



Adopted Operating Budget and Community Improvement Plan

For the Fiscal Year July 1, 2014 through June 30, 2015

Wake County, North Carolina

Adopted Budget for Fiscal Year 2015

Board of County Commissioners



Phil Matthews
Chairman



Joe Bryan
Vice Chair



Paul Coble



Betty Lou Ward



Rich Gianni



Caroline Sullivan

County Administration



James West

County Attorney: Scott W. Warren

Clerk to the Board: Susan Banks

County Manager: Jim Hartmann

Deputy County Manager: Joseph K. Durham

Deputy County Manager: Johnna L. Rogers

Table of Contents

Table of Contents	3	County Manager.....	128
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD	5	County Attorney.....	131
GFOA Distinguished Budget Presentation Award	5	Board Of Elections.....	132
BUDGET MESSAGE.....	7	Budget And Management Services.....	137
ORDINANCE.....	21	Facilities Design & Construction.....	139
PROCESS AND POLICIES.....	59	Finance Department.....	144
Reader's Guide to the Budget	59	Human Resources	149
Budget Process	60	Information Services.....	155
Budget Calendar for Fiscal Year 2015	62	Register Of Deeds	168
Fund Structure.....	63	Revenue Department.....	172
Fund Structure Charts.....	65		
Wake County Government FY 2015 Organizational Chart		COMMUNITY SERVICES	177
66		Community Services Management and Budget Office ..	
Basis of Budgeting and Basis of Accounting.....	67	178	
Financial Policies.....	68	Parks, Recreation and Open Space.....	180
Financial Models.....	73	Planning, Development and Inspections	184
Long-Range Planning.....	74	Veterans Services.....	192
BUDGET HIGHLIGHTS.....	77	Geographic Information	194
Total Revenues By Fund	77	Libraries.....	198
Total Revenues By Source	78		
Expenditures By Use	79	ENVIRONMENTAL SERVICES	205
Expenditures By Type	80	Environmental Services Administration.....	207
Summary of Revenues, Expenditures and Changes In Fund Balance	81	Environmental Health & Safety	209
Overview of Changes in Fund Balance.....	89	Water Quality.....	213
Revenue Highlights.....	90	Animal Care, Control and Adoption Center	219
User Fee Change Summary.....	96		
Expenditure Highlights	97	GENERAL SERVICES ADMINISTRATION..	223
New Expenditure Requests Not Funded	103	Administration / Support	225
Personnel Summary	105	Physical Plant.....	229
Personnel Changes Summary	109	Central Services	231
Schedule of Interfund Transfers	113	Security and Safety	234
GENERAL FUND	115	Criminal Justice/General Government.....	237
General Fund Revenue Summary.....	115	Field Services.....	238
General Fund Expenditure Summary	118	Utilities/Life Safety/Environmental	242
GENERAL GOVERNMENT	123	County Building Agreements	244
General Government Budget Summary.....	123		
Board Of Commissioners.....	124	HUMAN SERVICES.....	245
		Social Services Economic Self Sufficiency	248
		Child Welfare	254
		Children Youth and Family	258
		Public Health	264
		Health Clinics.....	270
		Behavioral Health.....	276
		Administration and Operations	277
		Behavioral Health - MCO	282

Table of Contents

Local Management Entity	283	Capital Budget Process.....	373
Human Services Reserves	284	How to Read the Community Improvement Plan....	376
MEDICAL EXAMINER	285	Operating Budget Impact	379
EMERGENCY MEDICAL SERVICES.....	287	Horizon Issues.....	380
FIRE SERVICES	291	Community Improvement Plan Projects	381
Fire Services	294		
Emergency Management.....	298		
EMERGENCY MANAGEMENT.....	299	SEVEN-YEAR SUMMARY OF SOURCES AND USES	389
EMERGENCY COMMUNICATIONS	305	Seven-Year Summary of Sources and Uses	389
RALEIGH/WAKE CITY-COUNTY BUREAU OF IDENTIFICATION	307	DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES	391
SHERIFF.....	311	Detailed Seven-Year Summary of Sources and Uses .	391
Law Enforcement	312		
Detention.....	314	CIP - COUNTY CAPITAL.....	399
NON-DEPARTMENTAL	317		
EDUCATION	331	CIP - EDUCATION.....	471
Wake County Public School System	331		
Wake Technical Community College	333	CIP - FIRE RESCUE	479
DEBT SERVICE	337		
SPECIAL REVENUE FUNDS	345	CIP - MAJOR FACILITIES	487
Capital Area Workforce Development.....	345		
Fire Tax District.....	347	CIP - SOLID WASTE	495
Grants and Donations	351		
Housing and Community Revitalization.....	354	FINANCIAL PLANNING MODEL	503
Major Facilities.....	356		
INTERNAL SERVICE FUND.....	359	SUPPLEMENTAL INFORMATION	511
Corporate Fleet Fund.....	359	Wake County Facts.....	511
ENTERPRISE FUNDS.....	363	Demographic Statistics.....	513
Solid Waste Management	363		
South Wake Landfill	366	GLOSSARY OF BUDGET TERMS	515
COMMUNITY IMPROVEMENT PLAN	369	Glossary of Budget Terms	515
Introduction and Highlights	369	Index.....	521

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, 2013

Jeffrey P. Evans

Executive Director

This page intentionally left blank.

Budget Message

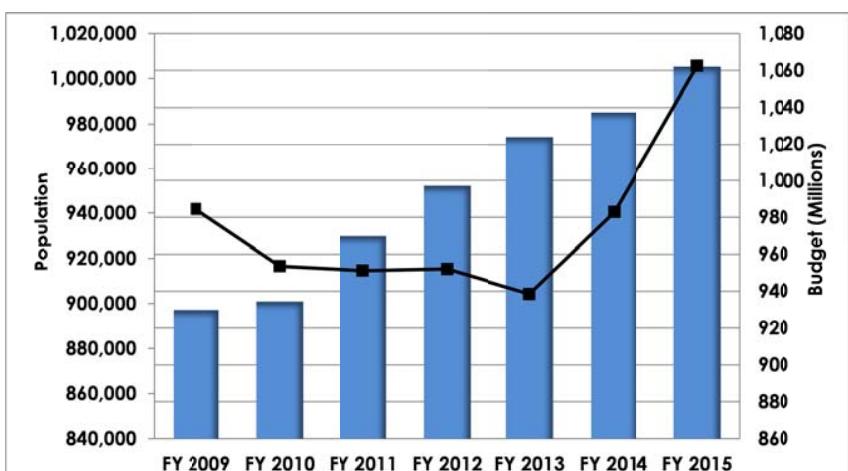
Monday, May 19, 2014

Wake County Board of Commissioners:

Today is the beginning of my sixth week as your new County Manager and it is my privilege and responsibility to present you, the Wake County Board of Commissioners, and our community a recommended budget for fiscal year 2015. As your new County Manager, I have put significant effort into learning about the County and the services we provide. I have worked diligently to study your priorities and goals so that this budget becomes a tool for furthering those goals and providing the services that citizens expect.

Fortunately, my arrival comes as the local and national economy continues to improve: building permits are up, unemployment is down and sales tax continues to recover. All these trends support increased revenues with the fiscal year 2015 General Fund budget exceeding \$1 billion for the first time. At the same time, the population of the County is expected to exceed one million people for the first time.

As I developed my first budget recommendation for Wake County, I likened my role to that of an Investment Manager expected to generate a sound return to those investing in our community. Over the past year, the County welcomed approximately 20,000 new residents and new businesses, like MetLife. Those individuals and businesses invest in the community through payment of property and local sales taxes, and in return, expect opportunities for education as well as a safe, healthy and vibrant community.



Wake County is consistently rated as one of best places to live in the nation which spurs the new investment and is frankly one of the primary reasons that I was attracted to pursuing the position of County Manager here. The normal revenue growth can be likened to interest earnings – return on the revenue base yields some new dollars. While a property tax could be viewed as needing an additional infusion of capital to bolster the investment. The last six years of moving through the recession required a delicate balance of not seeking additional

Budget Message

investment through property tax increases despite stagnant or declining revenues while we continue to provide services to a community that grew by more than 100,000 people during that same period of time.

My budget recommendation to you today is able to accommodate many requests through the normal “return on investment” but also includes a request for an increase in the base community investment.

As I provide an overview of the initiatives included in the budget recommendation, it is shaped around the board’s focus areas established at your retreat in February. The focus area goals and objectives serve as a prospectus as to what the taxpayers, the investors, can expect from their investment.

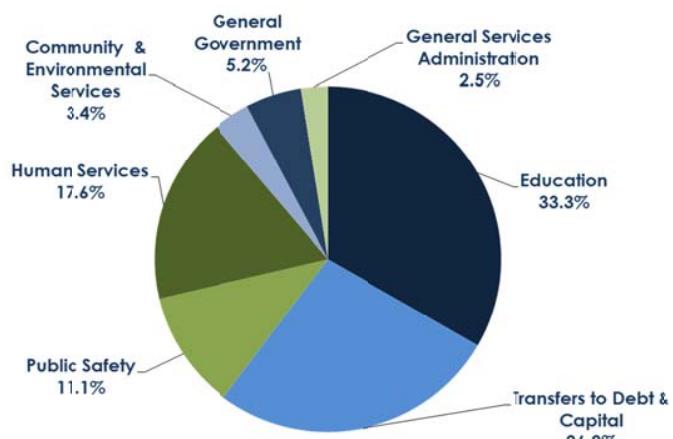
FISCAL STRENGTH AND STEWARDSHIP

I will begin with the focus area of Fiscal Strength and Stewardship as the budget is the primary tool for communicating our financial plan for the upcoming year. The goal is *“Continue to exercise sound financial management and ensure Wake County’s long-term fiscal strength.”*

Recommended Budget

The recommended budget is \$1.063 billion and proposes to increase the property tax rate to 57.8 cents, a 4.4 cent increased investment to support the \$983.8 million School’s 2013 Capital Improvement Program (CIP).

Last fall, the voters were asked to authorize the use of the County’s general obligation pledge to issue \$810 million in bonds for the School System’s capital program. The voters approved the referendum with the knowledge that as much as a 4.86 cent tax increase, and new investment, would be necessary to fund the total program. At the Board of Commissioners’ work session last Monday, we reviewed the County’s debt and capital planning assumptions, which have improved since the original estimate for the bond. With these revisions, it is possible to fulfill our funding commitment with a 4.4 cent property tax increase, which is 0.46 cents less than the original forecast. This tax increase will allow the County to finance the building program (as we



Budget Message

promised the public we would do) and adhere to our strong financial policy of having full funding in place prior to the issuance of any debt.

Looking at the total budget by areas of investment; education, transfers for debt and capital, human services and public safety represent 89 percent of the total budget. The '15 budget will grow by \$79.8 million, an 8.1 percent increase over the 2014 adopted budget. Of that amount \$55.7 million is associated with the tax increase necessary for the school's CIP 2013, and all other sources grew by \$24.0 million or 2.4 percent. As the budget must be balanced within available revenue sources, my goal was to evaluate the more than \$61 million in requests and strive to fund the highest priorities first within the available new growth.

Revenue Category	FY 2014 Adopted	FY 2015 Recommended	Dollar Change	Percent Change
Taxes				
Property Taxes	682,085,000	737,930,000	55,845,000	8.2%
Sales Tax	132,481,000	147,883,570	15,402,570	11.6%
Other Taxes	10,740,421	13,224,685	2,484,264	23.1%
Taxes Total	825,306,421	899,038,255	73,731,834	8.9%
Intergovernmental (Fed, State & Local)	87,813,713	90,089,164	2,275,451	2.6%
Charges For Services	61,400,880	62,009,128	608,248	1.0%
Licenses & Permits	3,624,386	4,716,459	1,092,073	30.1%
Miscellaneous	1,370,460	1,769,245	398,785	29.1%
Transfers & Other Sources	3,284,140	4,912,749	1,628,609	49.6%
Total Revenues	982,800,000	1,062,535,000	79,735,000	8.1%
Property Tax Increase		55,700,000	55,700,000	-
Normal Revenue Growth	982,800,000	1,006,835,000	24,035,000	2.4%

General Fund Revenues

Allow me to provide a brief overview of where the majority of the 2.4 percent normal revenue growth is generated.

Property Tax

Property tax assessed values grew by \$2.2 billion, a 1.8 percent increase over the prior year. Real, business personal and public service values will increase in total by approximately 4 percent, while motor vehicle property values are estimated to decline by 2.6 percent.



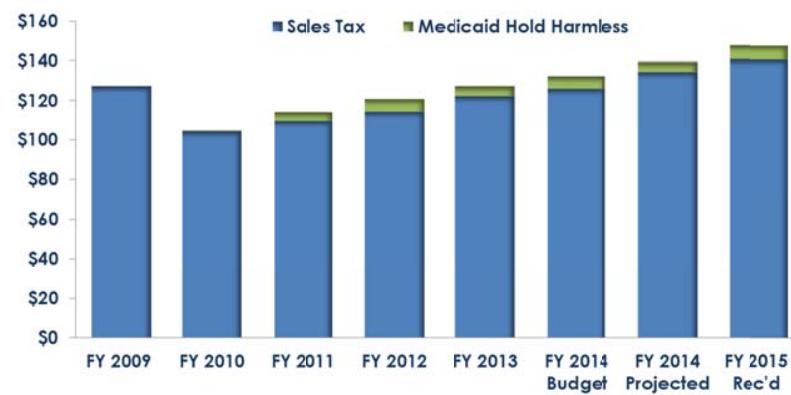
Budget Message

Beginning in July of 2013, the State began assessing and collecting taxes on vehicles – the Tag and Tax program. Since the inception of the program, vehicle registrations have consistently lagged behind prior years. It is expected that 2015 will establish a new baseline for vehicles with normal growth resuming in 2016.

The recurring revenues generated from this property tax growth are approximately \$12.6 million. The increase is offset by the loss of one-time Tag and Tax revenues that will be collected in 2014 as a result of transitioning to the new program.

Sales Tax

Sales tax is the second largest revenue source. During the recession, the County lost more than \$50 million in sales tax revenue. After better than anticipated growth in 2014, the recommended budget will mark the first year that the sales tax estimate will exceed prerecession levels. Base sales tax growth over '14 projections is 5 percent.



After adjusting for an increased estimate for Medicaid Hold Harmless, the total sales tax revenue is \$147.9 million.

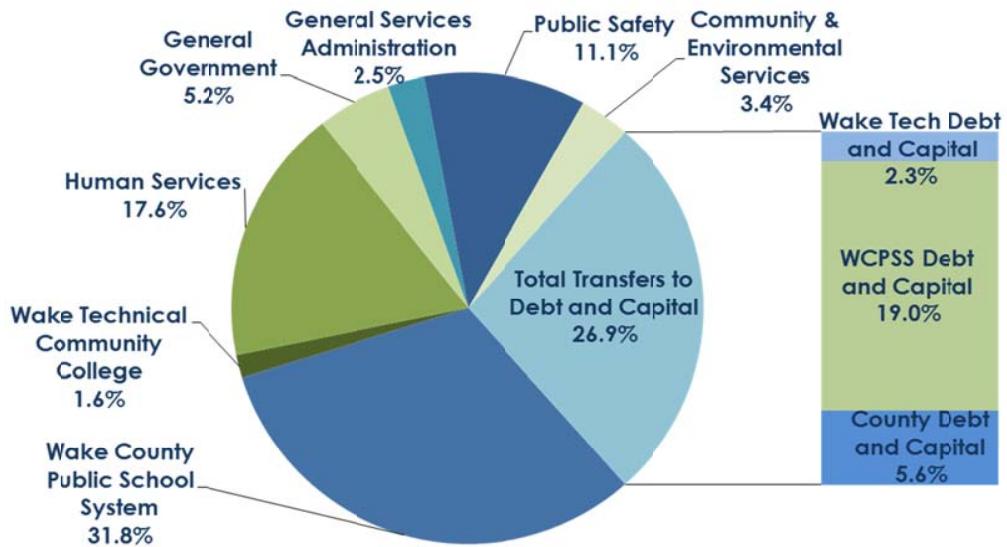
Other General Fund Revenues

All other revenues total \$176.6 million and are projected to grow by \$8.4 million.

EDUCATION

Education represents the largest category of the County budget. Including direct operating support and funding for debt and capital, the School System and Wake Tech represent 54.7 percent of the recommended budget. Appropriately, Education is a key board focus area with the goal being to *"Support an educated and skilled community through responsible funding of the Wake County Public School System and Wake Technical Community College."*

Budget Message



Wake County Public School System

Funding of public education is a shared responsibility between the State of North Carolina and its counties. The State's responsibility is school operating instructional expenses and the counties' primary responsibilities are building, equipping and maintaining school facilities and supplementing State funding when consistent with fiscal policies and within financial resources.

This year, Superintendent Merrill requested a significant increase in the school appropriation to address operating program enhancements and a 3.5 percent pay increase for all School System employees. After considerable discussion with staff and stakeholders, I have chosen to contemplate these separately, since one is much more closely aligned to State funding.

In this regard, my recommended budget includes a 3.1 percent increase, or \$10.2 million for the Superintendent's request, but does not recommend funding for the 3.5 percent across the board pay increase for all School System employees.

As we all know, the North Carolina Governor has proposed his budget that included more funding for teacher salaries and State employee compensation. This is appropriate as the State bears that fundamental responsibility. Once the State resolves this, we will be in a much better position to understand future funding and decide how much to fund our school salary supplements, which is already the second highest in the State at an average \$6,200 per teacher.

Great schools with great teachers and support staff are fundamental to a community's quality of life. They are a critical part of the foundation of a solid economic plan. For these reasons, I am committed to working with the Superintendent to understand the impact of the State's

Budget Message

actions and will continue evaluating options to increase teachers' salaries and student achievement.

Wake Technical Community College

Wake County also has a commitment to funding our Community College. The growth at Wake Tech is critical to the educational development of Wake County citizens as they strive to enter into and advance within the workforce. The College educates nearly 70,000 students per year for both full-time enrollment and continuing education. Wake Tech serves as a vital instrument for economic growth and job creation within the county.

The '15 operating budget includes an increase of \$287,000 based on the 1.77 percent property tax growth. These dollars will be used to support the opening of new facilities which includes funding of start-up costs for educational positions at the new Vernon Malone College and Career Academy.

Malone College and Career Academy

As a new member of the Wake County team, I was thrilled to learn of the significant partnership between Wake Tech, the School System and the County in constructing and developing programming for the Vernon Malone College and Career Academy. Much work and collaboration has gone into a fall 2014 opening, and I am pleased Wake County is one of the three organizations supporting an educational program that can direct high school and Wake Tech students towards high demand jobs. Partnerships like this are clearly our future.

COMMUNITY HEALTH AND VITALITY

The third focus area for the Board of Commissioners is Community Health and Vitality. The goal in this focus area is short, but complex, *"Promote and protect the public health of the community."*

A number of departments provide services that promote and protect the health of our community. Investments in these areas have been included in this budget.

Environmental Health inspectors work to ensure that restaurants and food vendors are safe and inspected regularly and that our hotels, childcare facilities and nursing homes meet sanitation guidelines. The investment of \$140,000 for additional health inspectors is recommended as a result of growth in the number of inspected facilities, an increase of 12.5 percent since 2008, as well as an increase in the complexity of inspection rules.

The County also serves the community in promoting the public health and welfare of vulnerable populations through programs in the Human Services Department. This budget includes an additional \$660,000 for maintaining core services and priority initiatives; including:

Budget Message

- the addition of six child protective service workers;
- increased capacity for managing adult guardianship cases; and
- program enhancement to reduce the prevalence of sexually transmitted diseases, in support of the Healthiest Capital County goal.

We will also be adding 10 new school health nurses to provide essential health services in underserved areas which represent an additional investment of \$600,000 in the schools. These nurses are funded in the County's operating budget, but will increase the number of school nurses working with students with acute needs. This program expansion also helps in our efforts to become the Healthiest Capital County.

COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT

Your next focus area is Community Partnerships and Economic Development. The goal in this area is to, "*Increase collaboration among community partners and units of government to develop long range plans for land use, economic development, infrastructure and environmental programs to improve the prosperity, health and diversity of the community. We plan to develop and implement ongoing, long range planning initiatives to enhance the quality of life.*"

Open Space

An objective in this goal area is to continue implementation of the Open Space program to maximize opportunities for public access and identify greenway partnerships. At the Boards' October 2013 work session, staff presented a proposal for providing public access to three Open Space properties for low impact use. Over the next few months, you will be asked to approve the schematic designs for the properties and their specific public uses:

- Turnipseed for trail hiking,
- Robertson's Mill Pond for canoeing and kayaking, and
- the Procter Property for horseback riding.

To provide this access and to continue to be good stewards of open space, one position and temporary staffing is included in this budget at a first year cost of \$50,000.

PUBLIC SAFETY

The next focus area is Public Safety with the goal to, "*Provide a safe and secure community through coordinated efficient and effective, professional, public safety services.*"

Budget Message

The Fire Services Department, Sheriff's Office, Emergency Medical Services (EMS) and our public safety communications infrastructure have a direct impact on the safety of our residents. A large portion of the expansions in the FY 15 budget are in the area of public safety.

EMS

The Wake County EMS System is known for prompt, compassionate and excellent care. This recommended budget provides an additional \$950,000 to the EMS System to support this work.

EMS services are delivered in Wake County by staff at Wake EMS and three contract agencies: Apex, Eastern Wake and Cary EMS.

Increases in EMS call volume, require equipment and staff to keep pace with the demands of providing services in a growing county. Addressing this need requires a new peak-load unit in Western Cary to operate during the busiest times of day and the conversion of two 24-hour shifts to 12-hour shifts. The conversion will add four additional positions to Wake EMS. A new supervisor district including four new supervisors will also be created to ensure quality services.

EMS will replace equipment for a mobile simulation training program. This highly effective program allows for more dynamic training exercises in the field which enhance the skills of our responders.

Contract agencies will receive funding for new emergency response personnel and replacement vehicles in '15.

Fire Services

The Fire Services' budget will increase by \$200,000 with the addition of two new positions to support the Fire Commission and the 19 municipal and not-for-profit departments providing services within the Fire Tax District. Enhanced County staff support to the Fire Commission is important to promote sustainability of the Fire Tax District as the Commission pursues long-term cost control measures that address challenges identified in their Long Range Business Plan. These positions represent a responsible investment in the County's goals of sound fiscal management and strategic resource allocation.

CCBI

From safety, we turn to law enforcement. This year, twelve dedicated DWI law enforcement officers have been added in our community. The City-County Bureau of Investigation (CCBI) is experiencing increased workload in their blood and alcohol analysis lab as a result of these new dedicated officers. To handle the volume, CCBI will receive analysis equipment and two chemists which will help them to process cases in a timely manner.

Budget Message

Sheriff

The past two years have been extremely busy for the Sheriff's Office with the opening of the Hammond Road Detention Center and the Justice Center. The request from the Sheriff this year supports the fine-tuning of operations. Included in the overall \$947,000 increase are:

- \$500,000 in additional funding for hospitalization and safekeeping of inmates in State facilities, as well as additional food costs for the inmate population.
- An additional courthouse deputy is requested due to the expanded courtrooms utilized by the 10th Judicial District; and
- Two positions and increased operational funds are added to support critical technology infrastructure, which is the primary source that enables officers to find records and conduct investigations in the field.

Public Safety Support

The '15 budget recommends a high priority CAD Administrator position within the Information Services Department to prepare for the replacement of the current CAD system, which supports the Raleigh-Wake Communications Center and law enforcement, fire and (EMS) responders across the County. The current CAD will no longer be supported by Motorola beyond 2018, and the County portion of the replacement cost is included in the 2015 to 2021 Capital Improvement Program. Once CAD implementation is complete in 2018, the position will continue to serve as the technical liaison between Wake County public safety agencies and the Raleigh-Wake Communications Center. This position will play a leadership role in future CAD-related projects designed to improve County public safety service, and maximize the return on this significant investment.

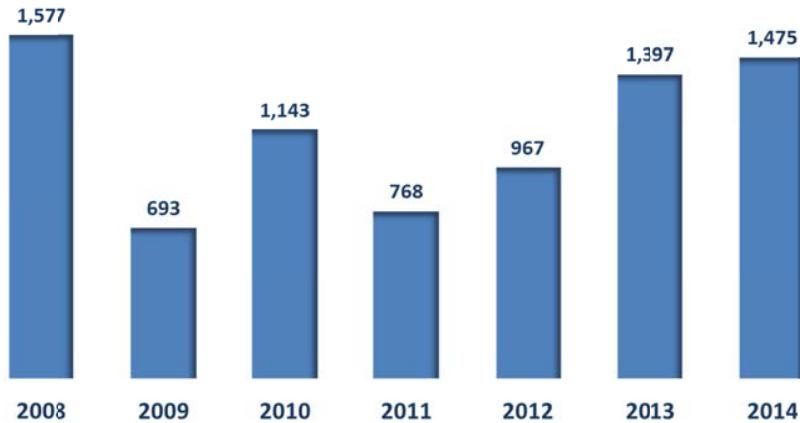
EFFECTIVE AND EFFICIENT GOVERNMENT OPERATIONS

The Board of Commissioners focus areas are all encompassing. The next one is Effective and Efficient Government Operations with the goal, *"Support management initiatives to continually improve the quality, responsiveness, efficiency and cost-effectiveness of county services."*

Development Related Activities

Let's begin with development related activities. Emerging from the recession has led to increased building in both the commercial and residential sectors. In order to remain responsive to the development community and facilitate continued growth, five positions for inspections and permitting are included in the '15 budget for the Community Services Department.

Budget Message



With the increased development seen over the past two years, there has also been higher demand for septic permits. As a result, two positions are added in Environmental Services to increase capacity to review plans, issue permits and inspect these systems. This expansion of personnel will provide for timelier permit issuance as well as environmental protection.

Funding for these initiatives total \$425,000 in Environmental and Community Services.

NCFAST

For a number of months, the County has been working through the implementation of NC FAST. This has been a challenging implementation but progress has occurred. In February, the commitment was made to reduce backlog and to improve the utilization of the electronic case management program for clients in Food and Nutrition as well as Medicaid Services and 36 positions were added.

An additional \$2.5 million is included in the budget to maintain these positions and to provide more training and temporary staffing to assist Human Services. Our mission is to serve the people of Wake County, especially during this time of transition, and to make sure that we meet their needs, even when faced with technological challenges. In an effort to overcome these challenges, we have also strengthened our Customer Call Center with the addition of five Customer Service Representatives.

Revaluation

The '15 and '16 budgets will increase for the Revenue Department as they prepare for the upcoming Property Revaluation in 2016. Funding has been contributed annually over the past eight years towards the Revaluation Reserve, and this year's budget reflects use of \$1.5 million from that Reserve to conduct the process.

Budget Message

Pay and Benefits

In the few weeks that I have been here, one of the things I have been most impressed by is the caliber of our employees. Wake County is fortunate to have such fantastic people who have a passion for public service. Although we have significant competing needs, we have been able to provide for an average merit increase of 2.75 percent effective October 1.

The budget also includes an increase of \$750,000 in the employer cost of health insurance.

General Fund Summary

The items highlighted from the recommend budget are the areas with notable funding increases or where service enhancements are proposed. In summary, the total General Fund increases by almost \$80 million; eight percent from last year's adopted budget. We have added 54.5 positions to the General Fund to meet growth and workload demands, augment staff resources that will allow for operational efficiencies and maintain public safety service delivery levels.

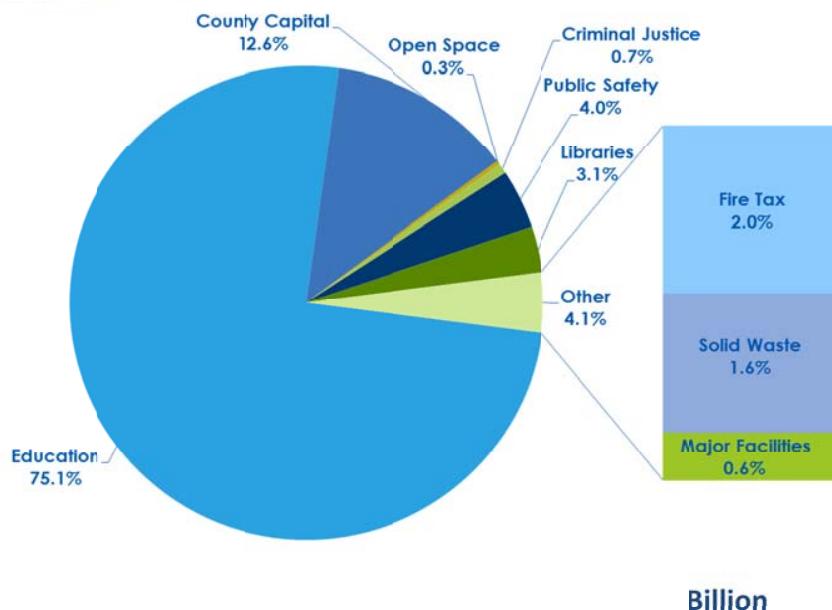
With an overview of General Fund complete, I would like to briefly touch on a few of our other fund budgets.

