—	0.0%
Moving Charges (All American)	$544	—	—	—	0.0%
Printing - Outside Vendors	$2,931	—	—	—	0.0%
Expenditure Totals	**$6,904,886**	**$8,396,000**	**$8,416,000**	**$7,511,368**	

Division Purpose and Goals

The County is self-insured for health and dental benefits. The source of funding for expenditures are employer contributions and employee withholdings recorded as part of the payroll expenditures. Amounts are reflected as a contra expenditure so that the types of actual payments may be reflected in the budget without double-counting the expenditures.

Risk Management - Cost of Claims

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Temporary Agency Services	$5,237	—	—	—	0.0%
Legal Fees/Litigation Services	$235,488	$350,000	$350,000	$375,000	27.6%
Actuarial Fees	$17,700	$20,000	$20,000	$10,000	0.7%
Auditing Fees	$175,137	—	$54,863	—	0.0%
Brokerage Fees	$39,500	$39,500	$39,500	$41,000	3.0%
Claims Administration Expense	$153,003	$111,341	$111,341	$115,000	8.5%
Contracted Services	—	$25,000	$83,300	$25,000	1.8%
Vehicle Cleaning Services/Supplies	$21	—	—	—	0.0%
Risk Management - Property/Theft Claims	$(42,748)	—	—	—	0.0%
Risk Management - Vehicle Claims	$(391,713)	$(480,280)	$(480,280)	$(458,200)	(33.7)%
Risk Management - Liability Claims	$(301,968)	$(192,097)	$(192,097)	$(275,000)	(20.2)%
Risk Management - Workers Comp Claims	$(1,052,418)	$(1,809,616)	$(1,809,616)	$(1,699,500)	(125.0)%
Purchased Insurance & Bonding	$930,599	$937,612	$937,612	$1,014,000	74.6%
Self Insurance Claims	$(2,965)	—	$4,496	—	0.0%
Self Insurance Claims Year-end Adjustment	$258,000	—	—	—	0.0%
Self Ins Claims - Property/Theft	$(973,287)	$77,187	$77,187	$55,000	4.0%
Self Ins Claims - Vehicles	$378,035	$460,394	$465,850	$438,200	32.2%
Self Ins Claims - Liability	$28,709	$11,481	$11,481	$20,000	1.5%
Self Ins Claims - W/C	$1,096,035	$1,809,876	$1,809,876	$1,699,500	125.0%
Expenditure Totals	**$552,364**	**$1,360,398**	**$1,483,513**	**$1,360,000**	

Division Purpose and Goals

Wake County's Risk Management function is managed by three core departments and supported by the Risk Team. The County Attorney's Office manages claims and handles the litigation and settlement of claims. Finance manages the insurance program, risk management reporting, and administration of the driving policy. General Services Administration manages the safety program. The Risk Team also includes representatives from other departments across the County. This team works with staff and management to consider and implement risk reduction activities.

Wake County is self-funded for workers compensation, liability, and vehicle claims and purchases commercial excess liability, workers' compensation insurance, and other policies and bonds to cover specific risks and individuals. The claims portion of the cost of risk is charged backed to County departments.

Major Accomplishments

The Risk Team provided support to the phasing in of EMS power stretchers and implementation of the Fit Responder program in EMS.

Safety staff coordinated and reinforced departmental safety teams and enhanced the Ergonomics/ADA Assessment Program.

The County continued installation of telematics technology in County vehicles. Backup cameras are now included in all new vehicle purchases.

Staff conducted Return to Work Program training sessions to emphasize the importance of safely re-engaging employees in County work following a work

injury. Staff worked to establish light duty job opportunities to support Return to Work program goals.

FY20 Discussion

The risk management budget did not significantly change from the prior year budget. The budget includes decreases in workers compensation and vehicle claims, which are budgeted based on historical actuals and open claims. Decreases in workers compensation and vehicle claims were offset by anticipated increases in general liability claims.

Transfers

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures:					
Transfer To County Capital CIP	$32,369,000	$31,259,000	$31,259,000	$44,604,000	11.4%
Transfer To WCPSS Capital Fund	$33,778,000	$22,023,000	$22,023,000	$38,381,000	9.8%
Transfer To Debt Service (Property Tax)	$194,683,000	$223,219,000	$223,219,000	$251,677,000	64.4%
Transfer To Housing-Federal Grants	$2,477,000	—	—	—	0.0%
Intrafund Transfers	$1,000,000	$1,000,000	$1,000,000	—	0.0%
Transfer To Wake Tech CIP	$10,033,000	—	—	$10,033,000	2.6%
Transfer To Debt Service (Sales Tax)	$43,315,000	$46,200,000	$46,200,000	$45,952,000	11.8%
Expenditure Totals	**$317,655,000**	**$323,701,000**	**$323,701,000**	**$390,647,000**	

Division Purpose and Goals

The budget includes dedication of 22.56 cents of the property tax rate for pay-as-you-go capital funding and debt service.

FY20 Discussion

The budget includes a 3.8 cent increase in the portion of property tax dedicated to capital funding and debt service. The increase will fund Wake County Public School System, Wake Technical Community College, and Parks, Greenways, Recreation, and Open Space bond referenda approved by voters in November 2018.

The budget increased by $67.00 million from the prior year. A $1.00 million revenue revaluation intrafund transfer moved to the Tax Administration Department because of to an internal reorganization of the transfer. Transfers to capital and debt funds increased by $68.00 million.

Non-Departmental

Non-Departmental Revenue Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Property Taxes	$887,804,274	$964,988,120	$964,988,120	$1,092,777,300	83.2%
Sales Tax	$185,587,183	$200,303,874	$200,303,874	$204,001,000	15.5%
Lease/Rental Vehicle Tax	$3,442,058	$2,550,000	$2,550,000	$2,550,000	0.2%
Lease/Rental Heavy Equipment Tax	$7,377	—	—	—	0.0%
Payment in Lieu of Taxes	$1,847,895	$1,222,003	$1,222,003	$1,222,003	0.1%
FEMA	$151,111	—	—	—	0.0%
ABC 5 Cent Bottle	$344,819	$255,000	$255,000	$255,000	0.0%
Beer & Wine	$890,271	$877,200	$877,200	$877,200	0.1%
Other - State	$1,580,917	$1,500,000	$1,500,000	$1,500,000	0.1%
ABC Board	$8,000,000	$4,000,000	$4,000,000	$4,000,000	0.3%
Rental/Lease Income	$1,848	—	—	—	0.0%
Other - Charges for Services	$1,387,860	$1,080,000	$1,080,000	$1,450,000	0.1%
Licenses	$88,494	$72,000	$72,000	$72,000	0.0%
Interest	$54,015	$200	$200	$200	0.0%
Miscellaneous Revenue	$116,447	—	—	—	0.0%
Appropriated Fund Balance	—	$1,633,562	$5,802,846	$5,000,000	0.4%
Transfers From	$293,680	$293,680	$293,680	$293,680	0.0%
Revenue Totals	**$1,091,598,247**	**$1,178,775,639**	**$1,182,944,923**	**$1,313,998,383**	

WAKE
COUNTY
NORTH CAROLINA

Wake County Public School System

Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Expenditures:				
Wake County Schools Allocations	$430,911,000	$468,506,422	$470,955,101	$507,455,101
Direct Appropriation	$430,911,000	$468,506,422	$470,955,101	$507,455,101
Debt Service	$208,558,267	$226,379,055	$226,379,055	$234,861,018
Expenditure Totals	**$639,469,267**	**$694,885,477**	**$697,334,156**	**$742,316,119**

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 116 elementary schools, 40 middle schools, 32 high schools, one K-8 Academy and two leadership academies.

FY20 Discussion

The operating appropriation increased by $36.50 million, or 7.8 percent over the FY 2019 Amended Budget. With 2019-20 projected enrollment for Wake County Public Schools and charter schools totaling 176,306, this brings County funding to $2,878 per student, an increase of $176 over the the prior year.

WCPSS will be opening four new schools in 2019-20: Parkside Elementary, Southeast Raleigh Elementary, Alston Ridge Middle and Green Level High. This budget includes the operating costs of maintaining these buildings.

The budget also includes a transfer from the Wake County Public School System Capital Projects Fund of $919,604 to fund the lease of the Crossroads Administrative Building in Cary.

Wake Technical Community College

Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended
Expenditures:				
Educational Programs	—	$6,274,262	—	—
Wake Technical College Allocation	$20,991,000	$18,830,738	$25,105,000	$24,285,436
Communities In Schools	$295,000	$295,000	$295,000	$295,000
Direct Appropriation	$21,286,000	$25,400,000	$25,400,000	$24,580,436
Debt Service	$29,832,846	$29,659,892	$29,659,892	$30,410,739
Expenditure Totals	**$51,118,846**	**$55,059,892**	**$55,059,892**	**$54,991,175**

Department Purpose and Goals

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. Its mission is to provide education and training for the workforce and to serve as an instrument of job creation and economic growth for the county.

Major Accomplishments

Facilities: Completed Phase I of construction of the RTP Campus in April 2018, including the RTP Campus Classroom Building I, 548 surface parking spaces, and officially opening for classes in the fall of 2018 with 1,162 students. A $349 million General Obligation Bond was approved by the voters in the November 2018 Bond Referendum. The college continued with design and started construction for the next classroom building at the RTP Campus; a new automotive and collision repair facility at Northern Wake Campus; and at the Southern Wake (Main) Campus, a new Advanced Industries Building, Parking Deck, and Facilities/Warehouse building. The College began construction for an addition to Ready Hall and the Southern Loop Road.

Instruction: Wake Tech served more than 74,000 students in Wake County. Curriculum Education Services (credit programs) signed two new articulation agreements: North Carolina State University: Community College Collaboration (C3 program) and the East Carolina Pirate Promise program. These are similar to University of North Carolina - Chapel Hill's CSTEP (Carolina Student Transfer Excellence Program).

The college added five new Associate in Applied Science degree programs and 13 new 12-18-credit-hour certificate programs. New associate degree programs include Business Administration - Project Management, Business Administration - Operations Management, Human Services Technology: Gerontology, Healthcare Simulation Technology, and Electroneurodiagnostic Technology. New certificates include Human Services Technology: Gerontology, Bread Baking, Confectioners, Cake Decorating, Baking Fundamentals, Marketing, Sales, Executive Leadership, Marketing Research, Advertising and Digital Media, Simulation Education Specialist, Emergency Medical Science, and Mammography. Wake Tech continued to be the largest provider of online education instruction to community college students.

College Wide: Wake Tech is a member of Cooperating Raleigh Colleges, a collaboration with Meredith College, NC State University, Saint Augustine's University, Shaw University, and William Peace University. Wake Tech's Applied Benchmarking initiative, launched in 2010, engages all employees in finding innovative ways to improve instruction, operations, and management throughout the college. Thousands of Applied Benchmarking projects have been submitted to the college database and have resulted in improved efficiency and cost savings. Wake Tech's online learning preparedness initiative, EPIC, has significantly improved online learning outcomes.

FY20 Discussion

Following the removal of one-time costs ($2.54 million) from the base budget, the FY 2020 Budget

for Wake Technical Community College is $24,580,000, which represents a $1.72 million expansion increase from the approved FY 2019 budget. Included in the FY 2020 budget is $295,000 appropriated for lifelong learning and community use of school in conjunction with WCPSS.

The FY 2020 budget also includes funding for positions that will allow the college to better manage the construction of their voter approve bond projects (1.000 FTE), as well as implement information technology projects and infrastructure improvements (4.000 FTEs). The budget also includes operations and maintenance costs associated with both new buildings and existing campuses, which Wake County is mandated by NCGS 115D-32 to cover.

Horizon Issues

Facilities: Continue the design and construction of projects funded by the 2018 Wake Tech bond referendum and prior bonds issued as part of the multi-year CIP, including design and construction of various building, roof, mechanical, electrical, roadway, accessibility, life safety and elevator upgrade projects at the various campuses. Work with the Board of Commissioners and the County's Budget and Management Services department to manage the third year of funding for the Wake Tech multi-year Capital Improvement Program (CIP), continually update the College Master Plan, and plan for and seek passage of funding for subsequent years. Continue design for a new Advanced Industries Building, Parking Deck, moderate renovation to the labs at Ready Hall at the Southern Wake Campus, a new Health Sciences Building, Parking Deck and miscellaneous renovations at the Perry Health Sciences Campus. Continue construction for the next classroom building at the RTP Campus; a new Automotive & Collision Repair facility at the Northern Wake Campus; and at the Southern Wake (Main) Campus, a new Facilities/Warehouse building, an addition to Ready Hall, and completion of the Southern Loop Road. Implement recommendations of the Gartner Information Technology study to meet the growing demand for online education.

Instruction: Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students through Career and College Promise, cooperative/innovative high schools, apprenticeships, accelerated credentials, non-credit-to-credit transitions, prior learning assessments, and competency-based education. It will continue to pursue multiple reform efforts and grants that focus on increasing the number of student completers, especially through initiatives such as Reverse Transfer and Finish First. Reverse transfer allows students who have transferred to four-year colleges without having earned an associate's degree to do so while in a bachelor's degree program. Finish First identifies students who have met the requirements for a credential that has not yet been awarded. As part of the college's innovation efforts, Curriculum Education will continue to focus on improving student success in online courses, and support the individual Applied Benchmarking initiatives of all employees.

WAKE
COUNTY
NORTH CAROLINA

Debt Service

Department Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$2,803,555	$2,783,013	$2,783,013	$2,783,013	0.9%
State	$10,870,372	$10,000,000	$10,000,000	$10,000,000	3.1%
Charges For Services	$11,500	—	—	—	0.0%
Interest Income	$8,757,620	$9,980,221	$9,980,221	$14,484,766	4.4%
Other Financing Sources	$749,180	$3,426,830	$7,426,830	—	0.0%
Transfers	$241,085,150	$270,329,936	$270,329,936	$298,862,221	91.6%
Revenue Totals	**$264,277,378**	**$296,520,000**	**$300,520,000**	**$326,130,000**	
Expenditures:					
Debt Service Principal	$178,804,981	$190,623,984	$190,623,984	$193,425,754	64.4%
Debt Service Interest	$92,094,234	$98,168,460	$98,168,460	$105,600,434	35.2%
Debt Service Fees	$1,614,516	$2,353,065	$2,353,065	$1,222,251	0.4%
Salary / Benefits	$276,843	$354,920	$354,920	$365,345	0.1%
Contractual Services	$136,962	$133,000	$133,000	$141,000	0.0%
Supplies, Materials and Other Charges	$711,180	$11,571	$11,571	$507,921	0.2%
Capital Outlay	$8,792	—	—	—	0.0%
Budget Reserves	—	—	—	$23,327,397	7.2%
Transfers Out	$1,946,150	$4,875,000	$8,875,000	$1,539,898	0.5%
Expenditure Totals	**$275,593,658**	**$296,520,000**	**$300,520,000**	**$326,130,000**	
Number of FTEs	**3.000**	**3.000**	**3.000**	**3.000**	

Debt Service Expenditures by Entity

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Expenditures					
WCPS Debt Service	$208,558,267	$226,379,055	$226,379,055	$234,861,018	72.0%
WTCC Debt Service	$29,832,846	$29,659,892	$29,659,892	$30,410,739	9.3%
Criminal Justice Debt Service	$23,573,723	$22,697,525	$22,697,525	$21,898,499	6.7%
Open Space Debt Service	$6,555,218	—	—	$7,311,595	2.2%
Libraries Debt Service	$5,556,835	—	—	$5,581,027	1.7%
Other Debt Service	$1,516,770	$17,783,528	$21,783,528	$26,067,122	8.0%
Expenditure Totals	**$275,593,658**	**$296,520,000**	**$300,520,000**	**$326,130,000**	

Debt Service

Fund Purpose and Goals

The County effectively manages its existing debt portfolio and planned future debt issuances through use of a Debt Service Fund to conform with established policies, guidelines, and procedures and to assist in maintaining its long-established triple-A bond ratings.

Wake County issues long-term debt to leverage taxpayer dollars to best meet its capital needs for benefit of its citizens. By issuing debt and paying for major assets over a long term, the County frees up tax revenues in the near term to direct toward other County priorities as determined by its Board of Commissioners.

The County currently utilizes debt for three broad purposes: County needs; Wake Technical Community College ("WTCC") needs; and Wake County Public School System ("WCPSS") needs.

County needs: County needs for which debt has been issued include Parks and Recreation, Greenways, Open Space, Libraries, Housing, Criminal Justice, Governmental facilities and Public Safety vehicles.

WTCC needs: *NC G.S. 115D* stipulates the County is responsible to fund the capital needs along with certain operating needs of WTCC. Debt may be issued for capital needs, but not for operating.

WCPSS needs: *NC G.S. 115C* stipulates the County is responsible to fund the K-12 public education capital and operating needs of WCPSS. Debt may be issued for capital needs, but not for operating.

The County currently utilizes three main types of debt instruments: General Obligation Bonds ("GO Bonds"); Limited Obligation Bonds ("LOBs"); and bank loans.

GO Bonds are the lowest cost type of long-term debt the County issues. GO Bonds are typically rated by one or more of the three major rating agencies – Moody's; Fitch; and S&P. A bond rating attempts to gauge an issuer's ability to meet its continued financial obligations. The County has achieved each rating agency's highest triple-A rating (Moody's *Aaa*; Fitch *AAA*; S&P *AAA*). Citizens authorize GO Bonds through a Bond Referendum ballot question which states a specific purpose and a not to exceed bond issuance amount. GO Bonds are backed by the full taxing authority of the County. When voters authorize a GO Bond Referendum, they authorize the County to raise future taxes, if needed, sufficient to pay the debt service over the life of the bonds. Past Referenda categories include Libraries, Parks & Recreation, Open Space, WCPSS, WTCC and Public Safety.

LOBs are another type of long-term debt issued by the County under

NC G.S. 160A-20. Whereas GO Bonds are voter authorized, LOBs are authorized by the Wake County Board of Commissioners (upon completion of due process, which includes holding a public hearing). Issuing LOBs typically comes with two stipulations: (a.) the governmental unit pledges certain assets sufficient that the pledged asset valuation meets or exceeds a minimum threshold (typically 50%) as it relates to the amount of debt being issued; and (b.) the debt service of the LOBs must be annually appropriated by the governmental unit.

Whereas GO Bonds and LOBs are long-term debt, bank loans or installment financing agreements issued by the County are short-term in nature. They can be issued at a fixed rate with a 5 to 10-year amortization, or they can take the form of a shorter 2 to 3-year variable rate draw program. County draw programs can be categorized either as GO draw programs ("GO Bond Anticipation Notes" or "GO BANs") or non-GO draw programs ("Bond Anticipation Notes" or "BANs"). In recent years the County has utilized short-term GO BANs and non-GO BANs as a proven cashflow saving strategy to meet its capital needs. This strategy typically entails issuing a 2 to 4-year variable rate bank draw program whereby the County draws upon the loan only as authorized capital project expenses are incurred. Once the draw program reaches a maximum defined amount or defined date, the bank loan is transferred to long-term permanent debt (GO BANs into GO Bonds; non-GO BANs into LOBs).

GO Bond Referendum - Unissued Balances June 30, 2019

GO Bond Referendum - Unissued Balances as of June 30, 2019

Purpose	Date Approved by Voters	Authorized and Unissued
Community College	11/06/2018	349,000,000
Parks, Greenways, Recreation & Open Space	11/06/2018	120,000,000
Schools	11/06/2018	548,000,000
Total		1,017,000,000

The GO Bond Referendum Unissued Balances as of June 30, 2019 exclude nominal balances remaining under prior authorizations resulting from premium bond issuance. The County does not intend to issue under remaining prior authorizations not included above.

For the capital needs of WTCC and WCPSS, the County's preference is to issue GO Bonds, the lowest cost financing option for its citizens. Voter authorized GO Bond referenda balances are reduced only as permanent GO Bonds are issued. The most recent voter authorized GO Bond referenda occurred in November 2018 for WTCC, WCPSS, and Parks, Greenways, Recreation, and Open Space, respectively. The County expects to begin issuing debt under the 2018 authorizations during FY 2020.

In the past the County has utilized both GO BANs and non-GO BANs draw programs as a cashflow saving debt instrument utilized during the construction period of various projects. On January 30, 2019, the County's current GO BANs draw programs were wholly retired and transferred to permanent GO bond debt concurrent with the issuance of $151,055,000 of 2019A GO Bonds.

The County's current non-GO BANs draw programs (Wells Fargo; Bank of America) fund WTCC and WCPSS capital projects identified in the County's 7-year CIP for fiscal years 2017, 2018 and 2019. The County expects existing non-GO BANs to be wholly retired and transferred to permanent long-term LOBs by 2022.

At June 30, 2018 the County had a combined BANs balance (both GO BANs and non-GO BANs) of $53,683,027. Currently the County estimates a June 30, 2019 non-GO BANs balance of $152,528,338. The County will not have any GO BANs outstanding at June 30, 2019.

Outstanding Debt

Current projected total outstanding debt for June 30, 2019 is $2.267 billion. By purpose, this represents $1.743 billion for WCPSS; $232 million for WTCC; and $292 million for County. By debt type, this represents $1.762 billion in GO Bonds; $353 million in LOBs; and $152 million in bank loans and other (i.e., BANs draw programs and Public Safety loans). As this is a projection, actual total debt outstanding at June 30, 2019 may differ somewhat due to Limited Obligation Bond refunding transaction which may occur prior to June 30, 2019.

The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to 8% of the assessed value of property subject to taxation. The legal debt limit is the difference between the debt limit and the County's net debt outstanding applicable to that limit, and represents the County's legal borrowing authority.

Legal Debt Margin Information

	2017	2018
Assessed Value of Property	141,411,010,294	144,219,213,822
Debt Limit, 8% of Assessed Value (Statutory Limitation)	11,312,880,824	11,537,537,106
Amount of Debt Applicable to Limit		
GO Bonds	1,727,865,000	1,762,270,000
GO BANs	100,229,537	50,197,448
Other Long Term Debt	231,140,632	374,041,272
Bond Authorized not Issued	294,865,463	147,152,552
Total Net Debt Applicable to Limit	2,354,100,632	2,333,661,272
Legal Debt Margin	8,958,780,192	9,203,875,834
Total Net Debt as % of Debt Limit	20.81%	20.23%

On the Horizon

During FY 2020, the County intends to continue its cashflow saving strategy of utilizing short-term construction period financings by issuing new GO BANs draw programs for portions of the FY 2019 and FY 2020 capital needs of both WTCC and WCPSS. Additionally, the County intends to issue approximately $40 million GO Bonds for Parks, Greenways, Recreation, and Open Space purposes under the 2018 referenda authorization.

The County will continue monitoring the debt markets for appropriate opportunities to pursue bond refundings, whereby existing long-term debt could be reissued at a lower market rate yielding economic savings.

Capital Area Workforce Development

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$6,148,770	$5,745,000	$5,673,871	$5,795,000	100.0%
Local	$270,680	—	—	—	0.0%
Charges For Services	$66,847	—	$71,129	—	0.0%
Revenue Totals	**$6,486,297**	**$5,745,000**	**$5,745,000**	**$5,795,000**	
Expenditures:					
Salary / Benefits	$1,063,591	$1,091,601	$1,344,454	$1,434,340	24.8%
Contractual Services	$4,726,021	$4,465,754	$4,416,069	$4,276,278	73.8%
Supplies, Materials and Other Charges	$1,071,083	$187,645	$250,547	$84,382	1.5%
Capital Outlay	$9,265	—	—	—	0.0%
Budget Reserves	—	—	$(266,070)	—	0.0%
Expenditure Totals	**$6,869,959**	**$5,745,000**	**$5,745,000**	**$5,795,000**	
Number of FTEs	**18.000**	**18.000**	**18.000**	**18.000**	

Fund Purpose and Goals

Capital Area Workforce Development implements the Workforce Innovation and Opportunity Act activities throughout Wake and Johnston Counties. Generally, these include:

(1) Promoting business partnerships to enhance regional competitiveness

(2) Facilitating employment success for adults and youth

(3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives

(4) Expanding resources through strategic leadership and collaborative engagement.

The department certifies and provides oversight for the area's NCWorks Career Centers, administers Incumbent Worker Training, and aids new and expanding businesses and industries through economic development partnerships. Twenty-three boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Major Accomplishments

Provided career readiness and workforce services to over 16,000 individuals across Wake and Johnston Counties

Provided workforce support to over 1,600 businesses across Wake and Johnston Counties.

Developed four regional career pathways for high growth industries in the Capital Area - healthcare, information technology, construction, and advanced manufacturing.

Provided virtual and online access to NCWorks services. The multi-channel AccessNCWorks platform provides access to career services through online chat, web information, and telephone.

Provided workforce development support plans for 15 economic development recruiting projects.

FY20 Discussion

The Capital Area Workforce Development budget increased by $50,000 from the prior year due to an increase in federal funding.

Fire Tax District

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Taxes	$26,195,086	$26,280,000	$26,280,000	$26,737,000	94.6%
Interest Income	$103,931	$15,000	$15,000	$51,000	0.2%
Other Financing Sources	—	$1,241,000	$1,241,000	$1,476,000	5.2%
Revenue Totals	**$26,299,016**	**$27,536,000**	**$27,536,000**	**$28,264,000**	
Expenditures:					
Contractual Services	$22,310,689	$23,957,124	$23,957,124	$24,858,505	88.0%
Supplies, Materials and Other Charges	$964,047	$1,034,940	$1,034,940	$882,172	3.1%
Debt	$1,649	—	—	—	0.0%
Transfers Out	$3,017,000	$2,543,936	$2,543,936	$2,523,323	8.9%
Expenditure Totals	**$26,293,386**	**$27,536,000**	**$27,536,000**	**$28,264,000**	

Fund Purpose and Goals

The County contracts with 18 departments to provide fire suppression and emergency services in the Fire Tax District. Twelve departments are nonprofit corporations and six are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax Fund. The remainder of their funding is provided by the municipalities they serve. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell.

Departments use a combination of full-time staff, part-time staff, and partially compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

Major Accomplishments

Fire departments began switching their records management systems over to a new integrated countywide platform in FY 2019. This new system receives incident specific information directly from the Raleigh-Wake Emergency Communications Center computer-aided dispatch system and pre-populates fire incident reports at the respective fire department. Manual data entry has been reduced, ensuring more consistent information.

Two departments underwent insurance rating inspections during FY 2019 and both improved their grades, resulting in lower insurance premiums for commercial properties within their district.

FY20 Discussion

The Fire Tax District revenues increased by $728,000, or 2.6 percent over the prior year, primarily from natural growth in the tax base within the district ($457,000). There was also a minor increase in interest income ($36,000). The budget includes a $1.47 million of appropriated fund balance. The total tax rate remains the same at 9.60 cents, with 90 percent of revenues dedicated to the operating budget and 10 percent for debt service and capital projects.

Expenditures increased by $728,000, mostly from increases in direct appropriations to contracted fire departments, which increased by $812,000. Increases were primarily for full-time fire department personnel including increases in the pay band structure and associated compression adjustments, performance pay, benefit rate adjustments, and annualization of prior year performance pay increases. The budget also includes partial year operating costs totaling $150,000 for the new Wendell

Falls Fire Station in Wendell, which is scheduled to open in spring 2020.

Transfers decreased by $21,000 primarily based on a small reduction in cash funded capital projects planned for FY 2020. Systemwide expenses decreased by $63,000 based on lower anticipated usage of the Fire Training Center and reductions to align the budget with actual spending levels.

Fire Tax District

FY 2020 Fire Tax Summary	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Budget
Fire Tax Revenue				
Operating	23,178,085	23,736,064	23,736,064	24,213,677
Capital	3,017,000	2,543,936	2,543,936	2,523,323
Subtotal, Taxes	26,195,085	26,280,000	26,280,000	26,737,000
Appropriated Fund Balance		1,241,000	1,241,000	1,476,000
Interest	103,931	15,000	15,000	51,000
Total Revenues	26,299,016	27,536,000	27,536,000	28,264,000
Expenditures				
Department Appropriations				
Personnel and Operating	22,123,550	23,591,249	23,591,249	24,403,505
Subtotal, Department Appropriations	22,123,550	23,591,249	23,591,249	24,403,505
Systemwide Costs				
800 MHz Fire Costs	169,193	143,429	143,429	135,107
CAD Fire Costs	10,170	10,308	10,308	6,367
Airfare and Lodging for Apparatus Builds	7,332	-	-	-
Fire Service Training	306,971	353,538	353,538	186,032
HAZMAT Program	79,788	82,182	82,182	89,224
NC Forestry - Wildfire Prevention Programs	66,046	68,027	68,027	68,027
Pager & Radio Maintenance	5,390	16,444	16,444	5,000
Dispatch Services	262,246	279,077	279,077	295,731
Contracted Services	38,981	85,875	85,875	85,000
Fire Incident Reporting Software Support	-	14,000	14,000	19,000
Telematics	567	14,890	14,890	20,684
Volunteer Program Reimbursements	-	30,000	30,000	30,000
Office Supply Costs	2,780	-	-	-
Employee Medical Exams	148,158	250,000	250,000	220,000
DMV Motor Vehicle Tax Collection Fees	55,214	53,045	53,045	57,000
MDT Supporting Costs	-	-	-	120,000
Subtotal, Systemwide Costs	1,152,836	1,400,815	1,400,815	1,337,172
Debt and Capital				

NOTES:
(a) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.