Revenue Category	FY 2014 Adopted	FY 2015 Recommended	Dollar Change	Percent Change
Transfers to Debt and Capital	232,443,000	286,531,000	54,088,000	23.3%
Wake County Public School System	327,496,020	337,676,400	10,180,380	3.1%
Pay and Benefits		5,050,000	5,050,000	-
Human Services	183,151,824	186,881,070	3,729,246	2.0%
Public Safety	115,327,092	117,873,859	2,546,767	2.2%
Revenue Department / Revaluation	7,309,892	8,692,480	1,382,588	18.9%
General Government	39,519,800	40,425,522	905,722	2.3%
General Services Administration	25,656,059	26,381,521	725,462	2.8%
Community & Environmental Services	35,705,375	36,545,148	839,773	2.4%
Wake Technical Community College	16,190,938	16,478,000	287,062	1.8%
Total Expenditures	982,800,000	1,062,535,000	79,735,000	8.1%
Property Tax Increase for Transfers		55,700,000	55,700,000	-
Expenditures Excluding Tax Increase	982,800,000	1,006,835,000	24,035,000	2.4%

Capital Improvement Plan

At your work session last Monday, we reviewed the recommended Capital Improvement Plan. The CIP is funded through a portion of the 19.9 cents of the property tax rate that will be dedicated to debt and capital. The \$1.4 billion seven-year CIP includes the \$983.4 million Wake County Public Schools CIP 2013, the \$210 million Wake Tech CIP 2012 and \$290 million for County projects. The County CIP allocates dollars for high priority items for public safety such as EMS Stations, 800 MHz and CAD upgrades. It also allows the County to maintain its investment in its buildings and technology infrastructure assets.

Budget Message



Over the past week, we revisited one project that had been listed as a future horizon project: a new emergency operations center. That project is now being recommended for funding in fiscal years 2019 to 2021. Over the next year, we will continue to seek partners and fully evaluate all options.

Solid Waste

Now to our Solid Waste fund. At your April Work Session the Solid Waste Director presented the results of their comprehensive financial plan. The \$13.5 million recommended budget maintains the household disposal fee of \$20 to fund convenience centers, household hazardous waste disposal, environmental education programs and the county's litter control program.

Wake County also administers the South Wake Landfill in partnership with 11 municipalities. The recommended budget maintains the tipping fees for South Wake Landfill at \$30 per ton. The fee at the East Wake Transfer Station is recommended to be increased by \$3 to a total fee of \$39 per ton. The necessity for an increase in the tipping fee has been thoroughly evaluated and vetted by both staff and our municipal partners.

Fire Tax

The Wake County Fire Tax District Budget is \$21 million and maintains the existing tax rate at e cents. This rate provides funding to 19 municipal and not-for-profit fire departments, as well as funding for Fire Debt and Capital. One of the goals of the Board of Commissioners and our citizen-led Fire Commission is long-term financial sustainability without relying on tax rate increases to fund fire services.

Budget Message

Staff will continue to work with several fire departments in evaluating potential consolidation opportunities, while also working to identify efficiencies across the Fire Services system. The recommended Fire Tax budget reflects that approved by the Fire Commission.

SUMMARY

In summary, the recommended budget of \$1 billion and \$63 million represents continued investments in education, human services and public safety. The '15 budget aligns with the Board of Commissioners' goals for the upcoming year and will keep Wake County on a path that supports growth and meets increased service needs. While this budget is not able to fund all requests—either from County departments or the school system—it invests additional resources in the Board of Commissioners' highest priority areas and funds the school building program that was approved by voters. The budget includes a request for an increased community investment of a 4.4 cents property tax increase in support of the \$983.8 million school building program, increasing the property tax rate to 57.8 cents.

I have prepared a recommended budget as a plan based on our best assumptions about the future. As always, we will continue to monitor action by the legislature that may impact the County or School System budget.

Finally, it is great to be in Wake County. The County continues to be recognized as one of the best places in the country to live, work and start and grow businesses, and we will continue to make responsible investments as a community that provide quality services to our residents and maintains and enhances quality of life.

NEXT STEPS

We always invite and encourage feedback and input on the budget. There are a number of ways in which citizens can be involved. Immediately following the conclusion of the budget presentation, the budget will be posted online at www.wakegov.com.

The public can visit WakeGov.com to learn about the budget process. People can also email comments to budget@wakegov.com or speak at one of the two public hearings.

The next step will be for you to hold the public hearings on Monday, June 2, 2014, at 2 p.m. here in the boardroom, and at 7 p.m. at the Wake County Commons. As in past years, you will hold a work session dedicated to the budget on Monday, June 9 at 9 a.m. And, on Monday, June 16, 2014, you will be asked to adopt the FY 2015 budget during your normally scheduled 2 p.m. business meeting.

Budget Message

Your manager and staff look forward to working with you on the adoption of fiscal year 2015 Budget.

Respectfully submitted,



Jim Hartmann
County Manager

Ordinances

Item Title: Adoption of the Fiscal Year 2015 Budget and Project Ordinances and the Personnel Authorization Ordinance

Specific Action Requested:

That the Board of Commissioners adopts the following FY 2015 budget-related ordinances:

A. Fiscal Year 2015 Operating Budget Ordinance

- i. General Fund
- ii. Debt Service Fund
- iii. Solid Waste Enterprise Fund
- iv. South Wake Landfill Fund
- v. Corporate Fleet Fund

B. Capital Improvement Fund Project Ordinance

- i. County Capital Projects Fund
- ii. Fire Tax District Capital Projects Fund
- iii. Major Facilities Capital Projects Fund
- iv. Solid Waste Capital Projects Fund
- v. Wake Technical Community College Capital Projects Fund

C. Housing and Community Revitalization Fund Project Ordinance

D. Capital Area Workforce Development Fund Project Ordinance

E. Fire Tax Fund Budget Ordinance

F. Grants and Donations Fund Project Ordinance

G. Major Facilities Fund Budget Ordinance

H. Personnel Authorization Ordinance

Item Summary:

On May 19, 2014, the County Manager presented a recommended FY 2015 General Fund budget totaling \$1,062,535,000 to the Board of Commissioners. This recommended budget is balanced as required by and defined in the State's Local Government Budget and Fiscal Control Act. On June 2, 2014, the Board of Commissioners held a public hearing regarding the FY 2015 budget in the Commissioner's Meeting Room and continued the hearing that same day at the Wake County Commons Building.

The FY 2015 General Fund budget presented for adoption totals \$1,066,422,000, an increase of \$3,887,000 over the recommended budget, and reflects a property tax increase of 4.4 cents for a final property tax rate of 57.8 cents per \$100 property valuation. The budget also increases East Wake Transfer Station tipping fee by \$3/ton to a total fee of \$39/ton, maintains the Fire Tax District tax rate at 8 cents per \$100 property valuation and the household disposal fee at \$20 per household per year.

Changes to Recommended Budget (Technical Corrections)

At the June 9, 2014 budget work session, County staff identified the following changes to be made:

Ordinances

Wake County Public School System

Budget modifications for the Wake County Public Schools System (WCPSS) include immediate, short-term, and on-going components given the uncertainties of state actions regarding teacher pay and other local impacts on education funding.

Immediate: Establish a reserve of \$3,750,000 for additional appropriation to WCPSS. Appropriation of the reserve is contingent upon the Board of Education (BOE) taking action to utilize the \$3,750,000 to increase the locally funded teacher supplement scale. Following the action taken by the Board of Education, the County will appropriate the \$3,750,000 as a recurring amount that will increase the funding for WCPSS operating to \$341,426,400, a total increase \$13,930,380 or 4.3% over the FY14 amount of \$327,496,020. The source of the funding is appropriation of FY13 ABC revenues committed to fund balance for future appropriations authorized by the Board of Commissioners.

Short-term: The State is not expected to adopt a budget prior to both the County and BOE adopting a FY15 budget. Given this likelihood the following is anticipated:

- July 2014 – County and WCPSS will jointly evaluate impacts of the State Budget on teacher pay and other local funding requirements.
- September 2014 – As a result of the joint evaluation, WCPSS will present a revised FY2015 appropriation request to the County based on the impacts of the State budget. Also, as part of the revised appropriation request, WCPSS may estimate an amount of fund balance that could be remitted to the County in exchange for additional recurring County appropriation to WCPSS (Fund Balance Exchange Incentive).
- October 2014 – The County will consider the WCPSS revised FY2015 request and if WCPSS remits a portion of the WCPSS fund balance to the County, the County will then recalculate the property tax rate dedicated to debt and capital using the County's debt and capital model and the most current financial information available. The recalculated rate will continue to provide sufficient funding for existing and authorized future debt and capital as well as maintain a combined general fund and debt service fund fund balance of at least 30% of the combined operating revenues. The additional appropriation to WCPSS will be based on the difference between the recalculated property tax rate dedicated to debt and capital and 19.9 cents, the amount dedicated as part of the FY15 adopted budget as a result of the 4.4 cents property tax increase.

Potential impacts of the current Fund Balance Exchange Incentive calculation as described above is provided for illustrative purposes.

Ordinances

	Cents on Property Tax Rate
Current tax rate for Debt and Capital:	15.50
Proposed tax rate for Debt and Capital:	19.90
combined general and debt service fund balance of 30% of operating revenues	4.40

IF WCPSS were to return Fund Balance to Wake County (one-time) by:	\$20 million	\$30 million	\$40 million	\$50 million
Tax increase Needed for WCPSS CIP 2013 and County Fund Balance at 30% would be:	4.08	3.92	3.76	3.60
Portion of Tax Increase that Could be Reallocated to WCPSS Operating - Recurring	0.32	0.48	0.64	0.80
Result: Increase in recurring revenue to WCPSS	4,043,000	6,065,000	8,086,000	10,108,000
Resulting tax rate for Debt and Capital	19.58	19.42	19.26	19.10

On-going: The Board of Commissioners Goal for the Education Focus Area is to "support an educated and skilled community through responsible funding of the Wake County Public School System and Wake Technical Community College" with a specific 2014 objective to "partner with the Board of Education in developing and / or supporting a community-wide goal for student achievement." In consideration of that goal, it is expected that the County Manager and Superintendent will begin forecasting and modeling for future WCPSS operating budget appropriations to be shaped by: State Budget actions, WCPSS strategic plan and overall financial capacity of both the County and WCPSS. It is further expected that upon the development of the initial forecast both Boards will convene to discuss the results, priorities, strategies and options for sustainable school funding.

Sheriff's Office

Increase of \$114,650, revising the budget from \$74,120,371 to \$74,235,021 for an additional Courthouse Deputy driven by increased courtroom hours utilized by the 10th Judicial District.

Human Services FTE Adjustments

General Fund (3.00 FTE)

- Child Day Care funding reduction resulting in decrease of 2.00 FTEs
- Syphilis demonstration grant ending in June 2014 resulting in decrease of 1.00 FTE

Grants and Donations Fund

- Increase by 0.80 FTE for a four year NC State grant approved by the Board of Commissioners May 19, 2014
- Decrease human Services FTEs by 1.00 for a Susan G. Komen grant ending April 30, 2014

Capital Area Workforce Development

Increase of \$1,218,000 revising the budget appropriation from \$5,900,000 to \$7,118,000 due to an increased allocation from the State.

Ordinances

Fleet Fund

Increase of \$3,000, revising the budget from \$10,064,000 to \$10,067,000 for expenses associated with vehicle for additional Courthouse Deputy.

Fire Tax District Fund

Increase of \$241,000 revising the budget appropriation from \$21,062,000 to \$21,303,000 which includes the use of Fire Tax District Fund fund balance.

Fire Capital

Increase of \$8,000 revising the budget appropriation from \$2,606,000 to \$2,614,000 which reflects technical adjustment to align treatment of debt service with the Fire Tax Model and final revenue projection impacts.

Items Raised by Board Members

United Arts Council

Bluegrass Festival programming of \$12,000 funded in FY 2014 Amended Budget. As the Bluegrass Festival will be held in Raleigh in Fall 2015 (fiscal year 2016) the FY2016 base budget will reflect continued funding.

North Carolina Symphony

Increase of \$22,396 revising the budget appropriation from \$27,604 to \$50,000.

Human Capital Development Volunteer Coordinator

A position will be identified within the Human Services existing budget appropriation and position authorization for reclassification to achieve requested staffing.

Soil and Water

Support required for programming will be evaluated over the upcoming year.

Appropriation of Unassigned Fund Balance

Use of \$137,000 unassigned fund balance to cover increases in General Fund expenditures in addition to the amount of fund balance for WCPSS.

Budget Ordinances

The attachments include all ordinances necessary to implement the FY 2015 operating, capital, and project budgets.

The totals of each budget (displayed by fund), as recommended by the County Manager on May 19 and amended by the Board of Commissioners on June 9 are:

Fund	Appropriation Amount
Operating Budgets	
General Fund	\$ 1,066,422,000
Debt Service Fund	246,531,000
Solid Waste Enterprise Fund	13,460,000
South Wake Landfill Fund	14,891,000
Corporate Fleet Internal Service Fund	10,067,000
Capital Improvement Funds	

Ordinances

County Capital Projects Fund	38,825,000
Fire Tax Capital Projects Fund	1,354,000
Major Facilities Capital Projects Fund	1,235,000
Solid Waste Capital Projects Fund	3,541,000
Wake County Public School System Capital Projects Fund	391,292,466
Wake Technical Community College Capital Projects Fund	62,805,000
Other Funds and Project Ordinances	
Housing & Community Revitalization Fund	6,115,000
Capital Area Workforce Development Fund	7,118,000
Fire Tax District Fund	21,303,000
Grants and Donations Fund	2,920,000
Major Facilities Fund	41,996,000

Personnel Ordinance

In addition to budget and project ordinances, attached is the Personnel Authorization Ordinance. This ordinance establishes the Board approved staffing levels (by full-time equivalent or FTE) for every County department and fund during FY 2015. The attachment's staffing levels are based on the County Manager's recommended budget described earlier in this agenda item. A personnel authorization ordinance is not required by State statute, but is included to formally adopt authorized positions.

The personnel ordinance also includes pay band adjustments, as a result of market comparisons. There is no impact to the salary of an individual in the affected bands unless the current salary is below the minimum of the new band. The estimated cost of the increase to minimums is \$73,657 and will be absorbed within the respective department's Fiscal Year 2015 appropriation. The pay band changes are as follows:

<u>CLASSIFICATION</u>	<u>CURRENT PAY BAND</u>	<u>NEW PAY BAND</u>
• Utility Worker	3	Eliminated
• Equipment Operator	3	Eliminated
• Facilities Technician	New Classification	4
• Vehicle Technician	4	5
• Mechanic	4	Eliminated
• Senior Equipment Operator	5	Eliminated
• Senior Facilities Technician	New Classification	5
• Human Resources Technician	4	5
• Register of Deeds Technician	4	5
• Register of Deeds Specialist	New Classification	6
• Master Mechanic	5	6
• Detention Officer – Master	5	6
• Administrative Supervisor	5	6
• Paralegal	6	7
• Human Services Program Auditor	6	7
• Nutritionist	6	7
• Veterans Service Officer	6	7
• Social Worker	6	7
• Buyer	6	7
• Trades Specialist	6	7
• Human Services Senior Practitioner	7	8
• Chief Deputy Fire Marshal	8	9
• Senior Nurse	New Classification	9

Ordinances

<u>CLASSIFICATION</u>	<u>CURRENT PAY BAND</u>	<u>NEW PAY BAND</u>
• Nursing Supervisor	9	10
• Risk Management Specialist	26	27
• Business Auditor	27	28
• Nutritionist Supervisor	27	28
• Park Manager	27	28
• Safety Officer	27	28
• Public Information Specialist	27	28
• Environmental Health Supervisor	29	30
• Deputy Director Register of Deeds	29	31
• Director of Nursing: Detention Services	30	31
• Senior Facilities Engineer	New Classification	31
• Field Services Director	31	32
• Fleet Director	31	32
• Safety & Security Director	31	32
• Human Services Division Director	32	33
• Human Services Finance Officer	32	33
• Physical Plant Director	32	33
• Deputy Director – GSA	33	34
• Deputy County Attorney	35	36

Attachments:

1. Operating Budget Ordinance for FY 2015
2. Purpose and Function Primer
3. Capital Improvement Fund Project Ordinance for FY 2015
4. Housing and Community Revitalization Project Ordinance for FY 2015
5. Capital Area Workforce Development Project Ordinance for FY 2015
6. Fire District Fund Ordinance for FY 2015
7. Grants and Donations Project Ordinance for FY 2015
8. Major Facilities Fund Ordinance for FY 2015
9. Personnel Authorization Ordinance for FY 2015

Ordinances

OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2015

BE IT ORDAINED by the Board of County Commissioners of Wake County, North Carolina:

Section 1: TAX LEVY. There is hereby levied a tax at the rate of fifty-seven and eight-tenths cents (57.8¢) per one hundred dollars (\$100) valuation of property that is located within Wake County and listed for taxes as of January 1, 2014 . The revenue from this source is included in "Ad Valorem Taxes" in Section 2 of this Ordinance.

This rate is based on estimated valuation of property, for the purpose of taxation of: (1) 100% of total assessed property tax value of real, personal and public service valuation of one hundred eighteen billion, seven hundred ninety-five million (\$118,795,000,000) and an estimated collection rate of 99.50%; and (2) 100% of total assessed property tax value of vehicle valuation of eight billion, five hundred seventy million (\$8,570,000,000) and an estimated collection rate of 99.0%.

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

Section 2: GENERAL FUND REVENUES. (A) It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Ad Valorem Taxes	\$737,930,000
Sales Tax	147,883,570
Lease/Rental Vehicle Tax	2,550,000
Payment in Lieu of Taxes	1,231,685
Real Property Transfer (Excise) Tax	9,443,000
Federal Shared Revenues	11,596,870
State Shared Revenues	74,049,728
Local Shared Revenues	4,442,566
Licenses and Permits	4,716,459
Charges for Services	62,009,128
Investment Earnings	45,264
Miscellaneous	1,723,981
Transfers from Other Funds	2,577,466
Interfund Transfers	850,000
Appropriated Fund Balance	
Committed for Future Appropriations of ABC Revenue	3,750,000
Committed for Future Appropriations of Revaluation Reserve	1,461,500
Restricted for Future Appropriations of Register of Deeds	23,783
Automation Funds	
Unassigned	137,000
TOTAL GENERAL FUND REVENUE	\$1,066,422,000

Ordinances

Section 2(B): In accordance with Board action on June 21, 2013, there is hereby appropriated \$3,750,000 from Committed for Future Appropriations of ABC Revenue for funding of Wake County Public School System operating appropriation (Section 4(b)).

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

Section 3: GENERAL FUND EXPENDITURES. The following amounts are hereby appropriated in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

General Government

Board of Commissioners	514,630
County Manager	1,453,093
County Attorney	1,732,761
Board of Elections	3,478,085
Budget and Management Services	743,884
Facilities, Design, and Construction	1,206,395
Finance	2,183,377
Human Resources	1,902,628
Information Services	12,360,935
Register of Deeds	2,716,979
Revenue	8,642,480
Community Services	27,669,815
Environmental Services	8,875,333
General Services	26,381,521
Medical Examiner	204,200
Human Services	186,881,070
City-County Bureau of Identification	5,614,158
Sheriff	74,235,021
Fire Services	1,527,661
Emergency Management	668,124
Emergency Medical Services	34,780,506
Emergency Communications	1,163,039
Education	
Wake County Public Schools (Section 4(A))	337,676,400
Reserve for WCPSS (Section 4(B))	3,750,000
Wake Technical Community College	16,478,000
Non-departmental	
Memberships	474,133

Ordinances

Public Agencies	1,491,053
Non-departmental Services	73,126
Criminal Justice Partnership Programs	898,534
Economic Development	329,500
Cooperative Extension	209,529
Soil and Water Conservation District	429,814
Salary and Benefit Reserve	5,794,000
Health Benefits	5,977,013
Risk Management Cost of Claims	1,374,203
Transfers	
Transfer to County Capital Projects Fund	27,418,000
Transfer to Schools Capital Projects	56,184,000
Transfer to Debt Service Fund	198,774,000
Transfer to Wake Tech Capital Project Fund	3,305,000
Interfund Transfer to Revaluation Reserve	850,000
TOTAL GENERAL FUND APPROPRIATION	\$1,066,422,000

Section 4: WCPSS APPROPRIATION. (A) **Purpose and Function.** The appropriation to the Wake County Public Schools System (WCPSS) is hereby allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b). The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

Instructional Services	
Regular Instructional Services	\$ 98,226,985
Special Populations Services	28,430,350
Alternative Programs and Services	9,954,669
School Leadership Services	25,006,104
Co-Curricular Services	7,848,766
School-Based Support Services	11,480,350
	180,947,224
System-wide Support Services	
Support and Developmental Services	7,116,992
Special Populations Support and Development Services	3,065,779
Alternative Programs and Services Support and Development Services	1,216,257
Technology Support Services	12,982,070
Operational Support Services (WCPSS Fund 02)	83,960,178
Operational Support Services (WCPSS Fund 04)	4,644,307
Operational Support Services (WCPSS Fund 08)	867,466
Financial and Human Resource Services	14,935,400
Accountability Services	2,287,292

Ordinances

System-wide Pupil Support Services	3,913,407
Policy, Leadership, and Public Relations Services	7,794,617
	<hr/>
	142,783,765
Ancillary Services	
Community Services	0
Nutrition Services	0
Adult Services	<hr/> 0
	<hr/> 0
Non-Programmed Charges	
Payments to Other Governmental Units	13,945,411
	<hr/>
TOTAL WAKE COUNTY PUBLIC SCHOOLS APPROPRIATION	\$ 337,676,400

Section 4(B): TEACHER SUPPLEMENT RESERVE. A reserve is hereby established of \$3,750,000 for additional appropriation to WCPSS. Appropriation of the reserve is contingent upon the Board of Education (BOE) taking action to utilize the \$3,750,000 to increase the locally funded teacher supplement scale. Following the action taken by the Board of Education, the County will appropriate the \$3,750,000 as a recurring amount that will increase the funding for WCPSS operating to \$341,426,400.

Section 4(C): FUND BALANCE EXCHANGE INCENTIVE. A funding incentive is established for WCPSS whereby upon remittance of a portion of WCPSS fund balance to the County, to be deposited in the County Debt Service Fund, the Board of Commissioners will take action to appropriate and set forth increased recurring funding to WCPSS. The additional recurring appropriation will be calculated using the County's debt and capital model and most current financial information available at the time of the remittance to determine the property tax rate required to provide sufficient funding for existing and authorized future debt and capital as well as to maintain a combined general fund and debt service fund fund balance of at least 30% of combined operating revenues. The amount of the recurring appropriation will be the difference between the recalculated property tax rate dedicated to debt and capital and 19.9 cents, the dedicated amount assumed in Section 3.

Ordinances

Section 5: DEBT SERVICE. (A) REVENUES. It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Transfer from General Fund – Ad Valorem	\$ 164,563,000
Transfer from General Fund – Sales Tax	34,211,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District Fund	1,407,000
State Lottery Proceeds	10,000,000
Interest Income	1,712,000
Other – Federal	2,786,017
Other – Bond Premiums	<u>30,860,983</u>

TOTAL DEBT SERVICE FUND REVENUE \$ 246,531,000

Section 5(B): EXPENDITURES. The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015 for the purpose of paying debt service commitments:

Debt Service Principal, Interest, and Fees	<u>\$ 246,531,000</u>
TOTAL DEBT SERVICE FUND APPROPRIATION	\$ 246,531,000

Section 6: SOLID WASTE. (A) HOUSEHOLD FEE. The Revenue Director of Wake County is authorized, empowered and commanded to collect a Residential Waste Reduction fee of \$20 per household with the annual real property tax bill and direct the revenues from the fee to the Solid Waste Enterprise Fund.

Section 6(B): REVENUES. It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

State	\$ 1,616,991
Charges for Services	8,231,779
Licenses and Permits	6,500
Interest Income	251,681
Miscellaneous	555,526
Sales of Recyclable Materials OK	989,504
Closure/Post Closure Reserve OK	798,560
Transfer from South Wake Landfill Fund	1,009,459
TOTAL SOLID WASTE ENTERPRISE FUND REVENUE	\$ 13,460,000

Ordinances

Section 6(C): EXPENDITURES. The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Operating Expenses	\$ 12,004,606
Transfer to General Fund	450,000
Reserve for Future Appropriation	1,005,394
<hr/>	
TOTAL SOLID WASTE ENTERPRISE FUND APPROPRIATION	\$ 13,460,000

Section 7: SOUTH WAKE LANDFILL. (A) REVENUES. It is estimated that the following revenue will be available in the South Wake landfill Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Disposal and License Fees	\$ 14,891,000
<hr/>	
TOTAL SOUTH WAKE LANDFILL FUND REVENUE	\$ 14,891,000

Section 7(B): EXPENDITURES. The following is hereby appropriated in the South Wake Landfill Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Operating Expenses	\$ 13,881,541
Transfer to Solid Waste Enterprise Fund	1,009,459
<hr/>	
TOTAL SOUTH WAKE LANDFILL FUND APPROPRIATION	\$ 14,891,000

Section 8: CORPORATE FLEET. (A) REVENUES. It is estimated that the following revenue will be available in the Corporate Fleet Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Charges for Services	\$ 8,836,872
Sale of Materials	411,900
Other Financing Sources	673,228
Investment Earnings	20,000
Transfers	125,000
<hr/>	
TOTAL CORPORATE FLEET FUND REVENUE	\$ 10,067,000

Ordinances

Section 8(B): EXPENDITURES. The following is hereby appropriated in the Corporate Fleet Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Operating Expenses	\$ 10,067,000
TOTAL CORPORATE FLEET FUND APPROPRIATION	\$ 10,067,000

Section 9: RESEARCH TRIANGLE PARK. There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2014, located within the Wake County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The estimated total of valuation of property for the special district for the purpose of taxation is as follows:

	Assessed Value	Tax Rate
Research and Production Service District	\$ 1,517,719,529	3.79 cents

There is hereby appropriated to the Durham-Wake Counties Research Triangle Park Research and Production Service District from the net proceeds of this tax the amount for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax, including a tax collection rate of two-tenths of one percent to be paid to Wake County for collecting the tax. The anticipated revenue from this tax rate is \$586,408. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Section 10: AUTHORITY TO TRANSFER APPROPRIATION. The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

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

Section 11: AUTHORITY TO EXECUTE CONTRACTS. The County Manager, or his designee, is hereby authorized to execute contractual documents under the following conditions:

- A) He may execute contracts for construction or repair projects that do not require formal competitive bid procedures.
- B) He may execute contracts for: (1) purchases of apparatus, supplies, and materials, or equipment which are within budgeted appropriations; (2) leases of personal property for a duration of one year or less and within departmental appropriations; (3) lease of personal property for more than 12 months if the annual expense is less than \$50,000; and (4) service contracts within appropriations or contracts for 12 months or less.

Ordinances

- C) He may execute grant agreements to or from governmental units and other public, private, and non-profit organizations that are within budgeted appropriations, unless a grantor requires approval and execution by the Board of Commissioners.
- D) He may execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles, heavy equipment and other property provided that such leases are of one-year duration or less and that funds therefore are within budgeted appropriations.
- E) He may, within budgeted appropriations, approve all change orders and amendments to contracts previously approved by the Board of Commissioners.

Section 12: AUTHORITY TO SETTLE CLAIMS. The County Manager, or his designee, may authorize payment in an amount not to exceed \$100,000 in settlement of any liability claims against the County or against any of its officers or employees as provided by Resolution of May 20, 1985 and Resolutions of October 6, 2003. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

Section 13: ENCUMBRANCES AT YEAR END. Operating funds encumbered by the County as of June 30, 2014 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2014 are hereby appropriated to this budget.

Section 16: WHITE GOODS. Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2014, are designated for future year expenditures on white goods programs and are hereby appropriated to the Solid Waste Enterprise Fund budget.

Section 17: ELECTED OFFICIALS COMPENSATION. Funding is provided in Section 2 of this ordinance for a 2.75% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, the Register of Deeds and the Sheriff effective July 1, 2014.

Section 18: FEE CHANGES. As authorized in Section 153(A)-102 of the North Carolina General Statutes, the following fees are hereby established or amended, effective on July 1, 2014.

East Wake Transfer Station
Fee increased from \$36.00 to \$39.00

Description	Fee
Tipping Fee	9.00

Section 19: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED the 16th day of June 2014; Section 1 Levy Date Corrected the 7th day of July 2014.

Ordinances

Budget by Purpose and Function (Uniform Budget Format)

NCGS EXCERPT

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

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

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

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

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

Authority:

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

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

- 5000: Instructional Services
- 6000: Systemwide Support Services
- 7000: Ancillary Services
- 8000: Non Programmed Charges
- 9000: Capital Outlay

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

Transfers between Purposes and Functions

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

Ordinances

Purpose and Function Descriptions

Function Category	Function Description
Purpose: Instructional Services (5000)	
Regular Instructional Services (5100)	<p>Regular K-12 Instruction.</p> <ul style="list-style-type: none"> - Teachers, teacher assistants, as well as classroom supplies and materials. - Personnel that develop and coordinate curriculum.
Special Populations Services (5200)	<ul style="list-style-type: none"> - Special Education, Limited English Proficiency, Academically Gifted, and other Special Populations Services. - Includes costs of teachers, teacher assistants, classroom supplies and materials, and other staff like audiologists, speech therapists, etc
Alternative Programs and Services (5300)	<ul style="list-style-type: none"> - Alternative school teachers, teacher assistants, classroom supplies and materials. - Also includes summer school, remediation, alcohol and drug prevention, intersession. - For example: early intervention funds, in school suspension teachers, local literacy funds
School Leadership Services (5400)	<ul style="list-style-type: none"> - Principal and assistant principals - School based clerical staff
Co-Curricular Services (5500)	<ul style="list-style-type: none"> - Teachers, personnel, and supplies and materials for items such as: band, chorus, choir, speech, debate, athletics, and student financed and managed activities such as clubs and proms.
School-Based Support Services (5800)	<ul style="list-style-type: none"> - Includes media, guidance, health, instructional technology, etc. Includes materials, teachers, and other staff such as media assistants or guidance assistants.
Systemwide Support Services (6000)	
Support and Developmental Services (6100)	<ul style="list-style-type: none"> - Staff development and administrative program costs for teachers and teacher assistants in regular K-12 instruction.
Special Population Support and Development Services (6200)	<ul style="list-style-type: none"> - Staff development and administrative program costs for special education, gifted, and limited English proficiency
Alternative Programs and Services Support and Developmental Services (6300)	<ul style="list-style-type: none"> - Staff development and administrative program costs for alternative schools and alternative programs.
Technology Support Services (6400)	<ul style="list-style-type: none"> - Costs of central based activities for implementing, supporting, and maintaining the computer hardware, software, peripherals, and technical infrastructure.
Operational Support Services (6500)	<ul style="list-style-type: none"> - Operational support of the school system such as printing and copying services, telephone/communications services, utility services, transportation, facilities planning and construction, custodial and housekeeping, maintenance, and warehouse and delivery services.
Financial and Human Resource Services (6600)	<ul style="list-style-type: none"> - WCPSS Finance Department and Human Resources
Accountability Services (6700)	<ul style="list-style-type: none"> - Testing and reporting for student accountability such as end of grade and end of course testing.
Systemwide Pupil Support Services (6800)	<ul style="list-style-type: none"> - Staff development and administrative program costs for media, guidance, health, instructional technology, etc.
Policy, Leadership and Public Relations (6900)	<ul style="list-style-type: none"> -Leadership Services (Including Superintendent's Office, Deputy Associate and Assistant Superintendent's) - Board of Education, Legal Services, Audit Services, and Public Relations and Marketing

Ordinances

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

Ordinances

CAPITAL IMPROVEMENT FUND PROJECT ORDINANCE FOR FY 2015

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

Section 1: COUNTY CAPITAL PROJECTS. **(A) REVENUES.** It is estimated that the following revenues will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2014:

Transfers In - Ad Valorem Tax	\$ 27,418,000
Municipal Reimbursements	800,000
Authorized and Unissued Bonds	4,629,000
Prior Year Uncommitted Funds	5,978,000
TOTAL COUNTY CAPITAL PROJECTS FUND REVENUES	<hr/> \$ 38,825,000

Section 1(B): EXPENDITURES. The following amounts are hereby appropriated in the County Capital Projects Fund by Element, Program, and if applicable by Project for the construction and acquisition of capital assets for the fiscal year beginning July 1, 2014:

Element:	Affordable Housing	
Program:	Transfer to Housing and Community Revitalization	\$ 830,000
TOTAL AFFORDABLE HOUSING		\$ 830,000
Element:	Automation	
Program:	Computer Equipment	\$ 2,000,000
Program:	Enterprise Infrastructure	1,096,000
Program:	Child Welfare Document Management System	25,000
Program:	DSS Document Management	25,000
Program:	Public Health System	25,000
Program:	E-Wake Upgrades and Managed Advantage	1,313,000
Program:	Jail Records Management and System Upgrade	150,000
Program:	Property Tax System	225,000
Program:	Revaluation	200,000
Program:	ROD Books	462,000
Program:	Telecommunications Infrastructure Improvements	1,870,000
Program:	CCBI Laboratory Information System	100,000
Program:	VOIP System Acquisition and Implementation	375,000
Program:	WCSO Infrastructure	435,000
Program:	AT&T Dark Fiber Infrastructure	200,000
Program:	E-Wake Document Management	<hr/> 225,000
	Subtotal: Major Projects	\$ 5,630,000
TOTAL AUTOMATION		\$ 8,726,000

Ordinances

Element:	Community Capital	
Program:	Boys and Girls Club of Wake County	\$ 200,000
Program:	Wake Health Services	200,000
Program:	SouthLight Healthcare	<u>100,000</u>
TOTAL COMMUNITY CAPITAL		\$ 500,000

Element:	County Buildings	
Program:	WCOB Renovations	\$ 800,000
Program:	Community Services Center FCA	300,000
Program:	Sunnybrook Renovations	<u>1,500,000</u>
	Subtotal: Major Building Renovations	\$ 2,600,000
Program:	Building Systems Replacements	1,739,000
Program:	Minor Building Projects	1,300,000
Program:	Roofing Projects	373,000
Program:	Security Improvements County Buildings	218,000
Program:	CCWP Lifecycle Replacements	460,000
Program:	Infrastructure Paving	530,000
	Subtotal: County Building Improvements	\$ <u>4,622,000</u>
TOTAL COUNTY BUILDINGS		\$ 7,220,000

Element:	Criminal Justice	
Program:	Criminal Justice Security	710,000
Program:	Existing Courthouse Renovations	<u>2,600,000</u>
TOTAL CRIMINAL JUSTICE		\$ 3,310,000

Element:	Economic Development	
Program:	Credit Suisse	\$ 95,000
Program:	Red Hat	80,000
Program:	Novartis	859,000
Program:	NetApp	<u>451,000</u>
	Subtotal: Business Development Grants	\$ <u>1,485,000</u>
TOTAL ECONOMIC DEVELOPMENT		\$ 1,485,000

Element:	Libraries	
Program:	Fuquay-Varina	\$ 50,000
Program:	Cary Regional Library	100,000
Program:	Middle Creek Library	295,000
Program:	Upgrades to Existing Facilities	860,000
Program:	Library Materials & Collection Development	<u>1,400,000</u>
TOTAL LIBRARIES		\$ 2,705,000

Ordinances

Element:	Open Space	
Program:	Land Costs	\$ 520,000
TOTAL OPEN SPACE		\$ 520,000

Element:	Parks	
Program:	Community Use of Parks	\$ 250,000
Program:	Existing Parks Facility Improvements	<u>300,000</u>
TOTAL PARKS		\$ 550,000

Element:	Program-wide Projects	
Program:	Transfers to Other Funds (Wake Tech Capital)	\$ 1,500,000
Program:	Reserve for Future Projects	<u>3,324,000</u>
TOTAL PROGRAM-WIDE PROJECTS		\$ 4,824,000

Element:	Public Safety	
Program:	800 Megahertz System	5,369,000
Program:	CAD System	100,000
Program:	Emergency Operations Center	100,000
Program:	EMS Defibrillators	1,586,000
Program:	District Drive	250,000
Program:	Fuquay-Varina	400,000
Program:	New Hope	<u>350,000</u>
	Subtotal: EMS Projects	\$ 1,000,000
TOTAL PUBLIC SAFETY		\$ 8,155,000

TOTAL COUNTY CAPITAL PROJECTS FUND EXPENDITURES	\$ 38,825,000
---	---------------

Section 2: FIRE TAX DISTRICT CAPITAL. (A) REVENUES. It is estimated that the following revenue will be available in the Fire Tax District Capital Projects Fund for the fiscal year beginning July 1, 2014:

Fire Protection	\$ 30,000
Prior Year Uncommitted Funds	40,000
Transfers In From Fire Tax District Fund	<u>1,284,000</u>
TOTAL FIRE CAPITAL PROJECTS FUND REVENUE	\$ 1,354,000

Ordinances

Section 2(B): EXPENDITURES. The following amount is hereby appropriated in the Fire Tax District Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2014:

Element: Fire / Rescue	
Programs: Fire Apparatus	\$ 606,000
Fire Equipment	346,000
Fire Facilities	100,000
Pre-existing Department Debt Payments	272,000
Reserve for Future Fire Projects	<u>30,000</u>
TOTAL FIRE / RESCUE	\$ 1,354,000

Section 2(C): DEBT FINANCING. It is estimated that \$1,260,000 of debt financing will be authorized at a later date by the Board of Commissioners and funds will be appropriated for fire apparatus and vehicles once debt financing is authorized and secured.

Section 3: MAJOR FACILITIES CAPITAL PROJECTS. (A) REVENUES. It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2014:

Miscellaneous	235,000
Transfer from Major Facilities Special Revenue Fund	<u>1,000,000</u>
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND	\$ 1,235,000
REVENUES	

Section 3(B): EXPENDITURES. The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2014:

Element: Major Facilities	
Programs: Five County Stadium	\$ 350,000
Marbles/IMAX	480,000
Green Square	100,000
Reserve for Future Appropriation	<u>305,000</u>
TOTAL MAJOR FACILITIES	\$ 1,235,000

Section 4: WAKE TECH CAPITAL. (A) REVENUES. It is estimated that the following revenues will be available in the Wake Technical Community College Capital Projects Fund for the fiscal year beginning July 1, 2014:

Authorized and Unissued Bonds	\$ 58,000,000
Transfer from County Capital	1,500,000
Transfer from General Fund	<u>3,305,000</u>
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUES	\$ 62,805,000

Ordinances

Section 4(B): EXPENDITURES. The following amount is hereby appropriated in the Wake Technical Community College Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2014:

Element:	Wake Technical Community College	
Programs:	General Repairs and Renovation	\$ 500,000
	Minor Capital	1,000,000
	Wake Technical Community College 2012 Building Program	<u>61,305,000</u>
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND APPROPRIATION		\$ 62,805,000

Section 5: WCPSS CAPITAL. (A) REVENUES. It is estimated that the following revenues will be available in the Wake County Public Schools Capital Projects Fund for the fiscal year beginning July 1, 2014:

Transfers From General Fund	\$ 56,184,000
Bond Issuance	334,241,000
Pooled Investments	<u>867,466</u>
TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECTS FUND REVENUES	\$ 391,292,466

Section 5(B): EXPENDITURES. The following amount is hereby transferred to the General Fund from the Wake County Public Schools Capital Projects Fund for the fiscal year beginning July 1, 2014:

Element:	Wake County Public School System	
Program:	CIP Projects 2013	\$ 390,425,000
Programs:	WCPSS Administrative Lease Reserve	<u>867,466</u>
TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECTS FUND		\$ 391,292,466

Section 6: SOLID WASTE CAPITAL. (A) REVENUES. It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2014:

Prior Year Uncommitted Funds	<u>\$ 3,541,000</u>
TOTAL SOLID WASTE CAPITAL REVENUE	\$ 3,541,000

Section 6(B): EXPENDITURES. The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2014:

Element:	Solid Waste	
Programs:	Multi-Material and Convenience Centers	\$ 1,752,000
	South Wake Landfill	759,000
	North Wake Landfill	<u>1,030,000</u>
TOTAL SOLID WASTE CAPITAL		\$ 3,541,000

Section 7: FINANCIAL ACCOUNTING AND REPORTING. (A) The Finance Department is hereby directed to maintain sufficient specific detailed accounting records for each capital project

Ordinances

authorized. **(B):** The Finance Department is directed to report annually on the financial status of each capital fund and on the project expenditures and on the total revenues received.

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

Section 9: APPROPRIATIONS TRANSFER AUTHORITY. Transfers between elements or programs require Board of Commissioners' approval. The County Manager, or his designee, is authorized to transfer appropriation amounts and realized revenue between projects within the same program. For transfers within the same program, exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.

Section 10: The County Manager shall distribute copies of this Capital Projects Ordinance as appropriate.

ADOPTED this the 16th day of June 2014.

Ordinances

HOUSING AND COMMUNITY REVITALIZATION PROJECT ORDINANCE

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

Section 1: Projects are authorized as described in sections 3, 5, 7 and 9, and involve a variety of affordable housing activities, including the Community Development Block Grant (CDBG), HOME and HOPWA programs, funded from the U.S. Department of Housing and Urban Development, and other county and grant supported affordable housing initiatives.

Section 2: CDBG PROGRAM. (A) REVENUES. It is estimated that the following revenues will be available to complete projects in the CDBG Program:

Direct Federal Revenues	\$ 1,513,681
Federal Program Income	315,280
Town Match	339,872
TOTAL CDBG REVENUES	\$ 2,168,833

Section 2(B): EXPENDITURES. The following amounts are appropriated for the projects of the CDBG Program:

Administration	\$ 302,736
Homeowner Rehabilitation	400,716
Public Facilities	1,465,381
TOTAL CDBG APPROPRIATION	\$ 2,168,833

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

Direct Federal Revenues	\$ 540,846
Federal Program Income	206,000
TOTAL HOME PROGRAM REVENUES	\$ 746,846

Section 3(B): EXPENDITURES. The following amounts are appropriated for the projects of the HOME Program:

Administration	\$ 54,085
Community Housing Development	81,127
Affordable Housing Development	611,634
TOTAL HOME PROGRAM APPROPRIATION	\$ 746,846

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

Ordinances

Direct Federal Revenues	\$ 536,156
Program Income	<u>2,400</u>
TOTAL HOPWA PROGRAM REVENUES	\$ 538,556

Section 4 (B): EXPENDITURES. The following amounts are appropriated for the projects of the HOPWA Program:

Administration	\$ 15,310
HOPWA	<u>523,246</u>
TOTAL HOPWA PROGRAM APPROPRIATION	\$ 538,556

Section 5: COUNTY AFFORDABLE HOUSING PROGRAM. (A) REVENUES. It is estimated that the following revenues will be available to complete projects described in the County Affordable Housing Program:

Program Income	\$ 170,000
Program Income in Excess of FY 2014 Budget	184,317
County Funding	<u>830,000</u>
TOTAL COUNTY AFFORDABLE HOUSING	\$ 1,184,317
REVENUES	

Section 5 (B): EXPENDITURES. The following amounts are appropriated for the projects of the County Affordable Housing Program:

Affordable Housing Development	\$ 827,510
Rental Assistance for Mentally Ill	300,000
Support Circles Staff Position	<u>56,807</u>
TOTAL COUNTY AFFORDABLE HOUSING	\$ 1,184,317
APPROPRIATION	

Section 6: SMALL CITIES HOUSING PROGRAM. (A) REVENUES. It is estimated that the following revenues will be available to complete projects described in the Small Cities Housing Program:

Federal Program Income	\$ 25,000
TOTAL SMALL CITIES HOUSING PROGRAM REVENUES	\$ 25,000

Section 6 (B): EXPENDITURES. The following amounts are appropriated for the projects of the Small Cities Housing Program:

Affordable Housing Development	\$ 25,000
TOTAL SMALL CITIES HOUSING PROGRAM	<u>25,000</u>
APPROPRIATION	

Ordinances

Section 7: SHELTER PLUS CARE PROGRAM. **(A) REVENUES.** It is estimated that the following revenues will be available to complete projects described in the Shelter Plus Care Program:

Direct Federal Revenues	\$ 1,451,448
TOTAL SHELTER PLUS CARE PROGRAM REVENUES	\$ 1,451,448

Section 7(B): EXPENDITURES. The following amounts are appropriated for the projects of the Shelter Plus Care Program:

Administration	\$ 101,601
Tenant Based Rental Assistance	1,241,550
Grantee Tenant Based Rental Assistance	108,297
TOTAL SHELTER PLUS CARE PROGRAM APPROPRIATION	\$ 1,451,448

Section 8: FINANCIAL ACCOUNTING AND REPORTING. **(A)** The Finance Department is hereby directed to maintain, within the Housing and Community Revitalization Fund, sufficient specific detailed accounting records for each grant or project authorized. **(B)** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

Section 9: APPROPRIATIONS AUTHORITY. Upon its adoption, this Housing and Community Revitalization Project Ordinance will become part of a multi-year special revenue fund for affordable housing projects, which include Community Development and HOME grants, State and County affordable housing programs funded in previous years. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

Section 10: APPROPRIATIONS TRANSFER AUTHORITY. The County Manager is authorized to transfer appropriations between projects within the Housing and Community Revitalization Fund.

Section 11: Copies of this Housing and Community Revitalization Project Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 16th day of June 2014.

Ordinances

CAPITAL AREA WORKFORCE DEVELOPMENT PROJECT ORDINANCE

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

Section 1: FUND DESCRIPTION. Projects are authorized as described in Section 4, and involve a variety of workforce development activities, including the JobLink Centers career system, youth development activities, job training partnerships, and service to dislocated workers and companies facing layoffs and closures. The federal government provides funds for all projects.

Section 2: CAPITAL AREA WORKFORCE DEVELOPMENT. (A) REVENUES. It is estimated that the following revenues will be available to complete those projects described in section 3:

Federal Shared Revenues	\$ 7,118,000
-------------------------	--------------

Section 2 (B): EXPENDITURES. The following amounts are appropriated for the projects of the Capital Area Workforce Development fund:

Fiscal Year 2015 CAWD Program	\$ 7,118,000
-------------------------------	--------------

Section 3: FINANCIAL ACCOUNTING AND REPORTING. (A) The Finance Director is hereby directed to maintain, within the Capital Area Workforce Development fund sufficient detailed accounting records for each grant or project authorized. **(B)** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

Section 4: APPROPRIATIONS AUTHORITY. Upon its adoption, this Capital Area Workforce Development Fund will become part of a multi-year special revenue fund for workforce development activities, which include enhancing a workforce system that is responsive to local needs, connects private and public resources, enables individuals to attain and upgrade skills necessary for gainful employment, and assists businesses in maintaining a skilled workforce to compete in a global economy. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

Section 5: APPROPRIATIONS TRANSFER AUTHORITY. The County Manager is authorized to transfer appropriations between projects within the Capital Area Workforce Development Fund.

Section 6: APPROPRIATIONS TO EQUAL ACTUAL REVENUES. In the event that net revenues from Federal Shared Revenues exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

Section 7: Copies of this Capital Area Workforce Development Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 16th day of June, 2014.

Ordinances

FIRE TAX DISTRICT FUND ORDINANCE

BE IT ORDAINED by the Board of County Commissioners of Wake County, North Carolina:

Section 1: TAX LEVY. There is hereby levied a tax at the rate of eight cents (\$0.08) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2014, located within the single special fire tax district for the raising of revenue for the said special fire tax district. This rate is based on an estimated total valuation of property for the single special fire tax district, for the purpose of taxation, twenty-six billion, two hundred and four million, seven hundred and fifty thousand dollars (\$26,204,750,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 99.25% for real, personal, and public service property, and upon a collection fee of 0.2%. Motor vehicle taxes are assumed to be collected at 99.5%, with collection fees in accordance with the Department of Motor Vehicles fee schedule. The property tax valuation does not include delinquent, rebated, or late list payments.

Section 2: FIRE TAX. (A) REVENUES. It is estimated that the following revenue will be available in the Fire Tax District Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Ad valorem taxes	\$ 20,935,000
Interest	15,000
Other Financing Sources	\$353,000
	—————
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND REVENUES	\$ 21,303,000

Section 2(B): EXPENDITURES. The following amount is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

Contracted Services	17,655,602
Other Operating Expenses	906,398
DMV Motor Vehicle Tax Collection Fees	50,000
Transfer to Debt Service Fund	1,407,000
Transfer to Fire Tax District Capital Fund	1,284,000
	—————
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND APPROPRIATION	\$ 21,303,000

Section 3: FINANCIAL ACCOUNTING AND REPORTING. **(A)** The Finance Director is hereby directed to maintain within the Fire Tax District Fund sufficient specific detailed accounting records. **(B)** The Finance Director is directed to report annually on the financial status of this Fund.

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

Section 5: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 16th day of June, 2014.

Ordinances

GRANTS AND DONATIONS PROJECT ORDINANCE

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

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

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

Federal	\$1,122,005
State	681,732
Local	1,048,729
Transfers	<u>67,534</u>
TOTAL GRANTS AND DONATIONS FUND REVENUES	\$2,920,000

Section 2(B): EXPENDITURES. The following amounts are appropriated for the projects of the Grants and Donations Fund:

Grants	\$ <u>2,920,000</u>
TOTAL GRANTS AND DONATIONS FUND APPROPRIATION	\$ 2,920,000

Section 3: FINANCIAL ACCOUNTING AND REPORTING. (A) The Finance Director is hereby directed to maintain, within the Grants and Donations Fund, sufficient detailed accounting records for each grant or project authorized. **(B)** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

Section 4: APPROPRIATIONS TO EQUAL ACTUAL REVENUES. In the event that net revenues from an individual donation or forfeiture source exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation. The appropriation for projects funded by state and federal grants and business investment grants shall be set by the Board of County Commissioners.

Section 5: APPROPRIATIONS AUTHORITY. Upon its adoption, the Grants and Donations Fund will become a multi-year special revenue fund for non-recurring activities. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

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

ADOPTED this the 16th day of June 2014.

Ordinances

MAJOR FACILITIES FUND ORDINANCE

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

Section 1: MAJOR FACILITIES. (A) REVENUES. It is estimated that the following revenues will be available in the Major Facilities Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015 to fund those projects described in Section 2:

Occupancy Tax	\$ 18,880,000
Prepared Food and Beverage Tax	<u>23,116,000</u>
TOTAL MAJOR FACILITIES FUND REVENUES	\$ 41,996 ,000

Section 1(B): EXPENDITURES. The following amounts are hereby appropriated in the Major Facilities Fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015 for projects and the administration of the tax collection efforts:

Raleigh Convention Center for Operating Support and Debt Service	\$ 20,116,860
City of Raleigh for Discretionary Projects	1,000,000
City of Raleigh Holdback from Occupancy Tax Proceeds	680,000
Town of Cary Holdback from Occupancy Tax Proceeds	915,658
Greater Raleigh Convention and Visitors Bureau for Operating Support	4,825,540
Debt Service for Construction of the PNC Arena (formerly RBC Center)	5,207,315
Centennial Authority for Operating Support	2,449,639
Centennial Authority for Capital Projects at PNC Arena (formerly RBC Center)	1,000,000
Transfer to General Fund, Administrative Fee for Occupancy Tax	566,000
Transfer to General Fund, Admin. Fee for Prepared Food and Beverage Tax	694,000
Transfer to Debt Service Fund for Debt on Five County Stadium	991,000
Transfer to Major Facilities Capital Projects Fund	1,000,000
North Carolina Museum of Art	1,000,000
North Carolina Museum of Natural Science	200,000
Cary Sports Facility	1,000,000
Saint Augustine's College Track	100,000
Contribution to Fund Balance/Reserve	<u>249,988</u>
TOTAL MAJOR FACILITIES FUND APPROPRIATION	\$ 41,996,000

Section 3: FINANCIAL ACCOUNTING AND REPORTING. The Finance Director is hereby directed to maintain within the Major Facilities Fund sufficient specific detailed accounting records for each project authorized and to report annually on the financial status of this Fund.

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

ADOPTED this the 16th day of June 2014.

Ordinances

PERSONNEL AUTHORIZATION ORDINANCE

BE IT ORDAINED by the Wake County Board of Commissioners:

Section 1: AUTHORIZED POSITIONS. The following full-time equivalent positions are hereby authorized in the County government by organizational unit and fund for the fiscal year beginning July 1, 2014 and ending June 30, 2015.

Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)	Authorized Full-time Equivalent Positions
Board of Commissioners	3.000
County Manager	11.000
County Attorney	14.000
Board of Elections	24.000
Budget and Management Services	8.000
Facilities, Design & Construction	11.000
Finance	
General Fund	26.000
Debt Service Fund	2.000
Finance Total	28.000
Human Resources	24.750
Information Services	85.750
CIP Fund	1.000
Information Services Total	86.750
Register of Deeds	40.000
Revenue	65.000
Soil and Water Conservation District	5.000
Community Services	
CS Management and Budget	4.000
Parks, Recreation and Open Space	34.000
Veteran Services	3.500
Geographic Information Services	18.000
Libraries	216.000
Planning and Development Services	52.000
Community Services Total	327.500
Environmental Services	
General Fund	
ES Administration	9.000
Environmental Health & Safety	30.000
Water Quality Division	30.000
Animal Care, Control and Adoption Center	40.000
Total General Fund	109.000
Solid Waste Fund	15.000
South Wake Landfill Fund	5.000

Ordinances

Department, Division and Fund	Authorized Full-time Equivalent Positions
Environmental Services Total	129.000
General Services	
General Fund	
Administrative Support	11.000
Central Services	12.000
Field Services	31.000
Physical Plant	66.000
Security	6.000
Total General Fund	126.000
Fleet Fund	15.000
General Services Total	141.000
Human Services	
General Fund	
Social Services	483.000
Child Welfare	239.500
Children, Youth and Family	257.161
Public Health	63.250
Health Clinics	161.100
Behavioral Health	2.000
Administrative Operations	219.850
Total General Fund	1,425.861
Grants Fund	16.550
Affordable Housing	7.750
Human Services Total	1,450.161
Emergency Medical Services	249.000
Fire Services	17.000
Emergency Management	
General Fund	5.000
Grants Fund	2.000
Fire & Emergency Management	7.000
CCBI	73.500
Sheriff	
General Fund	
Law Enforcement	427.000
Detention	523.000
Total General Fund	950.000
Grants Fund	5.000
Sheriff Total	955.000
Capital Area Workforce Development	22.000
TOTAL FTEs ALL FUNDS PER SYSTEM	3,691.661

Ordinances

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

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

Section 4: SALARY SCHEDEULE. The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 1, 2014.

<i>NONEXEMPT SCHEDULE - ANNUAL</i>			
BAND	MINIMUM	MIDPOINT	MAXIMUM
1	\$15,080	\$23,240	\$31,400
2	\$20,400	\$27,500	\$34,600
3	\$23,050	\$31,000	\$38,950
4	\$25,500	\$34,300	\$43,100
5	\$28,900	\$39,000	\$49,000
6	\$32,750	\$44,250	\$55,750
7	\$37,000	\$50,000	\$63,000
8	\$42,300	\$57,250	\$72,200
9	\$48,000	\$65,000	\$82,000
10	\$54,000	\$73,000	\$92,000
11	\$59,500	\$80,500	\$101,500

<i>NONEXEMPT SCHEDULE - HOURLY</i>			
BAND	MINIMUM	MIDPOINT	MAXIMUM
1	\$7.25	\$11.17	\$15.10
2	\$9.81	\$13.22	\$16.63
3	\$11.09	\$14.90	\$18.72
4	\$12.26	\$16.49	\$20.72
5	\$13.90	\$18.75	\$23.55
6	\$15.75	\$21.27	\$26.80
7	\$17.79	\$24.04	\$30.28
8	\$20.34	\$27.52	\$34.71
9	\$23.08	\$31.25	\$39.42
10	\$25.97	\$35.10	\$44.23
11	\$28.61	\$38.70	\$48.79

<i>EXEMPT SCHEDULE - ANNUAL</i>			
BAND	MINIMUM	MIDPOINT	MAXIMUM
26	\$35,500	\$48,000	\$60,500
27	\$39,200	\$53,000	\$66,750
28	\$43,500	\$58,750	\$74,000
29	\$48,100	\$65,000	\$82,000

Ordinances

30	\$52,900	\$71,500	\$90,100
31	\$58,500	\$79,000	\$99,500
EXEMPT SCHEDULE - ANNUAL			
BAND	MINIMUM	MIDPOINT	MAXIMUM
32	\$64,750	\$87,500	\$110,250
33	\$71,600	\$96,750	\$121,900
34	\$79,400	\$107,250	\$135,100
35	\$87,750	\$118,500	\$149,250
36	\$97,000	\$131,000	\$165,000
37	\$106,600	\$144,000	\$181,400

Section 5: POSITION CLASSIFICATIONS. The following non-exempt position classification schedule is hereby established effective July 1, 2014.

Class Title	Class Title	Class Title
Band 1	Band 4 cont'd	Band 5 cont'd
Library Page Park Aide Pre-Vocational Aide Student Assistant Swimming Pool Technician	Graphics Specialist Identification Technician Interpreter Laboratory Technician Press Operator	Senior Identification Technician Solid Waste Compliance Officer Teacher/Tutor Telecommunicator I Vehicle Technician
Band 2	Computer Operator	Band 6
Animal Shelter Attendant Transportation Aide	Consumer Records Manager Detention Officer	Administrative Supervisor Animal Shelter Manager Assistant Park Manager
Band 3	Band 5	
Administrative Assistant Animal Health Care Technician Library Assistant Nurse's Aide Park Technician Pharmacy Technician Scale House Attendant	Elections Specialist Executive Assistant Firefighter Human Resources Technician Human Services Case Manager Inmate Activities Coordinator Inventory Control Specialist Licensed Practical Nurse	Benefits Specialist CCBI Processing Unit Supervisor Deputy Sheriff Deputy Sheriff - First Class Detention Officer - Master Evidence Technician Facility HVAC Technician Firefighter/Driver
Band 4	Mail Center Warehouse Coordinator Mapping Technician Plans & Permits Technician Program Assistant Register of Deeds Technician Revenue Agent Senior Accounting Technician	Forensic Photographer Human Services Senior Case Manager Master Mechanic Medical Technologist Paramedic Payroll Specialist Planning Technician
Accounting Technician Animal Control Officer Customer Service Representative Dental Assistant Deputy Register of Deeds Emergency Medical Technician Executive Secretary		

Ordinances

Facilities Technician	Senior Facilities Technician	Public Health Educator
Class Title	Class Title	Class Title
Band 6 cont'd		Band 8 cont'd
Register of Deeds Specialist	General Inspector	Fire/Rescue Responder
Soil Scientist	Housing Rehabilitation Specialist	Forensic Examiner
Substance Abuse Counselor	Human Services Program Auditor	Human Services Senior Practitioner
Telecommunicator II	Information/Technology Technician	Natural Resource Conservationist
X-Ray Technician	Nutritionist	Nurse
Band 7	Paralegal	Public Safety Training Specialist
Accountant	Print Shop Coordinator	Sheriff Academy Training Manager
Advanced Practice Paramedic	Property/Evidence Clerk	Trades Supervisor
Animal Control Team Leader	Social Worker	
Appraiser	Trades Specialist	Band 9
Buyer	Veterans Service Officer	Chief Deputy Fire Marshal
Crime Analyst		Deputy Sheriff - Sergeant
Deputy Clerk to the Board	Band 8	Lab Supervisor
Deputy Fire Marshal	CCBI Agent	Senior Nurse
Deputy Sheriff - Master	Dental Hygienist	
Deputy Sheriff - Investigator	Deputy Sheriff - Senior Investigator	Band 10
Detention Classification Coordinator	Detention Officer - Lieutenant	CCBI Field Shift Supervisor
Detention Officer - Sergeant	EMS Supervisor	Deputy Sheriff - Lieutenant
Environmental Health Specialist	Emergency Management Specialist	Latent Print Supervisor
Environmental Program Coordinator	Environmental Health Program Specialist	Nursing Supervisor
Facility HVAC Specialist	Environmental Services Team Leader	
	Fire Captain	Band 11
		Physician Extender

Section 6: The following exempt position classification schedule is hereby established effective July 1, 2014.