Fire Tax District

FY 2020 Fire Tax Summary	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Budget
Transfer to Capital Projects Fund	1,876,000	1,633,000	1,633,000	1,290,102
Transfer to Debt Service Fund	1,141,000	910,936	910,936	1,233,221
Subtotal, Capital	3,017,000	2,543,936	2,543,936	2,523,323
Total Expenditures	26,293,386	27,536,000	27,536,000	28,264,000
Change in Fund Balance (a)	5,631	(1,241,000)	(1,241,000)	(1,476,000)

NOTES:
(a) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.

Fire Tax District

Summary of Appropriations by Department

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Apex FD	$1,099,783	$1,261,546	$1,261,546	$1,242,269	
Cary FD	$58,000	$60,000	$60,000	$50,000	
Fuquay Varina FD	$1,771,738	$1,956,321	$1,956,321	$2,031,128	
Holly Springs FD	$641,997	$659,686	$659,686	$691,578	
Morrisville FD	$846,120	$846,120	$846,120	$846,120	
Zebulon FD	$583,445	$583,445	$583,445	$580,654	
Total Municipal	**$5,001,083**	**$5,367,118**	**$5,367,118**	**$5,441,749**	
Durham Highway FD	$919,397	$934,320	$934,320	$938,958	
Eastern Wake FD	$1,814,930	$1,868,555	$1,868,555	$1,932,410	
Fairview FD	$1,588,575	$1,647,456	$1,653,915	$1,774,821	
Garner FD	$2,027,915	$2,236,416	$2,236,416	$2,274,889	
Hopkins FD	$944,926	$972,848	$972,848	$1,004,431	
Northern Wake FD	$3,015,695	$3,220,533	$3,220,533	$3,385,965	
Rolesville FD	$808,556	$808,556	$808,556	$806,253	
Swift Creek FD	$910,748	$922,400	$922,400	$846,282	
Wake Forest FD	$1,048,206	$1,285,607	$1,285,607	$1,356,275	
Wake-New Hope FD	$1,606,961	$1,644,878	$1,644,878	$1,724,201	
Wendell FD	$1,743,142	$1,864,638	$1,864,638	$2,103,425	
Western Wake FD	$693,416	$817,924	$817,924	$813,846	
Total Rural	**$17,122,467**	**$18,224,131**	**$18,230,590**	**$18,961,756**	
Total	**$22,123,550**	**$23,591,249**	**$23,597,708**	**$24,403,505**	

Grants and Donations

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$2,092,353	$1,058,939	$2,156,243	$1,033,696	33.6%
State	$929,723	$1,279,280	$1,281,040	$929,169	30.2%
Local	$1,109,073	$957,882	$1,135,267	$815,822	26.5%
Charges For Services	$120,041	—	$96,270	$31,500	1.0%
Fines & Forfeitures	$376	—	—	—	0.0%
Interest Income	$11,914	—	$24,892	—	0.0%
Miscellaneous	$1,256	—	$22,099	—	0.0%
Transfers	$430,648	$745,235	$871,338	$268,813	8.7%
Revenue Totals	**$4,695,383**	**$4,041,336**	**$5,587,149**	**$3,079,000**	
Expenditures:					
Salary / Benefits	$1,495,541	$1,716,003	$1,903,960	$1,168,248	37.9%
Contractual Services	$1,502,070	$1,885,360	$1,991,431	$1,541,726	50.1%
Supplies, Materials and Other Charges	$587,331	$439,973	$1,164,087	$365,626	11.9%
Capital Outlay	$263,016	—	$506,786	—	0.0%
Debt	$2,514	—	$1,001	$3,400	0.1%
Budget Reserves	—	—	$19,884	—	0.0%
Expenditure Totals	**$3,850,471**	**$4,041,336**	**$5,587,149**	**$3,079,000**	
Number of FTEs	**19.000**	**19.000**	**19.000**	**19.000**	

Summary by Source and Department

Department	Grants/Donations	County Match	Totals
Communications	$80,183		$80,183
Community Services	$31,500	$26,500	$58,000
Human Services	$2,468,450	$199,966	$2,668,416
CCBI	$14,012	$42,347	$56,359
Fire Services	$216,042		$216,042
Totals	**$2,810,187**	**$268,813**	**$3,079,000**

Grants and Donations

Planned Use of Funds in FY 2020

Revenue Source	Description	FY 2020 Budget
Grants		
Communications		
Public, Educational and Governmental Access Channels (PEG)	NC State law (Session Law 2008-148, "Supplemental PEG Support") provides that cities and counties can receive supplemental PEG channel support for up to three (3) channels: a public channel (P), and education channel (E) and a Government channel (G). Since FY 2010, Wake County has certified three channels each year for reimbursement: Raleigh Television Network Channel 18, operated by Cooperating Raleigh Colleges (CRC) Channel (Education); Raleigh Television Network Channel 11 (Government); and Raleigh Television Network Channel 10 (Public).	80,183
Community Services		
Census Funds - Municipal Contributions	Wake County and its municipal partners will work jointly to educate, promote, and market the 2020 Census to increase the response rate and accuracy of the data.	58,000
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.	50,000
ABC Funds	The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery Court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	309,966
Substance Abuse and Mental Health Services Administration (SAMHSA)	The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery Court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	400,000
Smart Start	This grant supports the Health, Safety and Nutrition Technical Assistance program, funded by Smart Start. Funds allow child care health consultants to provide health, safety, and nutrition consultations to 170 one-star to three-star rated child care centers and homes.	460,986

Grants and Donations

Planned Use of Funds in FY 2020

Revenue Source	Description	FY 2020 Budget
United States Department of Health and Human Services - Health Resources and Services Administration	Ryan White Title III Early Intervention Services grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, primary care, mental health and substance abuse assessment and treatment, medication adherence education and counseling, nutrition education and counseling, emotional support and linkage for clients of HIV test sites and private providers to the HIV Clinic.	544,684
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.	173,200
NC Department of Health and Human Services, Division of Social Services	The grant supports outreach, education and support groups, and respite services to relative caregivers of children at risk of entering the child welfare system.	40,000
NC Department of Health and Human Services, North Carolina Adoption Promotion Fund	North Carolina provides Adoption Promotion funds based on the number of children in foster care that are adopted. Funds provide temporary social workers to assist Child Welfare.	214,800
ShiftNC	The grant supports the Every Teen Counts initiative. Funds provide the 4H program with resources to implement teen pregnancy prevention programs and strategies within foster care and juvenile justice systems.	35,000
Delta Dental of NC	The Delta Dental grant funds are used to offset the cost to low income families for dental sealants not covered by insurance.	5,000
Gilead Sciences, INC	The FOCUS grant provides Hepatitis C screenings and linkage to care for baby boomers and those with high risk behaviors. The program aims to reduce the number of undiagnosed individuals, decrease the number of those diagnosed late, and ensure strong linkages to care and treatment.	299,780

Grants and Donations

Planned Use of Funds in FY 2020

Revenue Source	Description	FY 2020 Budget
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association completes program marketing and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated fire wood and uses volunteers to cut and distribute the fire wood.	60,000
Private Donations	The 4-H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	75,000
CCBI		
Governor's Highway Safety Program	The Wake County Sheriff's Office and other local municipalities were awarded grants to establish DWI task forces. Grant funds were awarded to CCBI in order to process the laboratory cases that serve to provide evidence in courts.	56,359
Fire Services		
Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	216,042
FUND TOTAL		**$3,079,000**

Housing and Community Revitalization

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	$4,832,874	$7,155,447	$6,998,978	$6,535,325	94.7%
Charges For Services	$1,107,299	$370,553	$745,522	$363,675	5.3%
Interest Income	$1,443	—	—	—	0.0%
Transfers	$4,002,000	—	—	—	0.0%
Revenue Totals	**$9,943,616**	**$7,526,000**	**$7,744,500**	**$6,899,000**	
Expenditures:					
Salary / Benefits	$613,463	$749,840	$776,141	$785,106	11.4%
Contractual Services	$5,311,567	$6,710,731	$6,932,490	$6,045,784	87.6%
Supplies, Materials and Other Charges	$(250,013)	$65,429	$35,869	$68,110	1.0%
Capital Outlay	$18,063	—	—	—	0.0%
Expenditure Totals	**$5,693,080**	**$7,526,000**	**$7,744,500**	**$6,899,000**	
Number of FTEs	**11.000**	**10.000**	**10.000**	**8.000**	

Fund Purpose and Goals

The Department of Housing Affordability & Community Revitalization (HACR) administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and County funds. The department also includes services in the County General Fund and the Housing Affordability Capital Fund. The special revenue fund has four primary revenue sources from the Federal Department of Housing and Urban Development: Community Development Block Grant Program, Home Investment Partnership Program (HOME), Housing Opportunities for People with AIDS, and the Emergency Solutions Grant. Program income is also earned in this fund through programs requiring repayment of loans.

Specific programs include grant programs to assist low income individuals with repairs to substandard housing, as well as public facility projects that improve infrastructure in low income neighborhoods. These programs are available throughout Wake County in the unincorporated areas and all municipalities, excluding Raleigh and Cary, which receive their own federal funds.

HOME funds and capital funds previously budgeted in this fund are used to mitigate the affordable housing crisis through preservation and development of additional affordable units across the County. Funds also provide employment training, multifamily (apartments) rehabilitation, community outreach, homelessness prevention, and supportive services to vulnerable populations targeted in the five-year consolidated plan.

Major Accomplishments

During FY 2018, the department exceeded the goals for producing affordable housing units and is on track to meet the five-year goals for housing rehabilitation outlined in the Annual Action Plan submitted to U.S. Department of Housing and Urban Development. All goals benefit low income families, prioritizing the most vulnerable populations of Wake County.

Completed Emergency and Elderly and Development Rehabilitation grants for 40 families, as well as five multifamily rehabilitation projects serving 217 households.

During the 2018 Low Income Housing Tax Credit cycle, Wake County approved six developments for funding for a total of 440 units. Ultimately, 192 units were approved for development by the North Carolina Housing Finance Agency.

Housing and Community Revitalization

As recommended in the 20-year, Comprehensive Affordable Housing Plan, HACR adopted a Public Land Disposition for Affordable Housing Policy which identifies the legal authority and process to dispose of County-owned property to create or to add affordable housing.

FY20 Discussion

The budget totals $6.90 million, $627,000 less than the prior year. The decrease is mostly from a smaller federal allocation in contracted services for disability rehabilitation.

Housing Affordability and Community Revitalization Manager and a Program Specialist transferred from the general fund to the special revenue fund. Additionally, a Business Officer, Senior Accounting Technician, Executive Assistant, and the Affordable Housing Division Director transferred from the special revenue fund. These transfers better align staffing with work (-2.000 FTE).

Major Facilities

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
City of Raleigh	$500,000	—	—	—	0.0%
Other Revenue	$(250,001)	—	—	—	0.0%
Occupancy Tax	$26,240,225	$26,810,000	$26,810,000	$30,019,000	48.2%
Prepared Food Tax	$29,243,704	$30,505,000	$30,505,000	$32,241,000	51.8%
Revenue Totals	**$55,733,928**	**$57,315,000**	**$57,315,000**	**$62,260,000**	
Expenditures:					
Cary-Occupancy Tax	$1,267,356	$1,308,000	$1,308,000	$1,468,000	2.4%
Cent Auth/Facility Improvements	$2,500,000	—	$2,000,000	—	0.0%
Centennial Authority	$3,211,664	$5,347,000	$3,347,000	$8,626,000	13.9%
Centennial Center-Debt Service	$5,209,448	$5,208,000	$5,208,000	$868,000	1.4%
GRCVB	$6,584,029	$6,787,000	$6,787,000	$7,589,000	12.2%
New Convention Center	$27,862,832	$29,396,000	$29,396,000	$33,684,000	54.1%
Other Aid To Governmental Units	$2,600,000	$2,000,000	$2,000,000	—	0.0%
Raleigh Annual Distribution	$1,000,000	$1,000,000	$1,000,000	$1,000,000	1.6%
Raleigh-Occupancy Tax	$680,000	$680,000	$680,000	$680,000	1.1%
Reserve For Future Appropriation	—	$1,189,000	$1,189,000	$3,945,000	6.3%
Transfer To General Fund	$1,400,000	$1,400,000	$1,400,000	$1,400,000	2.2%
Transfer To Major Facilities CIP	$3,000,000	$3,000,000	$3,000,000	$3,000,000	4.8%
Expenditure Totals	**$55,315,329**	**$57,315,000**	**$57,315,000**	**$62,260,000**	

Fund Purpose and Goals

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

In March 2017, stakeholders developed operating principles to articulate the values of the community and stakeholders related to use of Wake County Room Occupancy and Prepared Food and Beverage Revenues:

A. Prioritize use of funds for projects that drive measurable, regular overnight visitation or positive return on investment

B. Support and promote the on-going capital expenditure program and expansion of existing investments in major facilities to keep them current, relevant and competitive in market

C. Comply with all requirements of the existing enabling legislation

D. Ensure project investments are secured by solid long-term plans, both operational and financial, that demonstrate viability and sustainability

E. Utilize high standards of fiscal accountability in planning and managing the use of tax revenues: fulfill existing obligations before entering into significant new financial commitments and maintain long-term conservative financial forecasting.

F. Support investments that complement economic development efforts and enhance quality of life

experiences for visitors, newcomers, and long-time residents

G. Create sports, arts, and cultural opportunities, by leveraging community investments and partnerships, that benefit residents and enhance tourism offerings

H. Support a project investment mix that considers location and types of uses (sports, cultural, arts, convention, etc.)

I Engage stakeholders representing varying entities, jurisdictions, and uses

J. Ensure that investments support the long-term vision of Wake County and its cities and towns as a tourism destination

K. Provide a regular funding source for eligible projects that require a smaller scale investment

L. Support investments that consider emerging arts, sports, and cultural experiences and unmet needs

Major Accomplishments

Interlocal Agreement amendments, approved by the Raleigh City Council and County Board of Commissioners, direct the distribution of revenues for projects. The second amendment authorizes debt service for the PNC Arena (formerly RBC Center) through Fiscal Year 2020.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a Raleigh Convention Center. The tenth amendment distributed the remaining 15 percent to other projects. The table below summarizes the payment schedule for projects funded by the remaining 15 percent.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds between February 2011 and March 2012. The review included representatives from Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives included capital maintenance plans for the Raleigh Convention Center and PNC Arena and benchmarking data comparing the Raleigh Convention Center's funding sources and operational expenses to other similar convention center facilities. The review included several recommendations approved by the Raleigh City Council and the Wake County Board of Commissioners. The approved recommendations included 1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program, 2) reaffirming the funding schedule for the 15 percent Uncommitted Funds, and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues.

The twentieth amendment replaced the 2-for-1 reimbursement provision with a provision where the County receives $2 million annually for distribution via a competitive process to support capital projects. The administration and collection fee for Wake County was capped at $1.4 million, which sufficiently recovers costs.

Staff from the City of Raleigh and Wake County began a public review of the financial model, Convention Center Financing and Capital Maintenance Plans, and the PNC Capital Maintenance Plan in September 2018. A review team with representatives from the Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Wake County Hospitality Alliance, City of Raleigh, Town of Cary, Town of Knightdale, Town of Morrisville, and Wake County assisted in developing the public review process. The public review included a request for information (RFI) for planned capital projects that may request interlocal funds at a future date. From January through March 2019, a stakeholder team met heard from the RFI respondents, Convention Center Complex, PNC Arena, and Cary Sports Facilities. The City and County managers are in the process of developing recommendations to the financial models based on this public review, which will be complete by January 2020.

Major Facilities

FY20 Discussion

Occupancy tax revenues are projected to increase in FY 2019 by 10.0 percent compared to prior year actuals and are expected to continue increases in FY 2020. Occupancy revenues are budgeted with an increase of 4.0 percent in FY 2020 over FY 2019 projections. Prepared food and beverages revenues are expected to increase 5.0 percent in FY 2019 and increase by an additional 5.0 percent in FY 2020. All revenue estimates were generated with significant input from stakeholders.

In FY 2020, the fund equals $62.26 million. A portion of the expenditures are based on percentage distributions required by North Carolina Statues. Distributions outlined in state statutes total about $16.7 million with the following agencies receiving a significant portion: $7.6 million to the Greater Raleigh Convention and Visitors Bureau, $3.63 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and $1.47 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 2020, significant amounts will be directed to the following agencies: $33.7 million to the Raleigh Convention Center and $5.0 million to PNC Arena for capital maintenance. In FY 2020, $2.0 million will be transferred to Major Facilities Capital Fund and available to be awarded through a competitive process.

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Museum of Natural Sciences	PNC Center**	St. Augustine's College Track	Competitive Projects
2010	-	1,000,000	700,000	1,000,000	100,000	-
2011	-	1,000,000	900,000	1,000,000	100,000	-
2012	-	1,000,000	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	800,000	1,679,355	100,000	-
2014	1,000,000	1,000,000	200,000	1,500,000	100,000	-
2015	1,000,000	1,000,000	200,000	2,820,645	100,000	-
2016	1,300,000	1,000,000	400,000	1,000,000	100,000	-
2017	1,700,000	1,000,000	-		-	-
2018	2,600,000	-	-		-	2,000,000
2019	2,000,000	-	-		-	2,000,000
2020	-	-	-		-	2,000,000
2021	-	-	-		-	2,000,000
2022						2,000,000
2023	-	-	-	-	-	2,000,000
2024	-	-	-	-	-	2,000,000
2025	-	-	-	-	-	2,000,000
Total	10,000,000	8,000,000	4,100,000	10,000,000	700,000	16,000,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** PNC funding moved to initial section of the Major Facilities model and is funded prior to the 85/15% split.

Transportation

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Federal	—	$1,000,000	$1,226,188	$1,308,188	14.8%
State	$1,247,787	$1,368,290	$1,268,014	$1,473,779	16.7%
Local	$310,934	$258,305	$337,258	$267,258	3.0%
Charges For Services	$3,376,641	$5,840,405	$5,635,540	$5,499,775	62.4%
Interest Income	$(1,534)	—	—	—	0.0%
Miscellaneous	$25,439	$138,000	$138,000	$138,000	1.6%
Other Financing Sources	—	$125,000	$739,686	$125,000	1.4%
Revenue Totals	**$4,959,266**	**$8,730,000**	**$9,344,686**	**$8,812,000**	
Expenditures:					
Salary / Benefits	$184,450	$211,406	$211,406	$297,601	3.4%
Contractual Services	$4,456,779	$6,262,080	$7,063,163	$6,998,686	79.4%
Supplies, Materials and Other Charges	$578,797	$460,514	$884,522	$668,107	7.6%
Capital Outlay	$560,882	$1,678,000	$1,067,595	$729,606	8.3%
Budget Reserves	—	$118,000	$118,000	$118,000	1.3%
Expenditure Totals	**$5,780,907**	**$8,730,000**	**$9,344,686**	**$8,812,000**	
Number of FTEs	**3.000**	**3.000**	**3.000**	**4.000**	

Fund Purpose and Goals

The Human Services Transportation Fund (also known as GoWake Access) provides access options and supports safety-net transportation infrastructure for Human Services divisions and other human service organizations. The transportation provided primarily includes services for mandated Medicaid transportation as well as for clients of Social Services and Public Health. Clients are often the elderly, disabled, underemployed, and those with limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls.

The division is designed to cover all costs either through grants received or through fees for services provided. Transportation is provided by a service contract with a private vendor with County staff ensuring compliance, fiscal stewardship, efficiency, quality, and safety of service. The Transportation Advisory Board is appointed by the County Manager and provides staff with feedback on services.

Major Accomplishments

GoWake Access purchased 10 expansion vehicles with funds from the Enhanced Mobility of Seniors and People with Disabilities Grant. The additional vehicles allowed the program to minimize wear and tear on the fleet, increase capacity while also decreasing cost per trip by 8%, and improve the on-time performance from about 73% to 86% in less than one year.

FY20 Discussion

The budget totals $8.81 million, $82,000 higher than than the prior year.

The budget includes an Operations Manager to monitor vendor performance for trips and to better comply with state and federal regulations (1.000 FTE, $82,000).

Horizon Issues

In January 2019, the Coordinated Human Services Transportation Final Plan was released for Public Comment and supported by the Transit Planning

Advisory Committee. GoWake Access will work with CAMPO, GoRaleigh, GoCary, and GoTriangle to begin implementing consultant recommendations.

During FY 2019, the State of North Carolina Department of Health and Human Services announced the contracts for Medicaid Transformation. GoWake Access is working with the Human Services Management Team to investigate what impacts this will have on the GoWake Access Program.

GoWake Access is investigating a partnership with the Town of Fuquay Varina for a microtransit planning study to better understand different delivery models for GoWake Access non-fixed route service. By partnering with the Town for the proposed service boundary, the County can learn more about how microtransit would work in communities and non-urbanized areas adjacent to municipal boundaries.

WAKE
COUNTY
NORTH CAROLINA

Corporate Fleet Fund

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$8,537,672	$9,032,043	$8,839,773	$9,674,081	93.0%
Interest Income	$50,815	$20,000	$20,000	$20,000	0.2%
Miscellaneous	$743,662	$635,615	$635,615	$511,083	4.9%
Other Financing Sources	—	$861,342	$2,117,661	$197,836	1.9%
Revenue Totals	**$9,332,149**	**$10,549,000**	**$11,613,049**	**$10,403,000**	
Expenditures:					
Salary / Benefits	$1,230,433	$1,397,264	$1,397,264	$1,440,281	13.8%
Contractual Services	$285,031	$121,777	$219,011	$121,777	1.2%
Supplies, Materials and Other Charges	$3,446,366	$3,968,597	$4,103,117	$4,421,232	42.5%
Capital Outlay	$4,019,295	$4,761,790	$5,594,085	$3,561,000	34.2%
Budget Reserves	—	$299,572	$299,572	$858,710	8.3%
Expenditure Totals	**$8,981,125**	**$10,549,000**	**$11,613,049**	**$10,403,000**	
Number of FTEs	**18.000**	**18.000**	**18.000**	**18.000**	

Fund Purpose and Goals

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible fleet to Wake County. Fleet Operations is a division of the General Services Administration department and is accounted for within an internal service fund.

Fleet operations consists of three business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan guides Fleet in providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service. Fleet Operations also manages parking in the Downtown Central Business District, using a contractor to operate the 991-space parking deck.

To ensure maintenance service levels can meet the demands of the County fleet, a Vehicle Equivalency Unit ratio is utilized. This methodology calculates a weighted score by vehicle type to represent the cost and project service demands.

Major Accomplishments

Achieved Automotive Service Excellence Blue Seal Certification and achieved Emergency Vehicle Technician Certification. Emergency Vehicle Technician training enhances skills required to service and repair ambulance chassis and modules, and Automotive Service Excellence offers recognition opportunity for highly qualified repair facilities to showcase technicians and the commitment to excellence.

Awarded one of the Top 100 Best Fleets in North America. This was the ninth consecutive year receiving this recognition. The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

Implemented the new Fleet Management System. This software offers the County readily accessible fleet data for department use and allows more streamlined operations for managing the fleet.

Implemented reusable oil filters for vehicle maintenance. This product will reduce lifetime maintenance expenses, decrease vehicle and driver downtime, and reduce the number of oil filters that go to the landfill.

Corporate Fleet Fund

FY20 Discussion

The budget decreased from the prior year by $150,000. This decrease is largely from lower capital vehicle replacement costs planned for FY 2020.

GSA and Fleet Management examined historic fuel rates to project fuel costs in FY 2020. The projected fuel rates are $1.80 for unleaded and $2.05 for diesel.

The budget includes pilot funding for an EMS single responder vehicle and equipment change. Single responder vehicles are used by EMS Field Supervisors and Advanced Practice Paramedics. The proposed vehicle and storage equipment will be better outfitted for use by the single responders, offering more dedicated space for required technology and more efficient access to supplies.

Horizon Issues

Reduce fuel use through conservation, idle reduction, and right sizing vehicles. Continue evaluating market analysis recommendations for future enhancements.

Implement the Motor Pool module in the new Fleet Management software, and expand this program to additional key County facilities. The module will be designed to help monitor motor pool usage, track mileage and expenses, and decrease staff mileage reimbursements.

Solid Waste Management

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
State	$2,433,482	$2,460,246	$2,460,246	$2,428,189	12.7%
Charges For Services	$9,264,078	$9,494,542	$9,494,542	$9,829,393	51.3%
Licenses & Permits	$7,500	$8,700	$8,700	$7,500	0.0%
Interest Income	$413,098	$251,099	$251,099	$460,614	2.4%
Miscellaneous	$2,287,402	$2,154,110	$2,154,110	$2,927,702	15.3%
Other Financing Sources	—	—	—	$2,305,723	12.0%
Transfers	$992,573	$1,118,303	$1,118,303	$1,186,879	6.2%
Revenue Totals	**$15,398,132**	**$15,487,000**	**$15,487,000**	**$19,146,000**	
Expenditures:					
Salary / Benefits	$1,359,951	$1,528,301	$1,528,301	$1,630,043	8.5%
Contractual Services	$9,264,276	$12,220,162	$12,220,162	$13,145,360	68.7%
Supplies, Materials and Other Charges	$(163,748)	$1,089,646	$1,089,646	$907,480	4.7%
Capital Outlay	$5,148	—	—	—	0.0%
Debt	$1,117	$2,900	$2,900	$1,117	0.0%
Budget Reserves	—	$195,991	$195,991	—	0.0%
Transfers Out	$953,460	$450,000	$450,000	$3,462,000	18.1%
Expenditure Totals	**$11,420,206**	**$15,487,000**	**$15,487,000**	**$19,146,000**	
Number of FTEs	**15.000**	**15.000**	**15.000**	**15.000**	

Fund Purpose and Goals

The mission of the Solid Waste Management Division (SWMD) is to protect the public health and safety of Wake County residents by providing quality solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible. The SWMD is focused on a Board of Commissioners initiative under the goal area of Growth and Sustainability as follows:

Update comprehensive solid waste plan to extend the life of the landfill through recycling and technology, and improve strategies to reduce litter.

The Solid Waste Management Division accomplishes this by: (1) Providing the maximum opportunity practicable for waste reduction, reuse, and recycling; (2) Offering convenient and appropriately sized waste and recycling facilities for residents; (3) Monitoring and enforcing illegal dumping and littering ordinances; (4) Informing and educating the public about the importance of recycling, landfill operations and other environmental issues; (5) Using an equitable funding system to cover the cost of the current and future solid waste management programs.

Major Accomplishments

Worked with Facilities, Design and Construction and contractors in the construction and opening of the South Wake Improvements project, which includes a new convenience center, a new household hazardous waste facility, an expanded multi-material recycling center and a new field office building. This project will help with traffic backups onto Highway 55 and improve recycling and waste disposal access for residents in southern Wake County. It will also provide a location adjacent to the South Wake Landfill for meetings, conferences, landfill tours, and training.

Began implementing changes to the convenience center program; adding holidays; reducing commercial construction and demolition material by

limiting the size of vehicles that can use County sites. The additional holidays improve service to residents. The reduction in commercial construction and demolition waste from limiting vehicle size is expected to save approximately $200,000 per year.

Completed study by NC State about future waste disposal opportunities and developed strategies to extend the life of the landfill. The strategies will be further refined over the next few years and considered for implementation based on feedback from the Board of Commissioners.

Completed an expansion of the landfill gas and collection system by adding landfill gas wells in Phase 2A of the South Wake Landfill. This work manages offsite odors.

Expanded the commingled recycling program to 25 Wake County Public Schools with plans to expand the pilot to 50+ schools in FY 2020. This better aligns the recycling experience at home and school, which should lead to more recycling, and better recycling outcomes.

FY20 Discussion

Of the $19.1 million budget, over half, or $11.5 million, funds the convenience centers and multi-material recycling and household hazardous waste programs. A $3.01 million transfer is included for capital projects and $2.43 million funds administration of the County solid waste programs. Post-closure monitoring of closed landfills, conversion of landfill gas to energy and school recycling total $1.1 million. The remainder of funds support various recycling and waste reduction programs and services.

The budget increased by $3.66 million from the prior year. The largest change is a $3.01 million increase for a transfer to the Solid Waste Capital Projects fund for capital projects, including the reconstruction of Convenience Center Site 3 in Morrisville. The remaining increase is attributable to cost escalation in contracted services associated with operations of the convenience centers. Funding for a new mattress recycling program and expansion of commingled recycling at various school sites is also included.

Horizon Issues

The Solid Waste Action Plan includes several planned initiatives including the establishment of a West Wake Solid Waste Management Facility in concert with the Town of Morrisville and starting a mattress recycling program. Extending the life of the landfill is an important priority of the Board and one that will be pursued over the remaining 25-year life of the landfill. Development of a comprehensive Solid Waste Plan will get underway in FY 2020.

Potential changes to state legislation regarding electronics, tires and general funding of solid waste programs will need to be monitored. Efforts will continue to be made to minimize odor issues at the landfill, including acquiring software/hardware to allow better monitoring and responding to nuisance environmental issues (odor and noise), as well as additional odor neutralizing equipment.

South Wake Landfill

Fund Summary

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recommended	% of Total
Revenues:					
Charges For Services	$17,050,797	$17,435,000	$17,435,000	$20,900,000	100.0%
Interest Income	$198,474	$65,000	$65,000	—	0.0%
Miscellaneous	$28	—	—	—	0.0%
Transfers	$7,142,249	—	—	—	0.0%
Revenue Totals	**$24,391,548**	**$17,500,000**	**$17,500,000**	**$20,900,000**	
Expenditures:					
Salary / Benefits	$267,559	$286,099	$286,099	$296,999	1.4%
Contractual Services	$9,960,725	$10,541,595	$10,541,595	$13,080,725	62.6%
Supplies, Materials and Other Charges	$6,028,442	$5,554,003	$5,554,003	$6,185,397	29.6%
Transfers Out	$8,134,822	$1,118,303	$1,118,303	$1,336,879	6.4%
Expenditure Totals	**$24,391,548**	**$17,500,000**	**$17,500,000**	**$20,900,000**	
Number of FTEs	**5.000**	**5.000**	**5.000**	**5.000**	

Fund Purpose and Goals

Created in 2006, the South Wake Landfill Partnership provides 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 and long-term municipal solid waste disposal capacity. It also involves the operating and maintenance of the South Wake Landfill and the East Wake Transfer Station.

Major Accomplishments

Construction was completed on the South Wake Landfill Phase 1A & 1B Partial Closure project, effectively encapsulating 20 acres of the 74 acres at the landfill in early FY 2019.

The landfill gas collection system was expanded and the landfill odor management system was upgraded.

FY20 Discussion

The budget totals $20.90 million, including $11.30 million for operation of the South Wake Landfill, $6.24 million for the East Wake Transfer Station, and $3.36 million to be distributed as rebates to municipal partners per the terms of the interlocal agreement between Wake County and the partnering municipalities.

The budget increased by $3.40 million from the prior year mostly from a substantial increase in projected tonnages. Tonnage is estimated to increase from 483,000 in FY 2019 to 565,000 in FY 2020. This 82,000 tons increase is almost 17 percent. Most of the increase is waste redirected from the Garner area by Waste Industries to the South Wake Landfill.

Horizon Issues

Soil for future phases of the landfill is dependent on continued development in the Apex and Holly Springs area.

Monitor leachate condensate due to historic levels of rain this past year.

Minimize landfill odors through new initiatives in the CIP.

WAKE COUNTY
NORTH CAROLINA

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 2020 - 2026 Capital Improvement Program (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost $100,000 or more and require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is acquired to preserve Open Space and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year program of capital expenditures totaling $3.83 billion and represents a continuum of projects. The FY 2020 capital budget represents funded projects. The remaining projects shown in FY 2021 - 2026 represent planned projects. For planned projects, revenues are assigned, but projects are continually vetted, may change, or ultimately may not be funded. Horizon projects are not included in the CIP; these projects are those in which project timing, priority, or funding are still being determined.

Wake County's capital program is funded through a variety of sources including transfers from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding for the Fire Tax District, Major Facilities Fund, the Solid Waste Fund, and Housing Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are mandated for use towards capital as the result of state statutes. Other sources are in accordance with the Board of Commissioners' financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County does not appropriate funds for debt funded projects until financing has been secured. Appropriations for bond funded projects, while reflected in the CIP, will be appropriated by the Board of Commissioners once financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. Debt funded Parks, Recreation, and Open Space projects in the County Capital Fund will financed with general obligation debt Other County Capital Debt funded items, such as the Human Services Master Plan and the Hammond Road Annex, are anticipated to be financed through Limited Obligation bonds.

Highlights of the FY 2020 - 2026 CIP

The $3.83 billion FY 2020 - 2026 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 2020 - 2026 CIP totals $2.5 billion. The first two years of the plan (FY 2020 and 2021) will be funded through a combination of voter approved General Obligation Bonds and cash transfers from the County's General Fund. A combination of debt and cash funding is planned for future projects.

The plan includes funding for land acquisition, design and construction of new schools. It also includes funding for major renovations at existing schools, life cycle replacement, education equipment replacement, technology and security, land

acquisition, start-up design for new schools, facility assessments and program management and contingency.

The FY 2020 - 2026 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads Administrative Buildings. The financial model incorporates the FY 2020 - 2026 WCPSS Capital Improvement Program, and accordingly will be updated as the WCPSS CIP is annually updated during each year's capital budget development.

Wake Technical Community College

The FY 2020 - 2026 CIP totals $664.4 million. The projects in the first four fiscal years of the presented multi-year CIP (FY 2020 - 2023) will be funded through a combination of annual cash allocations from the General Fund and voter approved General Obligation bonds. Projects in FY 2023 - 2026 will be funded through a combination of cash allocations from the General Fund and proposed future debt funds. Projects included in the FY 2020 - 2026 CIP include the continued building out of the new RTP Campus, two new buildings on the Northern Wake Campus, one new buildings on Southern Wake (Main) Campus, expansions at the Public Safety Education campus, repairs, renovations and infrastructure upgrades on all campuses, and new and improved technology infrastructure on all campuses.

Automation

The FY 2020 - 2026 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure including desktop and laptop computers and associated peripherals and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects.

Community Capital

The FY 2020 - 2026 CIP totals $3.5 million over the seven year period. These funds go towards partnering with community organizations who have identified projects that address county-wide problems. During the fall of FY 2018, a process was undertaken to evaluate and recommend projects to be funded from 2019-2022. Five projects were selected for funding during the FY 2018 process. A total of $2.3 million was allocated to those projects with $815,000 already distributed in FY 2019, another $500,000 planned for FY 2020 and the remaining $1.0 million planned for disbursement FY 2021 & 2022. During FY 2022, the County will conduct another Request for Proposals process for Community Capital Funding to fund a plan, starting in FY 2023.

County Buildings

The FY 2020 - 2026 CIP maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for life-cycle upgrades at County facilities which includes re-roofing and building systems projects, repaving projects at county facilities, minor renovations, to implement energy savings measures, for repairs to dams in the Crabtree Creek Watershed and for improvements identified in facility condition assessments.

Criminal Justice

The FY 2020 - 2026 CIP includes $25.2 million to fund capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. There is funding in FY 2022 - 2024 to reopen the Wake County Jail Annex to house inmates as a result of the growth in the general population as well as the increase in special inmate populations that require special housing and programming.

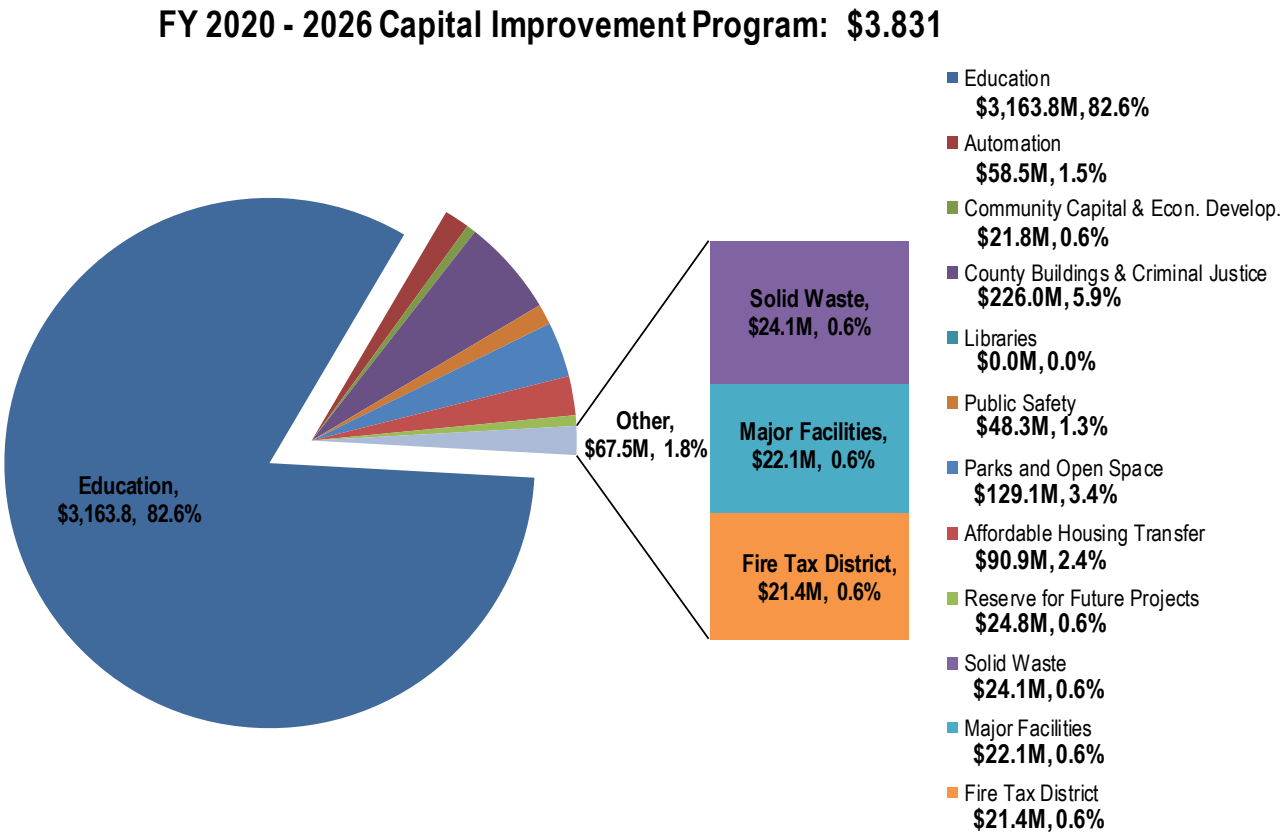
Libraries

The FY 2020 - 2026 CIP does not include any new funding for libraries. The County will continue to complete previously budgeted library projects. Master planning is also underway for future years' renovation and construction.

Open Space

The County has a goal of protecting 30 percent of County land and water as permanent open space. Targeting critical watershed corridors, the Open Space program supports land protection and conservation to ensure clean water for years to come.

In FY 2020, Wake County will continue to use funding to acquire additional open space and



proceed with municipal partnerships to construct greenways. The FY 2020 - 2026 CIP includes $30 million of bond funding from the November 2018 Parks, Recreation, Greenways, and Open Space Bond as well as annual reimbursements from the City of Raleigh ($500,000).

Parks

In November 2018, voters approved a bond for parks, recreation, greenways and open space that will improve and expand recreational opportunities across the County. The FY 2020 - 2026 CIP includes $90 million of this bond funding to develop new parks and provide renovations and improvements to existing parks. The FY 2020 – 2026 CIP also includes $2.1 million representing the County's contribution towards the Community Use of School Parks Program and $3.5 million for existing facility improvements at various County parks and school/park facilities.

Public Safety & Public Safety Communications

The FY 2020 - 2026 CIP includes $48.3 million in planned facilities, equipment and emergency communication systems. Major planned facilities from the prior year plan include: Fuquay-North EMS, Knightdale South Fire/EMS co-location, Garner West Fire/EMS co-location, Zebulon EMS, Hopkins EMS, New Hill EMS, Willow Springs EMS, the purchase of Southwest Holly Springs Fire Station for use as an EMS station, and the construction of a new County Emergency Operations Center. New projects in the FY 2020-2026 plan include: Cary Main EMS, Apex EMS, Garner Main EMS, Fairgrounds/District Drive EMS, NC State/University Area EMS, North Hills EMS, and Whitaker Mill EMS. Also, continued funding to maintain the 800 MHz radio & CAD infrastructure are included in this program.

Economic Development

The FY 2020 - 2026 CIP includes $18.25 million towards economic development strategies within Wake County. These include water and sewer system upgrades and economic development business development grants. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY

2020 - 2026 CIP includes funding to provide business development grants to Credit Suisse, MetLife, Cellectis, INC Research, Pendo, NetApp, Arch Capital Management, Red Hat, Advance Auto Parts, InfoSys, Citrix, Conduent, and Trilliant. The plan also includes a reserve in anticipation of future business development grants that could appear outside of the budget adoption. The FY 2020 - 26 CIP also sees the transfer of the Green Square project from the Major Facilities CIP to the Economic Development element of the County Capital CIP.

In addition to providing grants to new businesses creating jobs and increasing the tax base in Wake County, the County provides off-site and on-site water and sewer infrastructure improvements in the southern portion of Research Triangle Park (RTP) to attract new businesses to RTP. The County is also responsible for a joint reclaimed water project with the Town of Cary to serve RTP. Phase 1 of the Jordan Lake Water Reclamation project was completed in FY 2013, phase 2 of this project was completed in partnership wit the Town of Cary in FY 2015 and Phase 3 of this project is budgeted in FY 2020. Also included in the FY 2020 - 26 CIP is funding for orphan road study projects in accordance with the County's Water, Sewer, and Roads Financial Policy.

Housing Affordability and Community Revitalization Capital Fund

On October 16, 2017, the Board of Commissioners approved the 20-year, Comprehensive Affordable Housing Plan informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing.

New this fiscal year, the FY 2020 - 2026 plan includes $90.91 million to the Housing CIP 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 supportive housing opportunities for formerly homeless men, women, and families. Housing affordability will also be addressed through partnership-driven affordable mortgage programs. Finally, housing vouchers are moved into the fund to provide maximum flexibility across years in assisting very low-income families, the elderly, the disabled, and veterans to afford decent, safe, and sanitary housing in the private market.

Fire Tax District Capital Fund

The FY 2020 - 2026 CIP totals $21.51 million and includes funding for fire apparatus and vehicles, equipment, and facility repairs and renovations.

The plan continues funding for apparatus, vehicle and equipment replacement schedules driven by data-based formulas and national standards. Additonally, annual funding of $300,000 is included to address facility repairs and renovations and improvements identified in a recent facility condition assessment. Funds for the third year of a five-year plan to provide a defibrillator on every vehicle throughout the District are also included.

There is a $177,000 annual contribution to fund a replacement schedule for mobile data terminals that will be installed by early FY 2020 on vehicles supporting the District that do not already have them. The terminals have automatic vehicle location services which support closest vehicle emergency response. They also allow for collection of data integral to evaluating the effectiveness of emergency response in the Fire Tax District.

Solid Waste Capital Fund

The FY 2020 - 2026 CIP for the Solid Waste Capital Fund totals $24.05 million for capital replacements and expansions at the County's convenience centers, expansion of the landfill gas collection and control system, park improvements at the shuttered North Wake Landfill, improvements at the East Wake Transfer Station, soil for construction at the South Wake Landfill and costs associated with the closure of a phase at the landfill. In FY 2020, $4.0 million will go towards the reconstruction of of Convenience Center Site 3 in Morrisville.

New in the FY 2020 - 2026 CIP is an annual allocation of $150,000 to mitigate odor and other environmental nuisance issues at the South Wake Landfill.

Major Facilities Capital Fund

The FY 2020 - 2026 CIP for the Major Facilities Capital Fund totals $22.1 million. The fund includes Wake County's allocation of occupancy and prepared food/beverage tax revenue that is used to support tourism generating capital projects.

Projects receiving funding in FY 2020 includes Five County Stadium. Marbles/IMAX is scheduled to receive funding in FY 2021.

In addition to these scheduled projects, the CIP includes an annual appropriation of $2.0 million for Wake County to award to small capital projects through a competitive process.

Capital Budget Process

The County develops and manages its long-term Capital Improvement Program through needs assessment, project prioritization and in-depth cost estimation. The Wake County Public School System and Wake Technical Community College initially conduct these components internally within their organizations. Subsequently, funding requests are discussed with County staff who understand program elements and identify funding and financing alternatives. Final requests are presented to the Board of Commissioners for final approval for inclusion in the Capital Improvement Plan.

Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2020 - 2026 CIP are driven by master plans. The "History/Background" section within each capital element of this document discusses relevant master plans that have driven that element's capital expenditures. One example of a project driven by a master planning process is the County's planned investment in detention facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County's long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement program.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, General Services Administration, Community Services, Human Services, Emergency Management and Finance meet annually with other County departments who are requesting new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

Project Prioritization

Within limited funding available for capital projects, the County must annually prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans' assumptions against current needs for renovations and new facilities. Project timing is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County's Senior Management Team. The Board of Commissioners 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

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, General Services Administration and Finance conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. The CIP also includes an annual update of inflation estimates based on market conditions.

Funding Capacity Analysis

Budget and Management Services and Finance uses the County's long-term financial model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams. The County incorporates its capital program, as well as the seven-year capital programs from WCPSS and Wake Tech, into the model for an overall funding strategy within debt and capital policies.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates General Fund interest earnings to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments annually. Specifically, funds are set aside each year the Debt Service Fund to make current year debt service payments and have funds available as new debt is incurred in the future years of the CIP planning period.

Debt Funding

The County also funds the capital plan with long-term debt. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest available) from all three rating agencies, interest rates incurred on debt are very favorable. Voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so current and future taxpayers share the cost and benefits of the facilities.

How to Read the Capital Improvement Program

This section groups capital projects into 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 reimbursements or payments from municipal partners.	Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Housing	Housing Capital Projects are primarily funded with an annual transfer from the General Fund.	Housing
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	Projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

The following information is presented for each element:

Financial Summary: Presents the FY 2020 appropriation (a financial commitment by the Board of Commissioners), FY 2021-2026 planned projects, and the operating impact of the planned projects. Seven-Year CIP Summary: A synopsis of each element's physical and financial scope, and the time-frame for completing major projects and phases.

History/Background: This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

Project Accomplishments in FY 2019.

Horizon Issues: Potential future projects not funded in the current CIP.

Operating Impact: Future costs that will need to be paid from the County's operating budget to operate the facility.

Project Pages: Where useful, detailed pages about individual projects within an element are included to provide more information about each planned project and how the capital dollars will be spent.

Operating Budget Impact

New General Fund Operating Impact

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
County Capital Elements								
Automation	$116,257	$74,910	$16,967	$135,225	$88,787	$111,200	--	$543,346
County Buildings	--	$94,081	$4,716	$975,944	$52,905	$252,741	$58,825	$1,439,212
Criminal Justice	--	--	--	--	$742,501	$38,787	$33,246	$814,534
Public Safety	--	$33,445	$402,168	$1,295,095	$917,820	$983,493	$241,334	$3,873,352
Total Operating Budget Impact	$116,257	$202,436	$423,851	$2,406,261	$1,802,013	$1,386,221	$333,405	$6,670,444

When developing the seven-year Capital Improvement Program, the County must carefully evaluate the financial impacts of each project; this includes the initial capital cost and the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated.

The table above depicts both ongoing and one-time operating impacts on the General Fund as a result of new projects in the FY 2020 - 2026 CIP (FY 2020 impacts are included in the FY 2020 operating budget). Operating impacts are provided and evaluated alongside the CIP project request.

One-time operating impacts (ex. purchase of large equipment and furnishings) are shown only in the years they are expected to impact the General Fund budget.

New ongoing operating impacts as a result of a capital project (ex. personnel and supply costs) are displayed cumulatively with their full amounts shown in the first fiscal year they are anticipated to impact the operating budget. In subsequent fiscal years, only the changes in ongoing operating impacts above or below the first fiscal year's amount are shown (ie. - fiscal year one will show ongoing appropriations for 2.000 FTEs with a cost of $100,000; however fiscal year two would only show the increase in cost over fiscal year one - $5,000 for increases in merit and benefits).

When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of EMS stations requires new operating budget dollars for both staff and facility maintenance. In some cases, operating impacts are provided for vehicle and equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

Horizon Issues

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as Horizon Issues for future Capital Improvement Programs. Typically, these are projects for which business cases, timing and project cost estimates need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project
Automation	Future Business Needs
County Building Improvements	Replacement Animal Control Center
Public Safety	Future EMS Stations
Criminal Justice	Hammond Road Detention Center Phase 3 Wake County Justice Center 6th Floor Build-out Public Safety Center Modifications and Upfit Wake County Sheriff's Office Body Cameras and Support Infrastructure
Libraries	Future Library Projects
Open Space	Open Space Land Acquisitions
Parks	Future Parks/Greenway Projects
Solid Waste	Future Waste Disposal Study

Capital Improvement Program Projects

The following is a list of existing project balances as of March 29, 2019 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under actual balance indicates that grant funded revenues have not yet been realized. Some negative actual balances represent a project unit code that is for salary and benefit costs, and there will always be another related project with the same unit code for non-salary and benefit costs.

Fund: 4100 County Capital Improvement Fund

Department 62 Automation CIP

Division 6210 Major Automation Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Actual Balance
210A	Major Systems - Property Tax	$1,310,000	$0	$1,310,000	$940,382	$940,382	$369,618	$369,618
237A	DSS Document Management	$1,740,000	$0	$1,740,000	$1,303,245	$1,319,584	$420,416	$420,416
238A	Public Health System Replacement	$2,977,500	$0	$2,977,500	$2,489,856	$2,695,188	$282,312	$282,312
240A	eWake Upgrade	$10,593,355	$0	$10,593,355	$10,539,182	$10,566,564	$26,791	$26,791
241A	CCBI Lab Information Management System	$300,000	$0	$300,000	$276,882	$300,000	$0	$0
244A	Jail & Records Management System Upgrade	$401,856	$0	$401,856	$319,801	$367,391	$34,465	$34,465
246A	ROD Books	$1,799,000	$0	$1,799,000	$1,756,382	$1,756,382	$42,618	$42,618
247A	Reval Projects	$1,442,000	$0	$1,442,000	$569,797	$569,797	$872,203	$872,203
278A	Planning & Permitting System	$2,996,992	$0	$2,996,992	$1,733,933	$1,928,450	$1,068,542	$1,068,542
279A	DSS Document Management - Child Welfare	$1,475,000	$0	$1,475,000	$1,078,920	$1,251,898	$223,102	$223,102
295A	eWake Pilot Document Management	$987,000	$0	$987,000	$544,637	$563,181	$423,819	$423,819
296A	Telecommunications Infrastructure	$3,982,000	$0	$3,982,000	$1,879,343	$2,009,721	$1,972,279	$1,972,279
311A	AT&T Dark Fiber Replacement	$2,200,000	$0	$2,200,000	$2,041,248	$2,041,248	$158,752	$158,752
312A	VoIP System Acquisition and Implementation	$2,650,000	$0	$2,650,000	$1,905,642	$1,995,164	$654,836	$654,836
313A	Enterprise Infrastructue - WCSO Infrastructure	$1,109,155	$0	$1,109,155	$1,079,655	$1,079,655	$29,500	$29,500
315A	Document Management - Adult Services	$316,000	$0	$316,000	$135,081	$176,955	$139,045	$139,045
316A	Document Management - Program Integrity	$291,000	$0	$291,000	$38,386	$164,727	$126,273	$126,273
317A	GIS MAR Implementation	$340,000	$0	$340,000	$245,198	$246,188	$93,813	$93,813
344A	Enterprise Wide Document Management	$374,000	$12,000	$374,000	$107,154	$109,424	$264,576	$252,576
345A	Child Support Document Management	$996,000	$597,000	$996,000	$67,083	$113,042	$882,958	$285,958
346A	Child Support Case Management	$539,000	$71,643	$539,000	$336,677	$419,427	$119,573	$47,930
347A	Innovation	$300,000	$0	$300,000	$114,641	$136,515	$163,485	$163,485
348A	E-mail Upgrade	$250,000	$0	$250,000	$250,000	$250,000	$0	$0
349A	WCSO Electronic Medical Records System	$1,000,000	$0	$1,000,000	$29,600	$45,240	$954,760	$954,760
350A	Recruitment System Replacement	$654,711	$0	$654,711	$650,509	$651,055	$3,656	$3,656
352A	BOE Voting Equipment Replacement	$3,118,000	$0	$3,118,000	$0	$1,737,474	$1,380,526	$1,380,526
362A	DSS Queuing System	$100,000	$0	$100,000	$7,638	$7,638	$92,362	$92,362
363A	Human Services Automation Projects	$525,000	$110,000	$525,000	$0	$0	$525,000	$415,000
374A	EMS Operation/Deployment Modeling Software	$411,000	$0	$411,000	$0	$0	$411,000	$411,000
375A	eWake 4.0	$2,460,000	$0	$2,460,000	$73,612	$671,850	$1,788,150	$1,788,150
376A	NC Fast Document Management Implementation	$85,000	$0	$85,000	$1,755	$85,000	$0	$0
377A	NC FAST Federation	$250,000	$0	$250,000	$0	$45,000	$205,000	$205,000
999A	Automation Holding Account	$634,400	$0	$634,400	$0	$0	$634,400	$634,400
Total Division 6210 Major Automation Projects		$48,607,969	$790,643	$48,607,969	$30,516,238	$34,244,139	$14,363,830	$13,573,187

Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
332A	New Equipment 2017	$2,093,633	$1	$2,093,633	$1,994,020	$1,994,020	$99,613	$99,612
336A	Telephone Equipment 2017	$50,000	$0	$50,000	$46,509	$46,509	$3,491	$3,491
353A	New Equipment 2018	$2,143,000	$0	$2,143,000	$2,134,352	$2,141,452	$1,548	$1,548
355A	Telephone Equipment 2018	$50,000	$0	$50,000	$9,544	$9,544	$40,456	$40,456
364A	New Equipment 2019	$2,355,000	$0	$2,355,000	$1,449,901	$1,980,732	$374,268	$374,268
365A	Maintenance Libraries 2019	$25,000	$0	$25,000	$9,637	$9,637	$15,363	$15,363
366A	Telephone Equipment 2019	$50,000	$0	$50,000	$0	$0	$50,000	$50,000
Total Division 6230 Computer Equipment		$6,766,633	$1	$6,766,633	$5,643,963	$6,181,894	$584,739	$584,738

Division 6240 Enterprise Network

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
304A	CCBI Infrasructure 2015	$68,000	$0	$68,000	$23,190	$55,085	$12,915	$12,915
326A	GIS Infrastructure 2016	$33,000	$0	$33,000	$0	$33,000	$0	$0
338A	CCBI Infrasructure 2017	$8,000	$0	$8,000	$0	$0	$8,000	$8,000
340A	Libraries Infrastructure 2017	$65,000	$0	$65,000	$6,829	$6,829	$58,171	$58,171
341A	Network Services 2017	$337,914	$0	$337,914	$337,914	$337,914	$0	$0
343A	Server Services 2017	$762,000	$0	$762,000	$759,209	$759,209	$2,791	$2,791
351A	Security Services 2018	$395,000	$0	$395,000	$317,095	$317,095	$77,905	$77,905
357A	CCBI Infrasructure 2018	$170,000	$0	$170,000	$155,040	$155,040	$14,960	$14,960
358A	Telecom/Desktop/Helpdesk Tools 2018	$59,000	$0	$59,000	$49,369	$59,000	$0	$0
360A	Network Services 2018	$317,000	$0	$317,000	$228,861	$239,856	$77,144	$77,144
361A	Server Services 2018	$141,500	$0	$141,500	$6,579	$6,579	$134,921	$134,921
367A	Application Hardware/Software 2019	$189,000	$0	$189,000	$124,880	$189,000	$0	$0
368A	Telecom/Desktop/Helpdesk Tools 2019	$13,500	$0	$13,500	$0	$13,500	$0	$0
369A	Database Operations 2019	$35,000	$0	$35,000	$873	$873	$34,127	$34,127
370A	Network Services 2019	$1,170,500	$0	$1,170,500	$914,808	$920,439	$250,061	$250,061

371A	Security Services 2019	$130,000	$0	$130,000	$68,256	$68,256	$61,744	$61,744
372A	Server Services 2019	$188,000	$0	$188,000	$0	$0	$188,000	$188,000
373A	GIS Infrastructure 2019	$45,000	$0	$45,000	$0	$36,060	$8,940	$8,940
Total Division 6240 Enterprise Network		$4,127,414	$0	$4,127,414	$2,992,903	$3,197,737	$929,677	$929,677
Total Department 62 Automation CIP		$59,502,016	$790,644	$59,502,016	$39,153,105	$43,623,769	$15,878,247	$15,087,603