Class Title	Class Title	Class Title
Band 26	Band 27 cont'd	Band 28 cont'd
Administrative Services Coordinator I	Planner I	Chemist
Librarian I	Risk Management Specialist	Criminal Justice Planner
Workforce Development Specialist	Telecommunications Supervisor	Criminal Justice Planner
Band 27	Video Production Specialist	Employee Wellness Coordinator
Human Resources Consultant		EMS Quality Assurance Coordinator
Human Services Program Specialist	Band 28	Housing Rehabilitation Coordinator
	Administrative Services Coordinator II	

Ordinances

Human Services Supervisor I	Business Auditor	Human Services Clinician
Class Title	Class Title	Class Title
Band 28 cont'd	Band 30 cont'd	Band 31 cont'd
Human Services Supervisor II	Computer System Administrator	Regional Library Supervisor
Information/Technology Specialist	Conservation District Administrator	Senior Facilities Engineer
Lead Inspector	Deputy Director Register of Deeds	Band 32
Librarian II	Detention Officer - Major	Appraisal/Collection Manager
Nutritionist Supervisor	Environmental Health Supervisor	Assistant Library Director
Park Manager	Environmental Engineer/Consultant	Assistant to the County Manager
Planner II	Facilities Engineer	Community Services Manager
Psychologist	Financial Systems Administrator	Debt & Capital Director
Public Information Specialist	Fiscal & Policy Analyst	Emergency Management Director
Safety Officer	GIS Analyst	EMS Director
Senior Accountant	Human Services Program Manager	Environmental Health & Safety Director
Senior Appraiser	Information Services Customer Service Supervisor	Environmental Services Manager
Senior Soil Scientist	Information/Technology Analyst	Field Services Director
Workforce Development Coordinator	Payroll Manager	Financial Services Manager
Band 29	Public Information Manager	Fire Marshal
Assistant EMS Director	Senior Psychologist	Fleet Director
Assistant Register of Deeds	Solid Waste Facilities Manager	Information/Technology Engineer
Consumer Records Director	Watershed Manager	Information/Technology Project Manager
Detention Officer - Captain	Band 31	Inspections, Development, Plans & Director
Emergency Management Coordinator	Animal Services Director	Internal Audit Director
Environmental Engineer/Consultant	Assistant Director of Detention	Purchasing Director
Environmental Planner	Services	Radio Systems Manager
Human Services Program Consultant	Central Services Director	Risk Manager
Inspections Supervisor	Deputy CCBI Director	Safety & Security Director
Internal Auditor	Deputy Sheriff - Captain	Senior Facilities Project Manager
Investment Analyst	Director of Nursing - Detention	Special Aide to Sheriff
Mapping Supervisor	Facilities Project Manager	Workforce Development Director
Planner III	Human Resources Manager	Band 33
Web Administrator	Human Services Assistant Division Director	Attorney
Band 30	Information/Technology Business Analyst	CCBI Director
Business Officer	Land Development Administrator	Deputy General Services Director

Ordinances

Code Enforcement Complaint Coordinator	Long Range Planning Administrator	Deputy Sheriff - Major
Class Title	Class Title	Class Title
Band 33 cont'd	Band 34	Band 36 cont'd
Director of Detention Services	Chief of Staff - Sheriff	Deputy County Attorney
Human Services Division Director	Deputy Director - GSA	Environmental Services Director
Human Services Finance Officer	Human Services Deputy Director	Facilities, Design & Construction Director
Information Services Division Supervisor	Information/Technology Manager	Finance Director
Management Services Director - Sheriff	Library Director	General Services Director
Parks, Recreation & Open Space Director	Pharmacy Director	Human Resources Director
Physical Plant Director	Band 35	Information Services Director
Pharmacist	Dentist	Revenue Director
Planning, Development & Inspections Director	Band 36	Band 37
Public Information Director	Budget & Management Director	Deputy County Manager
Solid Waste Management Director	Community Services Director	Human Services Director
Water Quality Director	Dental Director	

ADOPTED this the 16th day of June 2014.

This page intentionally left blank.

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, 2014, to June 30, 2015 ("fiscal year 2014").

Process and Policies

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

Sample Fund Summary Format:

Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing for FY 2013 actual results; the FY 2014 budget, both adopted and current as of June 2014; and recommended FY 2015 budget. A sample of the format is provided below:

	FY2013 Actual	FY2014 Adopted Budget	FY2014 Recommended Amended Budget	FY2015 Budget
Personnel				
Services				
Operating Expenses				
Capital Outlay				

Full-time Equivalent Positions

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

Budget Highlights

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

Education

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

Community Improvement Plan

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

Budget Process

Formulation of the County Manager's Proposed Budget

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

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

County departments may also submit options for reducing their base budgets. For FY 2015, departments were not required to submit options to reduce their annual operating budgets. Any proposals to reduce their budgets were not only for potential savings, but for their near-term and long-term service impacts.

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

Board of Commissioners' Authorization and Appropriations

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

County Manager's Authorization

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

Budget Implementation

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

Budget Process

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

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

Budget Calendar for Fiscal Year 2015

Date	Budget Activity
November 7, 2013	Community Improvement Plan (CIP) Kickoff with Core Team
December 10, 2013	Operating Budget Kickoff with Extended Management Team
January 15, 2014	CIP Core Team members submit FY 2015-21 Capital Requests
January 31, 2014	Departments submit FY 2015 Operating Budget Requests, Expansion Requests, Reduction Options
February 28, 2014	Board of Commissioners retreat to adopt goals and set priorities for the FY 2015 budget
January - April 2014	Community Improvement Plan and Operating Department budget meetings
March - April	Board of Education and Wake Technical Community College submit formal budget requests
May 12, 2014	Review of FY 2015-21 Recommended Community Improvement Plan at Board of Commissioners Work Session
May 19, 2014	Formal presentation of FY 2015 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 2, 2014	Public Hearing on Operating Budget, Community Improvement Plan and any proposed fee or tax changes
June 9, 2014	Special Budget Work Session with Board of Commissioners
June 16, 2014	Adoption of FY 2015 Operating Budget and Community Improvement Plan at regular Board of Commissioners meeting

Fund Structure

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

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

Fund Type				
General Fund	Debt Service	Special Revenue	Capital Project	Proprietary
General Fund	Debt Service Fund	Capital Area Workforce Development Fund	County Capital Projects Fund	Solid Waste Management Fund
		Fire Tax District Fund	Fire Tax District Capital Projects Fund	South Wake Landfill Fund
		Grants and Donations Fund	Major Facilities Capital Projects Fund	Internal Service Fund
		Major Facilities Fund	Solid Waste Capital Projects Fund	
		Housing and Community Revitalization Fund	Wake County Public Schools Capital Projects Fund	
			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 five special revenue funds: Capital Area Workforce Development Fund, Fire Tax District Fund, Grant and Donations Fund, Housing and Community Revitalization Fund, and Major Facilities Fund.

Fund Structure

Capital Project Funds

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

Proprietary Fund Types

Enterprise Funds

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

Internal Service Fund

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

Fund Structure Charts

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

Key:

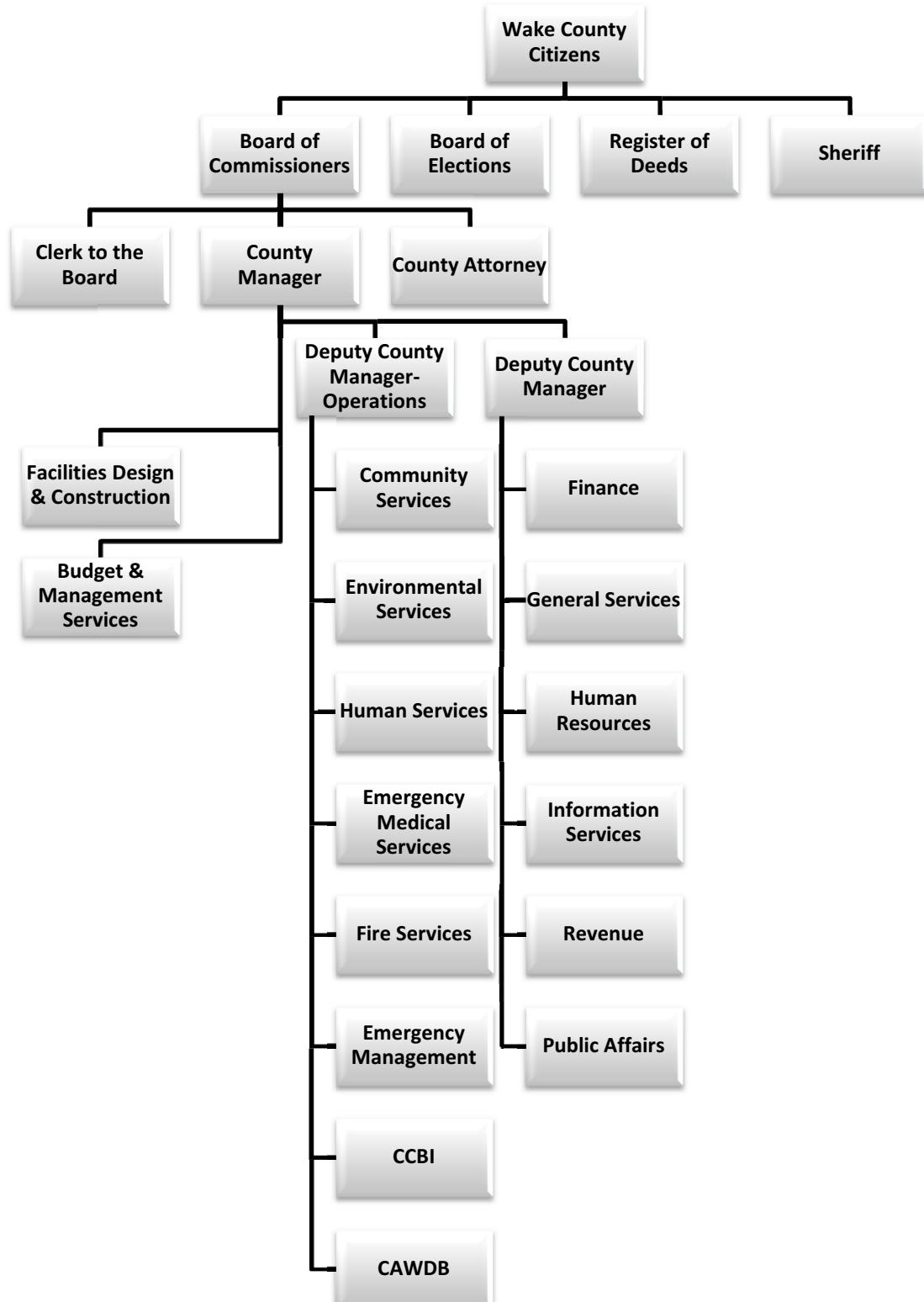
O: All, or most, operating funding for this unit is budgeted in the General Fund

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

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

P: Unit manages selected projects within this fund

Wake County Government FY 2015 Organizational Chart



Basis of Budgeting and Basis of Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

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

Financial Policies

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

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

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

Operating Budget

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

Fund Balance

General Fund:

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

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

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

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

Operating Funds:

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

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

Revenues

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

Financial Policies

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

Capital Improvements

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

Debt Policies

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

Debt Planning Guidelines

Provide capital facilities as needed.

- ♦ Preserve the County's triple-A bond rating from all three rating agencies.
- ♦ Ensure sufficient flexibility to meet future obligations and take advantage of opportunities.
- ♦ The County will maintain a debt affordability model that assesses the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.
- ♦ The County will maintain a CIP budget planning cycle of at least seven years. This will provide management the ability to plan and fund needed capital facilities.
- ♦ The following revenues are recommended to be dedicated to the CIP model:
 - ♦ 19.90 cents of the property tax;

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

Debt Service Guidelines

Many ratios and rankings are reviewed by the rating agencies. The County does not directly control most of the economic indicators used by the rating agencies, such as per capita wealth, growth of the labor force and unemployment rates; however, several are controlled by management and are addressed below. The County will compute the following debt calculations each year and benchmark against other triple-A rated units. When available, statistics are included with ratios from the 39 triple-A rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's Community Improvement Plan.

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

Guideline 2: The County's seven-year capital plan should be funded with debt funding comprising 70% - 85% of the total funding; cash ("pay-as-you-go") funding should make up the remaining 15% - 30%. 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

Financial Policies

component to the capital program is a significant element that contributes to the financial integrity of the County and its ability to maintain a AAA bond rating. The debt model currently targets a guideline of no more than 80 percent debt planned for in any given year.

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed twenty-five percent of the County's total outstanding debt. The concept of this management tool is that the County matches interest income from investments with interest expense on the variable rate debt in the debt service fund. These revenues and expenditures (or asset and liabilities) move in the same direction as they react to market conditions. This concept is used by many triple-A rated units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. The County's current variable rate debt portfolio totals \$200 million, or 12 percent of outstanding general obligation debt and 10.3 percent of all debt outstanding.

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

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

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

included since the municipal taxpayer bears the burden of debt issued by the respective municipal government and by county government (in North Carolina property within municipal boundaries is also within the county boundaries). Furthermore, credit rating analysts typically consider this total debt level in a layered system of governments such as exist in Wake County.

Guideline 7: Wake County government's net outstanding debt should not exceed 2.5 percent of the countywide tax base. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. Consistent with the County's desire to maintain a triple-A bond rating, Wake County has adopted 2.5% as a guideline.

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

User Fee Policy

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

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

User fees are an allowable manner of paying for services that generate direct benefits to persons who

Financial Policies

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 Investment 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 Investment 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.

Financial Policies

New Investment Threshold: New companies may be eligible for a Business Investment Grant for new investments, which exceed \$100,000,000 (one hundred million dollars) in FY 2004 dollars. For each subsequent year, the amount of new investment will be increased by CPI and rounded to the nearest million dollars. 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 \$100,000,000 in asset valuation, as determined by the Wake County Revenue Department. Existing Wake County businesses may be eligible for a Business Investment Grant for new investments, which exceeds \$50,000,000 in FY 2004 dollars provided that existing taxable assessed valuation exceeds \$75,000,000 in the year the grant agreement is approved. For companies creating a minimum of 250 new full-time jobs paying 200% (or double) the current Wake County average-wage, the threshold for new investment would be \$50 million dollars. Only the value of the new investment will be used to calculate the amount of the incentive grant.

New Jobs Threshold: New companies are eligible for a business investment grant when the investment threshold is met and at least 50 new jobs are created. New jobs are defined as a net increase in the company's number of full-time, Wake County employees. A full-time employee is defined as a person who is employed by or a contractor for the company for 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. Existing companies are eligible for a Business Investment Grant when the investment threshold is met, the company currently employs at least 250 full-time employees, and at least 50 new jobs are created. The average wage for the new and existing 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 "super jobs provision" of this policy. In that case, at least 250 jobs must be created. Salary and employment documentation provided to the NCDOC will serve as Wake County documentation, and a NCDOC determination of non-performance will also be considered as nonperformance for Wake County. (In FY 2004, the average wage was \$605 per week; 120% would be \$726 per week.)

The Company must also agree to provide health insurance in at least the minimum amount required for tax credits under the current 3J tax credit legislation or any future State level tax credit incentive legislation.

Revised April 1, 2013

Financial Models

Capital and Debt

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

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

The primary revenues deposited into the debt service fund include a portion of the property tax plus the entire portion of sales taxes that is required by state law to support public school capital outlay. Investment income from the County's general fund and debt service fund is the other source of revenue.

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

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

Long-Range Planning

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

Board of Commissioners' Goals

At its March 17, 2014 regular Board Meeting for the 2014 calendar year the Board of Commissioners adopted six (6) goals each with a number of objectives that fall under them.

1. Fiscal Strength and Stewardship- Continue to exercise sound financial management and ensure Wake County's long-term fiscal strength.

A. Implement financial policies and guidelines to address changing criteria from the rating agencies regarding requirements for achieving AAA credit rating.

B. Implement tax increase necessary to carry out voter-approved WCPSS school bond program.

2. Community Health and Vitality - Promote and protect the public health of the community.

A. Work with leaders in the private and public sectors to organize and implement the Healthiest Capital County Initiative in order to build opportunities for healthy lifestyles and better health outcomes for all Wake County residents.

B. Implement pilot program to focus county and community resources in Crosby-Garfield community to address community challenges and track outcomes.

C. Continue partnerships with Alliance Behavioral Healthcare and community partners to anticipate and respond to changes in mental health management services.

D. Implement plans to deliver Human Services that

will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

E. Continue collaboration with partners and stakeholders and implementation of strategies to bolster positive youth development.

F. Increase the animal shelter's live release rate by implementing various shelter assessment strategies such as community education, community partnerships and ordinance revisions.

G. Enhance outreach, testing, and technical services for water quality to protect public health.

3. Education- Support an educated and skilled community through responsible funding of the Wake County Public School System and Wake Technical Community College.

A. Implement an interlocal agreement with the Wake County Board of Education for collaboration between School Board and County staff to ensure public funds are utilized optimally for the school building program site acquisition and construction services.

B. Ensure appropriate funding for WCPSS and Wake Tech through annual operating budget process.

C. Partner with the Board of Education in developing and/or supporting a community-wide goal for student achievement.

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

A. Explore and evaluate partnership opportunities for an emergency operations center (EOC) with potential partners.

B. Continue discussions with contracted service providers to identify consolidation opportunities in fire/ rescue services and EMS delivery, and identify other strategies that will yield more effective and effi-

Long-Range Planning

cient fire/rescue, emergency medical services and emergency communications.

C. Complete implementation of Emergency Medical Services Advanced Paramedic Program.

5. Community Partnerships and Economic Development - Increase collaboration among community partners and units of government to develop long range plans for land use, economic development, infrastructure and environmental programs to improve the prosperity, health and diversity of the community. Develop and implement ongoing, long range planning initiatives to enhance quality of life.

A. Support community discussion and development of transit strategies that evaluate investment alternatives, feasibility and governance.

B. Continue implementation of the open space program to include maximizing opportunities for public access and identify greenway partnerships.

C. Complete evaluation of economic development strategies and implement changes as appropriate.

D. Continue collaborative effort with all economic development partners to attract new jobs, retain jobs and provide training to individuals in transition.

E. Work with Wake County's farm and agribusiness community to facilitate their efforts for farmland preservation and economic viability.

6. Effective and Efficient Government Operations - Support management initiatives to continually improve the quality, responsiveness, efficiency and cost-effectiveness of county services.

A. Increase focus on quality customer service and develop methods (including direct civic engagement) for measuring and evaluating current service levels to identify areas for improving and enhancing services.

B. Implement strategies, structures and systems necessary for achieving Board goals and priorities through development of long-range plans and

resource alignment in the operating and capital budgets.

C. Develop and implement a county-wide, citizen-focused strategic plan to achieve a long-term shared vision for the County that will support a high quality of life for all Wake County citizens.

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.

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

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

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

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

Human Services and Environmental Services Advisory Board: This is a policy and advocacy board,

Long-Range Planning

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

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

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

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

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

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

Special Task Forces: The County Commissioners have also established task forces to address long-term issues in selected service areas. Examples of such areas include growth management, gang prevention, employee health insurance, stormwater management,

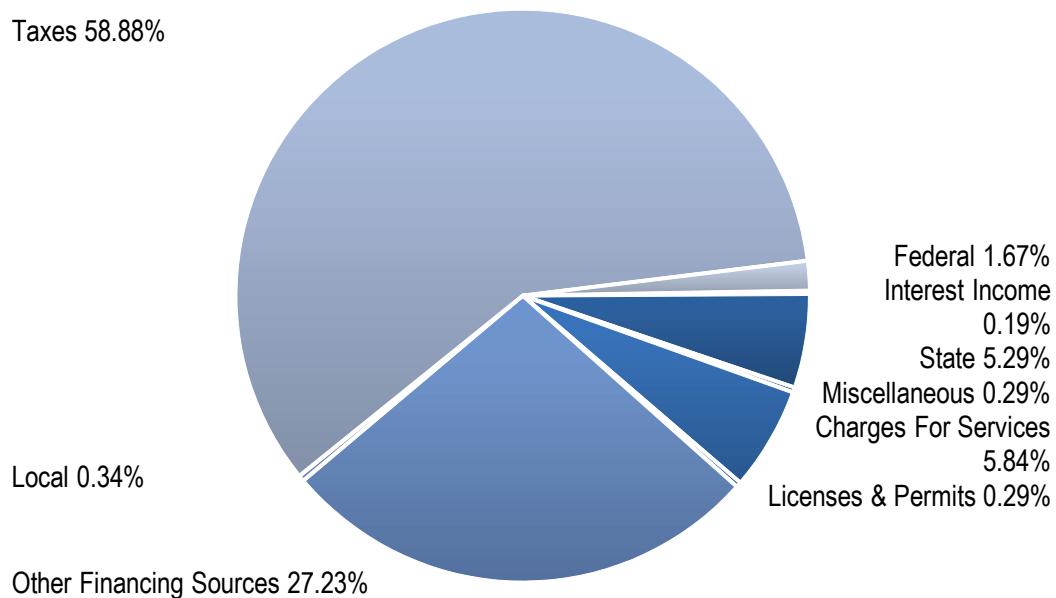
middle-class express/human capital and healthiest capital county.

Total Revenues By Fund

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
General Fund	\$ 960,255,646	982,800,000	988,993,097	1,066,422,000
Debt Service	237,574,305	243,360,000	243,380,904	246,531,000
Special Revenue Funds				
Capital Area Workforce Development	7,126,811	6,137,000	6,137,000	7,118,000
Fire Tax District	20,582,642	20,727,000	20,796,995	21,303,000
Grants and Donations	3,546,273	3,568,323	6,994,656	2,920,000
Housing and Community Revitalization	8,109,110	5,715,000	5,775,310	6,115,000
Major Facilities	38,795,034	39,138,000	40,796,508	41,996,000
Capital Improvement Funds				
County Capital Improvement Fund	47,143,954	39,691,000	35,996,940	38,825,000
Fire Tax District Capital	2,327,261	2,867,000	2,539,400	2,614,000
Major Facilities Capital Trust	1,579,464	1,000,000	1,000,000	1,235,000
Solid Waste Capital	1,105,448	9,362,000	24,470,733	3,541,000
Wake County Public Schools Capital Projects	—	856,820	—	391,292,466
Wake Technical Community College Capital Projects	106,750,000	3,685,000	93,740,727	62,805,000
Internal Service Fund				
Corporate Fleet Fund	8,868,417	9,112,000	10,013,714	10,067,000
Enterprise Funds				
Solid Waste Management	11,385,699	15,450,000	31,837,967	13,460,000
South Wake Landfill	19,313,909	14,159,000	14,643,000	14,891,000
Total Revenues	1,474,463,971	1,397,628,143	1,527,116,951	1,931,135,466
Less Interfund Transfers	(233,954,743)	(246,813,929)	(260,366,627)	(297,322,459)
Total Revenues All Funds Net of Interfund Transfers	\$ 1,240,509,228	1,150,814,214	1,266,750,324	1,633,813,007

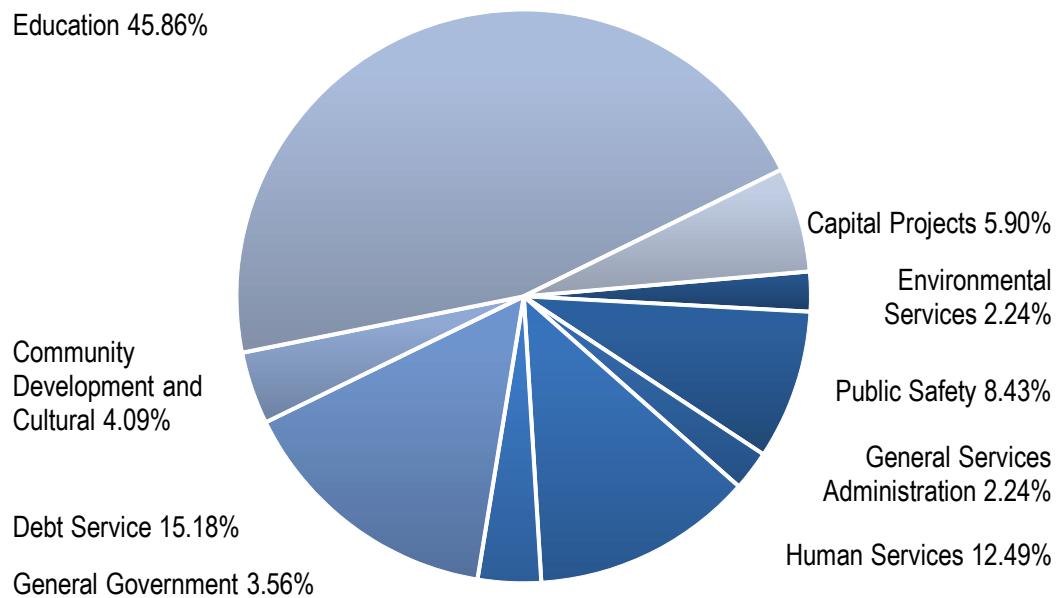
Total Revenues By Source

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Taxes	\$	852,063,846	885,060,421	887,372,421	961,969,255
Federal		29,345,940	25,959,231	26,405,238	27,220,874
State		85,720,474	85,505,276	86,054,263	86,348,451
Local		11,843,750	4,803,310	7,064,347	5,491,295
Charges For Services		96,586,445	92,883,375	93,949,656	95,355,181
Licenses & Permits		4,070,381	3,630,886	3,875,141	4,722,459
Fines & Forfeitures		2,118	—	4,925	—
Interest Income		2,578,690	4,235,079	3,612,549	3,048,627
Miscellaneous		3,132,959	9,539,281	8,059,388	4,714,971
Other Financing Sources		155,164,626	39,197,355	150,352,396	444,941,894
Total Revenues by Source	\$	1,240,509,228	1,150,814,214	1,266,750,324	1,633,813,007



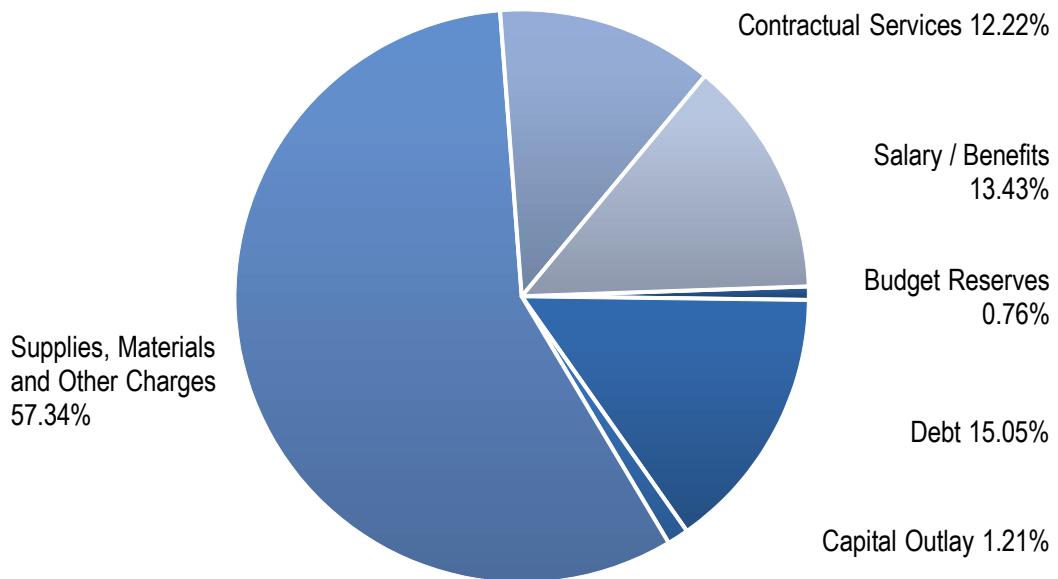
Expenditures By Use

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Human Services	\$ 203,945,271	198,116,024	204,367,735	202,703,968	
General Services Administration	31,065,934	34,768,059	36,021,830	36,448,521	
Debt Service	237,765,455	243,360,000	243,380,904	246,531,000	
General Government	41,740,711	46,625,492	47,056,623	57,736,152	
Public Safety	126,427,739	134,095,415	136,222,464	136,942,277	
Environmental Services	33,058,761	38,548,378	57,837,384	36,426,874	
Community Development and Cultural	61,798,829	63,050,888	65,253,920	66,414,815	
Capital Projects	82,156,926	48,563,000	130,926,163	95,770,000	
Education	334,532,675	343,686,958	343,686,958	744,579,400	
Total Operating Expenses	\$ 1,152,492,301	1,150,814,214	1,264,753,981	1,623,553,007	



Expenditures By Type

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Capital Outlay	\$ 61,683,905	25,712,131	117,911,450	19,622,626
Supplies, Materials and Other Charges	465,465,383	466,335,751	467,025,160	930,880,635
Contractual Services	175,424,793	193,916,035	199,441,333	198,392,990
Debt	237,466,360	243,080,991	243,101,895	244,315,774
Salary / Benefits	212,451,860	208,961,507	209,887,349	218,023,502
Budget Reserves	–	12,807,799	27,386,794	12,317,480
Total Expenditures by Type	\$ 1,152,492,301	1,150,814,214	1,264,753,981	1,623,553,007



Summary of Revenues, Expenditures and Changes In Fund Balance

General Fund

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Operating Revenues				
Taxes	\$ 793,285,616	825,306,421	826,279,421	899,038,255
Federal	10,599,597	10,443,285	11,231,976	11,596,870
State	73,237,780	73,270,328	73,592,794	74,049,728
Local	10,775,427	4,100,100	4,092,600	4,442,566
Charges For Services	64,535,380	61,400,880	62,354,438	62,009,628
Licenses & Permits	4,062,881	3,624,386	3,868,641	4,715,959
Fines & Forfeitures	—	—	—	—
Interest Income	10,387	45,259	45,259	45,264
Miscellaneous	1,299,365	1,325,201	1,325,166	1,723,981
Total Operating Revenues	957,806,431	979,515,860	982,790,295	1,057,622,251
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	25,917,802	27,029,888	27,330,064	27,669,815
Debt Service	—	—	—	—
Education	334,532,675	343,686,958	343,686,958	354,154,400
Environmental Services	7,661,402	8,675,487	8,694,737	8,875,333
General Government	41,663,173	46,625,492	46,962,135	57,736,152
General Services Administration	22,421,170	25,656,059	25,998,606	26,381,521
Human Services	184,720,084	183,356,024	187,460,923	187,085,270
Public Safety	107,763,560	115,327,092	116,316,674	117,795,975
Total Operating Expenses	724,679,867	750,357,000	756,450,097	779,698,466
Revenues Over (Under) Expenditures	233,126,564	229,158,860	226,340,198	277,923,785
Other Financing Sources (Uses)				
Transfers In	2,449,215	3,284,140	3,323,140	3,427,466
Transfers Out	(214,962,000)	(232,443,000)	(232,543,000)	(286,723,534)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(212,512,785)	(229,158,860)	(229,219,860)	(283,296,068)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	20,613,779	—	(2,879,662)	(5,372,283)
Fund Balance at Beginning of Year	175,698,244	196,312,023	196,312,023	193,432,361
Fund Balance at End of Year	196,312,023	196,312,023	193,432,361	188,060,078

Debt Service Funds

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Operating Revenues				
Taxes	51,708	–	–	–
Federal	2,894,461	2,740,984	2,740,984	2,786,017
State	10,070,286	10,000,000	10,000,000	10,000,000
Local	–	–	–	–
Charges For Services	–	–	–	–
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	2,422,998	2,941,000	2,941,000	1,712,000
Miscellaneous	–	–	–	–
Total Operating Revenues	15,439,452	15,681,984	15,681,984	14,498,017
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	237,765,455	243,360,000	243,380,904	246,531,000
Education	–	–	–	–
Environmental Services	–	–	–	–
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	237,765,455	243,360,000	243,380,904	246,531,000
Revenues Over (Under) Expenditures	(222,326,003)	(227,678,016)	(227,698,920)	(232,032,983)
Other Financing Sources (Uses)				
Transfers In	193,160,902	196,059,000	196,079,904	201,172,000
Transfers Out	(100,000)	–	–	–
Bond Proceeds and other financing transactions	28,973,951	–	–	30,860,983
Total Other Financing Sources (Uses)	222,034,853	196,059,000	196,079,904	232,032,983
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(291,150)	(31,619,016)	(31,619,016)	–
Fund Balance at Beginning of Year	169,346,350	169,055,200	137,436,184	105,817,168
Fund Balance at End of Year	169,055,200	137,436,184	105,817,168	105,817,168

Summary of Revenues, Expenditures and Changes In Fund Balance

Special Revenue Funds

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Operating Revenues				
Taxes	58,726,146	59,754,000	61,093,000	62,931,000
Federal	15,285,602	12,774,962	13,539,885	12,837,987
State	810,470	738,258	964,779	681,732
Local	1,068,323	703,210	2,974,556	1,048,729
Charges For Services	1,347,132	372,478	527,025	549,802
Licenses & Permits	—	—	—	—
Fines & Forfeitures	2,118	—	4,925	—
Interest Income	30,626	15,000	15,987	152,216
Miscellaneous	59,451	1,415	64,809	—
Total Operating Revenues	77,329,869	74,359,323	79,184,966	78,201,466
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	35,881,028	36,021,000	37,923,856	38,745,000
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	89,978	—	22,056	—
General Government	77,537	—	94,488	—
General Services Administration	8,598	—	9,510	—
Human Services	19,225,187	14,760,000	16,906,812	15,618,698
Public Safety	18,664,179	18,768,323	19,905,790	19,146,302
Total Operating Expenses	73,946,507	69,549,323	74,862,512	73,510,000
Revenues Over (Under) Expenditures	3,383,362	4,810,000	4,322,454	4,691,466
Other Financing Sources (Uses)				
Transfers In	830,000	830,000	830,000	897,534
Transfers Out	(5,612,215)	(5,736,000)	(5,637,957)	(5,942,000)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(4,782,215)	(4,906,000)	(4,807,957)	(5,044,466)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,398,853)	(96,000)	(485,503)	(353,000)
Fund Balance at Beginning of Year	15,312,819	13,913,966	13,817,966	13,332,463
Fund Balance at End of Year	13,913,966	13,817,966	13,332,463	12,979,463

Internal Service Fund

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	8,331,865	8,581,041	8,581,041	8,842,972
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	2,452	20,000	20,000	20,000
Miscellaneous	534,100	400,957	400,957	412,400
Total Operating Revenues	8,868,417	9,001,998	9,001,998	9,275,372
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	8,636,166	9,112,000	10,013,714	10,067,000
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	8,636,166	9,112,000	10,013,714	10,067,000
Revenues Over (Under) Expenditures	232,251	(110,002)	(1,011,716)	(791,628)
Other Financing Sources (Uses)				
Transfers In	—	—	—	125,000
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	—	—	—	125,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	232,251	(110,002)	(1,011,716)	(666,628)
Fund Balance at Beginning of Year	3,235,914	3,468,165	3,358,163	2,346,447
Fund Balance at End of Year	3,468,165	3,358,163	2,346,447	1,679,819

Summary of Revenues, Expenditures and Changes In Fund Balance

Enterprise Funds

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	1,601,437	1,496,690	1,496,690	1,616,991
Local	—	—	—	—
Charges For Services	21,755,503	21,978,976	22,462,976	23,122,779
Licenses & Permits	7,500	6,500	6,500	6,500
Fines & Forfeitures	—	—	—	—
Interest Income	79,995	357,000	357,000	251,681
Miscellaneous	1,227,546	2,499,708	2,499,708	2,343,590
Total Operating Revenues	24,671,982	26,338,874	26,822,874	27,341,541
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	24,649,745	24,160,891	24,649,858	26,891,541
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	24,649,745	24,160,891	24,649,858	26,891,541
Revenues Over (Under) Expenditures	22,237	2,177,983	2,173,016	450,000
Other Financing Sources (Uses)				
Transfers In	6,027,626	991,789	991,789	1,009,459
Transfers Out	(7,583,626)	(5,448,109)	(21,831,109)	(1,459,459)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(1,556,000)	(4,456,320)	(20,839,320)	(450,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,533,763)	(2,278,337)	(18,666,304)	—
Fund Balance at Beginning of Year	31,594,595	30,060,832	27,782,495	9,116,191
Fund Balance at End of Year	30,060,832	27,782,495	9,116,191	9,116,191

Capital Improvement Funds

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Operating Revenues				
Taxes	377	–	–	–
Federal	566,281	–	(1,107,607)	–
State	500	–	–	–
Local	–	–	(2,809)	–
Charges For Services	616,565	550,000	24,176	830,000
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	32,233	856,820	233,303	867,466
Miscellaneous	12,497	5,312,000	3,768,748	235,000
Total Operating Revenues	1,228,452	6,718,820	2,915,811	1,932,466
Operating Expenses				
Capital Projects	82,156,926	48,563,000	130,926,163	95,770,000
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	–	–	390,425,000
Environmental Services	657,636	5,712,000	24,470,733	660,000
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	82,814,562	54,275,000	155,396,896	486,855,000
Revenues Over (Under) Expenditures	(81,586,109)	(47,556,180)	(152,481,085)	(484,922,534)
Other Financing Sources (Uses)				
Transfers In	31,487,000	45,649,000	59,141,794	90,691,000
Transfers Out	(5,696,902)	(3,186,820)	(2,350,904)	(3,197,466)
Bond Proceeds and other financing transactions	126,190,675	5,094,000	95,690,195	402,858,000
Total Other Financing Sources (Uses)	151,980,773	47,556,180	152,481,085	490,351,534
Revenues and Other Sources Over (Under) Expenditures and Other Uses	70,394,663	–	–	5,429,000
Fund Balance at Beginning of Year	402,413,961	472,808,624	472,808,624	472,808,624
Fund Balance at End of Year	472,808,624	472,808,624	472,808,624	478,237,624

Summary of Revenues, Expenditures and Changes In Fund Balance

All Funds

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
All FundsOperating Revenues				
Taxes	852,063,846	885,060,421	887,372,421	961,969,255
Federal	29,345,940	25,959,231	26,405,238	27,220,874
State	85,720,474	85,505,276	86,054,263	86,348,451
Local	11,843,750	4,803,310	7,064,347	5,491,295
Charges For Services	96,586,445	92,883,375	93,949,656	95,355,181
Licenses & Permits	4,070,381	3,630,886	3,875,141	4,722,459
Fines & Forfeitures	2,118	—	4,925	—
Interest Income	2,578,690	4,235,079	3,612,549	3,048,627
Miscellaneous	3,132,959	9,539,281	8,059,388	4,714,971
Total Operating Revenues	1,085,344,602	1,111,616,859	1,116,397,928	1,188,871,113
Operating Expenses				
Capital Projects	82,156,926	48,563,000	130,926,163	95,770,000
Community Development and Cultural	61,798,829	63,050,888	65,253,920	66,414,815
Debt Service	237,765,455	243,360,000	243,380,904	246,531,000
Education	334,532,675	343,686,958	343,686,958	744,579,400
Environmental Services	33,058,761	38,548,378	57,837,384	36,426,874
General Government	41,740,711	46,625,492	47,056,623	57,736,152
General Services Administration	31,065,934	34,768,059	36,021,830	36,448,521
Human Services	203,945,271	198,116,024	204,367,735	202,703,968
Public Safety	126,427,739	134,095,415	136,222,464	136,942,277
Total Operating Expenses	1,152,492,301	1,150,814,214	1,264,753,981	1,623,553,007
Revenues Over (Under) Expenditures	(67,147,698)	(39,197,355)	(148,356,053)	(434,681,894)
Other Financing Sources (Uses)				
Transfers In	233,954,743	246,813,929	260,366,627	297,322,459
Transfers Out	(233,954,743)	(246,813,929)	(262,362,970)	(297,322,459)
Bond Proceeds and other financing transactions	155,164,626	5,094,000	95,690,195	433,718,983
Total Other Financing Sources (Uses)	155,164,626	5,094,000	93,693,852	433,718,983
Revenues and Other Sources Over (Under) Expenditures and Other Uses	88,016,928	(34,103,355)	(54,662,201)	(962,911)
Fund Balance at Beginning of Year	797,601,883	885,618,811	851,515,456	796,853,255
Fund Balance at End of Year	885,618,811	851,515,456	796,853,255	795,890,344

This page intentionally left blank.

Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2015, 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.

General Fund

The County adheres to the General Fund Financial Policies for fund balance (see section on Financial Policies). The FY 2015 General Fund budget includes the use of 5.4 million in fund balance. A portion will be put towards the Revaluation process and has been held in reserve for this purpose; the balance is largely a reserve for an increase to the Wake County Public School System operating appropriation.

Debt Service Fund

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

The FY 2015 Debt Service Fund budget does not include any planned use of fund balance.

Special Revenue Funds

The Major Facilities Special Revenue Fund is projected to contribute \$250,000 to fund balance during FY 2015. This amount is associated with appropriations for higher revenues than expenditures based on Interlocal Agreement and amendments that determine appropriate revenue percent growth.

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

The Fire Tax District fund is projected to use \$353,000 in appropriated fund balance in FY 2015. This is the amount of budgeted expenditures in excess of projected revenue in FY 2015. Per the Fire Commission's approved financial policy, the Fire Tax District fund is required to maintain a fund balance of 16 percent of the next year's operating budget. A long term financial model is used to ensure the Fire Tax fund is sustainable for a minimum of five years, based on current fund balance, the proposed budget, and revenue and expenditure growth assumptions.

Internal Service Fund

The Internal Service Fund will be in its fifth year of operations in FY 2015. The FY 2015 budget increased over the FY 2014 for scheduled vehicle replacements, increases in fuel usage and lease rates, and the purchase of new vehicles for the County fleet. The projected beginning unreserved fund balance for FY 2015 is \$3.2 Million and will use \$667,000.

Enterprise Funds

The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. The FY 2015 budget does not include Solid Waste Fund Balance for any purpose. The fund is projected to contribute approximately \$1 million to fund balance. A financial model was developed during FY 2014 and a transfer from fund balance took place in FY 2014 to fully fund the Solid Waste CIP plan for the next seven years.

Revenue Highlights

Taxes

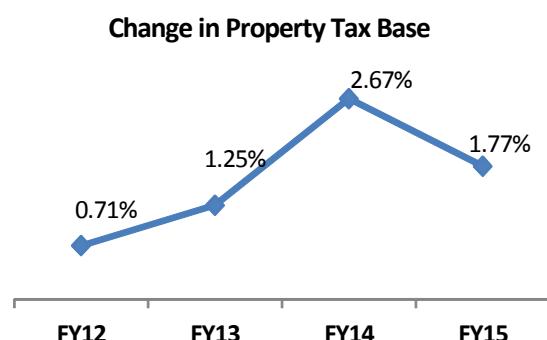
The County receives \$962 million in revenues from taxes - the two largest being property and sales taxes. Of the \$962 million, \$900 million is used in the General Fund; with \$286 million transferred to funds such as the Capital and Debt Services funds.

Property Tax

The property tax is Wake County's largest revenue source, comprising roughly 69 percent of all General Fund revenues. Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation.

Values of real property are assessed every eight years on an octennial cycle. The last revaluation took effect January 1, 2008, increasing the County's tax base to \$115.8 billion, an increase of 41 percent over the prior year. The next property revaluation is scheduled to take effect January 1, 2016. Values of public service companies are assessed every year by the State Department of Revenue.

Outside of revaluation years, growth in the tax base is primarily driven by new construction. In FY 2015, growth is anticipated to continue as it is estimated the tax base will grow by 1.77 percent from the FY 2014 budget. This growth rate is significantly less than in years prior to FY 2009 when the tax base grew by five percent or more annually.



Tax Base FY 2014-15 Estimates (in millions)

	FY14	FY15	\$ Change	% Change
Real Property	107,325	109,375	2,050	1.91%
Business Personal	6,220	6,470	250	4.02%
Public Service	2,800	2,950	150	5.36%
Motor Vehicles	8,800	8,570	(230)	-2.61%
Total	125,145	127,365	2,220	1.77%

Each component of the FY 2015 property tax base is discussed below.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real Property is anticipated to increase by 1.9 percent from FY 2014 Adopted Budget to a total of \$107.3 billion in FY 2015. This is an improvement from FY 2014, however the relatively small growth reflects the continued current economic situation and a lower amount of new construction compared with past years.

Personal property includes unlicensed vehicles and business personal property. The personal property portion of the tax base is projected to increase in FY 2015 by 4.0 percent from the FY 2014 budget. Personal property reflects the value of business equipment.

The public services tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2015 valuation is expected to increase by 5.4 percent from FY 2014 adopted.

The motor vehicle portion of the tax base is projected in FY 2015 to decrease by 2.61 percent from the FY 2014 budget. This is due decreased collections associated with the Tag & Tax program which requires vehicle owners to pay their vehicle tax at the time vehicle registration takes place.

Revenue Highlights

The County's property tax collection rate continues to be one of the highest in the State at 99.6 in FY 2013.

Sales Tax

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

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-sale basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2011 was received in April 2011).

Sales Tax Revenues By Article (in millions)

	FY11	FY12	FY13	FY14 Est.	FY15 Budg.
Article 39	51.4	53.3	57.2	65.1	68.4
Article 40	25.9	27.5	28.6	29.9	31.2
Article 42	32.6	34.2	36.5	39.4	41.4
Article 44	(0.2)	(0.3)	-	-	-
Medicaid Hold Harmless	4.3	6.3	5.0	5.0	6.9
Total	114.1	118.2	121.1	139.4	147.9
% Change	8.9%	3.6%	2.5%	15.1%	6.1%

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

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

This change in legislation included a hold harmless provision for Counties and Municipalities. For Counties, the State would remit to Counties the difference between the medicade match and the lost growth from sales tax. In FY 2015, revenues from the State under the hold harmless agreement are expected to reach \$6.8 illion.

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 will increase beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

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

Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY 2015 budget of \$9.44 million reflects a 36 percent increase from the FY 2014 Adopted Budget based on current year revenue and historical projection trends. The increase reflects a continuation of the increased commercial and residential property gross sales seen in FY 2014.

Revenue Highlights

Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.6 million from this revenue source in FY 2015 based on collections during the current fiscal year and historical trend information.

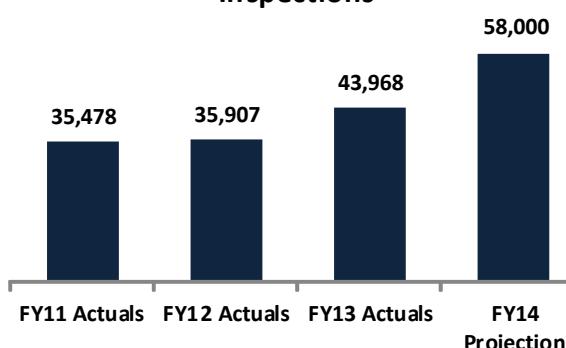
Beer and Wine Excise Tax

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75 percent of the amount collected; for fortified wine, local governments receive 22 percent of the proceeds; and for wine, local governments receive 62 percent of the tax proceeds. The FY 2015 amount budgeted is \$877,200.

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2015, the County anticipates receiving \$4.7 million in revenue for this category which is an increase of more than thirtypercent from the FY 2014 Adopted level of \$3.6 million. The increase is primarily attributable to the increase in building permits being issued county-wide. 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.

Number of Building & Construction Inspections



Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Public Safety, and Environmental Services. These revenue sources are dependent upon actions by the legislative bodies of both levels of government, as well as upon administrators of the respective programs. In FY 2015, State shared revenues in the General Fund are expected to increase from \$73.3 million in the FY 2014 Adopted Budget to \$74.1 million in the FY 2015 budget.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund which total \$70.9 million.

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

Fees and Charges for Services

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

Revenue Highlights

cies tab of this book. Fee and Charges for Services changes in FY 2014 are in the following sections.

Register of Deeds Fees and Charges

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY 2015 budget anticipates \$5.1 million.

Environmental Services Fees and Charges

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

In FY 2015, the department expects to receive \$1.2 million. The budgeted revenue increase is attributed to an increase in activity in development-related areas, as well as a lifting of a moratorium on sediment and erosion permits on construction projects.

Human Services Fees and Charges

In FY 2015, Human Services will earn \$19.5 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. The FY 2015 budget is approximately \$611,716 more than the FY 2014 Adopted Budget for Human Services fees and charges. Medicaid charges are projected to increase from \$15.4 million to \$15.5 million; other client fees and reimbursements will increase nearly \$528,876.

Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the federal government for housing detainees awaiting trial in federal court, and jail fees from the State

Department of Corrections for housing sentenced state inmates. In FY 2015, jail fees for housing state and federal inmates are anticipated to decline again, due to lower than budgeted housing of federal and state inmates in FY 2014. The department has also seen a decline in pistol permit revenue over the past year. Based on these and other minor adjustments to reflect revised estimates, total Sheriff fees and charges for FY 2015 decline by 6.4 percent decrease from the FY 2014 Adopted level.

Community Services Fees and Charges

The Community Services provide services associated with planning and permitting, libraries and parks. This includes planning and inspections fees, park rentals and fees for late books. In FY 2015, the department expects to receive \$5,508,036 in fees and charges. This is 34% higher or \$1,411,152 more than the FY 2014 adopted budget and largely reflects increased revenue associated with permitting revenue and more robust development activity.

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The FY 2014 budget includes two transfers to the General Fund that total \$2.6 million.

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

The Major Facilities Fund will transfer \$1.26 million in FY 2015 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 is based on three percent of actual collections as defined in the Major Facilities Fund enabling legislation.

Revenue Highlights

Finally, the Wake County Public School System will transfer approximately \$860,000 to the General Fund for its administrative lease.

Non-General Fund Revenues

Debt Service Fund

Debt Service Fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and from the Major Facilities Fund to fund debt service on Five-County Stadium. 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 and Debt Service Funds is an additional funding source. The largest of these is transfers from the General Fund, which totals \$198.7 million. This is comprised of \$164.6 million from property tax revenues and \$34.2 million from sales tax revenues. Smaller transfers come from the Major Facilities Fund and Fire Tax Fund to finance specific debt-financed projects. Build America Bond and Recovery Zone Economic Development Bond interest subsidy revenue, provided by the US Department of Treasury, and NC Lottery Funds are also revenue sources in the Debt Service Fund.

Fire Tax District

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund operating and capital needs to provide a more consistent level of service. In FY 2015, the County recommends a tax rate of 8.00 cents, which is no change from the prior fiscal year, and is expected to generate \$20.94 million. The expected revenue is an increase of 1 percent above the FY 2014 budgeted tax revenues, which reflects very modest growth and the loss of one-time vehicle tax revenues associated with the State's implementation of "tax and tag" legislation in FY 2014. Despite the growth in General Fund tax revenues this fund tends to lag behind the rest of the County tax base due to most growth being concentrated within municipalities. The revenue is split between operating (at 86%) and capital (at 14%) expenditures.

Housing and Community Revitalization Fund

The major revenue sources for this fund are: Community Development Block Grant, HOME, and Shelter Plus Care federal funds administered by the U.S. Department of Housing and Urban Development. These are expected to total \$4.59 million in FY 2015. The County will also add an additional \$830,000, to be transferred from the County Capital Projects Fund. The fund also receives program income from its various projects, which are used to fund additional housing and community efforts.

Major Facilities

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

Occupancy tax revenues are projected to increase moderately in FY 2014 by 6.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2015. Occupancy revenues are budgeted with an increase by three percent in FY 2015 over the FY 2014 projections. Prepared food and beverages revenues are expected to increase 5.0 percent in FY 2014 and increase by an additional 5.0 percent in FY 2015. All revenue estimates were generated with significant input from stakeholders during the last interlocal review during 2012.

The Major Facilities Fund in FY 2015 is just under \$42 million in which \$18.9 million is from occupancy taxes, \$23.1 million is from prepared food/beverage.

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.

Revenue Highlights

For FY 2015, the operating budget totals \$13.5 million. The household fee is set at \$20 per household per year which represents 58 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 2015, the operating budget totals \$14.9 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of 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, the tipping fee is \$29 per ton, which receives a \$3 per ton large volume discount through an Interlocal Agreement.

The FY 2015 budget is an increase of more than \$700,000, and this is due almost entirely to an increased tipping fee at the Eastern Wake Transfer Station. During FY 2014, Solid Waste Division and County management analyzed the impact and need of a tipping fee increase. After numerous meetings, discussions, and significant input from stakeholders it was determined to raise the tipping fee by \$3 at the Transfer Station. The tipping fee increases from \$6 to \$9 in addition to the \$32 tipping fee at the South Wake Landfill.

User Fee Change Summary

User Fee Authorization and Overview

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

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

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

There are no fee changes.

Expenditure Highlights

General Fund

The FY 2015 General Fund budget is \$1.066 billion, \$83.6 million more than the FY 2014 Adopted Budget. Below is a summary of all of the major changes to the General Fund.

Board of Elections

The Board of Elections Budget includes an increase in expenditures of \$98,191 to fund upcoming general elections, as well as a May primary in addition to market rate salary increases for multiple positions. This budget increase is primarily due to one-time expenditures for one-stop voting and other activities associated with the fall 2014 general election.

Funding is included to support the opening of four one- stop voting sites for ten days in advance of the November general election. Excluding the removal of funding for one-stop voting associated with the fall 2014 general election, the Board of Elections FY 2015 base budget increased slightly from the FY 2014 level.

Revenue

The Revenue Department is responsible for overseeing the County Revaluation occurring every 8 years. The next revaluation will be in FY 2016. The FY 2015 budget includes funding from the Revaluation Sub-Fund fund balance for expenses related to the 2016 Revaluation cycle. These dollars will cover temporary staffing, form imaging, and updating photos. Also included in the FY 2015 budget is funding for the inContact Call Center cost share.

Environmental Services

The Environmental Services FY 2015 budget includes increased expenditures of \$199,846 to fund increased workload demands from a rebounding economy. Included in this expansion amount is funding for two additional Septic Permitting positions. With increased development, turnaround time for plan review and inspections of systems has been steadily increasing with the number of applications received. These positions will provide for greater turnaround time of permits, while contributing to increased safety of current systems through regular inspections.

Additionally, the FY 2015 budget includes funding for two additional food and facility inspectors. Throughout the recession the number of restaurants and facilities grew, since FY 2008 this sector has seen growth of 12.73%. As a result, these two positions have been recommended for funding in order to maintain current coverage rates. Also within Environmental Health and Safety, the FY 2015 budget includes the reestablishment of funding for temporary staff to conduct seasonal pool inspections. This service is fully supported by user fees for pool operators.

Community Services

The Community Services FY 2015 budget includes an additional 6.0 FTEs for restoration of services which were reduced in response to the economic downturn; increased development has continued to rebound. Additionally, FY 2015 funding includes funding for FY 2015 includes one position for stewardship of open space properties. This position will manage all current properties, as well as, facilitate the opening of three open space tracks to public access.

The increased development the County has experienced since the recession ended has facilitated the need for additional building inspectors and permitting staff. The FY 2015 Community Service budget includes funding for four additional inspectors and one permit staff member. These positions will ensure that permits are inspections are completed in a timely manner. The addition of these positions reflects increasing workloads due to rebounding development.

General Services

The General Services Administration FY 2015 budget includes additional funding to account for utility use changes and rate increases, security contract increases, building contractual agreements, and Justice Center off-warranty contracts and annualizations.

New for FY 2015, General Service's budget includes funding to restore downtown foot patrol security hours lost during the recession and additional funding for the book courier contract.

Expenditure Highlights

Human Services

The FY 2015 Human Services budget includes an overall increase of \$3.72 million for the continued implementation of the state mandated NCFAST electronic case management system for the Food and Nutrition Services, Medicaid, and Workfirst programs. The increase in funding will also be used to add six positions for Child Protective Services assessments, ten new school nurses, and additional contract dollars to handle caseload increases in the Adult Guardianship program.

Additional positions will be added for training needs related to Electronic Health Records requirements and the counseling, screening, education, treatment, and counseling for those who have or at risk of contracting Gonorrhea.

The FY 2015 Human Services budget also includes funding for additional STD drugs, the purchase of vaccines, and additional Long Active Reversible Contraceptives (LARCs) in response to supply shortages and ongoing demand.

City/County Bureau of Identification

The FY 2015 City/County Bureau of Identification (CCBI) budget includes funding to restore overtime for CCBI Agent positions lost during the recession.

CCBI also received dditional FY 2015 funding to address the increase in blood/drug analysis cases resulting in new dedicated DWI officers through-out Wake County. The amount will fund 2.0 FTEs and expanding their current lab with new equipment. Anticipated grant funding will help offset start-up costs over the next 5-years.

Emergency Medical Services

The FY 2015 budget includes additional funding for 8.0 FTEs, training equipment, lease rental money, and contract agency increases. New FTEs include 4.0 FTEs to convert two 24-hour units to 2x12 staffing in the last quarter of FY 2015 and 4.0 FTEs in the form of a new district supervisor. Funding was also provided for modifications to the current Wake EMS stretchers to accommodate bariatric patients.

Additional funding for training related expenses will be added to provide a new simulation ambulance for training and replacing the adult high-fidelity simulator mannequin.

EMS and other public safety entities have outgrown the current space at Bannister. Funding has been included in FY 2015 to lease additional space in the second half of the year.

Wake County EMS system has also received funding for various contract agency requests including 4.0 FTEs for a new peakload ambulance in Western Cary and health insurance increases for Cary EMS and Eastern Wake EMS. Apex EMS will replace two vehicles that will be added to the County fleet lease.

Office of the Sheriff

TThe Sheriff's Office FY 2015 budget includes additional funding of \$1.0 million, broken into law enforcement and detention functions. Additional law enforcement funding in FY 2015 includes the addition of one courthouse deputy. With the expansion of courtroom hours an additional deputy is needed to maintain coverage for security posts as well as courtroom security. Further funding is included to restore funding for training ammunition which was reduced during the recession. Involuntary commitment transportation and year two funding of the DWI taskforce is also reflected in this budget.

Funding is also included in the FY 2015 budget for additional IT support within the department. This includes two FTEs who will support the OSSl system and provide help desk support to all of the department's staff.

Additional funding for FY 2015 is recommended in support of detention functions. This includes increased funding for food which is driven off of an increasing inmate population. The department has also experienced a historical need for additional funding for the safe keeping program. This allows the County to house inmate who we cannot reasonably accommodate for reasons of health, space or risk within a state institution. Furthermore, funding is included to reflect historical spending for hospitalization costs of inmates. Funding which is required for

Expenditure Highlights

muster of detention guards before the start of each shift is funded in FY 2015.