Department 64 Community Capital Projects

Division 6400 Community Capital Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
016C	Hospice of Wake County - 10 bed expansion	$450,000	$0	$450,000	$450,000	$450,000	$0	$0
019C	NC Freedom Park	$25,000	$0	$25,000	$0	$0	$25,000	$25,000
020C	Green Chair Project	$498,000	$0	$498,000	$498,000	$498,000	$0	$0
021C	Dorcas Ministries - HS Facility Project	$189,000	$0	$189,000	$0	$0	$189,000	$189,000
022C	Poe Center	$128,000	$0	$128,000	$0	$0	$128,000	$128,000
Total Division 6400 Community Capital Projects		$1,290,000	$0	$1,290,000	$948,000	$948,000	$342,000	$342,000
Total Department 64 Community Capital Projects		$1,290,000	$0	$1,290,000	$948,000	$948,000	$342,000	$342,000

Department 66 County Building Improvements

Division 6610 Major County Building Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
019B	Facilities Condition Assessment	$1,224,148	$0	$1,224,148	$1,145,629	$1,192,471	$31,678	$31,678
200B	WakeBrook Partnership	$28,450,000	$452,654	$28,450,000	$27,789,968	$27,795,920	$654,080	$201,426
249B	Community Services Center Renovation	$3,265,687	$0	$3,265,687	$1,452,334	$2,947,394	$318,294	$318,294
281B	Board of Elections	$1,447,410	$0	$1,447,410	$241,005	$667,585	$779,825	$779,825
282B	WCOB Life Safety/Egress Renovations	$599,644	$0	$599,644	$591,852	$597,098	$2,546	$2,546
329B	WCOB Renovations	$8,593,254	$0	$8,593,254	$5,268,367	$8,367,270	$225,983	$225,983
353B	Human Service Master Planning	$250,000	$0	$250,000	$233,474	$235,759	$14,241	$14,241
358B	Sunnybrook Elevator Modernization	$7,454	$0	$7,454	$7,454	$7,454	$0	$0
368B	Swinburne FCA Upgrades	$1,070,000	$0	$1,070,000	$120,951	$155,143	$914,857	$914,857
378B	HS Western Facilities	$140,000	$0	$140,000	$122,620	$122,620	$17,380	$17,380
385B	Oak City Multi-Services Ctr	$10,696,500	($18,833)	$10,696,500	$8,700,274	$10,470,249	$226,251	$245,084
390B	GSA Site Improvements	$275,000	$0	$275,000	$223,535	$237,343	$37,657	$37,657
401B	New Public Health Center	$300,000	$0	$300,000	$826	$826	$299,174	$299,174
405B	S. Wilminton St Shelter FCA lifecycle/upgrades	$450,000	$0	$450,000	$28,812	$45,752	$404,248	$404,248
407B	Agricultural Bldg FCA Upgrades	$1,560,000	$0	$1,560,000	$23,680	$127,478	$1,432,522	$1,432,522
408B	Energy Conservation Measures	$545,074	$0	$545,074	$500	$137,600	$407,474	$407,474
Total Division 6610 Major County Building Projects		$58,874,172	$433,821	$58,874,172	$45,951,282	$53,107,961	$5,766,211	$5,332,390

Division 6630 County Building Security Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
255B	Security Improvements-Phase 8	$318,815	$0	$318,815	$306,944	$330,454	($11,639)	($11,639)
280B	Security Improvements - Ph 9	$1,731,153	$0	$1,731,153	$1,218,257	$1,588,005	$143,148	$143,148
382B	Hardware Upgrade	$363,009	$0	$363,009	$1,797	$106,415	$256,594	$256,594
429B	Library Door Counters	$30,000	$0	$30,000	$0	$0	$30,000	$30,000
Total Division 6630 County Building Security Projects		$2,442,976	$0	$2,442,976	$1,526,998	$2,024,874	$418,102	$418,102

Division 6640 Minor CIP Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
037B	General Bld Renov - Minor-General	$610,550	$0	$610,550	$0	$0	$610,550	$610,550
240B	PSC Data Center UPS Life Cycle Replacement	$149,000	$0	$149,000	$123,790	$129,709	$19,291	$19,291
269B	RR - WCOP Exterior Waterproofing	$23,500	$0	$23,500	$0	$0	$23,500	$23,500
295B	RR - WCOB Life Safety/Fire/ADA/Elevator Improvements	$6,000	$0	$6,000	$0	$0	$6,000	$6,000
296B	RR - Sunnybrook Mechanical Test and Balance	$23,200	$0	$23,200	$18,040	$22,550	$650	$650
317B	RR - CSC Exterior Building Envelope Upgrades	$164,050	$0	$164,050	$162,550	$162,550	$1,500	$1,500
320B	RR - Fellowship Home Partnership Reimbursement Account	$55,000	$28	$55,000	$54,069	$54,069	$931	$904
347B	RR - Lake Crabtree Boat Rental/Bathroom Mod (ADA)	$299,845	$0	$299,845	$276,721	$276,721	$23,124	$23,124
366B	RR - General Partnership Accounts	$100,000	$100,000	$100,000	$0	$0	$100,000	$0
388B	RR - WCDC Domestic Water Boiler Replacement	$194,970	$0	$194,970	$180,971	$182,541	$12,429	$12,429
389B	RR - WCCH Radio Tower Replacement	$393,313	$0	$393,313	$29,985	$371,405	$21,908	$21,908
397B	RR - Painting Oak View Main House	$125,625	$0	$125,625	$120,798	$122,214	$3,411	$3,411
400B	RR - SWSC Emergency Repairs to AHU#1	$248,710	$0	$248,710	$209,192	$228,130	$20,580	$20,580
409B	RR - Digital Signage & Corporate A/V Replacements	$70,000	$0	$70,000	$30,066	$67,689	$2,311	$2,311
410B	RR - Ag Services Finishes Upgrades	$88,875	$0	$88,875	$0	$8,135	$80,740	$80,740
412B	RR - PSC AHU 3 and 4C Control Valve Install	$65,292	$0	$65,292	$48,720	$48,720	$16,572	$16,572

413B	RR - HS Sunnybrook Interior & Exterior Assessments	$46,110	$0	$46,110	$0	$0	$46,110	$46,110
414B	RR - WCDC PVI Domestic HW Heater Replacement	$310,410	$0	$310,410	$133	$292,249	$18,161	$18,161
415B	RR - SWSC-Oak City Center PME Interconnect	$313,589	$0	$313,589	$133,222	$182,065	$131,524	$131,524
425B	RR - High Hazard Dam Assessments	$100,000	$0	$100,000	$100,000	$100,000	$0	$0
428B	RR - FY19 Multi Site Paving Repairs	$100,000	$0	$100,000	$0	$75,886	$24,114	$24,114
430B	RR - AE Finley Ed & Res Ctr UG HW & CW Lines Repairs	$101,694	$0	$101,694	$0	$68,200	$33,494	$33,494
431B	RR - WCCH Stairwell & Elevator Security Phase 1	$241,145	$0	$241,145	$0	$160,000	$81,145	$81,145
432B	RR - BOE Phase 1.2 Mechanical Upfit	$470,000	$0	$470,000	$0	$0	$470,000	$470,000
Total Division 6640 Minor CIP Projects		$4,300,878	$100,028	$4,300,878	$1,488,256	$2,552,833	$1,748,045	$1,648,018

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
080B	Mechanical, Electrical & Plumbing - Gen	$634,375	$485,000	$634,375	$140,521	$140,521	$493,854	$8,854
322B	Sunnybrook HVAC	$900,862	$0	$900,862	$63,351	$873,419	$27,443	$27,443
357B	MEP - Direct Digital System Migration	$345,000	$0	$345,000	$66,809	$239,707	$105,293	$105,293
372B	PSC Boiler Replacement	$681,303	$0	$681,303	$681,302	$681,302	$0	$0
391B	S Regional Ctr VAV Replacement	$78,225	$0	$78,225	$78,351	$78,351	($126)	($126)
393B	Rural Center HVAC Replacement	$115,000	$115,000	$115,000	$13,533	$20,503	$94,497	($20,503)
394B	Agriculture Services Center	$327,145	$0	$327,145	$17,649	$313,860	$13,285	$13,285
395B	CSC Elevator Mordernization	$401,546	$0	$401,546	$41,549	$242,001	$159,545	$159,545
422B	S. Wilmington St HVAC Replacement	$784,742	$0	$784,742	$48,540	$69,590	$715,152	$715,152
423B	Green Road Boiler Replacement	$50,000	$0	$50,000	$3,400	$7,500	$42,500	$42,500
426B	Olivia Raney Library HVAC	$200,000	$0	$200,000	$0	$0	$200,000	$200,000
Total Division 6650 Mechanical, Electrical And Plumbin		$4,518,197	$600,000	$4,518,197	$1,155,005	$2,666,753	$1,851,444	$1,251,444

Division 6660 Roofing Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
098B	Roof Replacements - General	$24,229	($0)	$24,229	$443	$443	$23,787	$23,787
350B	Roofing - East Regional	$329,139	$0	$329,139	$329,139	$329,139	$0	$0
374B	Animal Control Center Roof Replacement	$62,000	$0	$62,000	$55,764	$55,764	$6,236	$6,236
375B	Eva Perry Library Roof Replacement	$370,000	$370,000	$370,000	$241,034	$267,055	$102,945	($267,055)
396B	Hammond Rd Annex Roof Replacement	$742,500	$0	$742,500	$695,162	$737,962	$4,538	$4,538
420B	South Wilmington Street Center Roofing	$550,000	$0	$550,000	$34,004	$499,952	$50,048	$50,048
421B	Sunnybrook Building Envelope Roofing	$50,000	$0	$50,000	$0	$0	$50,000	$50,000
Total Division 6660 Roofing Projects		$2,127,868	$370,000	$2,127,868	$1,355,545	$1,890,315	$237,553	($132,447)

Division 6680 Stormwater Control Device Upgrades

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
259B	Site 20A - Brier Creek	$362,000	$0	$362,000	$33,682	$47,522	$314,478	$314,478
335B	CCWP - General	$150,496	($1,125)	$150,496	$0	$0	$150,495	$151,620
376B	Site 11a - Richland Creek Lake	$158,590	$0	$158,590	$158,591	$158,591	($0)	($0)
402B	Fire Training Center Dam Repairs	$160,000	$0	$160,000	$0	$146,703	$13,297	$13,297
403B	NRC SCM Restoration	$60,000	$0	$60,000	$0	$59,420	$580	$580
411B	Stormwater Control - Site 3 Bond Lake	$10,000	$0	$10,000	$0	$0	$10,000	$10,000
Total Division 6680 Stormwater Control Device Upgrade		$901,086	($1,125)	$901,086	$192,273	$412,236	$488,851	$489,976

Division 6685 Infrastructure Paving

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
336B	Infrastructure Paving - General	$24,491	($0)	$24,491	$0	$0	$24,491	$24,491
377B	PSC Reseal Parking Deck	$681,000	$0	$681,000	$570,313	$672,591	$8,409	$8,409
398B	CSC Paving	$239,000	$0	$239,000	$130,144	$235,070	$3,930	$3,930
416B	Knightdale ES Park Paving	$45,000	$0	$45,000	$3,564	$11,616	$33,384	$33,384
417B	Fire Arms Education Paving	$190,000	$0	$190,000	$13,151	$18,451	$171,549	$171,549
418B	South Regional Center Paving	$330,000	$0	$330,000	$0	$8,830	$321,170	$321,170
419B	Green Road Library Paving	$5,000	$0	$5,000	$0	$0	$5,000	$5,000
Total Division 6685 Infrastructure Paving		$1,514,491	$0	$1,514,491	$717,172	$946,559	$567,932	$567,932
Total Department 66 County Building Improvements		$74,679,669	$1,502,724	$74,679,669	$52,386,530	$63,601,531	$11,078,138	$9,575,415

Department 68 Criminal Justice CIP

Division 6810 Detention Facilities

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
071J	Hammond Population/Inmate Projection Study	$400,000	$0	$400,000	$138,916	$155,902	$244,098	$244,098

073J	WCDC Safety Cells	$793,000	$0	$793,000	$48,168	$91,909	$701,091	$701,091
Total Division 6810 Detention Facilities		$1,193,000	$0	$1,193,000	$187,084	$247,811	$945,189	$945,189

Division 6820 Criminal Justice Security

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
013J	Programmable Controller	$936,901	$0	$936,901	$765,745	$923,127	$13,774	$13,774
054J	Detention and Security Assessment Improvements	$3,697,501	$0	$3,697,501	$2,278,643	$2,575,308	$1,122,193	$1,122,193
Total Division 6820 Criminal Justice Security		$4,634,402	$0	$4,634,402	$3,044,388	$3,498,435	$1,135,967	$1,135,967

Division 6830 Judicial Facilities

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
018J	General Judicial Facilities Planned Proj	$758,005	($0)	$758,005	$724,141	$724,141	$33,863	$33,863
034J	WCCH Elevator Upgrade/Refurbishment	$2,684,572	$0	$2,684,572	$2,102,529	$2,684,732	($161)	($161)
042J	Justice Center	$176,517,270	$0	$176,517,270	$176,410,554	$176,473,414	$43,855	$43,855
063J	Stairwell/Elevator Security	$191,600	$0	$191,600	$113,362	$129,801	$61,799	$61,799
064J	CTHS Renovations - Floors 1 - 5 & 10	$443,000	$0	$443,000	$212,102	$220,385	$222,615	$222,615
065J	CTHS - Skywalk Repair	$145,149	$0	$145,149	$20,378	$25,300	$119,849	$119,849
067J	NC Business Court Partnership Upfit	$100,000	$0	$100,000	$73,802	$73,802	$26,198	$26,198
075J	WCCH Genset B (generator)	$550,000	$0	$550,000	$0	$0	$550,000	$550,000
Total Division 6830 Judicial Facilities		$181,389,594	$0	$181,389,594	$179,656,868	$180,331,577	$1,058,018	$1,058,018

Division 6850 Criminal Justice Equipment

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
072J	DWI Lab Equipment Upgrade	$620,800	$410,000	$620,800	$51,240	$213,213	$407,587	($2,413)
074J	Firearms/Ballistics Lab	$619,200	$0	$619,200	$588,200	$619,200	$0	$0
076J	Sheriff - Taser Replacement	$100,905	$0	$100,905	$100,866	$100,866	$39	$39
Total Division 6850 Criminal Justice Equipment		$1,340,905	$410,000	$1,340,905	$740,306	$933,279	$407,626	($2,374)
Total Department 68 Criminal Justice CIP		$188,557,902	$410,000	$188,557,902	$183,628,645	$185,011,102	$3,546,800	$3,136,800

Department 70 Public Libraries CIP

Division 7000 Library Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
003L	Master Libraries	$286,744	$0	$286,744	$137,353	$138,711	$148,033	$148,033
023L	Wake Forest Library	$3,490,156	$0	$3,490,156	$2,889,855	$3,385,271	$104,884	$104,884
024L	Wake Forest Library - Books	$675,000	$0	$675,000	$636,225	$675,000	$0	$0
026L	Fuquay Varina Library (Construction)	$6,472,933	$0	$6,472,933	$3,992,765	$6,326,787	$146,146	$146,146
029L	Olivia Raney Library FCA	$615,000	$0	$615,000	$0	$0	$615,000	$615,000
031L	Fuquay Varina Library - Books	$700,000	$0	$700,000	$0	$0	$700,000	$700,000
033L	Cary Regional Library - Books	$1,750,000	$0	$1,750,000	$0	$0	$1,750,000	$1,750,000
035L	Morrisville Library - Books	$916,000	$0	$916,000	$778	$778	$915,222	$915,222
051L	Cary Regional Library (Land & Construction)	$13,315,000	$0	$13,315,000	$7,129,826	$12,073,139	$1,241,861	$1,241,861
053L	East Regional Library Upgrade	$588,795	$0	$588,795	$587,294	$587,294	$1,501	$1,501
054L	Cary Regional Library - Parking Deck	$14,790,700	$2,206,964	$14,790,700	$8,626,984	$9,308,874	$5,481,826	$3,274,862
055L	Morrisville Library	$5,362,275	$0	$5,362,275	$759,418	$4,495,177	$867,098	$867,098
056L	Eva Perry Library Renovations	$2,000,000	$0	$2,000,000	$1,507	$41,027	$1,958,973	$1,958,973
057L	North Regional Library	$1,000,000	$0	$1,000,000	$0	$0	$1,000,000	$1,000,000
999L	Library Bond/BAN Revenue	$0	($68,000)	$0	$0	$0	$0	$68,000
Total Division 7000 Library Projects		$51,962,603	$2,138,964	$51,962,603	$24,762,006	$37,032,059	$14,930,544	$12,791,580

Division 7010 Library Materials & Collections

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
050L	Library Materials & Collection Development	$4,200,000	$0	$4,200,000	$4,199,062	$4,199,558	$442	$442
Total Division 7010 Library Materials & Collections		$4,200,000	$0	$4,200,000	$4,199,062	$4,199,558	$442	$442
Total Department 70 Public Libraries CIP		$56,162,603	$2,138,964	$56,162,603	$28,961,068	$41,231,617	$14,930,986	$12,792,022

Capital Improvement Program Projects

Department 72 Open Space

Division 7200 Open Space

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
036G	Unallocated Open Space	$0	($1,706,152)	($0)	$0	$0	($0)	$1,706,152
046G	Little River Reimbursement - Raleigh	$2,568,593	$0	$2,568,593	$0	$0	$2,568,593	$2,568,593
054G	Morrisville/Crabtree/Hatcher Creek Greenway	$570,000	$0	$570,000	$547,657	$569,999	$1	$1
063G	Procter Farm Preserve	$181,500	$0	$181,500	$15,384	$68,840	$112,660	$112,660
064G	Robertson's Mill Pond Preserve	$426,503	$0	$426,503	$421,280	$421,280	$5,223	$5,223
065G	Turnipseed Preserve	$1,442,345	$0	$1,442,345	$1,439,268	$1,439,539	$2,806	$2,806
069G	County-wide Greenway Master Planning	$120,000	$0	$120,000	$120,000	$120,000	($0)	($0)
073G	Crabtree Creek Greenway - Cary Portion	$500,000	$0	$500,000	$466,958	$500,000	$0	$0
075G	Beaver Creek Greenway	$160,000	$0	$160,000	$115,961	$160,000	$0	$0
076G	Middle Creek Greenway	$140,000	$0	$140,000	$115,677	$140,000	($0)	($0)
077G	Smith Creek Greenway	$941,000	$0	$941,000	$0	$941,000	$0	$0
078G	Cary White Oak Greenway	$565,200	$0	$565,200	$0	$565,200	$0	$0
081G	Gehrke Property Acquisition	$1,615,500	$0	$1,615,500	$1,592,358	$1,606,658	$8,842	$8,842
082G	Robertson's Mill Pond Preserve Ph 2/Part F	$536,032	$251,097	$536,032	$76,361	$496,149	$39,883	($211,214)
083G	Turnipseed Preserve Ph 2/LWCF	$724,080	$250,000	$724,080	$711,000	$711,182	$12,898	($237,102)
087G	Beaverdam Greenway	$228,625	$0	$228,625	$0	$228,625	$0	$0
089G	Smith Creek (Granville Co)	$1,300,000	$0	$1,300,000	$1,300,000	$1,300,000	$0	$0
090G	Kellam-Wyatt Farm	$40,000	$0	$40,000	$28,311	$28,311	$11,689	$11,689
091G	Granite Falls Greenway	$360,000	$0	$360,000	$0	$360,000	$0	$0
092G	Watson Marks Creek	$760,000	$0	$760,000	$707,291	$707,291	$52,709	$52,709
093G	Depot Trail Greenway (FV)	$257,432	$0	$257,432	$0	$0	$257,432	$257,432
100G	Open Space Administration	$232,032	$0	$232,032	$218,020	$218,020	$14,012	$14,012
Total Division 7200 Open Space		$13,668,842	($1,205,055)	$13,668,842	$7,875,525	$10,582,093	$3,086,749	$4,291,804
Total Department 72 Open Space		$13,668,842	($1,205,055)	$13,668,842	$7,875,525	$10,582,093	$3,086,749	$4,291,804

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	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
035R	Southeast Regional Wake Co Park	$2,694,366	$0	$2,694,366	$2,690,414	$2,690,414	$3,951	$3,951
074R	Randleigh Farm	$25,000	($563)	$25,000	$0	$0	$25,000	$25,563
077R	Parks Facility Master Planning	$512,896	$0	$512,896	$444,768	$481,106	$31,790	$31,790
081R	Crooked Creek Park	$4,613,000	$0	$4,613,000	$4,180,461	$4,220,295	$392,705	$392,705
083R	Aquatic Species Propagation Facility	$250,000	$0	$250,000	$0	$156,907	$93,093	$93,093
Total Division 7410 County Parks		$8,095,261	($563)	$8,095,261	$7,315,643	$7,548,722	$546,540	$547,102

Division 7420 Community Use Of School/Parks

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
004R	General Community Use Of Schools	$510,413	$0	$510,413	$8,996	$8,996	$501,417	$501,417
079R	Bryan Road ES Community Use	$226,000	$0	$226,000	$0	$226,000	$0	$0
082R	South Lake ES Community Use	$250,000	$0	$250,000	$0	$250,000	$0	$0
Total Division 7420 Community Use Of School/Parks		$986,413	$0	$986,413	$8,996	$484,996	$501,417	$501,417

Division 7430 Other Park Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
033R	Recreation Fees	$0	($1,438,039)	$0	$0	$0	$0	$1,438,039
Total Division 7430 Other Park Projects		$0	($1,438,039)	$0	$0	$0	$0	$1,438,039

Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
052R	PARK FACILITY IMPROVEMENTS	$4,398,277	$0	$4,398,277	$3,873,510	$4,176,916	$221,361	$221,361
Total Division 7490 Existing Park Facility Improvements		$4,398,277	$0	$4,398,277	$3,873,510	$4,176,916	$221,361	$221,361
Total Department 74 Parks And Recreation CIP		$13,479,951	($1,438,602)	$13,479,951	$11,198,149	$12,210,634	$1,269,317	$2,707,919

Capital Improvement Program Projects

Department 76 Public Safety CIP

Division 7620 Computer Aided Dispatch

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
070P	CAD System Replacement	$8,178,220	$2,818,220	$8,178,220	$4,739,462	$7,384,904	$793,316	($2,024,904)
Total Division 7620 Computer Aided Dispatch		$8,178,220	$2,818,220	$8,178,220	$4,739,462	$7,384,904	$793,316	($2,024,904)

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
044P	Sprint/Nextel - Rebanding Project	$775,898	$0	$775,898	$417,220	$437,532	$338,366	$338,366
068P	800 MHz Radio System Infrastructure Replacement	$28,460,845	$0	$28,460,845	$15,960,618	$26,845,679	$1,615,166	$1,615,166
079P	Tone & Voice Pager Infrastructure Replacement	$130,000	$0	$130,000	$0	$100,405	$29,595	$29,595
080P	Tone & Voice Pager Replacement	$156,000	$0	$156,000	$94,359	$94,359	$61,641	$61,641
082P	Alpha Numeric Paging Infrastructure Replacement	$91,000	$0	$91,000	$0	$0	$91,000	$91,000
083P	Alpha Pager Replacement	$37,000	$0	$37,000	$0	$0	$37,000	$37,000
Total Division 7630 800 MHZ Radio Communications		$29,650,743	$0	$29,650,743	$16,472,197	$27,477,975	$2,172,768	$2,172,768

Division 7640 EMS

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
012P	EMS Defibrillators	$6,176,535	$0	$6,176,535	$6,069,997	$6,118,534	$58,001	$58,001
055P	Knightdale South Co-location	$186,500	$0	$186,500	$16,500	$16,500	$170,000	$170,000
067P	New Hope (EMS)	$2,575,000	$0	$2,575,000	$1,239,445	$2,054,695	$520,305	$520,305
072P	Emergency Operations Center	$90,000	$0	$90,000	$76,826	$76,826	$13,174	$13,174
073P	Fuquay North EMS Station Co-Location	$600,000	$0	$600,000	$0	$0	$600,000	$600,000
074P	Wendell Main EMS Station Replacement	$2,115,000	$0	$2,115,000	$1,940,872	$2,108,749	$6,251	$6,251
075P	Public Safety Warehouse	$1,058,425	$0	$1,058,425	$1,004,530	$1,004,707	$53,718	$53,718
077P	Wendell Falls EMS Co-Location	$2,515,000	$0	$2,515,000	$150,720	$1,841,069	$673,931	$673,931
078P	800 MHz Subscriber Unit	$5,784,000	$0	$5,784,000	$4,550,178	$5,674,741	$109,259	$109,259
081P	EMS - SW Holly Springs Fire Station	$1,460,000	$0	$1,460,000	$0	$0	$1,460,000	$1,460,000
999P	EMS Holding Account	$26,035	$0	$26,035	$16,273	$16,273	$9,762	$9,762
Total Division 7640 EMS		$22,586,495	$0	$22,586,495	$15,065,341	$18,912,094	$3,674,401	$3,674,401

Division 7650 Public Safety

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
026P	Former 911 Emergency Fund	$315,601	$248	$315,601	$314,866	$314,866	$735	$487
076P	PS Mass Notification	$360,000	$0	$360,000	$240,483	$240,483	$119,517	$119,517
Total Division 7650 Public Safety		$675,601	$248	$675,601	$555,349	$555,349	$120,252	$120,004
Total Department 76 Public Safety CIP		$61,091,059	$2,818,468	$61,091,059	$36,832,349	$54,330,321	$6,760,737	$3,942,270

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	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
001D	On-Site Water and Sewer Unallocated in RTP	$1,024,822	$0	$1,024,822	$704,386	$807,436	$217,386	$217,386
003D	Credit Suisse Water and Sewer Infra (On-Site)	$385,000	$0	$385,000	$0	$385,000	$0	$0
Total Division 7910 On-Site Water and Sewer		$1,409,822	$0	$1,409,822	$704,386	$1,192,436	$217,386	$217,386

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
010D	RTP Off-Site Water and Sewer Unallocated	$798,953	$0	$798,953	$110,662	$110,662	$688,290	$688,290
011D	Jordan Lake Water Allocation	$40,767	$0	$40,767	$31,497	$39,721	$1,046	$1,046
Total Division 7920 Off-Site Water and Sewer		$839,720	$0	$839,720	$142,159	$150,383	$689,336	$689,336

Capital Improvement Program Projects

Division 7930 Economic Incentives

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
020D	Economic Incentives Unallocated	$413,895	$0	$413,895	$1,424	$1,424	$412,471	$412,471
024D	MetLife	$3,266,746	$0	$3,266,746	$3,275,430	$3,275,430	($8,684)	($8,684)
025D	Red Hat	$217,000	$0	$217,000	$237,721	$237,721	($20,721)	($20,721)
026D	Xellia	$202,000	$0	$202,000	$0	$0	$202,000	$202,000
027D	NetApp 2	$1,396,000	$0	$1,396,000	$793,774	$793,774	$602,226	$602,226
030D	INC Research	$100,000	$0	$100,000	$0	$0	$100,000	$100,000
032D	Trilliant	$7,750	$0	$7,750	$0	$0	$7,750	$7,750
033D	InfoSys	$37,454	$0	$37,454	$0	$0	$37,454	$37,454
035D	Conduent	$5,811	$0	$5,811	$0	$0	$5,811	$5,811
036D	Raleigh Bike Share Agreement	$170,000	$0	$170,000	$0	$170,000	$0	$0
038D	Credit Suisse 2	$48,256	$0	$48,256	$0	$0	$48,256	$48,256
Total Division 7930 Economic Incentives		$5,864,912	$0	$5,864,912	$4,308,349	$4,478,349	$1,386,563	$1,386,563

Division 7940 Watershed Nutrient Management

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
040D	Nutrient Reduction Study	$100,000	$0	$100,000	$0	$0	$100,000	$100,000
Total Division 7940 Watershed Nutrient Management		$100,000	$0	$100,000	$0	$0	$100,000	$100,000

Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
050D	Banks Pointe Road Improvements	$962,907	$0	$962,907	$837,813	$854,120	$108,787	$108,787
051D	Forrest Ridge Subdivision Road Improvements	$13,000	$0	$13,000	$1	$1	$12,999	$12,999
052D	Rose Hall Subdivision Road Improvements	$4,801	$0	$4,801	$4,801	$4,801	$0	$0
058D	Water, Sewer & Road Studies	$45,200	$45,200	$45,200	$0	$0	$45,200	$0
059D	Reserved for Future Water, Sewer & Road Improvments	$379,000	($260,437)	$379,000	$0	$0	$379,000	$639,437
Total Division 7950 Water, Sewer & Road Improvements		$1,404,908	($215,237)	$1,404,908	$842,615	$858,922	$545,986	$761,222
Total Department 79 Economic Devolopment		$9,619,362	($215,237)	$9,619,362	$5,997,509	$6,680,091	$2,939,271	$3,154,507