Fire Services

The FY 2015 budget reflects the addition of two positions supporting the Wake County Fire Service. The Fire Logistics Support Coordinator will provide support to the fire equipment and apparatus programs, which will allow the Fire Services department to support Fire Commission committees in establishing and maintaining current inventories, defining and administering replacement criteria, and managing apparatus and equipment distribution programs. The Fire Operations Chief position will provide guidance and assistance with preparation of Fire Departments for the ISO inspections (thereby obtaining to lowest possible insurance ratings for fire service consumers under the revised rating schedule), while overseeing initiatives and positions directly related to fire operations. These positions represent a responsible investment in the County's priority of public safety and goals of sound fiscal management and strategic resource allocation, and will be instrumental in implementing cost control measures that promote sustainability of the Fire Tax District while protecting core priorities and services.

Emergency Management

As part of the FY 2015 Budget, the Fire and Emergency Management Department will become separate departments of Fire Services and Emergency Management. While no additional resources were required to complete this split, emerging as separate departments will allow the two organizations to focus on their distinct strategic missions.

Non-Departmental

The Non-Departmental budget includes a funding increase to promote economic development throughout Wake County.

Education

Wake County Public School System

The FY 2015 budget for the school system totals \$337.7 million. This is comprised of the direct appropriation of \$336.8 million, a 3.1% increase over the

FY 2014 appropriation, as well as \$867,466 which will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease.

In FY 2014, the appropriation to the Wake County Public School System is recommended to be allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 2014. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than fifteen percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

The General Fund budget also includes a \$3,750,000 reserve which is contingent upon the Board of Education taking action to increase the locally funded teacher supplement scale. Following action, the County will appropriate \$3,750,000, increasing the \$341,426,400.

Wake Technical Community College

The FY 2015 Budget for Wake Technical Community College is \$16,478,000. Funding is provided for a portion of the start-up costs to open the Vernon Malone College and Career Academy.

Salaries and Benefits

The adopted budget includes funding for a 2.75 percent performance based pay increase for employees, which is estimated to cost \$4.3 million. In FY 2015 it is anticipated that health insurance costs will increase by \$750,000; the County plans to continue to evaluate these numbers through this summer and will provide the Board of Commissioners with any changes.

Expenditure Highlights

General Fund Transfers

The budget includes a dedication of 19.90 cents of the 57.8 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2015 the 19.90 cents represents roughly \$251.5 million. This reflects the increase in the tax rate by 4.4 cents to fund the public school building program

The transfer to Debt Service funded by sales tax revenues increases from \$31.3 million in FY 2014 to \$34.2 million in FY 2015. This increase is driven by a combination of sales tax growth in Articles 40 and 42.

The recommended budget also includes a transfer to the Corporate Fleet Fund in the amount of \$125,000, as well as \$67,534 which is a commitment to contribute County funding to partially match a grant from the Governor's Highway Safety Board for DUI efforts in the Sheriff's Office.

Non-General Fund Expenditures

Fire Tax District

The County has a consolidated fire tax district created to provide fire protection service to the unincorporated areas of the County and the Town of Wendell. For FY 2015, the Fire Tax District budget is \$21.3 million.

Of the total budget, approximately \$17.38 million will be distributed to 19 contract fire departments in monthly installments for personnel, operating, and department-owned debt that existed prior to the creation of the single fire tax district. Fire department appropriations include a merit allocation for full-time career staff and mirror the merit allocation to County employees. Additional funds are also included for most departments after a significant line-item budget review of each department. If a department was able to provide enough justification then requested increases were considered.

In addition to contract fire department appropriations, approximately \$2.69 million is to be transferred to capital and/or debt services. The remaining \$956,398 will fund system-wide expenses such as dispatch services, hazardous materials response services, radio maintenance, and fire service training.

Major Facilities Fund

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. In FY 2015, the fund equals \$41.996 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statues. Required distributions total about \$10 million with the following agencies receiving a significant portion: \$4.8 million to the Greater Raleigh Convention and Visitors Bureau, \$2.4 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$915,000 to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2015, significant amounts will be directed to the following agencies: \$20.1 million to the Raleigh Convention Center, debt service for the PNC Arena (formerly known as the RBC Center) at \$5.2 million, \$1.0 million to the North Carolina Museum of Art, \$1.0 million to the PNC Arena for capital maintenance, \$1.0 million to the Town of Cary for its sports facilities, and \$200,000 to the North Carolina Museum of Natural Sciences.

Solid Waste Enterprise Fund

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

The FY 2015 budget for the Solid Waste Fund totals \$13.5 million. Of the total budget, \$5.2 million is designated to Convenience Center operations; \$2.8 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs; and \$4.5 million funds education, closure programs, administration, and transfers to the general fund for support services. The remaining balance of \$1 million will go towards contribution to fund balance since revenues are in excess of expendi-

Expenditure Highlights

tures. The FY 2015 budget includes funding for litter clean-up on roads in Wake County which are not interstate roads; this is the second year of this successful initiative.

South Wake Landfill Enterprise Fund

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

The FY 2015 budget for the South Wake Landfill Fund totals \$14.9 million. Of the total budget, \$8.3 million is designated to the operation of the South Wake Landfill, \$4.1 million is for the East Wake Transfer Station in Raleigh, and \$2.5 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2015 tonnage actuals. FY 2015 tonnages are projected to increase slightly based on current trends from 400,000 to 405,000 tons. The amount of tonnage has a major impact on the revenues generated within this fund.

This page intentionally left blank.

New Expenditure Requests Not Funded

GENERAL GOVERNMENT

County Attorney

- ♦ Additional operating supplies and training and travel funds

County Manager

- ♦ Public Affairs Specialist (1.0 FTE)
- ♦ Public Affairs additional equipment funding
- ♦ Additional contracted professional services

Facilities Design and Construction

- ♦ Real Estate Project Manager (1.0 FTE)
- ♦ Permanent Administrative Assistant (1.0 FTE)

Finance Department

- ♦ Finance Deputy Director (1.0 FTE)

Information Services

- ♦ Land Records/Computer-Aided Mass Appraisal position transfer from CIP to General Fund (1.0 FTE)

ENVIRONMENTAL SERVICES

- ♦ Customer Service Representative - Call Center (1.0 FTE)
- ♦ Food Inspector (2.0 FTEs)
- ♦ Septic Permitting (6.00 FTEs)
- ♦ HS/ES Public Health Educator (0.5 FTE)
- ♦ Meth Lab Mitigation Funding

GENERAL SERVICES

- ♦ Justice Center information desk staffing
- ♦ Full-time contract security officer for Animal Center

HUMAN SERVICES

- ♦ Community Affairs HS Data Manager (1.0 FTE)
- ♦ Pharmacist - (0.5 FTE)
- ♦ Customer Service Representative - Call Center (1.0 FTE)
- ♦ Additional funding for mental health transportation costs offered by Orange County Sheriff's Department; additional funding for DSS custody requiring MH services
- ♦ Community Coaching Volunteer Coordinator (1.0 FTE)
- ♦ HS/ES Public Health Educator (0.5 FTE)

EMERGENCY MEDICAL SERVICES

- ♦ Wake EMS: Scheduler (1.0 FTE), Training Officer (1.0 FTE), Advance Practice Paramedic - complete program rollout (12.0 FTEs), Uniform Coat Replacement, Tactical Medical Director contract, Community Outreach Coordinator vehicle, Data Analysis contract, Simulation equipment replacement (partial)
- ♦ Cary EMS: Float FTE (1.0 FTE), increased salary funding, upgraded power stretchers, ambulance and associated computer
- ♦ Apex EMS: Funding for Chief and Administrative position (2.0 FTEs)
- ♦ Eastern Wake: Funding for medical supplies, personnel policy review and operating increase

FIRE SERVICES

- ♦ Fire Technology Coordinator(1.0 FTE)
- ♦ Emergency Response Supervisor (1.0 FTE)
- ♦ Fire Training Center additional instructional hours and equipment replacement

CITY / COUNTY BUREAU OF IDENTIFICATION

- ♦ Senior Identification Technician (1.0 FTE)

NON-DEPARTMENTAL

- ♦ Soil and Water Conservation District operating budget increases for a part-time data assistant and other equipment
- ♦ Cooperative Extension operating budget increases for the County to fund 25% of the Expanded Food and Nutrition Education Program
- ♦ Risk Management Cyber Liability Insurance

This page intentionally left blank.

Personnel Summary

Department	FY 2014 Adopted	FY 2014 Amended or Transferred Positions	FY 2014 Amended	FY 2015 Amended or Transferred Positions	FY 2015 Reductions	FY 2015 Adopted
General Government						
Board Of Commissioners	3.000	-	3.000	-	-	3.000
County Manager	11.000	-	11.000	-	-	11.000
County Attorney	14.000	-	14.000	-	-	14.000
Board Of Elections	19.500	-	19.500	4.500	-	24.000
Budget and Management Services	8.000		8.000	-	-	8.000
Facilities Design and Construction	10.000	-	10.000	1.000	-	11.000
Finance						
General Fund	26.000	-	26.000	-	-	26.000
Debt Service Fund	2.000	-	2.000	-	-	2.000
Finance Total	28.000	-	28.000	-	-	28.000
Human Resources	25.000	-	25.000	-	(0.250)	24.750
Information Services	83.750	1.000	84.750	1.000	-	85.750
Automation Fund	1.000	-	1.000	-	-	1.000
Information Services Total	84.750	1.000	85.750	1.000	-	86.750
Register Of Deeds	40.000	-	40.000	-	-	40.000
Revenue	65.000	-	65.000	-	-	65.000
Soil and Water Conservation District	5.000	-	5.000	-	-	5.000
Community Services						
CS Management and Budget	5.000	(1.000)	4.000	-	-	4.000
Parks, Recreation, and Open Space	33.000	-	33.000	1.000	-	34.000
Veterans Services	3.500	-	3.500	-	-	3.500
Geographic Information Services	18.000	-	18.000	-	-	18.000
Libraries	216.000	-	216.000	-	-	216.000
Planning and Development Services	43.000	4.000	47.000	5.000	-	52.000
Community Services Total	318.500	3.000	321.500	6.000	-	327.500
Environmental Services						
General Fund:						
ES Administration	9.000	-	9.000	-	-	9.000
Environmental Health & Safety	28.000	-	28.000	2.000	-	30.000
Water Quality Division	28.000	-	28.000	2.000	-	30.000
Animal Care, Control and Adoption	40.000	-	40.000	-	-	40.000
Center						
Total General Fund	105.000	-	105.000	4.000	-	109.000
Solid Waste Fund	14.000	-	14.000	1.000	-	15.000
South Wake Landfill Fund	5.000	-	5.000	-	-	5.000
Environmental Services Total	124.000	-	124.000	5.000	-	129.000
General Services Administration						
General Fund:						
Administration/Support	11.000	-	11.000	-	-	11.000

Personnel Summary

Department	FY 2014 Adopted	FY 2014 Amended or Transferred Positions	FY 2014 Amended	FY 2015 Amended or Transferred Positions	FY 2015 Reductions	FY 2015 Adopted
Central Services	12.000	-	12.000	-	-	12.000
Field Services	31.000	-	31.000	-	-	31.000
Physical Plant	66.000	-	66.000	-	-	66.000
Security	6.000	-	6.000	-	-	6.000
Total General Fund	126.000	-	126.000	-	-	126.000
Fleet Fund	14.000	-	14.000	1.000	-	15.000
General Services Total	140.000	-	140.000	1.000	-	141.000

Human Services

General Fund:

Social Services	449.230	30.770	480.000	5.000	(2.000)	483.000
Child Welfare	226.750	7.250	234.000	6.000	(0.500)	239.500
Children, Youth and Family	261.650	(13.489)	248.161	10.000	(1.000)	257.161
Public Health	52.561	10.689	63.250	1.000	(1.000)	63.250
Health Clinics	162.600	1.500	164.100	-	(3.000)	161.000
Behavioral Health	4.505	(2.500)	2.005	-	(0.005)	2.000
Administration and Operations	209.250	11.030	220.280	1.000	(1.430)	219.850
Local Managing Entity	-	-	-	-	-	-
Total General Fund	1,366.546	45.250	1,411.796	23.000	(5.935)	1428.861
Grants Fund	17.500	0.050	17.550	-	(1.000)	16.550
Affordable Housing Fund	7.250	0.500	7.750	-	-	7.750
Human Services Total	1,391.296	45.800	1,437.096	23.000	(9.935)	1,450.161

Emergency Medical Services	246.000	(5.000)	241.000	8.000	-	249.000
-----------------------------------	---------	---------	---------	-------	---	---------

Fire Services (FY 2015)

General Fund	19.000	1.000	20.000	(3.000)	-	17.000
Grants Fund	1.000	1.000	2.000	(2.000)	-	0.000
Fire Services	20.000	2.000	22.000	(5.000)	-	17.000

Emergency Management (included in Fire Services until FY 2015)

General Fund	-	-	-	5.000	-	5.000
Grants Fund	-	-	-	2.000	-	2.000
Emergency Management Total	-	-	-	7.000	-	7.000

City-County Bureau of Identification	71.500	-	71.500	2.000	-	73.500
---	--------	---	--------	-------	---	--------

Sheriff

General Fund:

Law Enforcement	423.000	-	423.000	4.000	-	427.000
-----------------	---------	---	---------	-------	---	---------

Personnel Summary

Department	FY 2014		FY 2015			FY 2015 Adopted
	FY 2014 Adopted	Amended or Transferred Positions	FY 2014 Amended	Amended or Transferred Positions	FY 2015 Reductions	
Detention	523.000	-	523.000	-	-	523.000
Grants Fund	-	5.000	5.000	-	-	5.000
Sheriff Total	946.000	5.000	951.000	3.000	-	955.000
Capital Area Workforce Development	28.000	-	28.000	-	(6.000)	22.000
TOTAL FTEs ALL FUNDS	3,598.546	51.800	3,650.346	57.500	(16.185)	3,691.661

This page intentionally left blank.

Personnel Changes Summary

Position Changes from FY 2014 Adopted to FY 2014 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

General Government

Information Services: 1.00 FTE

- ♦ 1.00 FTE - One Community Services Manager transferred from Community Services and reclassified to an IT Project Manager

Community Services: 3.00 FTEs

- ♦ (1.00) FTE - One Community Services Manager transferred to Information Services
- ♦ 4.00 FTEs - Two Building Inspectors, one Mechanical Inspector, and one Plans Review Inspector added to Planning and Development Services due to increased workloads

Human Services: 45.25 FTEs

- ♦ 36.00 FTE - Twenty Six Case Managers, one Management Analyst, four Program Specialists, three HS Supervisor I's, and two Administrative Assistants added for implementation of NCFAST
- ♦ 1.00 FTE - One Public Health Educator added for the Active Routes to School grant project
- ♦ 7.00 FTEs - Six Senior Practitioners and one Program Consultant added due to additional funds from NCDHHS for Child Protective Services In Home Services and Foster Care
- ♦ 0.25 FTE - .25 FTE Senior Practitioner transferred from the Grants and Donations Fund to the General Fund
- ♦ 1.00 FTE - One Case Manager added for the Program of All Inclusive Care for the Elderly Program

Emergency Medical Services: (5.00) FTEs

- ♦ (4.00) FTEs - Four FTE's removed due to a correction to the overall total number of positions approved in the FY 2014 budget following a request to convert temporary EMT's to permanent EMT's
- ♦ (1.00) FTE - One position transferred from EMS to Fire and Emergency Management

Fire and Emergency Management: 1.00 FTE

- ♦ 1.00 FTE - One position transferred from EMS to Fire and Emergency Management

Grants and Donations Fund

Human Services: 0.05 FTE

- ♦ (0.25) FTE - .25 FTE Senior Practitioner transferred to the Human Services General Fund
- ♦ (0.50) FTE - .50 FTE Nurse transferred to the Affordable Housing Fund
- ♦ 0.80 FTE - .80 FTE Public Health Educator

Fire and Emergency Management: 1.00 FTE

- ♦ 1.00 FTE - One Emergency Management Specialist added for Emergency Response Preparation

Sheriff: 5.00 FTEs

- ♦ 5.00 FTE - Five Deputy Sheriff's added for DWI Enforcement

Affordable Housing Fund

Human Services: 0.50 FTE

- ♦ 0.50 FTE - .50 FTE Nurse transferred from the Grants and Donations Fund

TOTAL POSITION CHANGE:

51.80 FTEs

Personnel Changes Summary

***Departments with no change to FTE
authorization FY 2014 Adopted to FY 2014
Amended Budget:**

- ♦ Soil and Water Conservation
- ♦ Capital Area Workforce Development

- ♦ Board of Commissioners
- ♦ County Manager
- ♦ County Attorney
- ♦ Board of Elections
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ Human Resources
- ♦ Register of Deeds
- ♦ Revenue Department
- ♦ Environmental Services
- ♦ General Services Administration
- ♦ City/County Bureau of Identification

Personnel Changes Summary

Position Changes from FY 2014 Amended to FY 2015 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

General Government

Board of Elections: 4.50 FTEs

- ♦ 4.50 FTEs - 4.50 temporary FTEs converted to permanent Election Specialists

Facilities Design and Construction: 1.00 FTE

- ♦ 1.00 FTE - One Schools Senior Project Manager added

Human Resources: (0.25) FTE

- ♦ (0.25) FTE - Vacant, unfunded 0.25 FTE abolished

Information Services: 1.00 FTE

- ♦ 1.00 FTE - One Computer Aided Dispatch (CAD) Administrator/Analyst to serve as the CAD system administrator and project manager for County public safety agencies.

Community Services: 6.00 FTEs

- ♦ 1.00 FTE - One Park Manager added for Open Space Stewardship
- ♦ 2.00 FTEs - Two General Inspectors added for Special Projects
- ♦ 1.00 FTE - One Plans/Permits Technician added
- ♦ 2.00 FTEs - Two General Inspectors added

Environmental Services: 4.00 FTEs

- ♦ 2.00 FTEs - Two Environmental Health Specialists added
- ♦ 2.00 FTEs - Two Wastewater Technician positions added

Human Services: 13.065 FTEs

- ♦ 5.00 FTEs - Five Customer Service Representatives added
- ♦ 10.00 FTEs - Ten Public Health Nurses added for School Nursing program
- ♦ 6.00 FTEs - Six Child Welfare Case Workers added
- ♦ 1.00 FTE - One Social Worker added for Gonorrhea Partner Services
- ♦ 1.00 FTE - One IT Specialist added for Electronic Health Records training
- ♦ (0.435) FTE - Partial FTE reduced due to rounding errors in FY 14 budget
- ♦ (3.00) FTEs - Three Medical Technologists abolished due to Laboratory reorganization
- ♦ (2.50) FTEs - 2.50 positions abolished due to final Behavioral Health transition
- ♦ (2.00) FTEs - One HS Program Manager and HS Supervisor I abolished due to funding reduction in Child Day Care
- ♦ (1.00) FTE - One Public Health Educator abolished due to end of grant funding
- ♦ (1.00) FTE - One Social Worker abolished due to realignment of grant funding

Emergency Medical Services: 8.00 FTEs

- ♦ 4.00 FTEs - Four positions added for conversion to 2x12 staffing
- ♦ 4.00 FTEs - Four Supervisors added

Fire Services: (3.00 FTEs)

- ♦ (5.00) FTEs - As part of the FY 2015 Budget, the Emergency Management division will become a separate department.

Personnel Changes Summary

- ♦ 1.00 FTE - One Logistics Support Coordinator to manage equipment and apparatus inventories, distribution, and replacement schedules within the Fire System.
- ♦ 1.00 FTE - One Fire Operations Chief to provide oversight and agency service coordination in technology initiatives, apparatus, equipment, and facility issues.

Emergency Management: 5.00 FTEs

- ♦ 5.0 FTEs - As part of the FY 2015 Budget, the Emergency Management division of Fire and Emergency Management will become a separate department.

City/County Bureau of Identification: 2.00 FTEs

- ♦ 2.00 FTE - Two Chemists added for Alcohol Analysis

Office of the Sheriff: 4.00 FTEs

- ♦ 2.00 FTEs - Two IT positions added
- ♦ 2.00 FTE - Two Deputy Sheriff added for court-house functions

Capital Area Workforce Development Fund

Capital Area Workforce Development: (6.00) FTE

- ♦ (6.00) FTEs - Six positions supervised by Human Services abolished due to the end of grant funding

Grants and Donations Fund

Human Services: (1.00) FTEs

- ♦ (1.00) FTE - One HS Technician abolished due to end of grant funding

Fire Services: (2.00) FTEs

- ♦ (2.00) FTE - As part of the FY 2015 Budget, the Emergency Management division of Fire and Emergency Management will become a separate department.

Emergency Management: 2.00 FTEs

- ♦ 2.00 FTE - As part of the FY 2015 Budget, the Emergency Management division of Fire and

Emergency Management will become a separate department.

Corporate Fleet Fund

General Services Administration: 1.00 FTE

- ♦ 1.00 FTE - One Senior Accounting Tech added to the Fleet Fund

Solid Waste Management Fund

Solid Waste Management: 1.00 FTEs

- ♦ 1.00 FTE - One Program Assistant added to Solid Waste Fund

TOTAL POSITION CHANGE:

41.315 FTEs

***Departments with no change to FTE
authorization FY 2014 Amended to FY 2015**

Adopted:

- ♦ Board of Commissioners
- ♦ County Manager
- ♦ County Attorney
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ Register of Deeds
- ♦ Revenue
- ♦ Soil and Water Conservation
- ♦ Housing and Community Revitalization

Schedule of Interfund Transfers

Revenues - Transfers In	From	From	From	From
To Fund	General Fund	Fire Tax District	Major Facilities	County Capital Projects
General Fund	-	-	1,260,000	-
Debt Service	198,774,000	1,407,000	991,000	-
Special Revenue Funds				
Grants and Donations Fund	67,534			
Housing and Community Revitalization	-	-	-	830,000
Capital Project Funds				
County Capital Projects	27,418,000	-	-	-
Fire Tax Capital Projects	-	1,284,000	-	-
Major Facilities Capital Proj.s	-	-	1,000,000	-
Solid Waste Capital Projects	-	-	-	-
WCPSS Capital Projects	56,184,000			
Wake Tech Capital Projects	3,305,000	-	-	1,500,000
Enterprise Funds				
Corporate Fleet Fund	125,000			
Solid Waste Management	-	-	-	-
Totals	\$ 285,873,534	2,691,000	3,251,000	2,330,000

Revenues - Transfers In (continued from above)	From	From	From	
To Fund	Solid Waste Management	South Wake Landfill Fund	WCPSS Capital Projects	Total Transfers In
General Fund	450,000	-	867,466	2,577,466
Debt Service	-	-		201,172,000
Special Revenue Funds				
Grants and Donations Fund				67,534
Housing and Community Revitalization	-	-		830,000
Capital Project Funds				
County Capital Projects	-	-		27,418,000
Fire Tax Capital Projects	-	-		1,316,000
Major Facilities Capital Proj.s	-	-		1,000,000
Solid Waste Capital Projects	-	-		
WCPSS Capital Projects				56,184,000
Wake Tech Capital Projects	-	-		4,805,000
Enterprise Funds				
Corporate Fleet Fund				125,000
Solid Waste Management	-	1,009,459		1,009,459
Totals	\$ 450,000	1,009,459	867,466	296,472,459

Schedule of Interfund Transfers

Expenditures - Transfers Out		To	To	To	To	To
From Fund	General Fund	Debt Service	Housing and Community Revitalization	County Capital Projects	WTCC Capital Projects	
General Fund		198,774,000		27,418,000	3,305,000	
Special Revenue Funds						
Fire Tax District		1,407,000				
Major Facilities	1,260,000	991,000				
Capital Project Funds						
County Capital Projects			830,000		1,500,000	
WCPSS Capital Projects	867,466					
Enterprise Funds						
Solid Waste Management		450,000				
South Wake Landfill						
Totals	\$ 2,577,466	201,172,000	830,000	27,418,000	4,805,000	
Expenditures - Transfers Out (continued from above)		To	To	To	To	To
From Fund	Fire Tax Capital Fund	Major Facilities Capital	Solid Waste Capital	Solid Waste Enterprise	Grants and Donations Fund	
General Fund					67,534	
Special Revenue Funds						
Fire Tax District	1,284,000					
Major Facilities		1,000,000				
Capital Project Funds						
County Capital Projects						
WCPSS Capital Projects						
Enterprise Funds						
Solid Waste Management						
South Wake Landfill				1,009,459		
Totals	\$ 1,284,000	1,000,000		1,009,459	67,534	
Expenditures - Transfers Out (continued from above)		To	To		Total Transfers Out	
From Fund	Corporate Fleet Fund	WCPSS Capital				
General Fund	125,000	56,184,000			285,873,534	
Special Revenue Funds						
Fire Tax District					2,691,000	
Major Facilities					3,251,000	
Capital Project Funds						
County Capital Projects					2,330,000	
WCPSS Capital Projects					867,466	
Enterprise Funds						
Solid Waste Management					450,000	
South Wake Landfill					1,009,459	
Totals	\$ 125,000	56,184,000			296,472,459	

General Fund Revenue Summary

Description	FY 2013 Actual Revenues	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
TAXES					
Property Taxes	\$ 654,898,370	682,085,000	682,085,000	737,930,000	8.2%
Sales Tax	127,273,310	132,481,000	133,454,000	147,883,570	11.6%
Other Taxes	—	—	—	—	—
Lease/Rental	2,618,729	2,550,000	2,550,000	2,550,000	—
Vehicle Tax	—	—	—	—	—
Lease/Rental Heavy Equipment Tax	—	—	—	—	—
Payment in Lieu of Taxes	1,249,821	1,230,421	1,230,421	1,231,685	0.1%
Real Property Transfer Tax	7,245,385	6,960,000	6,960,000	9,443,000	35.7%
Subtotal	793,285,616	825,306,421	826,279,421	899,038,255	8.9%
FEDERAL SHARED REVENUES					
Environmental	—	—	—	—	—
Human Services	10,398,220	9,794,279	10,582,970	11,283,694	15.2%
Affordable Housing	—	—	—	—	—
Libraries	—	—	—	—	—
Public Safety	212,100	348,176	348,176	313,176	(10.1)%
Transportation	—	300,830	300,830	—	(100.0)%
FEMA	(10,723)	—	—	—	—
Other	—	—	—	—	—
Human Services	—	—	—	—	—
Subtotal	10,599,597	10,443,285	11,231,976	11,596,870	11.0%
STATE SHARED REVENUES					
ABC 5 Cent Bottle	270,014	255,000	255,000	255,000	—
Beer & Wine	774,580	877,200	877,200	877,200	—
Environmental	74,726	74,352	74,352	159,780	114.9%
Human Services	65,448,071	68,380,645	68,703,111	68,623,416	0.4%
Libraries	527,548	525,000	525,000	525,000	—
Public Safety	3,515,207	—	—	—	—
Transportation	993,617	1,632,631	1,632,631	2,083,832	27.6%
Other	1,634,015	1,525,500	1,525,500	1,525,500	—
Subtotal	73,237,780	73,270,328	73,592,794	74,049,728	1.1%
LOCAL SHARED REVENUES					
ABC Board	10,650,000	4,000,000	4,000,000	4,000,000	—
Human Services	9,570	—	—	—	—

Description	FY 2013 Actual Revenues	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
Libraries	6	–	–	344,466	–
Public Safety	–	–	–	–	–
Other Local	115,851	100,100	92,600	98,100	(2.0)%
Subtotal	10,775,427	4,100,100	4,092,600	4,442,566	8.4%
LICENSES AND PERMITS					
Licenses	218,817	223,032	223,032	229,778	3.0%
Permits	3,844,065	3,401,354	3,645,609	4,486,181	31.9%
Subtotal	4,062,881	3,624,386	3,868,641	4,715,959	30.1%
CHARGES FOR SERVICES					
Environmental	399,048	481,655	481,655	421,598	(12.5)%
Solid Waste Fees	–	–	–	–	–
Client Fees	1,121,127	1,115,250	1,135,285	1,137,250	2.0%
Insurance	977,796	819,500	885,000	847,600	3.4%
Medicaid Fees	17,371,894	15,448,448	15,909,551	15,531,339	0.5%
Medicare Fees	221,594	28,300	28,300	28,300	–
Pharmacy Fees	–	–	–	–	–
HS Reimbursements	622,681	781,483	749,789	848,648	8.6%
Other	4,625	7,500	7,500	7,500	–
Inspection Fees	635,592	517,745	517,745	845,190	63.2%
Library Fees	497,787	486,500	486,500	459,000	(5.7)%
Parks & Recreation Fees	130,531	130,130	130,130	130,130	–
EMS Fees	22,677,770	22,966,418	22,966,418	23,518,002	2.4%
Facility Use Fees	297,500	288,200	288,200	288,200	–
Fire/Rescue Fees	231,966	239,660	239,660	242,709	1.3%
Sheriff Fees	5,125,920	4,648,900	4,648,900	4,528,300	(2.6)%
Transportation Fees	590,656	507,545	971,159	944,156	86.0%
Internal Fleet Services Fees	–	–	–	–	–
Planning Fees	412,261	354,665	354,665	426,250	20.2%
Court Facility Fees	1,166,468	1,100,000	1,100,000	1,450,000	31.8%
Parking Fees	636,342	655,000	655,000	718,000	9.6%
Rental/Lease Income	195,165	194,320	194,320	352,320	81.3%
Record Fees	5,726,870	5,559,198	5,559,198	4,809,731	(13.5)%
Reimbursements	2,027,723	1,928,637	2,397,215	2,022,635	4.9%
Tax Collection Fees	823,107	783,000	783,000	758,000	(3.2)%
Vending Income	804,087	674,000	674,000	449,000	(33.4)%