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	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)
001W	Revenue Subfund For CIP	($0)	($2,204,675)	$0	$0	$0	$0	$2,204,675
005W	RESERVED FOR FUTURE PROJECTS	$358,000	$0	$358,000	$0	$0	$358,000	$358,000
Total Division 8810 440 Co Construction - General - Rev		$358,000	($2,204,675)	$358,000	$0	$0	$358,000	$2,562,675
Total Department 88 Program Wide Projects		$358,000	($2,204,675)	$358,000	$0	$0	$358,000	$2,562,675
Total Fund: 4100 County Capital Improvement Fund		$478,409,403	$2,597,231	$478,409,403	$366,980,880	$418,219,159	$60,190,244	$57,593,014

WAKE
COUNTY
NORTH CAROLINA

Seven-Year Summary of Sources and Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
FY20-FY26 Uses								
County Capital	65,320,000	60,889,000	80,531,000	118,077,720	70,531,000	61,028,000	52,140,000	508,516,720
Education	402,013,650	449,190,782	447,130,318	463,406,108	499,310,400	417,374,165	485,368,065	3,163,793,488
Fire Rescue	2,830,000	2,888,000	2,843,000	3,504,000	3,103,000	3,442,000	2,745,000	21,355,000
Housing	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	90,909,000
Major Facilities	3,862,800	3,026,000	3,026,700	3,120,900	3,020,800	3,000,000	3,000,000	22,057,200
Solid Waste	6,295,000	4,260,000	1,172,000	1,092,000	845,000	8,792,000	1,595,000	24,051,000
Total Uses	**493,308,450**	**533,240,782**	**547,690,018**	**602,187,728**	**589,797,200**	**506,623,165**	**557,835,065**	**3,830,682,408**
FY20-FY26 Sources								
Transfers From Special Districts Fund	1,290,102	1,368,000	1,238,000	1,157,000	963,000	986,000	919,000	7,921,102
Transfers From South Wake Landfill Fund	150,000	155,000	159,000	164,000	169,000	174,000	179,000	1,150,000
Transfers From Solid Waste Enterprise	3,012,000	3,332,000	1,013,000	382,000	507,000	503,000	836,000	9,585,000
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,093,500	3,000,000	3,000,000	3,000,000	21,093,500
Transfers From General Fund	106,005,000	128,848,281	57,023,000	57,278,000	59,402,000	60,899,000	62,011,000	531,466,281
Transfers From Debt Service	1,539,898	1,133,000	1,167,000	2,096,000	1,238,000	1,759,000	1,313,000	10,245,898
Reserve for Replacements	25,300	26,000	26,700	27,400	—	—	—	105,400
Proposed Future Funding	—	—	381,869,268	420,359,164	501,865,185	408,919,871	486,904,901	2,199,918,389
Pooled Investments	1,154,017	929,728	888,050	935,944	945,215	954,294	963,164	6,770,412
Outside Agencies	—	—	485,000	—	—	—	—	485,000
Other	616,000	616,000	616,000	616,000	616,000	616,000	616,000	4,312,000
Non-Pooled Investments	32,329	—	—	—	—	—	—	32,329
Municipalities	—	300,000	—	110,000	—	—	—	410,000
Miscellaneous	645,000	773,000	—	546,000	169,000	8,115,000	580,000	10,828,000
Generic Bond Issuance	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	—	120,000,000
Economic Development	100,000	—	—	—	—	—	—	100,000
Bond Anticipation Notes	352,680,046	372,372,773	76,873,000	95,111,000	—	—	—	897,036,819
Appropriated Fund Balance	3,058,758	387,000	3,332,000	311,720	922,800	697,000	513,000	9,222,278
Total Sources	**493,308,450**	**533,240,782**	**547,690,018**	**602,187,728**	**589,797,200**	**506,623,165**	**557,835,065**	**3,830,682,408**

WAKE
COUNTY
NORTH CAROLINA

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Automation								
Computer Equipment	2,780,000	2,875,000	2,925,000	3,734,000	3,593,000	3,441,000	3,545,000	22,893,000
Enterprise Infrastructure	2,746,000	1,524,000	1,651,000	2,554,000	1,851,000	1,301,000	1,622,000	13,249,000
Major Projects	4,969,000	3,326,000	3,049,000	3,068,000	2,843,000	2,868,000	2,273,000	22,396,000
Total Automation	**10,495,000**	**7,725,000**	**7,625,000**	**9,356,000**	**8,287,000**	**7,610,000**	**7,440,000**	**58,538,000**
Community Capital Grants								
Dorcas Ministries	250,000	61,000	—	—	—	—	—	311,000
Healing Transitions	100,000	200,000	200,000	—	—	—	—	500,000
Reserved for Future Community Capital Projects	—	39,000	150,000	500,000	500,000	500,000	500,000	2,189,000
YMCA of the Triangle	150,000	200,000	150,000	—	—	—	—	500,000
Total Community Capital Grants	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
County Building Improvements								
Building Systems Replacements	2,200,000	2,500,000	2,200,000	2,200,000	3,000,000	3,000,000	3,000,000	18,100,000
Corporate Security	335,000	285,000	357,000	388,000	482,000	87,000	550,000	2,484,000
Energy Saving Projects	875,000	875,000	875,000	875,000	875,000	875,000	875,000	6,125,000
Infrastructure Paving	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,600,000
Major Building Renovations	11,600,000	13,520,000	25,740,000	64,260,000	4,400,000	5,800,000	15,000,000	140,320,000
Minor Building Projects	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	12,800,000
Roofing Projects	1,400,000	1,400,000	1,885,000	1,510,000	1,400,000	1,400,000	1,400,000	10,395,000
Stormwater Control Device Upgrades	940,400	755,521	828,700	504,020	268,000	387,750	294,000	3,978,391
Total County Building Improvements	**19,750,400**	**21,735,521**	**34,485,700**	**72,637,020**	**13,325,000**	**14,549,750**	**24,319,000**	**200,802,391**
Criminal Justice								
Criminal Justice Equipment	271,000	28,000	—	101,000	101,000	393,000	—	894,000
Criminal Justice Security	451,000	644,000	729,000	706,000	541,000	562,000	442,000	4,075,000
Detention Facilities	500,000	200,000	400,000	1,400,000	11,000,000	—	—	13,500,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Existing Courthouse Renovations	800,000	1,200,000	1,200,600	3,550,000	—	—	—	6,750,600
Total Criminal Justice	**2,022,000**	**2,072,000**	**2,329,600**	**5,757,000**	**11,642,000**	**955,000**	**442,000**	**25,219,600**
Economic Development								
Business Development Grants	1,048,600	1,146,700	1,379,700	1,341,700	1,218,100	1,051,400	1,205,000	8,391,200
Jordan Lake Reclaimed Water Project	2,649,000	—	—	—	—	—	—	2,649,000
Off-site Water and Sewer	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
On-site Water and Sewer	1,000,000	500,000	500,000	1,000,000	1,000,000	1,000,000	—	5,000,000
Water, Sewer & Roads Policy	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
Total Economic Development	**5,013,600**	**1,962,700**	**2,195,700**	**2,657,700**	**2,534,100**	**2,367,400**	**1,521,000**	**18,252,200**
Open Space								
Open Space	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	500,000	33,500,000
Total Open Space	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**500,000**	**33,500,000**
Parks								
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
New and Expanded Parks	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	—	90,000,000
Total Parks	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**800,000**	**95,600,000**
Program-wide Projects								
Reserve for Future Projects	1,459,000	928,779	—	—	7,542,900	8,611,850	6,266,000	24,808,529
Total Program-wide Projects	**1,459,000**	**928,779**	**—**	**—**	**7,542,900**	**8,611,850**	**6,266,000**	**24,808,529**
Public Safety								
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
CAD Improvements	100,000	—	202,000	500,000	100,000	102,000	100,000	1,104,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Emergency Management	700,000	700,000	—	—	—	—	—	1,400,000
Emergency Operations Center	—	645,000	5,400,000	—	—	—	—	6,045,000
EMS Equipment	2,755,000	2,270,000	258,000	—	—	2,042,000	2,042,000	9,367,000
EMS Projects	1,125,000	1,050,000	6,235,000	3,370,000	5,300,000	2,990,000	8,210,000	28,280,000
Sheriff Simunition Training Facility	100,000	—	—	—	—	—	—	100,000
Total Public Safety	**4,780,000**	**4,665,000**	**12,095,000**	**5,870,000**	**5,400,000**	**5,134,000**	**10,352,000**	**48,296,000**
Total County Capital Uses	**65,320,000**	**60,889,000**	**80,531,000**	**118,077,720**	**70,531,000**	**61,028,000**	**52,140,000**	**508,516,720**

County Capital: Sources

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Appropriated Fund Balance	—	—	2,894,000	60,720	—	—	—	2,954,720
Economic Development	100,000	—	—	—	—	—	—	100,000
Generic Bond Issuance	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	—	120,000,000
Municipalities	—	300,000	—	110,000	—	—	—	410,000
Other	616,000	616,000	616,000	616,000	616,000	616,000	616,000	4,312,000
Outside Agencies	—	—	485,000	—	—	—	—	485,000
Proposed Future Funding	—	—	20,000,000	60,500,000	11,000,000	—	10,000,000	101,500,000
Transfers From General Fund	44,604,000	39,973,000	36,536,000	36,791,000	38,915,000	40,412,000	41,524,000	278,755,000
Total County Capital Sources	**65,320,000**	**60,889,000**	**80,531,000**	**118,077,720**	**70,531,000**	**61,028,000**	**52,140,000**	**508,516,720**

Detailed Seven-Year Summary of Sources and Uses

Education: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Wake County Public School System								
Future WCPSS Capital Program	—	—	361,869,268	359,859,164	391,168,185	330,017,871	397,756,901	1,840,671,389
Wake County Public Schools System Capital Program	304,518,046	347,718,054	—	—	—	—	—	652,236,100
WCPSS Administrative Lease Reserve	919,604	929,728	888,050	935,944	945,215	954,294	963,164	6,535,999
Total Wake County Public School System	**305,437,650**	**348,647,782**	**362,757,318**	**360,795,108**	**392,113,400**	**330,972,165**	**398,720,065**	**2,499,443,488**
Wake Technical Community College								
Future Wake Tech Capital Program	—	—	—	—	107,197,000	86,402,000	86,648,000	280,247,000
Wake Technical Community College Capital Program	96,576,000	100,543,000	84,373,000	102,611,000	—	—	—	384,103,000
Total Wake Technical Community College	**96,576,000**	**100,543,000**	**84,373,000**	**102,611,000**	**107,197,000**	**86,402,000**	**86,648,000**	**664,350,000**
Total Education Uses	**402,013,650**	**449,190,782**	**447,130,318**	**463,406,108**	**499,310,400**	**417,374,165**	**485,368,065**	**3,163,793,488**

Education: Sources

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Bond Anticipation Notes	352,680,046	372,372,773	76,873,000	95,111,000	—	—	—	897,036,819
Pooled Investments	919,604	929,728	888,050	935,944	945,215	954,294	963,164	6,535,999
Proposed Future Funding	—	—	361,869,268	359,859,164	490,865,185	408,919,871	476,904,901	2,098,418,389
Transfers From General Fund	48,414,000	75,888,281	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000	161,802,281
Total Education Sources	**402,013,650**	**449,190,782**	**447,130,318**	**463,406,108**	**499,310,400**	**417,374,165**	**485,368,065**	**3,163,793,488**

Detailed Seven-Year Summary of Sources and Uses

Fire Rescue: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Fire/Rescue								
Fire Apparatus and Vehicles	1,986,000	1,804,000	1,803,000	2,439,000	1,741,000	2,330,000	1,641,000	13,744,000
Fire Equipment	544,000	784,000	740,000	765,000	1,062,000	812,000	804,000	5,511,000
Fire Facilities	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Fire Rescue Uses	**2,830,000**	**2,888,000**	**2,843,000**	**3,504,000**	**3,103,000**	**3,442,000**	**2,745,000**	**21,355,000**

Fire Rescue: Sources

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Appropriated Fund Balance	—	387,000	438,000	251,000	902,000	697,000	513,000	3,188,000
Transfers From Debt Service	1,539,898	1,133,000	1,167,000	2,096,000	1,238,000	1,759,000	1,313,000	10,245,898
Transfers From Special Districts Fund	1,290,102	1,368,000	1,238,000	1,157,000	963,000	986,000	919,000	7,921,102
Total Fire Rescue Sources	**2,830,000**	**2,888,000**	**2,843,000**	**3,504,000**	**3,103,000**	**3,442,000**	**2,745,000**	**21,355,000**

Detailed Seven-Year Summary of Sources and Uses

Major Facilities: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Major Facilities Capital Trust Fund								
Five County Stadium	1,862,800	26,000	402,725	452,650	510,400	—	282,000	3,536,575
Marbles/IMAX	—	990,000	578,500	668,250	510,400	837,500	—	3,584,650
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	10,000	45,475	—	—	162,500	718,000	935,975
Total Major Facilities Uses	**3,862,800**	**3,026,000**	**3,026,700**	**3,120,900**	**3,020,800**	**3,000,000**	**3,000,000**	**22,057,200**

Major Facilities: Sources

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Appropriated Fund Balance	837,500	—	—	—	20,800	—	—	858,300
Reserve for Replacements	25,300	26,000	26,700	27,400	—	—	—	105,400
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,093,500	3,000,000	3,000,000	3,000,000	21,093,500
Total Major Facilities Sources	**3,862,800**	**3,026,000**	**3,026,700**	**3,120,900**	**3,020,800**	**3,000,000**	**3,000,000**	**22,057,200**

Detailed Seven-Year Summary of Sources and Uses

Solid Waste: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Solid Waste								
Landfill Gas Development	450,000	103,000	424,000	109,000	394,000	116,000	478,000	2,074,000
Multi-material and Convenience Centers	4,900,000	3,229,000	589,000	109,000	113,000	387,000	358,000	9,685,000
North Wake	150,000	—	—	164,000	—	—	—	314,000
South Wake Landfill	795,000	928,000	159,000	710,000	338,000	8,289,000	759,000	11,978,000
Total Solid Waste Uses	**6,295,000**	**4,260,000**	**1,172,000**	**1,092,000**	**845,000**	**8,792,000**	**1,595,000**	**24,051,000**

Solid Waste: Sources

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Appropriated Fund Balance	2,221,258	—	—	—	—	—	—	2,221,258
Miscellaneous	645,000	773,000	—	546,000	169,000	8,115,000	580,000	10,828,000
Non-Pooled Investments	32,329	—	—	—	—	—	—	32,329
Pooled Investments	234,413	—	—	—	—	—	—	234,413
Transfers From Solid Waste Enterprise	3,012,000	3,332,000	1,013,000	382,000	507,000	503,000	836,000	9,585,000
Transfers From South Wake Landfill Fund	150,000	155,000	159,000	164,000	169,000	174,000	179,000	1,150,000
Total Solid Waste Sources	**6,295,000**	**4,260,000**	**1,172,000**	**1,092,000**	**845,000**	**8,792,000**	**1,595,000**	**24,051,000**

Housing: Uses

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Housing								
Housing	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	90,909,000
Total Housing Uses	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**90,909,000**

Detailed Seven-Year Summary of Sources and Uses

Housing: Sources

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	90,909,000
Total Housing Sources	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**90,909,000**

Automation

Element Summary: Automation

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	10,495,000	7,725,000	7,625,000	9,356,000	8,287,000	7,610,000	7,440,000	58,538,000
Total Sources	**10,495,000**	**7,725,000**	**7,625,000**	**9,356,000**	**8,287,000**	**7,610,000**	**7,440,000**	**58,538,000**
Computer Equipment	2,780,000	2,875,000	2,925,000	3,734,000	3,593,000	3,441,000	3,545,000	22,893,000
Enterprise Infrastructure	2,746,000	1,524,000	1,651,000	2,554,000	1,851,000	1,301,000	1,622,000	13,249,000
Major Projects	4,969,000	3,326,000	3,049,000	3,068,000	2,843,000	2,868,000	2,273,000	22,396,000
Total Uses	**10,495,000**	**7,725,000**	**7,625,000**	**9,356,000**	**8,287,000**	**7,610,000**	**7,440,000**	**58,538,000**
CIP Operating Impacts	116,257	74,910	16,967	135,225	88,787	111,200	—	543,346

Seven Year Summary

The Automation CIP funds the improvement of core information technologies and of business processes and operations that use those information technologies. These goals are accomplished through acquiring, upgrading and modernizing County technical infrastructure and technical solutions for County business units. The Automation CIP supports investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that County technical infrastructure remains secure and is sufficiently robust to manage services and information that meet organizational and public needs.

History/Background

The Board of Commissioner's initiatives and department plans provide the business drivers that shape the Automation CIP. The business drivers are aligned with the strategic direction for the County's technical environment, which is part of the Information Services Department's business plan. The guiding principles for the selection and prioritization of technology projects are: meeting business and service technology needs; making government services seamless; available and accurate information; and leveraging existing resources before new resources are acquired. The County's automation program investments have been made in the following categories:

Computer equipment: funding is used to replace, upgrade or repair PCs, 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 is used to maintain and improve the County's technical infrastructure, including network equipment, servers, storage systems, backup and recovery systems. The funding also provides 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 upgrades or replaces major computer systems in County departments and across the enterprise. These projects deliver technology intended to improve business operations and business outcomes. The scope of the systems either benefit the entire organization, such as the County's Enterprise Resource Planning system, or support large departmental operations that require significant investments in resources and time, such as the replacement of the public health care management system. As large systems are upgraded by vendors or are no longer supported and require replacement, they are scheduled with typical lead times of 18 to 24 months.

Automation

Major Accomplishments

Information Services continued the migration of the County's legacy telephone service to the Unified Communications platform. Mobility tools have been widely adopted to deliver County phone service to remote and mobile workers. Unified messaging is deployed to all voicemail users, allowing access to messages at any time from any device and ensuring compliance with record retention policies.

A new permitting and land management platform launched in July 2018, allowing multiple County departments, including Environmental Services, Community Services, and Fire Services, to manage projects, plan reviews, permitting, enforcement, and inspections. A citizen portal provides an avenue for the public to conduct business with the County without having to physically visit a Wake County facility.

The County began the rewrite of the Tax Administration's billing and collections application. The current application was originally developed in 2001 and has underlying technology that is reaching end of life. Staff analyzed the existing application and developed a plan and architecture for replacing the existing application with a new modern web-based application. In addition, Information Services worked with the Tax Administration Department to enhance their gross receipts system to manage beer and wine receipts. Technology and process updates to the County's self-supported computer aided mass appraisal application were completed to support the 2020 property revaluation. Platform updates are scheduled to run into FY 2020.

Information Services updated or replaced numerous applications for the Human Services Department, including a case number application and queuing system for Economic Social Services, new pharmacy and laboratory management systems, an automated patient reminder system, multiple document management initiatives, and interfaces to meet state reporting requirements.

All modules of the County's Enterprise Resource Planning system were upgraded to the latest version in October 2018. The new release includes improvements to the user interface for the Employee Self-Service and Manager Self-Service modules, accounts receivable and procurement process improvements, new IRS Form 1099 form processing capability, and more flexible budget forecasting with Salary and Benefits Forecasting System. The new technology stack improves reporting, application performance, and secure communications.

Implemented a replacement to the County's employee recruitment system. The new system has interactive media and resources to better attract candidates and provides a more intuitive and painless application process. It streamlines the hiring and onboarding processes to enable smarter hiring decisions. Personalized onboarding portals provide tailored, interactive, and self-paced content to make the new hire experience more engaging and effective to quickly transition to their new roles.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts include Information Services security applications and the County's document management initiatives implemented in the Human Services, Tax Administration, Finance, and Budget Departments.

Computer Equipment

The Computer Equipment CIP provides, maintains, and upgrades desktop and portable computers and associated peripherals used in County operations. The County focuses on ensuring that the business units have equipment appropriate to their technical needs. The Computer Equipment budget will continue to replace County PCs that are at their end of life cycle, as well as meet the more specialized needs of some County departments.

Program Summary: Computer Equipment

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	2,780,000	2,875,000	2,925,000	3,734,000	3,593,000	3,441,000	3,545,000	22,893,000
Total Sources	**2,780,000**	**2,875,000**	**2,925,000**	**3,734,000**	**3,593,000**	**3,441,000**	**3,545,000**	**22,893,000**
Computer Equipment	2,780,000	2,875,000	2,925,000	3,734,000	3,593,000	3,441,000	3,545,000	22,893,000
Total Uses	**2,780,000**	**2,875,000**	**2,925,000**	**3,734,000**	**3,593,000**	**3,441,000**	**3,545,000**	**22,893,000**

Enterprise Infrastructure

The Enterprise Infrastructure CIP funds the core technical components and systems that support the County's operations. The projects include upgrades to and replacement of technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

The budget includes funds for projects to replace server, security, and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to the County network and the Internet, and wireless hardware for the County's mobile workers. Projects include end-of-life/support replacement of network firewalls and switches/ routers in many County facilities. Server Services funding will continue the deployment of high-capacity servers to replace and augment existing servers that are at end-of-life, especially for those servers that support the County's virtual server environment. Security Services will renew or replace the tool that helps protect the County's workstations from security threats.

Program Summary: Enterprise Infrastructure

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	2,746,000	1,524,000	1,651,000	2,554,000	1,851,000	1,301,000	1,622,000	13,249,000
Total Sources	**2,746,000**	**1,524,000**	**1,651,000**	**2,554,000**	**1,851,000**	**1,301,000**	**1,622,000**	**13,249,000**
Enterprise Infrastructure	2,746,000	1,524,000	1,651,000	2,554,000	1,851,000	1,301,000	1,622,000	13,249,000
Total Uses	**2,746,000**	**1,524,000**	**1,651,000**	**2,554,000**	**1,851,000**	**1,301,000**	**1,622,000**	**13,249,000**
CIP Operating Impacts	—	70,000	12,000	130,000	82,000	108,000	—	402,000

Major Projects

The Major Projects CIP funds software and services for major information system projects. The CIP budget provides funding for the maintenance and upgrade of the County's Enterprise Resource Planning system, property tax system, revaluation system, jail and records management system, and the Register of Deeds Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system and the document management initiatives for Human Services, as well as document management integration into other County departments including Finance and Tax Administration.

Planned projects for FY 2020 include upgrading the financial, budgeting, and human resource ERP system; replacing the performance management system; and update the Microsoft Office software on PCs that are not supported by the County's enterprise license.

Program Summary: Major Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	4,969,000	3,326,000	3,049,000	3,068,000	2,843,000	2,868,000	2,273,000	22,396,000
Total Sources	**4,969,000**	**3,326,000**	**3,049,000**	**3,068,000**	**2,843,000**	**2,868,000**	**2,273,000**	**22,396,000**
Major Projects	4,969,000	3,326,000	3,049,000	3,068,000	2,843,000	2,868,000	2,273,000	22,396,000
Total Uses	**4,969,000**	**3,326,000**	**3,049,000**	**3,068,000**	**2,843,000**	**2,868,000**	**2,273,000**	**22,396,000**
CIP Operating Impacts	116,257	4,910	4,967	5,225	6,787	3,200	—	141,346

Community Capital Grants

Element Summary: Community Capital Grants

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
Dorcas Ministries	250,000	61,000	—	—	—	—	—	311,000
Healing Transitions	100,000	200,000	200,000	—	—	—	—	500,000
Reserved for Future Community Capital Projects	—	39,000	150,000	500,000	500,000	500,000	500,000	2,189,000
YMCA of the Triangle	150,000	200,000	150,000	—	—	—	—	500,000
Total Uses	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**

Seven Year Summary

In the fall of FY 2018, the Board of Commissioners approved a process for the selection of Community Capital projects. The Board of Commissioners allocated funding to projects that were reviewed and selected through a competitive, analytical process which included a request for proposals, submissions by applicants, finalist interviews, and analysis by an evaluation team comprised of external and internal stakeholders. The final year of funding for that process is FY 2022.

During the summer of 2022, the County will embark on a new process for choosing projects to be funded starting in FY 2023. This process will be very similar to the FY 2018 process and will include a request for proposals, an evaluation against criteria, and organization interviews.

History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grant funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

Operating Budget Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

Dorcas Ministries - Western Wake Social Services Building

Dorcas Ministries provides crisis relief to Wake County residents (mostly in the Cary, Morrisville, and west Raleigh areas) who seek stability and self sufficiency through food and financial assistance, scholarships, training programs, referrals, and an affordable thrift shop.

With the aid of the Community Capital process funding, Dorcas Ministries plans to expand their current service facility space with the construction of a new social services building to serve the Western Wake County area. Their plan is to use this new facility to house both public and nonprofit service providers to create a single location for in-need residents of western Wake County to seek social services assistance.

Program Summary: Dorcas Ministries - Western Wake Social Services Building

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	250,000	61,000	—	—	—	—	—	311,000
Total Sources	**250,000**	**61,000**	**—**	**—**	**—**	**—**	**—**	**311,000**
Dorcas Ministries	250,000	61,000	—	—	—	—	—	311,000
Total Uses	**250,000**	**61,000**	**—**	**—**	**—**	**—**	**—**	**311,000**

Healing Transitions

Healing Transitions provides overnight emergency shelter, non-medical detoxification, and peer supported recovery programs to homeless and underserved men and women. These services are provided at no cost to Wake County residents.

Through the use of Community Capital project funding, Healing Transitions seeks to increase the availability of their men's emergency and recovery shelter beds. Currently, the shelter has been at and over capacity in providing this vital temporary housing to a growing Wake County homeless population. Access to these beds not only provide needed shelter to those without anywhere else to turn, but also additional space for those individuals in need of substance abuse treatment to receive the assistance they need while sheltering.

Program Summary: Healing Transitions

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	100,000	200,000	200,000	—	—	—	—	500,000
Total Sources	**100,000**	**200,000**	**200,000**	**—**	**—**	**—**	**—**	**500,000**
Healing Transitions	100,000	200,000	200,000	—	—	—	—	500,000
Total Uses	**100,000**	**200,000**	**200,000**	**—**	**—**	**—**	**—**	**500,000**

YMCA Co-Location Southeast Raleigh Elementary Project

YMCA of the Triangle is a 19 branch and three overnight camp nonprofit organization serving Wake, Chatham, Durham, Johnston, Orange, and Pamlico counties. Its mission is to place Christian principles into practice through programs that build health spirit, mind, and body for all. Areas of focus for YMCA of the Triangle are youth development & leadership, healthy living initiatives, and fostering socially responsible involvement in the community.

Through the use of Community Capital project funding, Triangle YMCA's Southeast Raleigh YMCA and elementary school project brings together public and nonprofit resources to close the achievement gap, provide state of the art health facilities, and expand access to the Southeast Raleigh community.

Program Summary: YMCA Co-Location Southeast Raleigh Elementary Project

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	150,000	200,000	150,000	—	—	—	—	500,000
Total Sources	**150,000**	**200,000**	**150,000**	**—**	**—**	**—**	**—**	**500,000**
YMCA of the Triangle	150,000	200,000	150,000	—	—	—	—	500,000
Total Uses	**150,000**	**200,000**	**150,000**	**—**	**—**	**—**	**—**	**500,000**

Reserved for Future Community Capital Projects

The FY 2020-2026 plan includes $2.19 million in reserve for future Community Capital projects. Funding is in the CIP each year to address growing community infrastructure needs. Typically appropriated as part of the budget process and selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year timeframe. These projects address critical community problems with capital solutions. A process similar to that which was undertaken to choose FY 2018 - FY 2022 projects will take place the summer of 2022 for the reserve for future funding that starts in FY 2023.