General Fund Revenue Summary

Description	FY 2013 Actual Revenues	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
Other	1,836,869	1,684,826	1,191,248	1,245,770	(26.1)%
Subtotal	64,535,380	61,400,880	62,354,438	62,009,628	1.0%
INVESTMENT EARNINGS	10,387	45,259	45,259	45,264	0.0%
MISCELLANEOUS					
Sale of Materials & Fixed Assets	242,371	280,674	280,674	296,874	5.8%
Miscellaneous Revenue	1,056,994	1,044,527	1,044,492	1,427,107	36.6%
Subtotal	1,299,365	1,325,201	1,325,166	1,723,981	30.1%
OTHER FINANCING SOURCES					
Capital Lease/Installment Purchases	–	–	–	–	–
Appropriated Fund Balance	–	–	2,879,662	5,372,283	–
Subtotal	–	–	2,879,662	5,372,283	–
TRANSFERS	2,449,215	3,284,140	3,323,140	3,427,466	4.4%
TOTAL REVENUE	\$ 960,255,646	982,800,000	988,993,097	1,066,422,000	8.5%

General Fund Expenditure Summary

County Departments	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
General Government					
Board Of Commissioners	\$ 472,634	488,994	486,973	514,630	5.2%
County Manager	1,333,197	1,450,394	1,445,955	1,453,093	0.2%
County Attorney	1,482,706	1,653,066	1,649,488	1,732,761	4.8%
Board Of Elections	4,607,893	3,379,894	3,379,911	3,478,085	2.9%
Budget And Management Services	—	763,292	754,912	743,884	(2.5)%
Facilities Design & Construction	1,068,209	1,206,818	1,212,723	1,206,395	(0.0)%
Finance Department	2,681,088	2,250,010	2,266,601	2,183,377	(3.0)%
Human Resources	1,635,500	1,925,426	1,929,217	1,902,628	(1.2)%
Information Services	11,661,933	12,089,578	12,170,124	12,360,935	2.2%
Register Of Deeds	2,604,115	2,653,330	2,650,766	2,716,979	2.4%
Revenue Department	5,061,692	7,309,892	7,448,931	8,642,480	18.2%
Capital Lease	—	—	—	—	—
Subtotal	32,608,968	35,170,694	35,395,601	36,935,247	5.0%
Community Services					
Community Services Management and Budget Office	574,342	642,341	621,688	462,481	(28.0)%
Parks, Recreation and Open Space	2,553,964	2,441,667	2,766,817	2,572,470	5.4%
Planning, Development and Inspections	3,551,167	3,742,626	3,992,460	4,320,929	15.5%
Veterans Services	199,541	252,473	235,473	235,813	(6.6)%
Geographic Information	1,624,062	1,693,537	1,745,650	1,708,277	0.9%
Libraries	17,414,725	18,257,244	17,967,976	18,369,845	0.6%
Subtotal	25,917,802	27,029,888	27,330,064	27,669,815	2.4%
Environmental Services					
Environmental Services Administration	598,208	1,007,531	883,192	719,730	(28.6)%
Environmental Health & Safety	2,039,676	2,135,275	2,120,275	2,373,413	11.2%

General Fund Expenditure Summary

County Departments	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
Water Quality	2,380,869	2,599,255	2,819,130	2,761,009	6.2%
Animal Care, Control and Adoption Center	2,642,649	2,933,426	2,872,140	3,021,181	3.0%
Subtotal	7,661,402	8,675,487	8,694,737	8,875,333	2.3%
General Services Administration					
Administration / Support	1,493,967	1,505,205	1,790,254	1,416,657	(5.9)%
Physical Plant	5,559,316	6,364,101	6,388,096	6,448,386	1.3%
Central Services	3,890,649	4,449,309	4,519,741	4,570,298	2.7%
Security and Safety	2,408,291	2,906,080	3,039,773	3,099,213	6.6%
Criminal Justice/ General Government	723,188	1,012,282	888,737	1,012,282	—
Field Services	2,791,845	3,292,552	3,245,475	3,298,742	0.2%
Utilities/Life Safety/ Environmental	5,553,915	6,126,530	6,126,530	6,535,943	6.7%
County Building Agreements	—	—	—	—	—
Subtotal	22,421,170	25,656,059	25,998,606	26,381,521	2.8%
Human Services					
Social Services	69,305,768	71,783,609	72,212,374	71,495,806	(0.4)%
Economic Self Sufficiency					
Child Welfare	21,229,071	21,572,154	22,262,654	22,822,443	5.8%
Children Youth and Family	13,686,798	16,702,926	16,536,578	17,251,118	3.3%
Public Health	10,004,793	5,295,973	5,497,404	5,600,185	5.7%
Health Clinics	16,160,876	16,062,712	16,321,219	16,796,555	4.6%
Behavioral Health	30,046,990	633,228	470,790	—	(100.0)%
Administration and Operations	24,040,836	25,898,664	27,720,959	27,524,535	6.3%
Behavioral Health - MCO	—	25,202,558	25,202,558	25,390,428	0.7%
Local Management Entity	69,775	—	—	—	—
Human Services Reserves	—	—	1,032,187	—	—
Subtotal	184,544,908	183,151,824	187,256,723	186,881,070	2.0%
Medical Examiner					

County Departments	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
Medical Examiner	181,000	204,200	204,200	204,200	-
Subtotal	181,000	204,200	204,200	204,200	-
Emergency Medical Services					
Emergency Medical Services	30,700,734	33,829,182	33,819,669	34,780,506	2.8%
Subtotal	30,700,734	33,829,182	33,819,669	34,780,506	2.8%
Fire Services					
Fire Services	1,146,027	1,297,736	1,297,269	1,527,661	17.7%
Emergency Management	544,629	595,378	660,723	-	(100.0)%
Subtotal	1,690,655	1,893,114	1,957,992	1,527,661	(19.3)%
Emergency Management					
Emergency Management	-	-	-	668,124	-
Subtotal	-	-	-	668,124	-
Emergency Communications					
PS Communications	851,956	1,088,981	1,088,981	1,163,039	6.8%
Subtotal	851,956	1,088,981	1,088,981	1,163,039	6.8%
Raleigh/Wake City-County Bureau of Identification					
Support Services	1,490,339	1,560,384	1,560,384	1,528,318	(2.1)%
Investigations	1,397,934	1,500,778	1,500,778	1,446,702	(3.6)%
Crime Lab	998,106	1,265,697	1,265,697	1,579,578	24.8%
Administration	1,016,460	1,016,025	1,015,506	1,059,560	4.3%
Forfeitures	-	-	-	-	-
Subtotal	4,902,839	5,342,884	5,342,365	5,614,158	5.1%
Sheriff					
Law Enforcement	35,591,063	36,884,534	36,969,270	37,335,188	1.2%
Detention	34,026,312	36,288,397	37,238,397	36,899,833	1.7%
Subtotal	69,617,375	73,172,931	74,207,667	74,235,021	1.5%
Non-Departmental					
Public Agencies	1,531,251	1,469,251	1,481,251	1,491,053	1.5%
Memberships	362,409	451,409	451,409	474,133	5.0%
Non-departmental	1,897,376	2,933,658	2,977,654	11,484,503	291.5%

General Fund Expenditure Summary

County Departments	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted	Change from FY 2014 Adopted
Health Benefits	3,687,837	5,226,277	5,226,277	5,977,013	14.4%
Risk Management - Cost of Claims	1,593,180	1,374,203	1,429,943	1,374,203	-
Subtotal	9,072,053	11,454,798	11,566,534	20,800,905	81.6%
Transfers to Other Funds					
Transfers	214,962,000	232,443,000	232,443,000	286,531,000	23.3%
Subtotal	214,962,000	232,443,000	232,443,000	286,531,000	23.3%
Education					
Wake County Public School System	318,341,737	327,496,020	327,496,020	337,676,400	3.1%
Wake Technical Community College	16,190,938	16,190,938	16,190,938	16,478,000	1.8%
Subtotal	334,532,675	343,686,958	343,686,958	354,154,400	3.0%
Expenditure Totals \$	939,665,538	982,800,000	988,993,097	1,066,422,000	8.5%

This page intentionally left blank.

General Government Budget Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Board Of Commissioners	472,634	488,994	486,973	514,630
County Manager	1,333,197	1,450,394	1,445,955	1,453,093
County Attorney	1,482,706	1,653,066	1,649,488	1,732,761
Board Of Elections	4,607,893	3,379,894	3,379,911	3,478,085
Budget And Management Services	–	763,292	754,912	743,884
Facilities Design & Construction	1,068,209	1,206,818	1,212,723	1,206,395
Finance Department	2,681,088	2,250,010	2,266,601	2,183,377
Human Resources	1,635,500	1,925,426	1,929,217	1,902,628
Information Services	11,661,933	12,089,578	12,170,124	12,360,935
Register Of Deeds	2,604,115	2,653,330	2,650,766	2,716,979
Revenue Department	5,061,692	7,309,892	7,448,931	8,642,480
Capital Lease	–	–	–	–
Expenditure Totals	\$ 32,608,968	35,170,694	35,395,601	36,935,247

Board Of Commissioners

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 426,823	441,003	438,982	466,639
Contractual Services	3,866	2,388	2,388	2,388
Supplies, Materials and Other Charges	41,945	45,603	45,603	45,603
Expenditure Totals	\$ 472,634	488,994	486,973	514,630
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	3.00	3.00	3.00	3.00

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

Adopted a balanced budget of \$982.8 million for FY 2014, on the consent agenda, while maintaining the property tax rate at 53.4 cents for the fifth year in a row.

In partnership with the Wake County Board of Education, a capital program for schools was supported by the voters to meet the projected growth of 8,158 elementary students by 2017 and 11,740 middle and high school students by 2018. The bond referendum approved \$810 million in general obligation school bonds for construction of 16 new schools by 2018 and adds an additional 1,343 seats in 6 major renovations. A tax increase of 4.40 cents is required for the debt and capital cost of the program.

Wake County had 100 new and expanding company announcements creating 5,539 new jobs and over \$274 million in new investment with 65% within Software/IT, Biotech/Pharma, Financial Services, Healthcare and Manufacturing. MetLife was awarded a business development grant that will bring in \$50 million in new investment and over 1,200 jobs paying at least 200% of the average wage in Wake County.

Wake Technical Community College provided pre-employment support and re-training opportunities to over 6,100 underemployed and unemployed students. Some 195 Novartis students participated in biotech classes, and an additional 906 students from other companies participated in

Board Of Commissioners

business management training. Wake Tech served 28,819 students in curriculum and 41,100 in continuing education courses.

Approved a modification to the Unified Development Ordinance, allowing businesses, civic and religious facilities to use digital technology to better communicate to potential customers and patrons. A new Land Development System is underway that will offer customers a variety of efficient and cost effective ways to conduct business development within the County.

Partnered with the City of Raleigh and other municipalities for the development of an upgraded 800 MHz public safety radio communications system. An Interlocal Agreement with the Town of Cary, who offered the least costly solution, is being developed. A replacement for the current Computer Aided Dispatch System for the Raleigh-Wake Emergency Communications Center is in process.

Opportunities for consolidation of fire/rescue and EMS services delivery were identified with the fire departments; Bayleaf, Stony Hill, Durham Highway and Western Wake. The Falls Consolidation Committee met to review and discuss recommendations and next steps. Recommendations are being made to each fire department board of directors for their input and guidance.

The Task Force for Safe Schools in Wake County partnered with the Sheriff's Office and other community stakeholders to provide a comprehensive review of the school system's safety and security plan. Fifteen policy recommendations were presented to the Wake County Board of Education in May 2013 in four key areas: 1) Prevention and Mitigation, 2) Preparedness, 3) Response, and 4) Recovery. The Board of Education has the recommendations under consideration.

Successful divestiture of county provided mental health, developmental disability and substance abuse services to Alliance Behavioral Healthcare. Alliance Behavioral Healthcare secured UNC Health Care and 11 other community partners to provide services. Wake County provided \$25 million to Alliance to

fund the behavioral health programs through contractual services.

Partnered with UNC Health Care and Alliance Behavioral Healthcare for provision of services at WakeBrook campus for crisis and assessment services, 32-bed residential substance abuse detox and facility-based crisis programs. UNC also began operating a 16-bed inpatient psychiatric unit and an out-patient clinic for behavioral health services for 500 of Wake County's most fragile clients. A 12-bed expansion of the psychiatric unit and an outpatient medical clinic are in the planning stages.

Approval and implementation of a competitive community-wide process for use of Major Facilities Capital Project funding from the tourism industry and \$6 million in hotel/motel and prepared food and beverage tax revenues. A recommendation was made to the Board on February 10, 2014.

Approval and implementation of a competitive community-wide process for use of Community Capital one-time funds to assist non-profits addressing community issues.

A panel of national transit experts presented opinions regarding the finance, feasibility and governance of the draft Wake County Transit Plan and alternatives to the plan. The Board heard input from the Greater Raleigh Chamber of Commerce and other various agencies on the transit plan.

Established a process which met the open meetings law requirements for County Manager recruitment. Held multiple meetings and hired a consultant to assist with Manager recruitment. The candidates that were interviewed were experienced, well trained and excelled in their roles as County Managers. Offered and hired an outstanding candidate Jim Hartman as the new Wake County Manager.

FY 2015 DISCUSSION

The Board of Commissioners' budget increased from the FY 2014 Adopted Budget to reflect current salary and benefit rates and a variety of other adjustments.

The Board's Goals are:

Continue to exercise sound financial management and ensure Wake County's long-term fiscal strength with implementation of financial policies and guidelines to achieve AAA rated credit and implementation of tax increase necessary to carry out voter-approved WCPSS school bond program.

Promote and protect the public health of the community working with private and public sector leaders on implementation of the Healthiest Capital County Initiative for healthy lifestyles and better health outcomes for all Wake County residents

Initiate pilot program to focus county and community resources in Crosby-Garfield community to address community challenges and track outcomes.

Continue partnerships with Alliance Behavioral Healthcare and community partners to anticipate and respond to changes in mental health management and services.

Implement Human Capital Development program by delivering human services that enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

Continue collaboration with partners to bolster positive youth development.

Continue strategies for improving the animal shelter's live release rate.

Protect public health with improved water quality by enhanced outreach, testing, and technical services.

Offer education and job skills through responsible funding of the Wake County Public School System and Wake Technical Community College.

Collaboration between Wake County Board of Commissioners and Wake County Board of Education through utilization of County staff to ensure public funds are utilized optimally for the school building program site acquisition and construction services, and ensure appropriate

funding for WCPSS and Wake Tech through annual operating budget process.

Partner with the Board of Education in developing and/or supporting a community-wide goal for student achievement.

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

Explore and evaluate partnership opportunities for an emergency operations center (EOC) with potential partners.

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

Complete implementation of Emergency Medical Services Advanced Paramedic Program.

Increase collaboration among community partners and units of government to develop and implement long range plans for land use, economic development, infrastructure and environmental programs for improved quality of life.

Support community discussion and development of transit strategies that evaluate investment alternatives, feasibility and governance.

Identify partnerships for continued implementation of the open space program while maximizing opportunities for public access.

Evaluate and implement economic development strategies that will attract new jobs, retain jobs and provide training for individuals in transition working collaboratively with economic development partners.

Facilitate Wake County's farm and agribusiness community efforts for farmland preservation and economic viability.

Board Of Commissioners

Improve and enhance quality, responsiveness, efficiency and cost-effectiveness of county services by measuring and evaluating existing services.

Develop county-wide, citizen-focused long-range strategic plans with resource alignment in the operating and capital budgets necessary for achieving Board goals and priorities for improved quality of life for all Wake County citizens.

HORIZON ISSUES

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

Work collaboratively with municipalities and Triangle Transit on regional transportation needs and strategies. Consider scheduling 1/2 cent sales tax referendum to support transit.

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

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

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

County Manager

Department Summary

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:					
Salary / Benefits	\$	1,205,037	1,337,714	1,210,988	1,340,413
Contractual Services		90,062	59,937	174,415	60,937
Supplies, Materials and Other Charges		35,823	49,574	57,383	48,574
Capital Outlay		368	—	—	—
Debt		1,907	3,169	3,169	3,169
Expenditure Totals	\$	1,333,197	1,450,394	1,445,955	1,453,093
Revenues:					
Charges For Services	\$	347	—	—	—
Miscellaneous		3,164	—	—	—
Transfers		12,000	12,000	12,000	12,000
Revenue Totals	\$	15,511	12,000	12,000	12,000
Number of FTE's		11.00	11.00	11.00	11.00

DEPARTMENT PURPOSE AND GOALS

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds.

The primary function of the County Manager's Office is to make recommendations on operations and policy to the Board of Commissioners and ensure that policy articulated and/or legislatively mandated by the Board is implemented in an effective and efficient manner. The mission of the County Manager's Office is to support and implement Board policy through corporate direction, communication and coordination of strategic initiatives and efficient management of the County's workforce and resources.

The Wake County Public Affairs Office is part of the County Manager's Office. The mission of the Public Affairs Office (PAO) is to involve, inform and prepare the County, its employees and the public through public relations and communications services.

Through its mission, PAO carries out four important goals:

- 1) Provide accurate and accessible information and messages in a timely manner
- 2) Design and implement effective communication plans and strategies
- 3) Identify, track and respond to potential communications and public relation issues
- 4) Manage and enhance the County's brand and reputation.

PAO provides both communications and public relations services. Its public relations services include emergency communications, brand & reputation management, media relations and Commissioners and Manager priority messages. The communication services include employee communications, multimedia services, public records requests, department training and resources and design services.

County Manager

MAJOR ACCOMPLISHMENTS

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

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

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

FY 2015 DISCUSSION

The County Manager's Office budget increased by \$2,699 from the FY 2014 Adopted Budget.

In FY 2015, the County Manager's Office will continue to develop and implement strategies to align County priorities and spending with expected revenue growth. The office will continue to improve and refine the County's long range financial planning practices through emphasis on long-range financial planning, priority setting for services and internal control policies. A budget was developed for FY 2015 that provides for a property tax rate increase to fund school construction.

A significant focus of the County Manager's office is to provide leadership in pursuing and recommending multi-jurisdictional, regional and/or public-private solutions to community issues. In FY 2015, continued focus will be on the 800 Mhz Radio System, Wake County Transit Plan, managed care operations, animal shelter services, mental health service delivery, and community partnerships.

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

The County Manager's Office also provides leadership in evaluating the effectiveness of our

economic development policies and strategies. In FY 2015, continued work will be needed in the implementation of the County's economic development policies, the recruitment and retention of business and job training and job placement programs.

Additional effort will be made to continue delivering human services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

In FY 2015, work will continue with the Wake County Public School System and Wake Technical Community College to implement capital programs and implement operating budget strategies that reflect education as a priority in Wake County and focus on student achievement.

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

HORIZON ISSUES

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

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

The County's role in providing mental health, developmental disabilities and substance abuse services will continue to shift. In addition to working with area providers to provide care, the County will continue to develop a model to maximize County funding to yield enhanced services within the mental health continuum of care.

Summary of Services and Performance Measures

Service Area: Administration and Support

Description: Policy development and implementation for the Board of Commissioners. Arrangement and configuration of County resources for the purposes of carrying out policy and activities.

Working with 12 municipalities, the business community and non-profits to build consensus on issues of importance within the community.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Average citizen phone calls per month answered and responded to by department staff	615	600	650	600
Effectiveness				
Percentage of Year Maintained AAA Bond Rating	100	100	100	100
Percentage of Board Inquiries Responded to Within One Day	100	100	100	100
Percentage of Citizen Inquiries / Comments Responded to within two days	100	100	100	100

Service Area: Public Affairs

Description: Serve as lead Public Affairs Office for the County. Inform and educate the public, officials and staff about Wake County services and programs to foster support, understanding and benefit throughout the County. Serve as a central point of

contact for media relations and distribution of public information. Assist County departments with marketing campaigns. Help Commissioners and staff communicate effectively.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of internal communications produced, targeted at Wake County employees	244	225	300	300
Number of public records requests compiled and responded to by PAO staff	288	211	220	220
Number of unique TV segments and radio show topics produced by PAO	104	52	50	50

County Attorney

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 1,424,806	1,566,767	1,563,189	1,615,435
Contractual Services		- 208	208	10,208
Supplies, Materials and Other Charges	57,900	86,091	86,091	107,118
Expenditure Totals	\$ 1,482,706	1,653,066	1,649,488	1,732,761
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	13.00	14.00	14.00	14.00

DEPARTMENT PURPOSE AND GOALS

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

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

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

adults; 8) files and tries cases involving termination of parental rights; 9) handles all workers' compensation cases for the County and locally funded workers' compensation cases for the Wake County Public School System; 10) assists in enforcement of County ordinances; 11) provides risk management services for the County; and 12) secures and supervises outside counsel when necessary.

MAJOR ACCOMPLISHMENTS

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

FY 2015 DISCUSSION

The Attorney's FY 2015 budget increased by \$79,695 from the FY 2014 Adopted Budget to \$1,732,761 which resulted from 4 approved expansions and small adjustments. Of the increase, \$21,758 is due to typical budgetary growth and small adjustments. The rest of the increase is due to approved expansion requests. The department receives \$23,960 for certain positions that have a justified need for in-band salary adjustments; \$5,000 for office supplies; \$10,000 for a specialized real estate services contract needed after a retirement; and \$18,977 for case related required travel, training, and educational needs.

Board Of Elections

Department Summary

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:					
Salary / Benefits	\$	1,168,430	1,228,888	1,226,478	1,495,173
Contractual Services		2,368,767	1,084,171	1,242,058	1,121,574
Supplies, Materials and Other Charges		1,070,696	1,066,835	911,375	861,338
Expenditure Totals	\$	4,607,893	3,379,894	3,379,911	3,478,085
Revenues:					
Charges For Services	\$	45,678	506,006	506,006	20
Miscellaneous		112	-	-	200
Revenue Totals	\$	45,790	506,006	506,006	220
Number of FTE's		19.50	19.50	19.50	24.00

DEPARTMENT PURPOSE AND GOALS

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

MAJOR ACCOMPLISHMENTS

Completed appointment for 1,400 precinct official positions in the 2013-2015 appointment period. Staff recruited new precinct officials to fill 15 percent of positions that were vacant or declined.

Completed mandatory election training for appointed and substitute precinct officials serving in the 2013 municipal elections with a total of 84 classes and 113 instructional hours. Training included the

use of iClickers which allowed officials to participate in real-time survey exercises to evaluate their comprehension of the material presented.

Successfully conducted the City of Raleigh, Town of Cary, Wake County Board of Education elections and a Wake County School Bond Referendum in October 2013. All 200 precincts were open for October and 55 precincts were open for November.

Introduced monthly public informational sessions for individuals interested in becoming precinct officials. The sessions provide a platform for people to ask questions and learn about the positions before applying, resulting in greater retention rates.

Successfully planned and executed early voting for the October and November municipal elections, providing 132 hours of voting for 13 days at two locations for both elections.

Implemented new precinct and early voting processes procedures to comply with the Voter Information Verification Act (VIVA) and other laws passed in the 2013 Legislative Session. Accomplishments include the creation of new forms, development of new voting procedures, and updates to the training curriculum and manuals for precinct officials.

Board Of Elections

Significantly reduced the number of Election Day voting equipment repairs required through improved maintenance and testing by newly certified voting equipment technicians.

Staff relocated 8 Wake County polling places, moved voting enclosures within 5 polling places, negotiated new agreements for the use all 200 facilities that serve as polling places, and met with Chief Judges at 65 polling places to discuss changes.

Consolidated the recruitment of Election Day precinct officials and early voting staff, making the early voting employment process more efficient for applicants and reducing costs by creating an on-site process for recruitment through a temporary staffing agency.

Developed and produced new training videos for use at election training classes for precinct officials. The videos demonstrate proper voting procedures under the new statutes and to show precinct officials how to respond in real scenarios.

Implemented the training for the Multipartisan Assistance Teams pursuant to the State Board of Elections Rules. Staff functions include certification by the NC State Board of Elections, scheduling facility visits to nursing homes, retirement communities, etc. upon request, communicating with voters and other facility residents and administration, and assisting voters with absentee requests and ballot marking.

Filed 47 candidates for state and county offices for the 2014 Primary and General Election.

Finalized plans for the May Primary early voting sites pursuant to VIVA, which cut the number of days allowed for early voting but maintained the same number of hours as 2010 Primary.

Determine funding for 2nd Primary if required. Funds needed from FY 2014 and FY 2015 fiscal years.

Began preparations and work sessions for the November 2014 election and early voting sites.

Implemented new organizational online system for managing office projects and tasks to form a comprehensive method of planning and cooperation between election teams. Allows our department to implement timelines and form manageable deadlines for tasks to be completely daily, monthly, yearly, and for each election.

FY 2015 DISCUSSION

The Board of Elections budget increased by \$98,191 over the FY 2014 Adopted budget of \$3.4 million due to market rate salary adjustments for multiple positions.

Adjust staff resources and responsibilities in response to new voting laws in the areas of voter photo identification requirements, absentee voting procedures, campaign finance, and early voting.

Adjust staff resources and responsibilities in response to increased public records requests, including compilation of data and redaction of confidential information.

Adjust staff resources and responsibilities in response to requirement of providing absentee voting assistance to disabled voters at their place of residence.

Prepare to conduct a statewide General Election for federal, state, and county offices with all 200 precincts open.

Conduct early voting for the General Election with a total of 607.5 hours for ten days across 9 sites.

Prepare for significant absentee voting increases as a result of pre-populated absentee request forms mass mailed to all voters by voter advocacy groups.

Continue to improve processes for recruiting and maintaining precinct officials to serve in 200 precincts and early voting locations.

Provide voter outreach campaigns to inform voters of new voting laws that take effect in 2014 and 2016.

Perform maintenance of laptops used at the 200 polling places, including software updates, testing, and the evaluation of needs for new equipment and software.

File candidates for Soil and Water Conservation District Board of Supervisors for the 2014 General Election.

Maintain efforts to adapt office and election processes as new voter registrations, voter information updates, and precinct size continue to increase significantly.

Complete the redistricting of Wake County Board of Education districts, including the countywide redistricting of nine existing districts and the creation of a new jurisdiction that will consist of two at-large districts.

HORIZON ISSUES

Determine funding required for 2016 Presidential Preference Primary in February 2016.

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

Continue to research innovative methods by which to improve voting procedures, including a reduction in the number of provisional ballots cast and improved form design.

Research new equipment and software that improves voting procedures and security, including tablets and electronic poll books as prescribed by new election laws.

Continue to research new equipment and new models of ballot tabulators and ballot-marking devices for the disabled.

Continue to work towards the reclassification of staff whose daily responsibilities, job requirements, and qualifications extend past their current class.

Prepare for pending federal and state legislation that would limit the number of registered voters per precinct, which could significantly increase the number of Wake County precincts.

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

Board Of Elections

Summary of Services and Performance Measures

Service Area: Voter Registration

Description: State law requires that the Wake County Board maintain voter registration records for all voters in the county. The Board of Elections supports voter registration drives conducted by the

public but is not mandated by law to conduct its own drives or other activities to directly impact the number of registered voters.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Voter Registration	636,852	649,774	649,774	649,774

Service Area: Election Equipment Maintenance

Description: State law requires that each piece of voting equipment be tested and certified prior to each election, in addition to annual maintenance. BOE

staff became certified technicians in 2013, cutting voting equipment incidents from 20 per election to 7.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Failure rate of election equipment on election day and early voting	7	5	5	5

Service Area: Training

Description: State law requires that all precinct officials working in Election Day polling places receive training prior to each election. Wake County Board of Elections staff plan and conduct an average of 140 hours of classroom training for up to 2,500

precinct officials prior to each election. Precinct officials are asked after each election to rate the degree to which the training classes prepared them for their election responsibilities.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	94	95	96	96

Service Area: Precinct Management

Description: State law requires that all precincts containing eligible voters be open for each election. Wake County currently has 200 precincts and, therefore, 200 polling places that must be staffed and operated. A large number of equipment, supplies, and furniture must be packed and delivered to each

polling place prior to each election. A significant amount of planning and execution is required to make sure supplies are fully and accurately packed for the 200 polling places.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Percentage of polling places with accurate supplies for election day and/or early voting	97	98	99	99

Budget And Management Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ -	732,890	699,510	713,482
Contractual Services	-	2,800	27,800	2,800
Supplies, Materials and Other Charges	-	27,602	27,602	27,602
Expenditure Totals	\$ -	763,292	754,912	743,884
Number of FTE's	0.00	8.00	8.00	8.00

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

During FY 2014, BMS has focused on and ensured the County's fiscal integrity and health while facilitating efficient and effective service delivery. BMS received GFOA's distinguished budget presentation award for the FY 2014 budget.

The department played a role in preparations for the Fall 2013 School Bond Referendum and establishment of the School Building Capital Improvement Plan.

BMS staff participated in the North Carolina Local Government Budget Association Winter 2014, leading break-out sessions on fire services delivery alternatives.

During the summer of FY 2014, staff from BMS participated in a process of requesting and evaluating project proposals from community organizations to receive Community Capital funding from FY 2014 to FY 2018. Final recommendations for projects to fund were presented at a work session, and in January, the Board of Commissioners allocated \$2,605,000 for the following five community capital projects: Interfaith Food Shuttle's Urban Agricultural Training Center, Boys and Girls Club Teen Center, Hospice of Wake County's 10 bed expansion at their Cary Facility, SouthLight Healthcare's Integrated Care Facility and Medical Respite Center and Wake Health Service's New Medical Office Building. BMS staff has developed Memorandums of Agreement with these organizations, as well as a plan for tracking and monitoring these capital projects to ensure that County funding is directed to its intended use and contributing to solving community problems identified by these organizations.