Program Summary: Reserved for Future Community Capital Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	—	39,000	150,000	500,000	500,000	500,000	500,000	2,189,000
Total Sources	**—**	**39,000**	**150,000**	**500,000**	**500,000**	**500,000**	**500,000**	**2,189,000**
Reserved for Future Community Capital Projects	—	39,000	150,000	500,000	500,000	500,000	500,000	2,189,000
Total Uses	**—**	**39,000**	**150,000**	**500,000**	**500,000**	**500,000**	**500,000**	**2,189,000**

County Building Improvements

Element Summary: County Building Improvements

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	19,750,400	21,435,521	14,000,700	12,027,020	13,325,000	14,549,750	14,319,000	109,407,391
Proposed Future Funding	—	—	20,000,000	60,500,000	—	—	10,000,000	90,500,000
Outside Agencies	—	—	485,000	—	—	—	—	485,000
Municipalities	—	300,000	—	110,000	—	—	—	410,000
Total Sources	**19,750,400**	**21,735,521**	**34,485,700**	**72,637,020**	**13,325,000**	**14,549,750**	**24,319,000**	**200,802,391**
Building Systems Replacements	2,200,000	2,500,000	2,200,000	2,200,000	3,000,000	3,000,000	3,000,000	18,100,000
Corporate Security	335,000	285,000	357,000	388,000	482,000	87,000	550,000	2,484,000
Energy Saving Projects	875,000	875,000	875,000	875,000	875,000	875,000	875,000	6,125,000
Infrastructure Paving	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,600,000
Major Building Renovations	11,600,000	13,520,000	25,740,000	64,260,000	4,400,000	5,800,000	15,000,000	140,320,000
Minor Building Projects	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	12,800,000
Roofing Projects	1,400,000	1,400,000	1,885,000	1,510,000	1,400,000	1,400,000	1,400,000	10,395,000
Stormwater Control Device Upgrades	940,400	755,521	828,700	504,020	268,000	387,750	294,000	3,978,391
Total Uses	**19,750,400**	**21,735,521**	**34,485,700**	**72,637,020**	**13,325,000**	**14,549,750**	**24,319,000**	**200,802,391**
CIP Operating Impacts	—	94,081	4,716	975,944	52,905	252,741	58,825	1,439,212

Seven Year Summary

The County Buildings CIP funds the maintenance and improvements for County facilities. Funds are allocated for roofing and building systems replacements, major renovations, storm water control device repairs, infrastructure paving repairs, and replacements and security improvements for County buildings. For FY 2020, the scope of the County Buildings element has been expanded to include multiyear funding for energy conservation measures.

History/Background

Wake County Government now occupies or has facility responsibility for over 185 buildings, totaling over 5 million square feet. 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. 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.

The County first completed a Facility Master Plan in 1999. This has shaped the County's approach to the County Building Improvement Element. 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.

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. These Facility Condition Assessments report the physical field assessments of exterior and interior building components and systems. All reviewed building components are given a condition rating based upon serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments began in FY 2016 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

Operating Budget Impact

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.

Stormwater Control Device Upgrades

The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures throughout northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency. Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

In FY 2019, design of the slide gate replacement for Site 20A, Brier Creek, was completed with an expected construction completion by Summer 2019. Design of structural shoreline improvements for Site 3, Bond Lake, was completed but additional funding is required for construction. Construction is now expected to be complete by Spring 2020. The slide gate replacement design for Site 13, Shelly Lake, and design of structural shoreline improvements for Site 20A, Brier Creek, are expected to start in Summer 2019. Construction is expected to be completed by Summer 2020. Funding for repairs at the final two remaining watershed protection sites are included in FY 2021 and FY 2022.

A flood telemetry monitoring system is required to monitor the County's flood control structures to warn of potential impoundment flooding during heavy rain events, per the latest approved Emergency Response Plan for flood control structures. Preliminary design was completed for one site in FY 2019. A prototype will be installed in Summer 2019. After testing, final design and installation of system equipment for the remaining sites will occur in stages through FY 2022.

Funding has been provided for stormwater control measure repairs for dams and other devices on County property. These stormwater control measures are code required devices which are aging and in need of repair. In FY 2019, design was completed for the Fire Training Center Dam Repairs and the Northern Regional Center stormwater control measure repairs. Construction is expected to be complete by Summer 2019. For FY 2020, design and construction of Lynn Road EMS Site Stormwater Improvements and Harris Lake Utility Corridor Stormwater Repair will be completed.

Program Summary: Stormwater Control Device Upgrades

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	940,400	755,521	828,700	504,020	268,000	387,750	294,000	3,978,391
Total Sources	**940,400**	**755,521**	**828,700**	**504,020**	**268,000**	**387,750**	**294,000**	**3,978,391**
Stormwater Control Device Upgrades	940,400	755,521	828,700	504,020	268,000	387,750	294,000	3,978,391
Total Uses	**940,400**	**755,521**	**828,700**	**504,020**	**268,000**	**387,750**	**294,000**	**3,978,391**

Infrastructure Paving

Many of Wake County's buildings have paved parking areas and access drives. Paving has a life cycle of generally 15-25 years before significant deterioration requires replacement in order to avoid safety problems.

Pavement assessments have been conducted at most County facilities, and these assessments identify pavement areas in disrepair. Further evaluation identified the highest priorities for facilities that are nearing life cycle and were in the greatest need for pavement repair and replacement.

In FY 2019, resealing work on the Public Safety Center parking deck and repaving at the Community Services Center parking area were completed. Design work also began for repaving projects at the Firearms Education Center and Knightdale School Park.

Planned projects for FY 2020 include construction of pavement replacements at Knightdale Elementary School Park, Fire Arms Education Center, and Southern Regional Center.

Program Summary: Infrastructure Paving

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,600,000
Total Sources	**800,000**	**800,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**6,600,000**
Infrastructure Paving	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,600,000
Total Uses	**800,000**	**800,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**6,600,000**

Major Building Renovations

The CIP includes funding to undertake major repairs and renovations at various County facilities and to begin the implementation of a new master plan developed for Human Services facilities.

Major Renovations in the County Buildings element may include any of the following types of projects: projects that are part of a long term Master Plan, a department request for renovated or new space, or a new previously unidentified code issue that needs attention.

In FY 2019, construction work began for the first phase of renovations to the Community Services Center, focused primarily on the modernization of the mechanical system. Construction also began for the initial phase of renovations to Human Services Swinburne Center, finishes upgrades for the South Wilmington Street Center, and renovations to the second floor of the Wake County Office Building. Design work began for renovations to the Agricultural Services Center. Phase 4 of the Facility Condition Assessment program for all County buildings was completed.

Funding is allocated for continuation of the multiphase renovations in the Wake County Office Building, life cycle finish upgrades to the interiors at Human Services Sunnybrook, design of a training space at the newly leased Board of Elections Center, a new county master plan for general administrative space, and for the planning of Phase 5 of the Facility Condition Assessment program.

Based on the recently completed Long-Term Service and Facility Plan for Human Services, a series of new projects has been defined. For FY 2020, this includes Community Services Center Renovation Phase 2 and an additional allocation toward advanced planning for the new Public Health Center planned for the Human Services Central Campus. Funding is provided to acquire land adjacent to the Dorcas Campus in Cary for a future Regional Services Center.

Program Summary: Major Building Renovations

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	11,600,000	13,520,000	5,740,000	3,760,000	4,400,000	5,800,000	5,000,000	49,820,000
Proposed Future Funding	—	—	20,000,000	60,500,000	—	—	10,000,000	90,500,000
Total Sources	**11,600,000**	**13,520,000**	**25,740,000**	**64,260,000**	**4,400,000**	**5,800,000**	**15,000,000**	**140,320,000**
Major Building Renovations	11,600,000	13,520,000	25,740,000	64,260,000	4,400,000	5,800,000	15,000,000	140,320,000
Total Uses	**11,600,000**	**13,520,000**	**25,740,000**	**64,260,000**	**4,400,000**	**5,800,000**	**15,000,000**	**140,320,000**
CIP Operating Impacts	—	94,081	4,716	975,944	52,905	252,741	58,825	1,439,212

Building Systems Replacements

Building System Replacements funding replaces mechanical, electrical, plumbing, and life safety systems at County facilities. Funding also allows for the modernization of existing elevators, which in some cases, have been in operation for over 50 years and have outdated operating systems.

The County contracts with a consultant to assess its HVAC equipment in each building and maintain a comprehensive replacement schedule for this equipment 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 allows the County to spread the impact of these projects over several years and helps prevent unplanned expenditures. Although the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage since newer units tend to be more energy efficient.

In FY 2019, HVAC replacement projects began at South Wilmington Street Center and Human Services Sunnybrook Center.

Planned projects for FY 2020 include an HVAC equipment replacement at the Public Safety Center and replacement of the nearly 80-year old freight elevator at the Wake County Office Building.

Program Summary: Building Systems Replacements

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	2,200,000	2,200,000	2,200,000	2,200,000	3,000,000	3,000,000	3,000,000	17,800,000
Municipalities	—	300,000	—	—	—	—	—	300,000
Total Sources	**2,200,000**	**2,500,000**	**2,200,000**	**2,200,000**	**3,000,000**	**3,000,000**	**3,000,000**	**18,100,000**
Building Systems Replacements	2,200,000	2,500,000	2,200,000	2,200,000	3,000,000	3,000,000	3,000,000	18,100,000
Total Uses	**2,200,000**	**2,500,000**	**2,200,000**	**2,200,000**	**3,000,000**	**3,000,000**	**3,000,000**	**18,100,000**

Minor Building Projects

Minor Building Projects includes repairs, replacements, alterations, and renovations that typically cost under $100,000. These projects address life cycle replacement of building systems, environmental concerns, life safety issues, building code, and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

FY 2020 projects include additions to security in Wake County courthouse stairwells and elevators and replacement of an emergency generator in the Wake County Parking Deck.

Program Summary: Minor Building Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	12,800,000
Total Sources	**1,600,000**	**1,600,000**	**1,600,000**	**1,900,000**	**1,900,000**	**2,000,000**	**2,200,000**	**12,800,000**
Minor Building Projects	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	12,800,000
Total Uses	**1,600,000**	**1,600,000**	**1,600,000**	**1,900,000**	**1,900,000**	**2,000,000**	**2,200,000**	**12,800,000**

Roofing Projects

Roofing Projects include roof repairs or replacements and building envelope repairs, such as window replacements, building sealants, brick mortar repair, exterior waterproofing, and exterior door replacement at County facilities. To help facilitate long-term capital planning, the County contracts a roof engineering consultant to assess the roof conditions at County buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are completed in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their life cycle.

In FY 2019, the Hammond Detention Annex roof replacement was completed, and construction started on replacement of the South Wilmington Street Center roof.

Planned projects for FY 2020 include replacement of a portion of the Community Services Center roof, full replacement of the GSA Field Services Center roof, and replacement of the Public Safety Center skylight at the Salisbury Street lobby.

Program Summary: Roofing Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,800,000
Outside Agencies	—	—	485,000	—	—	—	—	485,000
Municipalities	—	—	—	110,000	—	—	—	110,000
Total Sources	**1,400,000**	**1,400,000**	**1,885,000**	**1,510,000**	**1,400,000**	**1,400,000**	**1,400,000**	**10,395,000**
Roofing Projects	1,400,000	1,400,000	1,885,000	1,510,000	1,400,000	1,400,000	1,400,000	10,395,000
Total Uses	**1,400,000**	**1,400,000**	**1,885,000**	**1,510,000**	**1,400,000**	**1,400,000**	**1,400,000**	**10,395,000**

County Building Improvements

Corporate Security

Projects scheduled for FY 2020 include design and construction of life cycle core system replacements for access control and video management systems at Human Services centers, Libraries, and the Board of Elections warehouse.

Program Summary: Corporate Security

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	335,000	285,000	357,000	388,000	482,000	87,000	550,000	2,484,000
Total Sources	**335,000**	**285,000**	**357,000**	**388,000**	**482,000**	**87,000**	**550,000**	**2,484,000**
Corporate Security	335,000	285,000	357,000	388,000	482,000	87,000	550,000	2,484,000
Total Uses	**335,000**	**285,000**	**357,000**	**388,000**	**482,000**	**87,000**	**550,000**	**2,484,000**

Energy Saving Projects

The Board of Commissioners passed a resolution in 2018 that sets a goal for the County to convert to 100% renewable energy by 2050 and 80% by 2035. In view of this, a new set of projects has been added to the County Building Improvements element, under a reinstituted program called Energy Conserving Measures (ECM). ECM projects will include renewable energy retrofits, lighting retrofits, and other energy conserving measures aside from major mechanical system replacements. It is anticipated that these renewable projects will yield an initial payback in 25 to 30 years, consistent with the pilot targets. As more projects are bid, it is anticipated that this payback will improve.

The County's master direct digital mechanical controls system is in the midst of a multi-year modernization by migrating to a new digital controls platform called a Unified Front End. This reconfiguration is expected to result in lower construction costs for mechanical systems as well as lower operations costs. The system is vital to the accurate measurement of actual energy consumption.

The FY 2020 CIP includes funding for LED lighting replacements at various locations as well as funding to convert building controls systems to the new digital platform. Funding beginning in FY 2021 includes rooftop solar installations with the potential to expand in later years to ground mounted and canopy applications.

Program Summary: Energy Saving Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	875,000	875,000	875,000	875,000	875,000	875,000	875,000	6,125,000
Total Sources	**875,000**	**875,000**	**875,000**	**875,000**	**875,000**	**875,000**	**875,000**	**6,125,000**
Energy Saving Projects	875,000	875,000	875,000	875,000	875,000	875,000	875,000	6,125,000
Total Uses	**875,000**	**875,000**	**875,000**	**875,000**	**875,000**	**875,000**	**875,000**	**6,125,000**

Criminal Justice

Element Summary: Criminal Justice

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	2,022,000	2,072,000	2,329,600	5,696,280	642,000	955,000	442,000	14,158,880
Proposed Future Funding	—	—	—	—	11,000,000	—	—	11,000,000
Appropriated Fund Balance	—	—	—	60,720	—	—	—	60,720
Total Sources	**2,022,000**	**2,072,000**	**2,329,600**	**5,757,000**	**11,642,000**	**955,000**	**442,000**	**25,219,600**
Criminal Justice Equipment	271,000	28,000	—	101,000	101,000	393,000	—	894,000
Criminal Justice Security	451,000	644,000	729,000	706,000	541,000	562,000	442,000	4,075,000
Detention Facilities	500,000	200,000	400,000	1,400,000	11,000,000	—	—	13,500,000
Existing Courthouse Renovations	800,000	1,200,000	1,200,600	3,550,000	—	—	—	6,750,600
Total Uses	**2,022,000**	**2,072,000**	**2,329,600**	**5,757,000**	**11,642,000**	**955,000**	**442,000**	**25,219,600**
CIP Operating Impacts	—	—	—	—	742,501	38,787	33,246	814,534

Seven Year Summary

Funding is included in the Criminal Justice CIP for overall jail expansion planning, detention and court safety improvements, and replacement/ modernization of key operating & facility related equipment in the courthouse. Renovations to the ninth floor courtrooms & twelfth floor Clerk of Court spaces are also planned in the courthouse. Finally, funding is included to support incorporation of general mental health services for the Detention Center.

History/Background

The primary goals of the Criminal Justice element are to provide sufficient functional space to process arrestees; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner (NCGS 7A-302). In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities.

To address these statutory requirements, a Court Facility Space Planning Committee was 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. Updates to the Criminal Justice Master Plan continued in FY 2019 with options developed for future reuse of the Hammond Road Detention Annex and a wider incorporation of general Mental Health

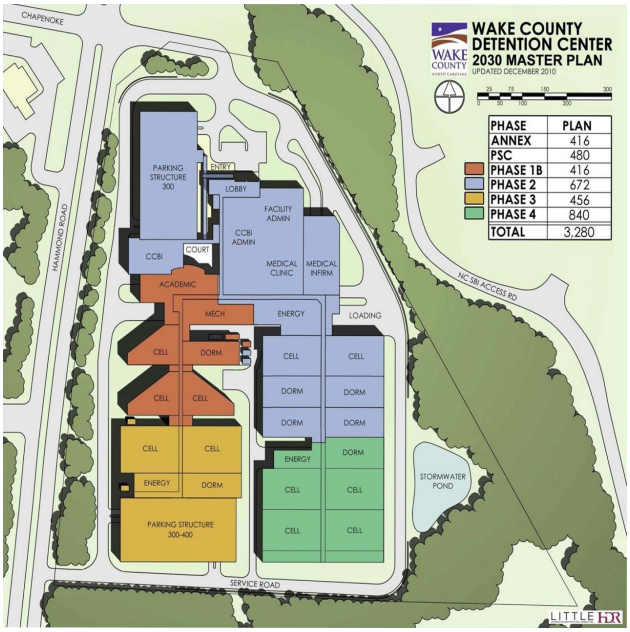
services to support the entire Detention System. The final report findings are anticipated in FY 2020.

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.

Major Accomplishments

During FY 2019, design work for the Hammond Road Detention Center Medical Holding Cell Project was under final plan review by the State of North Carolina Division of Health Services Regulation (DHSR). These Holding Cells will be constructed on the second floor in the medical area to house inmates with psychiatric, protective custody, and other critical health needs. Construction will begin this project in FY 2020.

Detention Facilities



In FY 2005, the County completed a major update to its long-term Justice Facility Master Plan, extending the planning horizon to 2030. The Board of Commissioners endorsed this plan, along with a funding strategy for proposed capital improvements, in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long-term detention capital improvements needed to meet state mandated jail standards.

Wake County owns 25.58 acres of land, comprised of two tracts on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 was completed, which consists of a two-story building, with capacity for 416 medium security inmates.

Phase 2, completed in 2012, consists of a 415,000 sq. ft. addition to the existing building. This resulted in 672 beds being added to the County detention system. Approximately 75 percent of inmates in the system are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center to the Hammond Road site.

While the inmate population has generally been stable over the past five years, an inmate population study was completed and concluded that the population will begin to increase such that the vacant Hammond Road Detention Annex will need to return to operation by 2025. Renovations and life-cycle replacements are now funded for this facility in order to return it to proper working order by FY 2025.

Renovations will also be needed to adjust for recommended changes to accommodate the evolving inmate population. The FY 2020 - 2026 CIP includes funding for conversion of dormitories and additional funding to complete the safety cell project on the second floor of the Main Detention Center to serve patients requiring mental health services. This location is advantageous because of its proximity to the existing medical operations center and the safety cell area conversion to be completed in FY 2020.

Program Summary: Detention Facilities

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	500,000	200,000	400,000	1,400,000	—	—	—	2,500,000
Proposed Future Funding	—	—	—	—	11,000,000	—	—	11,000,000
Total Sources	**500,000**	**200,000**	**400,000**	**1,400,000**	**11,000,000**	**—**	**—**	**13,500,000**
Detention Facilities	500,000	200,000	400,000	1,400,000	11,000,000	—	—	13,500,000
Total Uses	**500,000**	**200,000**	**400,000**	**1,400,000**	**11,000,000**	**—**	**—**	**13,500,000**
CIP Operating Impacts	—	—	—	—	742,501	38,787	33,246	814,534

Criminal Justice Security

Projects for FY 2020 - 2026 include life cycle replacement projects including digital video systems, security management systems, backup power systems, video visitation equipment replacements, and design for replacement of Public Safety Center hardline locks.

Program Summary: Criminal Justice Security

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	451,000	644,000	729,000	706,000	541,000	562,000	442,000	4,075,000
Total Sources	**451,000**	**644,000**	**729,000**	**706,000**	**541,000**	**562,000**	**442,000**	**4,075,000**
Criminal Justice Security	451,000	644,000	729,000	706,000	541,000	562,000	442,000	4,075,000
Total Uses	**451,000**	**644,000**	**729,000**	**706,000**	**541,000**	**562,000**	**442,000**	**4,075,000**

Criminal Justice Equipment

The Criminal Justice Equipment program ensures that the Wake County Sheriff's Office (WCSO) and City-County Bureau of Identification (CCBI) are provided funding for the acquisition, upgrade, and replacement of their major operational equipment and instrumentation systems.

The FY 2020 Criminal Justice Equipment program includes funding for the purchase of taser replacements for the Wake County Sheriff's Office. The FY 2020 taser replacement funding is the second of a seven year replacement plan that includes additional funding across FY 2021 and FY 2023 - 2025. This plan not only seeks to replace all of the active tasers in service across the current Law Enforcement and Detention services, but also expand the taser program to ensure all eligible personnel are equipped.

The FY 2020 - 2026 Criminal Justice Equipment program also includes funding for life-cycle replacement of CCBI's major forensic instrumentation in FY 2021 and FY 2025. The life-cycle replacement of CCBI's major forensic instrumentation will provides CCBI with more operational flexibility and support by ensuring their specialized lab equipment will be replaced on a predictable schedule.

Program Summary: Criminal Justice Equipment

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	271,000	28,000	—	101,000	101,000	393,000	—	894,000
Total Sources	**271,000**	**28,000**	**—**	**101,000**	**101,000**	**393,000**	**—**	**894,000**
Criminal Justice Equipment	271,000	28,000	—	101,000	101,000	393,000	—	894,000
Total Uses	**271,000**	**28,000**	**—**	**101,000**	**101,000**	**393,000**	**—**	**894,000**

Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960s to serve Wake County as a courthouse, office building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed.

Implementation of a multi-year improvement plan for renovations to the Courthouse was completed in FY 2017. This plan included significant renovations to nine different floors of the building, including new mechanical systems, life safety, lighting, and interior finishes. These renovations covered new and existing courtrooms, administrative office space, and support spaces.

Additional improvements are included for the FY 2020 - 2026 period. Funding is programed for replacement of aging electrical switchgear in FY 2020 and FY 2021. Replacement of the Courthouse's external first and second floor window with tempered safety glass is funded for FY 2022 and FY 2023. Renovations to the 9th and 12th floors which will improve the building finishes of one courtroom and the finishes and common area configuration of the Clerk of Court's offices are funded for FY 2020 - 2022. Additional funding for the Courthouse to Office Building Skywalk Renovation has been included in FY 2023. Modernization of the non-public elevators is funded for FY 2023.

Program Summary: Existing Courthouse Renovations

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	800,000	1,200,000	1,200,600	3,489,280	—	—	—	6,689,880
Appropriated Fund Balance	—	—	—	60,720	—	—	—	60,720
Total Sources	**800,000**	**1,200,000**	**1,200,600**	**3,550,000**	**—**	**—**	**—**	**6,750,600**
Existing Courthouse Renovations	800,000	1,200,000	1,200,600	3,550,000	—	—	—	6,750,600
Total Uses	**800,000**	**1,200,000**	**1,200,600**	**3,550,000**	**—**	**—**	**—**	**6,750,600**

Economic Development

Element Summary: Economic Development

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	4,797,600	1,846,700	2,079,700	2,541,700	2,418,100	2,251,400	1,405,000	17,340,200
Other	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
Economic Development	100,000	—	—	—	—	—	—	100,000
Total Sources	**5,013,600**	**1,962,700**	**2,195,700**	**2,657,700**	**2,534,100**	**2,367,400**	**1,521,000**	**18,252,200**
Business Development Grants	1,048,600	1,146,700	1,379,700	1,341,700	1,218,100	1,051,400	1,205,000	8,391,200
Jordan Lake Reclaimed Water Project	2,649,000	—	—	—	—	—	—	2,649,000
Off-site Water and Sewer	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
On-site Water and Sewer	1,000,000	500,000	500,000	1,000,000	1,000,000	1,000,000	—	5,000,000
Water, Sewer & Roads Policy	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
Total Uses	**5,013,600**	**1,962,700**	**2,195,700**	**2,657,700**	**2,534,100**	**2,367,400**	**1,521,000**	**18,252,200**

Seven Year Summary

Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP), and provide payments as approved by the Board of Commissioners for various business development grants.

History/Background

Research Triangle Park Water and Sewer:

In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for the following: the County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers; RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.); Cary will provide water, reclaimed water, and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer, and reclaimed water facilities installed by the County.

Over the past twenty years, over 30,000 linear feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. The County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. All three parties were able to realize significant savings by jointly planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Wake County completed closing out the grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the surrounding area. This included reimbursements in coordination with Durham County and the Town of

Cary. The first two phases of this system have been completed. A third phase is planned in FY 2020.

Business Development Grants:

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2020 - 2026 CIP includes estimated business development grant payments for Green Square, Red Hat, MetLife, NetApp, Trilliant, Infosys, Conduent, Credit Suisse, Citrix, Arch Capital Management, INC Research, Advanced Auto Parts, Pendo, and Cellectis. 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.

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 2020 - 2026 CIP includes anticipated business development grant awards for Red Hat, MetLife, NetApp, Trilliant, Infosys, Conduent, Credit Suisse, Citrix, Arch Capital Management, INC Research, Advanced Auto Parts, Pendo, and Cellectis.

Formerly in the Major Facilities CIP Fund, the Green Square agreement with the North Carolina Museum of Natural Sciences is now included in the Economic Development element of the County Capital CIP. The North Carolina Museum of Natural Sciences 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 funding that will be provided to the project as part of development incentives, if met.

In anticipation of possible future Business Development Grants, the County has allocated future reserves of $1.27 million in the FY 2020 - 2026 CIP.

Program Summary: Business Development Grants

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	948,600	1,146,700	1,379,700	1,341,700	1,218,100	1,051,400	1,205,000	8,291,200
Economic Development	100,000	—	—	—	—	—	—	100,000
Total Sources	**1,048,600**	**1,146,700**	**1,379,700**	**1,341,700**	**1,218,100**	**1,051,400**	**1,205,000**	**8,391,200**
Business Development Grants	1,048,600	1,146,700	1,379,700	1,341,700	1,218,100	1,051,400	1,205,000	8,391,200
Total Uses	**1,048,600**	**1,146,700**	**1,379,700**	**1,341,700**	**1,218,100**	**1,051,400**	**1,205,000**	**8,391,200**

Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency 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. Phase II was bid by the Town of Cary and was completed in Spring 2015. The County will manage the final phase of the project to provide service to the remainder of the sites located in RTP South. This portion of the project is currently budgeted in FY 2020 but is subject to the development of additional sites and further demand for reclaimed water within RTP South.

Program Summary: Jordan Lake Reclaimed Water Project

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	2,649,000	—	—	—	—	—	—	2,649,000
Total Sources	**2,649,000**	**—**	**—**	**—**	**—**	**—**	**—**	**2,649,000**
Jordan Lake Reclaimed Water Project	2,649,000	—	—	—	—	—	—	2,649,000
Total Uses	**2,649,000**	**—**	**—**	**—**	**—**	**—**	**—**	**2,649,000**

On-site Water and Sewer

To encourage job creation and economic development, the Wake County Water, Sewer, and Orphan Roads Policy specifically provides for assistance with the construction of on-site water, sewer, and reclaimed water lines which are extended onto private property to within five feet of the building exterior walls for new and expanding industries in Wake County. Funding for on-site utilities is considered and approved by the Board of Commissioners on a case by case basis when requested.

Program Summary: On-site Water and Sewer

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	1,000,000	500,000	500,000	1,000,000	1,000,000	1,000,000	—	5,000,000
Total Sources	**1,000,000**	**500,000**	**500,000**	**1,000,000**	**1,000,000**	**1,000,000**	**—**	**5,000,000**
On-site Water and Sewer	1,000,000	500,000	500,000	1,000,000	1,000,000	1,000,000	—	5,000,000
Total Uses	**1,000,000**	**500,000**	**500,000**	**1,000,000**	**1,000,000**	**1,000,000**	**—**	**5,000,000**

Water, Sewer & Roads Policy

On January 22, 2019, the Wake County Board of Commissioners updated the County's Water, Sewer, and Road Financial Policy. This policy was adopted to help guide the County in determining when to consider public financing of critical community infrastructure projects that fall outside of municipal jurisdictions. (e.g. water, sewer, and roads).

Banks Pointe is a subdivision outside of any municipal jurisdiction and when the roads were designated, platted, and recorded, they were designated as public roads and the developer did not turn these roads over to NC Department of Transportation for maintenance. These are termed "orphan roads". This development preceded the County's current ordinance that now requires guarantees on the front end of a development. The homeowners in Banks Pointe petitioned the county in accordance with NCGS 153A-205(c) in order that the County finance the improvements to the roads by special assessment such that the County manage and fund the project, but will receive the special assessment property tax revenue. The funding included in FY 2020 - 2026 represent the repayment of the special assessments into the County's Reserve for Future Water, Sewer, and Road Improvements.

Program Summary: Water, Sewer & Roads Policy

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Other	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
Total Sources	**116,000**	**116,000**	**116,000**	**116,000**	**116,000**	**116,000**	**116,000**	**812,000**
Water, Sewer & Roads Policy	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
Total Uses	**116,000**	**116,000**	**116,000**	**116,000**	**116,000**	**116,000**	**116,000**	**812,000**

Off-site Water and Sewer

The funds in the off-site water and sewer project are in support of the October 2003 agreement with Wake County, the Town of Cary, and the Research Triangle Foundation for the construction, operation, and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will continue to be responsible for the completion of the water and sewer improvements to serve the undeveloped sites in RTP. The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Cary in designing and installing these utilities.

Program Summary: Off-site Water and Sewer

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Total Sources	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,400,000**
Off-site Water and Sewer	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Total Uses	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,400,000**

Libraries

Seven Year Summary

The Library CIP does not include new funding for libraries. The County continues to work to complete previously budgeted library projects. Master planning is also underway for future years' renovation and construction.

History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007, provided a long-range capital project implementation and funding plan, which led to the voter approved $45 million bond in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011 with bond sales in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects resumed. The County continues to finalize these construction and renovation projects.

The library system is updating the Library Master Plan to identify future projects after the completion of the 2007 Library Bond that funded the building program.

Major Accomplishments

Wake Forest Library opened to the public in February 2019. The expansion added nearly 5,000 square feet with a new book collection of 50,000 volumes and an expanded library programming series.

Work continues on new library facilities including a replacement for the Cary Community Library (scheduled to open in FY 2020 as a Regional Library), a replacement and expansion of the Fuquay Varina Community Library (scheduled to open FY 2020), and a new 8,500 square foot community library in Morrisville (scheduled to open in FY 2020).

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.

The FY 2020 operating budget includes funding for the opening of Cary Regional, Morrisville Community, and Fuquay Varina Community Libraries.

Open Space

Element Summary: Open Space

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Generic Bond Issuance	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	—	30,000,000
Total Sources	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**500,000**	**33,500,000**
Open Space	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	500,000	33,500,000
Total Uses	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**5,500,000**	**500,000**	**33,500,000**

Seven Year Summary

The Consolidated Open Space Plan establishes a goal that at least 30 percent of County land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

In November 2018, a $120 million bond passed for parks, recreation, greenways, and open space. The bond includes approximately $23 million for open space acquisition and $7 million for new nature preserve development. The Open Space CIP also includes annual reimbursements from the City of Raleigh that may be used toward future open space acquisitions with some restrictions. Wake County will continue to use available open space funds to acquire additional open space and proceed with additional greenway partnerships.

History/Background

During the 1990's the County experienced rapid growth and development in outlying areas that resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, the County committed $1.3 million for open space planning and 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 of $15 million in 2000. This bond funding, along with additional bonds of $26 million in 2004 and $50 million in 2007 helped fund the County's open space acquisitions.

Wake County's open space program has relied on input from the Consolidated Open Space Plan, Watershed Management Plan, Growth Management Plan, and other critical documents to help guide the acquisition process. In 2008, the guiding principles were captured in the Wake County Public Open Space Preservation Program Policy, which staff still uses to make decisions about the direction of the open space program.

In 2011, the County began utilizing open space funds to assist municipalities in developing greenway trails in open space areas.

In 2012, County staff developed a GIS-based model to score and rank all potential open space properties in Wake County. The model uses many criteria including impact on water quality, size of the parcel, location, and species and habitat preservation. 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.

Also in 2012, the County began improving certain open space properties to provide public access while still preserving them in a largely natural state. Three areas were initially identified for development as nature preserves allowing for limited public access

and recreation; Robertson Millpond, Turnipseed, and the Procter Farm. Robertson Millpond Preserve opened in October 2015 and Turnipseed Phase 2 opened in October 2018. Procter Farm Preserve had been delayed due to zoning incongruences in the Little River watershed, which have since been resolved; the project is now under design.

Since 2001, a total of 7,634 acres of land has been acquired and preserved as open space for a total cost of $114.2 million which includes $79.7 million in County funding. Wake County owns (and/or has a manage responsibility) of 5,419 acres and various partners control the remaining 2,215 acres.

Also to date, the county has invested $13.2 million in eleven greenway projects totaling 23.7 miles. In 2017, the County Commissioners adopted the Wake County Greenway System Plan that sought to focus the County's efforts on regional connectivity.

Major Accomplishments

Completed Turnipseed Nature Preserve Phase 2 with the grand opening for Phases 1 and 2 held on October 27, 2018. Phase 2 was partially funded by a grant through the federal Land and Water Conservation Fund.

Started construction of Robertson Millpond Preserve Phase 2, which is partially funded by a Parks and Recreation Trust Fund grant from the State of North Carolina. Construction is anticipated to be complete in July 2019. Started the design phase for Procter Farm Preserve. Design is scheduled to be complete by Summer 2019 with phase 1 construction anticipated to begin in Fall 2019.

The County's open space program has funded a number of municipal greenway trail projects. Nine projects were active in FY 2019, including the Hatcher Creek/Crabtree Creek Greenway (Morrisville), Beaver Creek Greenway (Apex), Middle Creek Greenway(Apex), White Oak Creek Greenway (Cary), Crabtree Creek Trail Greenway (Cary), Smith Creek Greenway (Wake Forest), Beaverdam Creek Greenway (Zebulon), Granite Falls Greenway (Rolesville), and Depot Trail Greenway (Fuquay Varina).

Acquired 124 acres of open space for approximately $40,000 in FY 2019, including the donation of the 58-acre Kellam-Wyatt Farm and the transfer of NC Department of Transportation mitigation property to Wake County.

Operating Budget Impact

Since the inception of the open space program, Wake County has focused on the acquisition of open space property. Some basic management tasks, such as boundary marking and clean-up, have occurred at acquisition. In FY 2016 and FY 2017, efforts were made to start baseline reports on open space properties in order to identify potential future management needs or actions.

The operating budget for FY 2020 includes funding to add two full-time positions to the open space program for monitoring, maintenance, and stewardship of open space properties and nature preserves.

As the number of acres under County ownership continues to grow, staff continually monitors and evaluates its land management needs. Future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

Parks

Element Summary: Parks

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	800,000	800,000	800,000	800,000	800,000	800,000	800,000	5,600,000
Generic Bond Issuance	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	—	90,000,000
Total Sources	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**800,000**	**95,600,000**
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
New and Expanded Parks	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	—	90,000,000
Total Uses	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**15,800,000**	**800,000**	**95,600,000**

Seven Year Summary

In November 2018, voters approved a $120 million bond for parks, recreation, greenways and open space that will improve and expand recreational opportunities across the County. Approximately $23 million was is identified for greenway development, $28 million for new parks in southeast Wake County and at Lake Myra, and $39 million for existing park renovations and improvements.

The CIP also includes funding towards the Community Use of School Parks Program and funding for existing facility improvements.

History/Background

The County's 2008 Comprehensive Parks and Recreation Master Plan confirmed the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include: maintain the three core service areas of open space, recreation and leisure, and environmental and cultural education; identify new park facilities that meet current and long-term needs; continue to partner with the school system and municipalities in the delivery of parks and recreation services; and continue the high level of maintenance and renovation at existing facilities.

Each park in the County's system has its own master plan. In FY 2016, the County hired Alta Planning and Design to update all eight existing park master plans. The Board of Commissioners adopted the updated Park Facility Master Plan in FY 2017, which outlines a plan to renovate and improve existing park infrastructure.

The existing Parks Facility Improvements Program allows for major repairs or replacement of amenities at the County's park facilities, including school parks.

In the Community Use of Schools Program, Wake County actively facilitates partnerships between municipalities and the Wake County Public School System to construct park-related improvements on the school campuses.

Major Accomplishments

Received funding from NC Department of Transportation and approval from the Board of Commissioners to start the design of the Aquatic Species Propagation Facility project at the Historic Yates Mill County Park. Design is anticipated to be complete by Winter 2020.

Completed annual detailed facility condition assessments for all County and school park facilities. Working on construction at two county park facilities (Lake Crabtree and Historic Oak View) based on priorities listed in the annual facility condition assessments.

New Parks

In November 2018, voters approved a $120 million bond for parks, recreation, greenways, and open space that will improve and expand recreational opportunities across the County. Approximately $23 million was identified for greenway development, $28 million for new parks in southeast Wake County and at Lake Myra, and $39 million for existing park renovations and improvements.

Program Summary: New Parks

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Generic Bond Issuance	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	—	90,000,000
Total Sources	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**—**	**90,000,000**
New and Expanded Parks	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	—	90,000,000
Total Uses	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**—**	**90,000,000**

Existing Parks Facility Improvements

The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements.

Construction is expected to be completed by Summer 2019 on various capital improvement projects at two county park facilities (Lake Crabtree and Historic Oak View) based on priorities listed in the annual facility condition assessments. Projects include asphalt trail repair and replacement, boathouse decking replacement and access improvements, and exterior repairs.

For FY 2020, park improvements are planned at five county parks and include restroom improvements, site improvements and playground replacements, boardwalk structural repairs, and asphalt trail repairs.

Program Summary: Existing Parks Facility Improvements

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
Existing Parks Facility Improvements	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**

Community Use of School Parks

The Community Use of Schools Program represents a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop additional public recreational amenities in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

As Wake County takes a broader look at park, greenway, and open space needs across the County, the Community Use of School Parks program should be evaluated and a process will be developed to better utilize this County funding.

Program Summary: Community Use of School Parks

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
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**
Community Use of School Parks	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**

Program-wide Projects

Element Summary: Program-wide Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	1,459,000	928,779	—	—	7,542,900	8,611,850	6,266,000	24,808,529
Total Sources	**1,459,000**	**928,779**	**—**	**—**	**7,542,900**	**8,611,850**	**6,266,000**	**24,808,529**
Reserve for Future Projects	1,459,000	928,779	—	—	7,542,900	8,611,850	6,266,000	24,808,529
Total Uses	**1,459,000**	**928,779**	**—**	**—**	**7,542,900**	**8,611,850**	**6,266,000**	**24,808,529**

Seven Year Summary

The Program-wide Projects CIP includes Reserve for Future Capital Projects.

Element Summary: Public Safety

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	4,780,000	4,665,000	9,201,000	5,870,000	5,400,000	5,134,000	10,352,000	45,402,000
Appropriated Fund Balance	—	—	2,894,000	—	—	—	—	2,894,000
Total Sources	**4,780,000**	**4,665,000**	**12,095,000**	**5,870,000**	**5,400,000**	**5,134,000**	**10,352,000**	**48,296,000**
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
CAD Improvements	100,000	—	202,000	500,000	100,000	102,000	100,000	1,104,000
Emergency Management	700,000	700,000	—	—	—	—	—	1,400,000
Emergency Operations Center	—	645,000	5,400,000	—	—	—	—	6,045,000
EMS Equipment	2,755,000	2,270,000	258,000	—	—	2,042,000	2,042,000	9,367,000
EMS Projects	1,125,000	1,050,000	6,235,000	3,370,000	5,300,000	2,990,000	8,210,000	28,280,000
Sheriff Simunition Training Facility	100,000	—	—	—	—	—	—	100,000
Total Uses	**4,780,000**	**4,665,000**	**12,095,000**	**5,870,000**	**5,400,000**	**5,134,000**	**10,352,000**	**48,296,000**
CIP Operating Impacts	—	33,445	402,168	1,295,092	917,820	983,493	241,334	3,873,352
CIP Operating Impacts - FTE	—	—	4.000	8.000	4.000	4.000	—	20.000

Seven Year Summary

The FY 2020 - 2026 Public Safety CIP includes allocations for: 800 Mhz & CAD Master Planning, EMS Facilities & general projects, planning for an Emergency Operations Center, Emergency Management funding to study the generators at emergency shelters, the replacement of EMS defibrillator equipment, and preliminary study funding for a Simunition Training Facility for the Wake County Sheriff's Office.

800 Megahertz & CAD Master Planning: This project includes replacing infrastructure, radios, tone, voice, and alphanumeric pagers, and adding simulcast features to a tower in RTP for 800 Mhz Radio. It also includes the configuration of the new CAD and mobile data systems and associated interfaces . The portions of the plan related to fire departments are proposed to be funded with Fire Tax District revenue transferred from the Fire Tax Fund. This project plan includes a partnerships from the Town of Cary and City of Raleigh.

Emergency Management: The Public Safety CIP includes funding in FY 2020 and FY 2021 for the study and analysis of generators located at each of the County's emergency shelters.

Emergency Operations Center: Due to population growth, increased responsibilities, and operational changes, the existing facility has outlived its effective use. This project plans to create a new Emergency Operations Center for the County in FY 2021 - 2022.

EMS Equipment: The FY 2020-2026 CIP includes replacements for EMS equipment, including Defibrillators, Ambulance Power Stretcher Loaders, Ambulance Mobile Gateway system replacements, Mechanical CPR Devices, and a Moveable Wall

System for training in the Emergency Services Education Center.

EMS Projects: The EMS Facilities Master Plan has a number of projects planned over the course of the FY 2020 - 2026 CIP period. A variety of projects are planned which will include replacement of existing stations and future stations serving areas around Wendell, Knightdale, Zebulon, Garner, Holly Springs, Fuquay-Varina, and southwest Wake County near New Hill.

Wake County Sheriff's Office Simunition Training Facility: The FY 2020 - 2026 Public Safety CIP includes preliminary study funding for a Simunition Training Facility for the Wake County Sheriff's Office.

History/Background

Public Safety projects 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.

EMS Projects:

In 2008, Wake County EMS developed the first EMS Facility Master Plan document to address the significant growth that was changing how EMS needed to be delivered across the County. That plan addressed both facility development and staffing changes. Since development of that plan, the County's population has increased by nearly 30% and is more widely distributed around the County's 860 square miles. The EMS system has seen a 40% increase in call demand during the same timeframe.

For that reason, a 2019 update to the EMS Master Facilities plan was developed. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a functional, data-driven road map to be used for facility planning and development and to foster new and innovative approaches for managing the impact of growth throughout the system. This plan guides funding for EMS stations in the FY 2020-2026 period.

Emergency Operations Center:

Since 1988, Wake County has operated an Emergency Operations Center (EOC) from the basement of the Wake County Courthouse in a space of approximately 1,650 SF. This space is now over capacity, especially with the expansion of EOC staff necessary to adequately operate in an EOC activation. The Public Safety CIP includes funding to renovate the ground floor of the Wake County Office Building which has been vacated with the relocation of the Board of Elections. This renovation will provide a much larger, more functional space for EOC activation while also providing a dual use for other County conference and work space during non-activation periods.

Major Accomplishments

In FY 2019, construction was completed on a new EMS substation located on the north campus of Wake Technical Community College, (WTCC) via a lease between Wake County and WTCC. This station was built to fill a gap in response area coverage in the area around US 401, I-540, and the northern portion of New Hope Road in far northeast Raleigh.

In addition, construction began on a new co-located Fire and EMS station located in the planned community of Wendell Falls, just west of the Town of Wendell. This station will house staff and equipment for the Wendell Volunteer Fire Department (funded by the Fire Tax) and the Eastern Wake EMS. Construction of this station will be completed in 2020.

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.

Emergency Operations Center

Wake County has operated an Emergency Operations Center (EOC) in the lowest level of the Wake County Courthouse since 1988. Due to population growth, increased responsibilities associated with that growth and operational changes in EOC operations, the existing EOC has outlived its effectiveness. Replacing the EOC with a new facility will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

The FY 2020-2026 CIP allocates funding 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, including the Wake County Office Building. This site would allow for a reduction in project costs and a shift in the project timeline.

Program Summary: Emergency Operations Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	—	645,000	2,506,000	—	—	—	—	3,151,000
Appropriated Fund Balance	—	—	2,894,000	—	—	—	—	2,894,000
Total Sources	**—**	**645,000**	**5,400,000**	**—**	**—**	**—**	**—**	**6,045,000**
Emergency Operations Center	—	645,000	5,400,000	—	—	—	—	6,045,000
Total Uses	**—**	**645,000**	**5,400,000**	**—**	**—**	**—**	**—**	**6,045,000**

Emergency Management

The Public Safety CIP includes funding in FY 2020 and FY 2021 for the study and analysis of generators located at each of the County's emergency shelters. Following the experience of Hurricane Florence in 2018, the County has determined that each shelter needs to have its emergency generator reviewed to determine what additional building electrical systems (ex. air conditioning/HVAC) can be added to the existing generators present at each site.

Program Summary: Emergency Management

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	700,000	700,000	—	—	—	—	—	1,400,000
Total Sources	**700,000**	**700,000**	**—**	**—**	**—**	**—**	**—**	**1,400,000**
Emergency Management	700,000	700,000	—	—	—	—	—	1,400,000
Total Uses	**700,000**	**700,000**	**—**	**—**	**—**	**—**	**—**	**1,400,000**

800 Megahertz System

Since 2005, the County has operated an 800 MHz radio system for interdepartmental and interagency communication. The system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by solving coverage problems (areas in Wake County where radios could not previously operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management, and General Services Administration. All municipalities in the County have agencies operating on the system. Today, over 7,700 mobile and portable radios, 1,900 alphanumeric pagers and 1,200 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS, and other non-public safety users.

In FY 2008, the Wake County Information Services Department developed a Master Plan that detailed capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. The plan also identified a need to begin planning for a system replacement for the 800 MHz radio system platform. Following a study of the existing platform and the convening of a steering committee, a plan was developed to replace the 800 MHz radio system.

In FY 2019, Information Services staff continued implementation of the new 800 MHz radio system equipment, which accommodates use of the 800 MHz radio system infrastructure owned by the Town of Cary and shared with the County under an interlocal agreement. Additional partnerships with Apex, Cary and the City of Raleigh for land leases are facilitating the construction of towers in the south-eastern and south-western portions of the County to provide enhanced coverage. The County also partnered with the North Carolina Highway Patrol and the town of Cary to share tower infrastructure to improve coverage in the northern and central portions of the County. Go-live for the new radio system is scheduled for late 2019.

Staff completed the replacement of County mobile and portable radio equipment in FY 2019. Departments updated include General Services, County Fire departments, Emergency Medical Services, the Sheriff's Office, Emergency Management, Animal Control and the Human Services Transportation unit. Approximately 3,200 mobile and portable radios were replaced.

Funding is budgeted in FY 2023 for the North Radio Tower Replacement project. This tower was originally constructed in 1990, was structurally hardened in 2001, and underwent general repairs in 2012.

Program Summary: 800 Megahertz System

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	—	—	—	2,000,000	—	—	—	2,000,000
Total Sources	**—**	**—**	**—**	**2,000,000**	**—**	**—**	**—**	**2,000,000**
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
Total Uses	**—**	**—**	**—**	**2,000,000**	**—**	**—**	**—**	**2,000,000**

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 821,000 calls for service a year, and dispatching approximately 484,000 calls for service a year. RWECC is responsible for answering 9-1-1 calls for all of Wake County, except for Cary, Holly Springs, and wire line calls for North Carolina State University. RWECC dispatches all fire departments, except for 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.

In May of 2017 Wake County and the City of Raleigh approved an Interlocal Agreement governing the funding and ownership of the CAD system, to include ongoing hardware and software maintenance, refresh and updates. In FY 2018, new hardware was procured through a competitive RFP process for the new system.

In FY 2019, Wake County in partnership with the City of Raleigh, completed implementation of the new TriTech Computer Aided Dispatch platform utilized by the Raleigh-Wake County Emergency Communications Center (RWECC) to relay 911 calls to the appropriate fire, EMS and local law enforcement units throughout the County. The new platform provides increased situational awareness, enhanced field communications and allows greater access to data for all agencies, including web-based access and a mobile/tablet app. The County and City are also implementing a CAD2CAD data exchange which will connect the RWECC and Town of Cary PSAPs and their CAD systems. The new CAD2CAD platform provides state of the art interoperability and allows the agencies to share unit, incident and notification details. The new CAD system and CAD2CAD platform went live in FY 2019. The FY 2020 - 2026 provides funding for equipment lifecycle replacements and software and hardware refreshes.

Program Summary: CAD Improvements

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	100,000	—	202,000	500,000	100,000	102,000	100,000	1,104,000
Total Sources	**100,000**	**—**	**202,000**	**500,000**	**100,000**	**102,000**	**100,000**	**1,104,000**
CAD Improvements	100,000	—	202,000	500,000	100,000	102,000	100,000	1,104,000
Total Uses	**100,000**	**—**	**202,000**	**500,000**	**100,000**	**102,000**	**100,000**	**1,104,000**

EMS Projects

Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. They provide basic and advanced life support services and transport persons to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and the portion of Wake County outside all municipal limits. In addition to Wake EMS, there are two nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

The previously mentioned 2019 EMS Master Facilities Plan Update guides the FY 2020-2026 CIP for EMS stations. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a functional, data-driven road map to be used not only for facility planning and development, but to foster new and innovative approaches for managing the impact of growth throughout the system. The new plan evaluates areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future. Facilities are needed to not only store the ambulances, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and provide space for showers, a break area, and workstations.

The FY 2020-2026 CIP provides funding for a total of 15 new or replacement facilities through FY 2030. Ten of these facilities are freestanding stations, four are co-locations with fire departments, and one is the procurement of an existing surplus fire station. Ten of the projects will replace the facility where EMS is working from today, while five projects will deploy EMS units into new areas where there are currently no stationed units.

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between $25,000 and $40,000 per year. These new facilities will require new ongoing personnel and operational costs as well as one-time vehicle and equipment costs at start-up

Program Summary: EMS Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	1,125,000	1,050,000	6,235,000	3,370,000	5,300,000	2,990,000	8,210,000	28,280,000
Total Sources	**1,125,000**	**1,050,000**	**6,235,000**	**3,370,000**	**5,300,000**	**2,990,000**	**8,210,000**	**28,280,000**
EMS Projects	1,125,000	1,050,000	6,235,000	3,370,000	5,300,000	2,990,000	8,210,000	28,280,000

Program Summary: EMS Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Total Uses	**1,125,000**	**1,050,000**	**6,235,000**	**3,370,000**	**5,300,000**	**2,990,000**	**8,210,000**	**28,280,000**
CIP Operating Impacts	—	28,445	402,168	1,295,092	917,820	983,493	241,334	3,868,352
CIP Operating Impacts - FTE	—	—	4.000	8.000	4.000	4.000	—	20.000

EMS Equipment

The FY 2020-2026 CIP includes replacements for EMS equipment, including Defibrillators, Ambulance Power Stretch Loaders, Ambulance Mobile Gateway system replacements, Mechanical CPR Devices, and a Moveable Wall System for training in the Emergency Services Education Center.

State law requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/ defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The FY 2020 - 2026 CIP includes funding for the scheduled replacement of defibrillators to maintain this replacement cycle.

The FY 2020 - 2026 EMS Projects program also contains funding in FY 2020 for the purchase of Mechanical CPR Devices. These devices provide extracorporeal membrane oxygenation (ECMO) as a potential treatment for sudden cardiac arrest in a prehospital environment. There are several studies that demonstrate that this treatment is capable of saving lives that are otherwise unable to be saved using traditional methods of resuscitation.

Funding is also provided to install Ambulance Stretcher Power Loaders on existing and new ambulances in FY 2020 through FY 2022. These stretcher loader systems allow personnel to avoid lifting heavy stretchers both in and out of ambulances, avoiding the potential for injury to EMS personnel and patients being transported.

The Ambulance Mobile Gateway is a device installed on each ambulance that provides secure, continuous, wireless wide area networking for vehicles, allowing functionality in the mobile environment for connectivity to devices for computer aided dispatching, electronic patient care reports, patient information transmission, and vehicle GPS tracking and navigation. Funding is included in FY 2020 for replacement of this system.

Finally, the FY 2020 - 2026 EMS Projects program contains funding in FY 2020 and FY 2021 for the upfit of a Sim Space Wall System to serve the Emergency Services Education Center. This project will provide a moveable wall system within the facility that will allow for a variety of training configurations to better utilize all of the available space. Currently, EMS is limited in the ability to run certain training scenarios within the simulation space due to the current fixed configuration.

Program Summary: EMS Equipment

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	2,755,000	2,270,000	258,000	—	—	2,042,000	2,042,000	9,367,000
Total Sources	**2,755,000**	**2,270,000**	**258,000**	**—**	**—**	**2,042,000**	**2,042,000**	**9,367,000**
EMS Equipment	2,755,000	2,270,000	258,000	—	—	2,042,000	2,042,000	9,367,000
Total Uses	**2,755,000**	**2,270,000**	**258,000**	**—**	**—**	**2,042,000**	**2,042,000**	**9,367,000**
CIP Operating Impacts	—	5,000	—	—	—	—	—	5,000

Sheriff Simunition Training Facility

The FY 2020 - 2026 Public Safety CIP includes preliminary study funding for a Simunition Training Facility for the Wake County Sheriff's Office. The Sheriff's Office has requested the construction of a training facility that will allow their employees to conduct real life training in a simulated live ammunition environment that would include configurable interiors for various scenario training. Funding included for FY 2020 will be utilized for studying the feasibility of locating a simunition training facility on the current Wake County Firearms Training Center site.

Program Summary: Sheriff Simunition Training Facility

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	100,000	—	—	—	—	—	—	100,000
Total Sources	**100,000**	**—**	**—**	**—**	**—**	**—**	**—**	**100,000**
Sheriff Simunition Training Facility	100,000	—	—	—	—	—	—	100,000
Total Uses	**100,000**	**—**	**—**	**—**	**—**	**—**	**—**	**100,000**

WAKE
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Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	10,033,000	10,033,000	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000	57,566,000
Proposed Future Funding	—	—	—	—	99,697,000	78,902,000	79,148,000	257,747,000
Bond Anticipation Notes	86,543,000	90,510,000	76,873,000	95,111,000	—	—	—	349,037,000
Total Sources	**96,576,000**	**100,543,000**	**84,373,000**	**102,611,000**	**107,197,000**	**86,402,000**	**86,648,000**	**664,350,000**
Future Wake Tech Capital Program	—	—	—	—	107,197,000	86,402,000	86,648,000	280,247,000
Wake Technical Community College Capital Program	96,576,000	100,543,000	84,373,000	102,611,000	—	—	—	384,103,000
Total Uses	**96,576,000**	**100,543,000**	**84,373,000**	**102,611,000**	**107,197,000**	**86,402,000**	**86,648,000**	**664,350,000**

Seven Year Summary

The Wake Technical Community College (Wake Tech) CIP includes funding for new buildings on the RTP, Northern Wake, Southern (Main), Perry Health Sciences, and Public Safety Education campuses. Additionally, repairs and renovations, infrastructure replacement, and technology infrastructure projects on all campuses are planned to support increased safety and security for students, faculty and staff, online class growth, and school technology needs.

Wake Tech leaders presented an updated CIP Master Plan to the Board of Commissioners in November of 2016. This plan included a look at future student population growth in combination with workforce demands and trends over a seven year period including an estimate of needs for an additional three years. For instance, the plan includes a new facility on Northern Wake Campus for Automotive Collision Repair Curriculum based on recommendations by Advisory Committees because of the need to grow this workforce. Northern Wake Campus is an ideal location since it is close to many car dealerships on Capital Boulevard. Furthermore, the plan includes two new buildings on the RTP campus to provide training and classes in fields such as Pervasive Computer and Interactive Gaming/E-Learning. These are growing fields and there are opportunities for partnerships with businesses in the Research Triangle Park.

History/Background

The County provides funding for Wake Tech in accordance with NCGS 115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: acquisition of land; construction and renovation of buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings, grounds, and the operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: plant operation and maintenance, including salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, including the costs of: insurance for facilities, motor vehicles, workers' compensation for those employees paid with local dollars; tort claims awarded against the institution due to the negligence of institutional employees; bonding employees against misuse of local dollars; and all legal fees incurred in connection with local administration and operation of the institution.

Wake Technical Community College

In FY 2017 - 2019, the County issued limited obligated bonds (LOBs) in the amount of $115 million and appropriated $11 million in cash to support the design and construction of projects in the multi-year Wake Tech CIP. In November of 2018, a $349 million general obligation bond was passed to continue funding for the next four fiscal years of the multi-year Wake Tech CIP programs. The bonds and cash will address the workforce needs in the skilled trades, health sciences, public safety, advanced industries and high tech fields by expanding facilities at the Southern Wake (Main), Scott Northern Wake, Perry Health Sciences, Public Safety Education and RTP Campuses.

The multi-year Wake Tech CIP also improves reliability and safety for the Wake Tech community with funds appropriated for Repair & Renovation (R&R) and Infrastructure Improvement projects. An additional $35 million was also appropriated for this building program to pay for IT Infrastructure Improvements that will increase online learning, provide better IT systems redundancy and reliability, improve wireless access, upgrade and provide new audio visual systems and increase information storage.

Major Accomplishments

Wake Tech completed work on the final project in the 2012 Bond Program during FY 2018, a new classroom building at the RTP Campus that opened for classes in the summer of 2018. The college continued the planning and approval of the multi-year Wake Tech Capital Improvement Plan (CIP), which resulted in the passing of the $349 million general obligation bond in November 2018. The college continued design for the next classroom building at the RTP Campus (RTP 2); a new automotive and collision repair facility at the Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and Advanced Industries Building Construction started for the Ready Hall Addition. Several projects were designed and constructed in the Repairs and Renovations, Infrastructure, and IT Infrastructure areas, including a new southern loop road at the Southern Wake Campus that will provide another access point to this campus when the I-540 Beltline project takes away the northernmost campus entrance.

Operating Budget Impact

Per NCGS 115D-32, the County is required to provide funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes.

Wake County Public School System

Element Summary: Wake County Public School System

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	38,381,000	65,855,281	—	—	—	—	—	104,236,281
Proposed Future Funding	—	—	361,869,268	359,859,164	391,168,185	330,017,871	397,756,901	1,840,671,389
Pooled Investments	919,604	929,728	888,050	935,944	945,215	954,294	963,164	6,535,999
Bond Anticipation Notes	266,137,046	281,862,773	—	—	—	—	—	547,999,819
Total Sources	**305,437,650**	**348,647,782**	**362,757,318**	**360,795,108**	**392,113,400**	**330,972,165**	**398,720,065**	**2,499,443,488**
Future WCPSS Capital Program	—	—	361,869,268	359,859,164	391,168,185	330,017,871	397,756,901	1,840,671,389
Wake County Public Schools System Capital Program	304,518,046	347,718,054	—	—	—	—	—	652,236,100
WCPSS Administrative Lease Reserve	919,604	929,728	888,050	935,944	945,215	954,294	963,164	6,535,999
Total Uses	**305,437,650**	**348,647,782**	**362,757,318**	**360,795,108**	**392,113,400**	**330,972,165**	**398,720,065**	**2,499,443,488**

Seven Year Summary

The Wake County Public School System CIP includes full funding for nine new schools and seven renovations, plus partial funding for four new schools and eight renovations. The plan provides for the replacement of aging building components, technology, equipment and furniture.

The first two years of the plan are funded with a combination of voter approved General Obligation Bonds and cash transfers from the County's General Fund. A combination of debt and cash funding is planned for future projects.

The seven-year plan also reflects funds transferred on an annual basis from the CIP to Wake County Public School System operating budget for the lease costs associated with the Crossroads Administrative Buildings.

History/Background

The Wake County Public School System's Capital Improvement Program is a seven year plan updated annually to account for student enrollment trends, programmatic changes, market conditions, legislative changes, and other factors impacting the system's capital needs. Each year, the Wake County Public School System staff updates the plan in conjunction with the Joint Facilities Core Team consisting of County and school system staff. The Board of Education ultimately approves the plan and through formal resolution requests funding for the plan from the Board of Commissioners. The Board of Commissioners is responsible for determining how to fund the plan within the County's financial policies.

WAKE
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Fire/Rescue

Element Summary: Fire/Rescue

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Special Districts Fund	1,290,102	1,368,000	1,238,000	1,157,000	963,000	986,000	919,000	7,921,102
Transfers From Debt Service	1,539,898	1,133,000	1,167,000	2,096,000	1,238,000	1,759,000	1,313,000	10,245,898
Appropriated Fund Balance	—	387,000	438,000	251,000	902,000	697,000	513,000	3,188,000
Total Sources	**2,830,000**	**2,888,000**	**2,843,000**	**3,504,000**	**3,103,000**	**3,442,000**	**2,745,000**	**21,355,000**
Fire Apparatus and Vehicles	1,986,000	1,804,000	1,803,000	2,439,000	1,741,000	2,330,000	1,641,000	13,744,000
Fire Equipment	544,000	784,000	740,000	765,000	1,062,000	812,000	804,000	5,511,000
Fire Facilities	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Uses	**2,830,000**	**2,888,000**	**2,843,000**	**3,504,000**	**3,103,000**	**3,442,000**	**2,745,000**	**21,355,000**

Seven Year Summary

The Fire/Rescue CIP is funded with a combination of special district tax revenues, fund balance, and debt and municipal reimbursements. The seven-year plan includes the replacement of large apparatus (pumper/tankers, tankers, and rescue trucks) and small/administrative vehicles, continued funding for equipment replacement programs, and funds for facility repairs and renovations. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the seven year program.

History/Background

The Fire/Rescue CIP is designated for capital needs within the Wake County Fire Tax District. The primary goals of the CIP are to:

1) Provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District;

2) Meet Wake County and insurance industry standards for fire station location; and

3) Achieve "seamless" emergency service delivery through nearest station response.

To meet these goals, Wake County contracts with 18 fire departments to provide fire protection and emergency services in the County's unincorporated areas and the Town of Wendell.

Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission, in conjunction with Wake County Fire Services staff, is charged with developing and maintaining a fire apparatus and fleet management program on behalf of the Wake County Fire Commission. The committee develops, maintains, and oversees the specification of the following apparatuses: administrative vehicles, brush units, engines, pumper/tankers, and rescues.

The committee uses a weighted, points-based formula to guide prioritization of apparatus and administrative vehicle replacements. Criteria used to prioritize replacements include mileage, hours, annual maintenance expense, and age of the apparatus. For administrative vehicles, mileage, annual maintenance expense, and age of the vehicle are used.

The seven year plan for apparatus and vehicle replacement totals provides for the replacement of 30 large apparatus, 3 brush trucks, and 20 small administrative vehicles and associated costs such as tax, tags, and vehicle upfit. It also includes $75,000 annually for emergency maintenance funding that may be used to cover major vehicle maintenance expenses incurred during the year.

Large apparatus is typically financed over a ten year period, while smaller vehicles and brush trucks are funded with a combination of cash transfers from the Fire Tax District operating fund and fund balance.

Program Summary: Fire Apparatus and Vehicles

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Special Districts Fund	446,102	284,000	198,000	202,000	319,000	245,000	91,000	1,785,102
Transfers From Debt Service	1,539,898	1,133,000	1,167,000	2,096,000	1,238,000	1,759,000	1,313,000	10,245,898
Appropriated Fund Balance	—	387,000	438,000	141,000	184,000	326,000	237,000	1,713,000
Total Sources	**1,986,000**	**1,804,000**	**1,803,000**	**2,439,000**	**1,741,000**	**2,330,000**	**1,641,000**	**13,744,000**
Fire Apparatus and Vehicles	1,986,000	1,804,000	1,803,000	2,439,000	1,741,000	2,330,000	1,641,000	13,744,000
Total Uses	**1,986,000**	**1,804,000**	**1,803,000**	**2,439,000**	**1,741,000**	**2,330,000**	**1,641,000**	**13,744,000**

Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with reviewing and prioritizing funding requests for facility repairs and renovations at existing stations. The Fire/Rescue CIP allocates $100,000 annually for these projects.

During FY 2018, a facility condition assessment was completed and identified $2.54 million in recommended renovations and repairs. Beginning in FY 2019, annual funding of $200,000 was included in the seven year capital improvement program to begin addressing projects identified in the assessment. Together, these two allocations make up the annual funding of $300,000 in the plan.

Wake County staff evaluates requests for funding new stations and the associated operating costs on a case by-case basis. No new stations are included in the plan.

Program Summary: Fire Facilities

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Special Districts 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**
Fire Facilities	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**

Fire Equipment

The Equipment Committee of the Wake County Fire Commission is charged with developing and maintaining the fire equipment program on behalf of the Fire Commission. In conjunction with County staff, the committee develops, maintains and oversees the specifications for the following types of equipment: defibrillators, thermal imaging cameras, turnout gear, and self-contained breathing apparatus (SCBA).

Funds are included for the third year of a five-year plan to place a defibrillator on every vehicle throughout the Fire Tax District. The plan is expected to be fully implemented in FY 2022. Thermal Imaging Cameras are typically replaced every seven years. The County replaces 10 percent of all district turnout gear inventory each year, plus an additional 5% for new hires or gear that needs repair or replacement based on national fire protection standards. The County provides funding to ensure all SCBA in use is within three cycles of the current national fire protection standard.

The plan also includes an annual contribution of $177,000 to replace mobile data terminals at end of life cycle. The terminals include automatic vehicle location services to support closest vehicle response and they provide for collection of data to better evaluate emergency responses.

Program Summary: Fire Equipment

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Special Districts Fund	544,000	784,000	740,000	655,000	344,000	441,000	528,000	4,036,000
Appropriated Fund Balance	—	—	—	110,000	718,000	371,000	276,000	1,475,000
Total Sources	**544,000**	**784,000**	**740,000**	**765,000**	**1,062,000**	**812,000**	**804,000**	**5,511,000**
Fire Equipment	544,000	784,000	740,000	765,000	1,062,000	812,000	804,000	5,511,000
Total Uses	**544,000**	**784,000**	**740,000**	**765,000**	**1,062,000**	**812,000**	**804,000**	**5,511,000**

Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,093,500	3,000,000	3,000,000	3,000,000	21,093,500
Reserve for Replacements	25,300	26,000	26,700	27,400	—	—	—	105,400
Appropriated Fund Balance	837,500	—	—	—	20,800	—	—	858,300
Total Sources	**3,862,800**	**3,026,000**	**3,026,700**	**3,120,900**	**3,020,800**	**3,000,000**	**3,000,000**	**22,057,200**
Five County Stadium	1,862,800	26,000	402,725	452,650	510,400	—	282,000	3,536,575
Marbles/IMAX	—	990,000	578,500	668,250	510,400	837,500	—	3,584,650
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	10,000	45,475	—	—	162,500	718,000	935,975
Total Uses	**3,862,800**	**3,026,000**	**3,026,700**	**3,120,900**	**3,020,800**	**3,000,000**	**3,000,000**	**22,057,200**

Seven Year Summary

The Major Facilities Capital Trust Fund CIP supports projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding is included for Five County Stadium, Marbles Kids Museum, and an annual $2.0 million to be awarded to small capital projects through a competitive process.

Five County Stadium projects will include accessibility upgrades to the central bathroom and the suites/skybox using prior year uncommitted funds in FY20. Remaining funds are allocated to Marbles Kids Museum and repairs and lifecycle replacements for Marbles IMAX.

In FY 2020, the Green Square project moved to the County Capital CIP. It was approved by the Board of Commissioners in April 2011.

History/Background

The Major Facilities Trust Fund is supported through Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County levies a six percent tax of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation specifies how revenues are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau.

The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Major Facilities Capital Trust Fund

Through the 20th Amendment to the Interlocal Agreement, Wake County receives an annual $2.00 million for community projects that is awarded through competitive processes. Prior to this, the "2-for-1" provision enabled the City of Raleigh to withdraw up to $1.00 million from the Convention Center Model's Fund Balance to support Convention Center operations, which resulted in the distribution of $2.00 million to Wake County.

Wake County annually transfers $3.00 million to the Major Facilities Capital Trust Fund. Wake County and the City of Raleigh each receives $1.00 million from the tax proceeds to use at its own discretion. The funds are still subject to the restrictions specified in the enabling legislation enacted by the State of North Carolina. Historically the funds have been used to support Five County Stadium and Marbles Kids Museum.

Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. No projects funded in the seven year timeframe will require operating subsidies from the County.

Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats Minor League Single A baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses as well as home team and visiting team clubhouses. The stadium also includes a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was first 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. 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 2018, the Milwaukee Brewers Major League baseball franchise purchased the Mudcats. The Brewers ownership identified accessibility issues at the Stadium. The County completed an accessibility study concurrently with an updated Facility Condition Assessment. The accessibility study concluded that the original restrooms, built prior to enaction of the Americans With Disabilities Act and prior to the County's ownership of the stadium, will need to be upgraded to modern accessibility standards.

The FY 2020 - 2026 budget calls for renovations in FY 2020 to the original public restrooms on the Main Concourse and Upper Concourse levels and for modifications to walkway slope angles in specific entry locations to the stadium. Other accessibility improvements and lifecycle replacements to HVAC equipment are also planned in future years.

Program Summary: Five County Stadium

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Major Facilities	1,000,000	—	376,025	425,250	510,400	—	282,000	2,593,675
Reserve for Replacements	25,300	26,000	26,700	27,400	—	—	—	105,400
Appropriated Fund Balance	837,500	—	—	—	—	—	—	837,500
Total Sources	**1,862,800**	**26,000**	**402,725**	**452,650**	**510,400**	**—**	**282,000**	**3,536,575**
Five County Stadium	1,862,800	26,000	402,725	452,650	510,400	—	282,000	3,536,575
Total Uses	**1,862,800**	**26,000**	**402,725**	**452,650**	**510,400**	**—**	**282,000**	**3,536,575**

Marbles/IMAX

Marbles Kids Museum, located at 201 East Hargett Street, was constructed in 1999 and shares public open space with the adjacent IMAX Theater. The 83,000 sq. ft. building is a landmark in downtown Raleigh and 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. The building houses an IMAX projection system and a 270 seat theatre. IMAX provides 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq. ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, storm drainage repairs, HVAC equipment, and interior and exterior lighting. Repair and replacement of these components was completed from FY 2012 through 2017. In addition, construction was completed on a second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kid Grid, which was funded through a grant by a private sector company.

The FY 2020-2026 budget calls for major roof replacements and future building system replacements for the Museum and IMAX facility.

Program Summary: Marbles/IMAX

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Major Facilities	—	990,000	578,500	668,250	489,600	837,500	—	3,563,850
Appropriated Fund Balance	—	—	—	—	20,800	—	—	20,800
Total Sources	**—**	**990,000**	**578,500**	**668,250**	**510,400**	**837,500**	**—**	**3,584,650**
Marbles/IMAX	—	990,000	578,500	668,250	510,400	837,500	—	3,584,650
Total Uses	**—**	**990,000**	**578,500**	**668,250**	**510,400**	**837,500**	**—**	**3,584,650**

Reserve for Major Facilities Future Projects

These funds are identified through the County's portion of the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element. The County will use $837,500 in reserves in FY 2020 to complete the Five County bathroom accessibility upgrades.

Program Summary: Reserve for Major Facilities Future Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Major Facilities	—	10,000	45,475	—	—	162,500	718,000	935,975
Total Sources	**—**	**10,000**	**45,475**	**—**	**—**	**162,500**	**718,000**	**935,975**
Reserve for Major Facilities Future Projects	—	10,000	45,475	—	—	162,500	718,000	935,975
Total Uses	**—**	**10,000**	**45,475**	**—**	**—**	**162,500**	**718,000**	**935,975**

Reserve for Major Facilities Competitive Projects

Wake County receives $2.00 million annually within the Major Facilities Special Revenue Fund for local community projects. The $2.00 million is then transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

Program Summary: Reserve for Major Facilities Competitive Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Major Facilities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Total Sources	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**14,000,000**
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Total Uses	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**14,000,000**

Solid Waste

Element Summary: Solid Waste

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From South Wake Landfill Fund	150,000	155,000	159,000	164,000	169,000	174,000	179,000	1,150,000
Transfers From Solid Waste Enterprise	3,012,000	3,332,000	1,013,000	382,000	507,000	503,000	836,000	9,585,000
Pooled Investments	234,413	—	—	—	—	—	—	234,413
Non-Pooled Investments	32,329	—	—	—	—	—	—	32,329
Miscellaneous	645,000	773,000	—	546,000	169,000	8,115,000	580,000	10,828,000
Appropriated Fund Balance	2,221,258	—	—	—	—	—	—	2,221,258
Total Sources	**6,295,000**	**4,260,000**	**1,172,000**	**1,092,000**	**845,000**	**8,792,000**	**1,595,000**	**24,051,000**
Landfill Gas Development	450,000	103,000	424,000	109,000	394,000	116,000	478,000	2,074,000
Multi-material and Convenience Centers	4,900,000	3,229,000	589,000	109,000	113,000	387,000	358,000	9,685,000
North Wake	150,000	—	—	164,000	—	—	—	314,000
South Wake Landfill	795,000	928,000	159,000	710,000	338,000	8,289,000	759,000	11,978,000
Total Uses	**6,295,000**	**4,260,000**	**1,172,000**	**1,092,000**	**845,000**	**8,792,000**	**1,595,000**	**24,051,000**

Seven Year Summary

The FY 2020 - 2026 CIP includes improvements and expansions at the County's convenience centers, expansion of the landfill gas collection and control system, park improvements at the shuttered North Wake Landfill, improvements at the East Wake Transfer Station, soil for construction at the South Wake Landfill and costs associated with the closure of a phase at the landfill. In FY 2020, $4.0 million will go towards the reconstruction of of Convenience Center Site 3 in Morrisville.

New in the FY 2020 - 2026 CIP is an annual allocation of $150,000 to mitigate odor and other environmental nuisance issues at the South Wake Landfill.

History/Background

Wake County has a comprehensive Solid Waste Management Plan in place and is in the process of updating it. The 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. The Solid Waste Capital Improvement Program supports the plan by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The program includes investments in County infrastructure necessary to meet the solid waste demands of the general public and to comply with, or even exceed, the NC Department of Environmental Quality requirements for operating solid waste facilities.

The majority of the Solid Waste CIP is dedicated towards construction, renovation, maintenance, and improvements at solid waste facilities including the South Wake Landfill, East Wake Transfer Station, eleven convenience centers, and three multi-material and household hazardous waste facilities. The

remainder of the plan provides for landfill gas collection and control systems, post-closure costs at closed landfills, and replacement of equipment such as compactors.

Funding for Solid Waste capital projects is provided by two Enterprise funds: The Solid Waste Management Fund and the South Wake Landfill (SWLF) Partnership Fund. The Solid Waste Management Fund generates revenue through a household fee, state grants, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the SWLF Partnership Fund are earned through tipping fees at the landfill and the associated East Wake Transfer Station.

Multi-material and Convenience Centers

The County currently operates three multi-material recycling facilities, three household hazardous waste facilities, and eleven convenience centers. Residents can bring household waste and materials to the sites for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers, aluminum containers, steel cans, scrap metal and plastics, as well as facilities for municipal solid waste and construction & demolition debris.

The North Wake Landfill and South Wake Landfill both have a multi-material and household hazardous waste facility and a convenience center in the same vicinity. The goal in developing a facilities master plan was to coordinate specialized facilities with convenience centers to increase their availability. In FY 2018, Convenience Center 11 in Wendell was improved to add multi-material and household hazardous waste facilities.

Funding for reconstruction of Convenience Center 3 in Morrisville is inclulded in FY 2020 and FY 2021. The project will also add multi-material and household hazardous waste facilities in the near future, subject to working with the Town of Morrisville. Funding for ongoing improvements at the other sites, such as driveways, repaving, and equipment replacement is included in the remainder of the plan.

Program Summary: Multi-material and Convenience Centers

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Solid Waste Enterprise	2,562,000	3,229,000	589,000	109,000	113,000	387,000	358,000	7,347,000
Pooled Investments	234,413	—	—	—	—	—	—	234,413
Non-Pooled Investments	32,329	—	—	—	—	—	—	32,329
Appropriated Fund Balance	2,071,258	—	—	—	—	—	—	2,071,258
Total Sources	**4,900,000**	**3,229,000**	**589,000**	**109,000**	**113,000**	**387,000**	**358,000**	**9,685,000**
Multi-material and Convenience Centers	4,900,000	3,229,000	589,000	109,000	113,000	387,000	358,000	9,685,000
Total Uses	**4,900,000**	**3,229,000**	**589,000**	**109,000**	**113,000**	**387,000**	**358,000**	**9,685,000**

North Wake

The North Wake Landfill was closed to accepting waste in FY 2009. After closure, park facilities were constructed and opened on the site in July 2010. A third party owns and operates an ongoing landfill gas-to-energy project on site.

FY 2020 improvements include upgrading/replacing the older and outdated landfill gas blower to serve the facilities in the future as the amount of landfill gas reduces each year. Park improvements are included in FY 2023.

Program Summary: North Wake

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Solid Waste Enterprise	—	—	—	164,000	—	—	—	164,000
Appropriated Fund Balance	150,000	—	—	—	—	—	—	150,000
Total Sources	**150,000**	**—**	**—**	**164,000**	**—**	**—**	**—**	**314,000**
North Wake	150,000	—	—	164,000	—	—	—	314,000
Total Uses	**150,000**	**—**	**—**	**164,000**	**—**	**—**	**—**	**314,000**

South Wake Landfill

The South Wake Landfill Partnership was created in 2006 to provide the most efficient, effective, and sustainable long-term waste disposal services to residents of Wake County. The partnership is led by the County and includes ten municipalities in the County. In June 2006, the County commissioners selected Waste Industries to design, build, operate, and maintain the South Wake Landfill. The County retained the responsibility to provide the soil needed for each phase of construction and is responsible for the final closure of each cell. The landfill began accepting waste in 2008. A portion of the County's waste comes directly to the landfill from haulers, while the remainder is routed through the East Wake Transfer Station.

The landfill has been operating in its third phase (Phase 2A) since July 2015. This section of the landfill is expected to last until 2020. Partial closure of Phase 1 was completed in FY 2018.

The plan includes funding in FY 2020 - 2021 for additional improvements to the scalehouse, roadway, and floor at the East Wake Transfer Station. Funding for soil for landfill construction is programmed in FY 2020 and FY 2023, and funding for the partial closure of Phase 2 of the landfill is planned for FY 2025.

Program Summary: South Wake Landfill

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From South Wake Landfill Fund	150,000	155,000	159,000	164,000	169,000	174,000	179,000	1,150,000
Miscellaneous	645,000	773,000	—	546,000	169,000	8,115,000	580,000	10,828,000
Total Sources	**795,000**	**928,000**	**159,000**	**710,000**	**338,000**	**8,289,000**	**759,000**	**11,978,000**
South Wake Landfill	795,000	928,000	159,000	710,000	338,000	8,289,000	759,000	11,978,000
Total Uses	**795,000**	**928,000**	**159,000**	**710,000**	**338,000**	**8,289,000**	**759,000**	**11,978,000**

Landfill Gas Development

In July, 2011, the County signed a contract with a landfill gas energy developer (Ingenco) to begin operating the landfill gas collection and control system at the South Wake Landfill. County staff coordinated efforts to integrate this new system with the existing landfill gas collection and control system. The County oversees project development and operates the gas collection and control system installed in FY 2011. These facilities enable the County to control landfill gas odors and seek beneficial resuse of the landfill gas to create energy. During FY 2014, the landfill gas to energy project was completed by Ingenco and operations were started.

The gas collection and control system will need to be expanded as the landfill grows. Funding is included in the plan on an annual basis to keep up with the expanding landfill and to ensure the system is able to handle newly buried waste.

Program Summary: Landfill Gas Development

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From Solid Waste Enterprise	450,000	103,000	424,000	109,000	394,000	116,000	478,000	2,074,000
Total Sources	**450,000**	**103,000**	**424,000**	**109,000**	**394,000**	**116,000**	**478,000**	**2,074,000**
Landfill Gas Development	450,000	103,000	424,000	109,000	394,000	116,000	478,000	2,074,000
Total Uses	**450,000**	**103,000**	**424,000**	**109,000**	**394,000**	**116,000**	**478,000**	**2,074,000**

Housing

Element Summary: Affordable Housing

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total FY 2020-26
Transfers From General Fund	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	90,909,000
Total Sources	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**90,909,000**
Housing	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	12,987,000	90,909,000
Total Uses	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**12,987,000**	**90,909,000**

Seven Year Summary

The focus on increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent supportive housing opportunities for formerly homeless men, women, and families. Finally, housing affordability will also be addressed through partnership-driven affordable mortgage programs.

History/Background

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Forces 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, the building or repair of sidewalks, and community projects and improvements.

In addition to federal funds from Housing and Urban Development, affordable housing development and preservation occurred through the Housing Special Revenue Fund. The County also contributed $1 million annually to these efforts.

Nearly twenty years after the original Housing Affordability report, on October 16, 2017, the Board of Commissioners approved the Comprehensive Affordable Housing Plan. The 20-year plan was informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing.

Based on this plan, the County is increasing their annual contribution to $15 million, most of which will increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless and other vulnerable populations.

The Housing function of the Human Services Department moved to a newly-formed Housing Affordability and Community Revitalization department. This department includes services provided through the County's General Fund, a Special Revenue Fund, and a Capital Fund.

Major Accomplishments

Responding to a demonstrated need in the community for unaccompanied women experiencing homelessness, $2.4 million was contributed to acquire and rehabilitate an expanded women's shelter in partnership with Urban Ministries of Wake County. This investment will increase shelter capacity by 37 beds.

WAKE
COUNTY
NORTH CAROLINA

Financial Planning Model

Wake County utilizes a long-term Debt and Capital financial model ("model") as an effective tool to identify the impacts of funding choices for projects and programs identified in the County's seven-year capital improvement plan (CIP). The CIP includes the short- and long-term capital needs of the County as well as public school system and community college. By state statute, the County is obligated to fund both public school system and community college capital needs. The model aids the Board of Commissioners and County management in developing a strategy to fund these capital needs while being aware of any citizen tax impact and ensuring continued adherence to policies, guidelines, and other metrics at a desired level commensurate with triple-A bond rating criteria.

Several financial policies and guidelines were established in the early 2000's related to fund balance, revenues, capital improvements, and debt issuance. These remain the framework for the model. For more information on these policies and guidelines, please refer to the Financial Policies section of this budget.

Dedicated revenues that drive the model include property and sales tax (the two largest revenue sources) as well as General Fund and Debt Service Fund investment earnings. As part of the modeling process, assumptions are made about the strengthening (or weakening) of these revenue drivers. On the expenditure side of the model, assumptions are made regarding the presumed rates of issuance on short-term and long-term debt. The model is integral in determining appropriate timing, level, and affordability of capital needs identified in the CIP.

The model is updated throughout the year for changes related to major economic assumptions, borrowing rate assumptions, CIP projects and programs, completed debt issuances and relevant Board actions. In addition to the annual in-depth budget review process, the Board of Commissioners receives periodic updates about the model if major assumptions change or as fiscal impacts of new debt programs are contemplated.

The current model illustrates a plan that contains a combination of short- and long-term debt financing and cash funding for CIP projects slated for FY 2020, as noted in the Debt Service section of this budget book. The model continues to be utilized for long-term impact analysis as the Board contemplates future County, WTCC and WCPSS capital needs and corresponding funding choices for FY 2021-2026. In the budget approval process for FY 2020, the Board is expected to approve a tax increase of 3.8 cents (per $100 of assessed property valuation) to be levied beginning in FY 2020. This tax increase is necessary to fund respective bond referenda of WCPSS, WTCC, and Parks, Greenways, Recreation, and Open Space as authorized by voters in November 2018.

WAKE
COUNTY
NORTH CAROLINA

Glossary of Budget Terms

Alcohol Beverage Commission (ABC): The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Adopted Budget: The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

Appropriation: The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

Assessed Valuation: The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

BAN: Bond Anticipation Note - A short-term interest-bearing security issued in advance of a larger, future bond issue.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

Glossary of Budget Terms

CAP: Capital Area Preservation.

Carolina Association of Governmental Purchasing (CAPG): Supports public procurement professionals in North and South Carolina through educational and networking programs and opportunities.

Capital Budget: A financial plan for capital projects, which usually cost more than $100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

Community Improvement Program: A long-range plan or program of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

Capital Outlay: Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than $5,000, less than $100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CAWDB: Capital Area Workforce Development Board.

CCBI: City-County Bureau of Identification.

Character of Expenditure: The broadest classification of expenditures used to describe the nature of goods and services purchased. Examples include personnel services, current expenses, capital outlay, and interdepartmental charges.

CIP: Capital Improvement Program

Clerk to the Board: The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

Comprehensive Annual Financial Report (CAFR): Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Contingency Account: An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

Current Budget: Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt Reduction Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the State at two-thirds of the previous year's net debt reduction.

Debt Service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule**.**

Debt Service Fund: A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

Glossary of Budget Terms

Division: A functional unit within a County department.

EBT: Electronic Benefit Transfer.

ECM: Electronic Content Management.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.500 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

GEOPATHS Improving Undergraduates STEM Education: Pathways into Geoscience (WTCC Grant funding from National Science Foundation)

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an

accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources department.

ICS: Incident Command System.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services department.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LME: Local Managing Entity.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

MODEL 3D: Manufacturing Original Didactic Experiences in Learning in 3D (WTCC grant funding from National Science Foundation)

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

Personal Income: Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

Personal Property: All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

Policy: An established plan of action used to guide decisions and actions.

Post-Incident Review: A review of the emergency response to a fire incident designed to identify trends, challenges and opportunities for improvement.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation and Open Space.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

ROD: Register of Deeds.

RTP: Research Triangle Park.

SACSCOC Southern Association of Colleges and Schools Commission on Colleges

Glossary of Budget Terms

Salary Adjustment Reserve: A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

SEIMS: Statewide Election Information Management System.

Self-insurance: A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

SRC: Southern Regional Center.

Statute: A law enacted by the state legislature.

STEM Science, Technology, Engineering and Math

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TAACCCT Trade Adjustment Assistance Community College and Career Training Grant Program

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple units of data over time.

Taxing Authority: When a legislative body has the legal ability to impose a tax on its citizens.

TNR: Trap, Neuter, and Release. Program to capture feral cats, neuter them, and then release into the wild.

UDO: Unified Development Ordinance.

Unincorporated Area: Area of the county that is not part of any municipality.

User Fee: A charge assessed each time a customer uses a County service for which fees are charged.

Vector Borne: An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIC: Women, Infants and Children.

Workforce Development: Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

Working Capital: The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

Workload Indicator: Measurement used to reflect the quantity of services or effort.

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