BMS was requested to evaluate the various cost-share agreements that exist within the County's Fire Tax district between the County and eight municipal partners for the funding of fire departments serving incorporated and unincorporated areas. BMS staff developed an RFP, and led a committee comprised of cost-share and non-cost share fire chiefs, Fire Commission members, municipalities, and County staff to select a qualified third party expert, evaluate the existing cost share agreements, and develop a

methodology for cost-share formulas that is equitable, reasonable, defensible, and appropriately reflects cost of delivery of fire service. The consultant gathered data and input from cost share partners in late 2013 and into spring 2014, and draft recommendations are expected be presented for input from the general public in summer 2014.

FY 2015 DISCUSSION

The BMS budget decreased by \$19,408 from the FY 2014 adopted budget. The increase is the result of regular base adjustments such as changes to salary and benefits within the department.

Facilities Design & Construction

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 1,026,217	1,156,322	1,148,347	1,142,609
Supplies, Materials and Other Charges	41,917	50,418	56,448	63,708
Capital Outlay	74	78	7,928	78
Expenditure Totals	\$ 1,068,209	1,206,818	1,212,723	1,206,395
Revenues:				
Transfers	\$ 100,000	100,000	100,000	100,000
Revenue Totals	\$ 100,000	100,000	100,000	100,000
Number of FTE's	10.00	10.00	10.00	11.00

DEPARTMENT PURPOSE AND GOALS

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

The Department also provides real estate services to meet the land acquisition, surplus property disposition, landrights, and real property management needs of all County agencies and to support capital projects. Real property issues encompass simple cross-country utility easements, complicated multi-party shared easements, and

property acquisitions for buildings, parks, and open space preservation. The County's real estate specialist also works closely with WCPSS staff to assist and advise them in their efforts to acquire land for future school sites. This specialist negotiates long term facility leases, interlocal agreements with other governmental units for jointly developed projects, and various other partnership initiatives.

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

capital projects based on life-cycle costs (i.e., cost of facility over its anticipated service).

MAJOR ACCOMPLISHMENTS

The Department managed a variety of projects in FY 2014. Accomplishments include:

Continued implementation of Criminal Justice Master Plan as follows: (1) Continued implementing multi-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the existing Courthouse; prepared construction documents; completed asbestos abatement and began renovations to portions of the upper floors; and began design for abatement, fire protection, and lighting replacement of the upper parking deck and Salisbury Street Lobby, which comprise the final phases of the Plan. (2) Successfully opened the new 11-story Justice Center in downtown Raleigh on July 1. This was the largest construction project in County history, and was completed \$30 million below budget.

Fire and EMS: (1) Completed construction of the replacement of the existing Bay Leaf Fire Station #1 in Northern Wake County with a new 2-story 16,400 SF fire station. (2) Completed design, bidding, and permitting and began construction of new EMS Station at existing site at RDU to replace existing metal building structure with County prototype EMS station. (3) Completed design of facility improvements to Bay Leaf Station #3, which has been converted to be primarily an EMS station shared with Bay Leaf Fire Department.

County Buildings Improvements include: (1) Completed design for renovations to Human Services Sunnybrook Center. (2) Completed design, bidding, and permitting and began construction of renovations to Human Services Swinburne Center for new central intake function. (3) Began design of renovations to Community Services Center. (4) Began development of Renovation Master Plan for the Wake County Office Building, to include building systems replacements and floor finish upgrades. (5) Completed design and obtained bids for replacement of the boiler serving the Wake County Office Building. (6) Began design, in partnership with UNC

Hospital System for a 12-bed expansion to the 111 Sunnybrook Building at WakeBrook Mental Health Campus. (7) Completed design, bidding, permitting, and initial phase of renovation construction to the Animal Control Center to improve disease control and the safety of animals, to protect staff, and to accommodate and improve the business processes of a new veterinary provider. (8) Completed construction of new siphon for Crabtree Creek Site 1, Sorrell's Grove. (9) Completed design, permitting, bidding, and started construction for infrastructure improvement pavement replacement at Blue Jay Point County Park.

Library Projects include: (1) Completed refurbishing and upgrading Zebulon Community Branch Library and Fuquay-Varina Community Library. (2) Resumed development of Northeast Regional Library, which had been suspended since 2008, with reproduction of design and bid documents, and beginning permitting and bidding processes, with construction scheduled to begin early fall. Development of major library projects is set to resume in FY 2015, pending approval by the Board

Major Facilities Trust Fund Projects include: (1) Completed replacement of 1,740 stadium seats and the box office canopy and completed repairs of the stadium sealant joints at Five County Stadium. (2) Completed design and bidding, and began implementation of Phase 1 lighting replacement for both Marbles Museum and IMAX Theatre Building, and completed skylight replacement in Marbles Museum space. (3) Completed construction of an expansion project to house an exhibit called Kid Grid. Total project cost of the building envelope expansion and exhibit installation is funded by ABB, Inc. through a private donation.

Continued to make significant progress on implementing key recommendations of the Wake County Water and Sewer Plan and other Board initiatives. Key accomplishments include: (1) Completed permitting, received bids, will begin construction of Phase 2 of the Cape Fear Sanitary Sewer System in RTP this summer. (2) Completed construction and reimbursement for new sewer, water, and reclaimed water lines through an

Facilities Design & Construction

infrastructure agreement with Network Applications (NetApp). (3) Continued to participate in the Jordan Lake Water Allocation Partnership.

Community Development Block Grant (CDBG): Completed projects in collaboration with various municipalities that were funded with Community Development Block Grants in Fuquay Varina, Garner, Knightdale, and Wendell.

Parks and Recreation and Open Space: (1) Completed construction on 10 projects at five county parks and one school park. (2) Completed acquisition of 119 acres of open space and 400 acres of conservation easement.

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

North Wake Landfill: (1) Began next stage in implementation of the Post Closure Borrow Site Master Plan by coordinating land purchase with the City of Raleigh and Wake County Public Schools. (2) Began construction for the first phase of the North Wake Landfill Convenience Center improvements.

South Wake Landfill: (1) Completed schematic design development plans for the Northeast District Convenience Center are of the South Wake Landfill land use master plan. (2) Completed drainage and road improvements to the gravel access road around Feltonsville landfill.

Partnerships: Negotiated Partnership/Interlocal Agreements between Wake County and various partners including Wake County Public School System, NCDA-NRCS, State of NC, Durham County, Raleigh-Durham Airport Authority, Research Triangle Foundation, City of Raleigh, Towns of Cary, Morrisville, Knightdale, Zebulon, and Wendell, NC Clean Water Management Trust Fund, and Progress Energy.

FY 2015 DISCUSSION

The Facilities, Design and Construction FY 15 budget decreased by \$423 from the FY 2014 Adopted Budget. This decrease was due largely to several long time staff members retiring which decreased the budget in

the area of longevity pay, but the department received increased funding to hire a Senior Facilities Project Manager to focus on the Wake County Public Schools Building Program and additional funding for staff training and certifications.

Following the successful passage of the School System Construction Bond, the Board of Commissioners and WCPSS approved an "Interlocal Agreement Regarding School Site Acquisition and Construction Services", which defines the areas of collaboration between the County and the School System staff. The position which has been funded in FY 15 for a Senior Project Manager will focus on the responsibilities defined in the ILA with WCPSS which includes among other responsibilities, carrying out collaborative research, investigations and evaluations of design and construction processes of school building projects. This position will provide an overall benefit to The County and the taxpayers that voted for the School Bond by ensuring that these funds are utilized in an optimal fashion to build school buildings on time and within budget and to ensure that site acquisition, design and construction is completed in a cost effective manner within available funding while creating schools that maximize instructional opportunities for students.

FY 2013 and 2014 have represented transition years for this department. A total of four (4) long time staff members retired in an eighteen month period by the middle of FY 2014. In addition, the department filled three vacancies due to the departure of two employees and one of the above retirements. In spite of the economic recession, the department's workload has remained constant, even with the completion of the Justice Center and Hammond Road Detention Center in the prior two fiscal years.

Other Issues for FY 2015: The Facilities Design and Construction department will continue to play a lead role in the development and execution of the County's Capital Improvement Program and in the handling of real estate assignments. Major projects that impact departmental activities in the upcoming fiscal year include the following: (1) Begin final phases of implementation to the multi-year Courthouse Improvements Plan. (2) Resume

development of the 2007 Libraries Master Plan. (3) Ongoing implementation of the 2008 EMS Station Master Plan.

Construction schedules for Facilities Design & Construction are: (1) Complete major renovations for the adaptive reuse of an old Coca Cola Bottling Plant in south Raleigh and open a new career and technical high school, The Vernon Malone College and Career Academy, to be used by both Wake County Public School and the Wake Technical Community College students. (2) Complete construction of the Brier Creek EMS Station on RDU Airport property. (3) Continue planning for space that has been vacated at the Wake County Office Building and the Courthouse upon occupancy of the new Justice Center. (4) Complete construction of expansions to the WakeBrook Campus, in partnership with UNC Hospitals. (5) Completed next planned upgrade project for existing regional library; Begin and make substantial progress on construction of a new regional library and resume implementation of the Library Facility Master Plan. (6) Continue building envelope and building systems upgrade projects and roof replacements to various County owned buildings as defined in Facility Condition Assessment database. (7) Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park. (8) Continue implementation of the Master Plan for the North Wake Landfill Borrow Site, in partnership with the City of Raleigh and the Wake County Public School System.

Finally, implement increased collaboration activities with the Wake County Public School System to provide a check and balance in the land acquisition, planning, design, and construction of Wake County Public Schools. This effort will be led by the new Senior Project Manager which was funded this year.

HORIZON ISSUES

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

Continue implementation of the Justice Facility Master Plan through final renovations to the Existing Courthouse.

Develop, plan, and implement a multi-year Master Plan for space utilization restack, renovation, and life cycle upgrades for the Wake County Office Building.

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

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

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

Resume implementation of Parks Master Plan and update master plans for all county park facilities.

Resume implementation of Parks Master Plan.

Finally, implement increased collaboration activities with the Wake County Public School System to provide a check and balance in the land acquisition, planning, design, and construction of Wake County Public Schools. This effort will necessitate a small increase in staff to manage this additional workload.

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

Description: Capital Program Planning and Implementation.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of projects completed in accordance with County's CIP schedule	90	87	90	95
Percentage of projects within Budget	98	98	99	100
Percentage of projects meeting or exceeding County energy efficiency standards	100	100	100	100
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	100	100	100

Service Area: Real Estate and Landrights Management

Description: Real Estate and Landrights Management.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of real estate/landrights issues resolved within planned time	82	75	90	90

Finance Department

Department Summary

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:					
Salary / Benefits	\$	2,297,312	2,016,091	1,875,013	1,952,304
Contractual Services		292,904	174,628	332,297	171,782
Supplies, Materials and Other Charges		90,873	59,291	59,291	59,291
Expenditure Totals	\$	2,681,088	2,250,010	2,266,601	2,183,377
Revenues:					
Charges For Services	\$	5,971	6,650	6,650	6,650
Interest Income		0	-	-	-
Miscellaneous		192,122	176,095	176,095	176,095
Revenue Totals	\$	198,093	182,745	182,745	182,745
Number of FTE's		34.00	26.00	26.00	26.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Finance Department includes three divisions: Financial Services, Risk Management Reporting and Insurance, and Internal Audit; each with distinct responsibilities that ultimately result in ensuring the County is fiscally responsible and accountable.

The Wake County Financial Services Division is committed to providing professional fiscal support through service excellence to the Wake County Board of Commissioners, the County Manager, and staff. Financial Services strives to improve business-processes countywide, provide timely, accurate financial information to departments and citizens, and enhance fiscal accountability. The Financial Services division major goals include: 1) Maintain the County's Triple-A bond rating, a key factor in receiving lower interest rates on debt issued for capital expenditures thus providing the lowest cost of debt to the taxpayer; 2) Obtain an unmodified opinion on annual independent audit; 3) Review the County's major business processes as well as any proposed changes to these processes and document the County's internal control system to minimize weaknesses and provide critical financial stewardship to management and taxpayers; 4) Provide accurate, timely financial information for decision-making purposes to County's management and staff; 5)

Obtain the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA); and 6) Provide disclosure of information to bondholders and citizens through the timely production of the comprehensive annual financial reports.

The Risk Management Reporting and Insurance Division within Finance works with the County's insurance broker to manage the County's annual insurance renewal process. The County is self-insured to a retention level of \$1,000,000 for workers' compensation and liability claims and procures excess insurance for claims in excess of the retention amount. The division also procures high deductible property insurance and required bonds for the the County. The Division distributes claims expenditures to County departments quarterly, provides information for annual OSHA reporting, and administers the County's driving policy.

The Internal Audit Division of the Finance Department serves the citizens of Wake County by providing independent consulting and audit services. The major goals of Internal Audit are to: 1) Reduce risk by recommending proper internal controls; 2) Promote accountability through the efficient use of resources; and 3) Ensure defined activities of County

Finance Department

programs are carried out and funds are spent appropriately.

MAJOR ACCOMPLISHMENTS

The County has maintained an "Aaa" bond rating from Moody's Investors Service since 1973, an "AAA" rating from Standard & Poor's Corporation since 1983, and an "AAA" rating from Fitch since 2000. These consistently strong bond ratings are a clear indication of the sound financial condition of the County. The County is one of the few counties in the country that maintains the highest financial rating from all three major rating agencies. This achievement is a key factor in receiving lower interest rates on general obligation bonds issued for capital expenditures, providing the lowest cost of debt to the taxpayer. The County's bond ratings were last affirmed in April 2013.

In October 2013, Wake County voters approved a school building program (CIP 2013) that included \$810 million in general obligation bonds. Finance analyzed projected debt issuances and cash funding of the CIP 2013 building program, including calculating the increase in the County's property tax rate necessary to support CIP 2013 financing and the benchmarking of current and future outstanding debt to other triple-A counties that are responsible for financing school contraction. The County expects to issue the first portion of this new debt in the summer of 2014, based upon the School System's contractual commitments planned for the capital program.

The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2013. The County has received this recognition for 30 consecutive years. The Financial Services Division continue excelling and being recognized at a national level for their excellence in financial reporting.

The Carolina Association of Governmental Purchasing (CAPG) presents an annual award to units of government that have demonstrated high standards in the purchasing profession. For the tenth year in a row, Wake County Procurement Services was one of a small number of governmental units

throughout the Carolinas to receive this award. A formal presentation of the award was made to the Procurement Services staff in February 2014 at the CAPG Spring Conference.

In 2014, Finance staff worked with Information Services staff to implement a pilot program for electronic content management system (ECM) that streamlined the travel approval and reimbursement for County staff. The efficiency gained in the implementation of this pilot program will be used to justify a broader ECM project that will encompass contracts approval and monitoring, invoicing and payments, as well as remote deposits. The broader project is expected to be implemented beginning in fiscal years 2015 and 2016.

Internal Audit provides advisory and management services to the local Fire Departments, the Fire Commission, and other County departments. Internal Audit also assisted the external auditors and the Finance Department with the annual audit. Specifically, Internal Audit assisted with the preparation of the County's Schedule of Federal and State Expenditures report and reviewed the major financial sections and federal and state funded programs.

FY 2015 DISCUSSION

The Finance Department budget decreased by \$66,633 under the FY 2014 Adopted Budget of \$2,250,010. The decrease includes annualization of merit and other small personnel adjustments netted with the addition of a vacancy rate.

County General Fund revenues increased over prior years as a result of two rebate programs implemented by Finance in prior years. These revenue enhancements included a payables rebate that generated a total of \$89,225 in rebates during fiscal year 2014 for 2013 activity, compared to \$72,671 for fiscal year 2013. Procurement card rebates generated \$136,051 during the fiscal year ending June 30, 2014 again for fiscal year 2013 activity, compared to \$104,095 for fiscal year 2013.

Internal Audit continues to implement electronic auditing software techniques in other areas within the

County such as payroll and user access roles within the Advantage accounting system. Our review will ensure that the system is functioning as intended and will look for improvements within business processes and system functionality.

Two of the three major rating agencies, Moody's and Standard and Poor's, released new rating criteria for governments in late 2013 and early 2014. There is no word yet that Fitch is considering new rating criteria. Finance staff will be reviewing the County's financial policies and debt guidelines in light of these new criteria. As the County prepares to issue \$419.54 million of additional general obligation debt in fiscal year 2015 for the school system, Wake Tech, and library building programs, agency presentations and other bond documents will need to reflect the new criteria and possible revisions to the County's policies and procedures.

HORIZON ISSUES

The Finance Department has several projects that are ongoing or that are planned over the next several years including: 1) developing and implementing an enhanced training function for County managers and supervisors on newly updated policies and procedures; 2) working with the financial software provider and other departments to implement electronic content management within financial processes; 3) implementing and deploying continuous audit processes which will assist with business process improvements; and 4) implementing a web-based vendor self service system and a financial reporting process that interface with our financial reporting system. Internal Audit staff will also be an integral part of documenting risk mitigation processes within the County.

Finance Department

Summary of Services and Performance Measures

Service Area: Accounting

Description: 1) Maintain a sound accounting system that provides management with timely, accurate information. 2) Improve system efficiencies and internal controls through the use of automation, providing assistance as available to review business

processes associated with existing and proposed technology. 3) Process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles and with County policies.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Child daycare payments are processed w/in 2 business days of State file availability	12	12	12	12
Percent of time that no bid awards are overturned as a result of procedural errors or misapplication of law.	100	100	100	100
Percent of time that requisitions of less than \$30k in value are processed within an average of 5 days following receipt in Procurement.	100	100	100	100

Service Area: Risk management

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of experience modifier annually determined by independent actuary for similar position classifications. The modifier should be less than 75%.	80	75	75	75
Percent of time that annual insurance renewal information is completed timely so that insurance broker can provide new insurance contracts by June 1.	100	100	100	100

Service Area: Reporting

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Issue monthly interim financial statements timely prior to end of subsequent month for all months except June and July when they are not issued	10	10	10	10
Percent of time that annual financial statements for the previous fiscal year are presented to the County BOC no later than the first week in December.	100	100	100	100

Service Area: Debt services

Description: Facilitate efficient and effective service delivery by supporting the County's capital needs.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of debt service payments made one business day before is due	100	100	100	100
Percentage of Year Maintained triple-A bond rating from Moody's, Fitch, and Standard and Poors.	100	100	100	100
Percentage of Time Secondary Market Disclosure Filed on EMMA before January 31st of each calendar year.	100	100	100	100

Service Area: Investment management

Description: Provide investment portfolio management that maintains investments that are safe, liquid and competitive in the marketplace.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	100

Human Resources

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 1,556,146	1,822,629	1,820,022	1,791,039
Supplies, Materials and Other Charges	79,354	102,797	109,195	111,589
Expenditure Totals	\$ 1,635,500	1,925,426	1,929,217	1,902,628
Revenues:				
Charges For Services	\$ 109	-	-	-
Miscellaneous	120	-	-	-
Revenue Totals	\$ 229	-	-	-
Number of FTE's	25.00	25.00	25.00	24.75

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

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

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

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

MAJOR ACCOMPLISHMENTS

Human Resources created a vision, goals, objectives and performance scorecard as part of the Department's larger efforts to develop and implement its first departmental strategic plan. The Department also revised the mission statement. This plan sets the direction and helps guide projects for the next three years.

Human Resources implemented two Employee Health Centers (EHC) as part of a long term strategy to improve employee health and offer opportunities to engage in wellness activities at work. The EHC will also reduce the County's medical cost due to identifying and reducing employees risk factors and through a lower cost office visit. The end result will be healthier, happier employees who are more productive and feel valued by their employer.

Triangle Business Journal named Wake County a top 25 Healthiest Employer based on the County commitment to health and wellness. Wake is one of a few counties who offer an onsite diabetes program. This program, Living Well With Diabetes, has been honored with the NACO Achievement Award for improving health and reducing medical costs.

The Benefits team also successfully implemented all the Patient Protection and Affordable Care Act (PPACA) plan changes and remained in compliance. The team added the NC 529 plan to the suite of benefits allowing employees to payroll deduct for college savings plans and maintained the same medical premiums for the second year in a row.

Human Resources overhauled the WakeGov Human Resources page. Phrases like "Working@WakeIsGreat" and "It's not a job, It's a Career" were used to market the County as an employer of choice. Other changes made to the HR pages include streamlining the application process for applying for a career, making position and salary information easier to access, marketing the County's competitive benefits package and posting HR contact information for potential applicants. As part of the employer of choice campaign, every HR job posting now begins with the phrase "Join an award winning HR team!"

Human Resources also designed a robust benefits brochure to showcase the County's impressive benefits package in one convenient and easy to ready document.

In an effort to engage top candidates for difficult to recruit positions, the Recruitment team developed a social media recruitment program using LinkedIn, Facebook and Twitter to advertise positions.

The Compensation team conducted a labor market study of ninety-five classifications. The study included data on salaries and economic conditions, which resulted in adjustments to 19 pay bands.

Human Resources, Information Services and General Services Administration collaborated together to create an Off- Boarding tool for hiring managers.

This tool will help guide the manager through the process and ensure consistent termination of access and collection of County resources.

In September 2013, HR announced the availability of electronic leave request through Employee Self Service (ESS). This new functionality supports the County's Go Green initiative by eliminating paper leave request. In addition, it contributes to the expansion of self service applications resulting in more efficiency and cost effectiveness.

Manager Self Service (MSS) was launched in October 2013 to give supervisors the ability to approve timesheets and leave requests off the County network. It also provided a consolidated calendar view of their direct reports to assist with workforce management.

The Employee Relations team implemented several new diversity and harassment outreach training programs, reduced the unemployment liability insurance by 73% and successfully resolved 100% of grievances internally.

Human Resources also implemented a County EEO Plan, which allowed for additional federal and state funding and outlined the County's continued commitment to being an Equal Employment Opportunity Employer.

FY 2015 DISCUSSION

The Human Resources department budget decreased by \$22,798 from the FY 2014 Adopted Budget of \$1.925 million due to the addition of a departmental vacancy rate of \$50,000.

HORIZON ISSUES

Human Resources will continue to monitor the Affordable Care Act (ACA) and compliance. In addition, the Benefits group will establish a strategic team with Buck Consulting, BCBSNC, Marathon and Optum Rx to develop a short and long term plan to continue offering competitive and effective benefits at a manageable cost.

Human Resources

Another focus of the Benefits team is to implement an online new employee orientation to streamline the current process, reduce costs and improve the employees' first interaction with Wake County Government.

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

This year, as part of our annual study, Human Resources will also review occupational series relationships. In addition, the team will conduct a comprehensive Fair Labor Standards Act (FLSA) study for all active classifications.

Position descriptions are transitioning to a more user friendly and interactive electronic form and will be stored in an electronic format so retrieval and storage are more efficient and effective.

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

Another training focus is the implementation of a new program called LEAD (Leadership Education And Development). This training track is part of the Departments succession and workplace planning efforts. LEAD, much like our BOSS (Building Organizational Supervisory Success) training program for supervisors, will help teach managers how to get results while maintaining relationships with an added focus on leading and developing others.

Lastly, a top priority for the Department is to implement a new Rewards and Recognition Program to help reduce turnover and retain top talent.

Summary of Services and Performance Measures

Service Area: Benefits and Wellness

Description: Design, selects, implements, administers, and evaluates all benefit and wellness programs for employees and retirees, communicates, coaches, and educates employees on benefit plan

details, develops cost containment strategies, and encourages a work/life balance within a healthier lifestyle.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of employee participation in wellness	30	30	40	40
Percent of Employee Health Center Capacity Used	N/A	52	80	80
Percent of participation in voluntary health screening	92	92	100	100

Service Area: Employee Relations

Description: Consults and coaches employees, supervisors, or managers on workplace issues, facilitates both the discrimination and non-discrimination grievance processes, investigates

complaints, provides policy-related training and administers the exit interview and unemployment programs.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of grievances resolved internally	100	95	95	95
Percent exit interview participation	40	45	50	50
Percent of Unemployment Insurance Liability Reduced	73	75	80	80

Service Area: Recruitment, Compensation, and Classification

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

Human Resources

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Average days to fill a position from posting	50	45	43	43
Efficiency				
Percent of voluntary turnover	10	8	7	7
Percent of employees at midpoint	46	49	50	50
Effectiveness				
Percent of new hires retained after one year	86	89	90	90
Percentage of positions filled the first time posted	71	80	90	90

Service Area: Human Resource Systems Management (HRSM)

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Percent of departments using MSS leave request	15	25	50	50

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	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Payroll accuracy rate	100	100	100	99
Percent of electronic W2 participation	39	45	50	50
Efficiency				
Percent reduction in paper checks	28	35	50	50

Service Area: Training and Organizational Development

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of facilitation hours	501	750	1,000	1,000
Output				
Number of employees trained	1,327	1,800	1,900	1,900
Effectiveness				
The average training evaluation score	4	4	4	4

Information Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 7,665,681	8,221,117	8,298,978	8,492,129
Contractual Services	3,106,797	3,020,444	3,020,444	3,055,275
Supplies, Materials and Other Charges	889,455	848,017	850,702	813,531
Expenditure Totals	\$ 11,661,933	12,089,578	12,170,124	12,360,935
Revenues:				
Charges For Services	\$ 735	-	-	7,500
Revenue Totals	\$ 735	-	-	7,500
Number of FTE's	82.75	83.75	84.75	85.75

DEPARTMENT PURPOSE AND GOALS

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

Information Services has four central goals. These are:

- 1) Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations;
- 2) Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs;
- 3) Re-Engineering - Identify and implement re-engineering efforts that will reduce costs for

internal operations and expenses incurred by County departments; and

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

In FY 2014, the department reorganized and added the Solutions Development division to enhance collaboration with customers in the design and implementation of innovative solutions. Services the new division will offer include: solution discovery, requirements identification, business analysis and project management. Training and communication services will also be included to enhance solution adoption. FY 2015 focus will include identifying solutions to support and enhance the delivery of services to citizens and staff within Wake County. The establishment of this division highlights the understanding of IS that as a department, the organization must innovate and adapt to provide relevance and value to customers going forward. Technology trends such as consumerization, mobility and cloud services have dramatically altered the way customers use technology, and it is only natural that many of the services provided by IS must also change. IS has established a strong technology foundation from which to build new services, roles and partnerships. In FY 2015, the department will continue to transform services and delivery in pursuit of organizational vision: to be recognized and valued

for collaboration and leadership in the delivery of citizen-centric solutions.

MAJOR ACCOMPLISHMENTS

In 2013, Wake County Government received several technology awards. Wake County's website at WakeGOV.com was recognized by the National Association of Government Web Professionals with a "Pinnacle Award" for best government website in the large population category. The website also received "First Place" and "Best in Show" awards from the National Association of County Information Officers, a 2013 Achievement Award for outstanding project from the National Association of Counties and a first-place website award from the N.C. Association of Government Information Officers. This past year, Sunshine Review gave Wake County's website the highest score in North Carolina and one of the highest in the nation, and Auditors noted that the WakeGOV website's search function is excellent and the layout intuitive. Information Services also won a 2013 Digital Counties Survey Award and ranked in the top 10 counties in the United States for use of technology by the Center for Digital Government.

In October 2013, Wake County became the third jurisdiction in the country to partner with the leading platform for restaurant reviews, Yelp, to make sanitation scores for food establishments more accessible. This partnership promotes transparency of public information and allows residents and visitors to Wake County to access restaurant ratings and inspections in conjunction with other searchable data such as location, type of food, and price availability on yelp.com.

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

customers; and 4) Improve access to County information and services.

FY 2014 proved to be a very productive year, with 56 projects completed by IS staff. IS teams currently have more than 75 initiatives underway, which will continue into FY 2015. Examples of projects completed during FY 2014, aligned by the department's four goals, follow:

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

By utilizing a 7-year technical infrastructure Capital Improvement Planning model maintained by the IS Department, significant core infrastructure updates were accomplished in FY 2014. Examples include:

Backup System Replacement: Commvault's backup product, Simpana, was installed during FY 2014. This replaced the aging backup product previously used and provides IS with several operational advantages including deduplication technology and the ability to employ disk arrays as a backup media. Disk media backup allows automated replication of backups to the County's secondary data center and anywhere else the County may choose to store backups in the future. The product adds to the IS toolkit an efficient means of archiving or offloading older less accessed data and is also useful as a means to comprehensively search for content. The solution provides an integrated approach to backup, recovery and archiving of Wake County data.

Network Upgrades/Implementations: In FY 2014 Network Services upgraded core network components in the primary and backup data centers to allow consolidation of the data center network and enterprise networking services. The new Cisco Nexus platform also improves the County's disaster recovery and business continuity resiliency. In addition, Network Services upgraded the County's wireless platform to Cisco's WiFi and Identity Services Engine (ISE). ISE replaces the County's previous wireless platform, which was nearing end-of-life, and allows the County to better govern access to the wireless network by profiling and identifying mobile devices.

Information Services

From a security perspective, Security Services and Server Services collaborated with the Sheriff's Office IT department to research, test and implement an advanced authentication platform to meet new mandatory Criminal Justice Information Services security requirements. This system enforces two-factor, advanced authentication services for law enforcement personnel leveraging laptop fingerprint readers. In addition, Security Services upgraded a security appliance that provides Internet usage reports for the County. The new appliance allows staff to produce enhanced reports on Internet usage statistics.

In addition, Information Services completed migration to the newest Verizon wireless data access devices (MiFis). Verizon announced end-of-life for the current MiFi devices used by the County, requiring IS replace more than 700 devices within a 6-month window to ensure uninterrupted service for users.

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

Revenue Systems: The Computer Assisted Mass Appraisal (CAMA) and Revaluation systems were custom-built several years ago for the County by an independent vendor. The vendor was the sole provider of technical support for these essential systems. The County decided to end its purchase of support from the vendor and create an internal capacity for development and support. During FY 2012, the IS team that supports Revenue's property tax billing and collections system migrated CAMA and Reval to the IS portfolio and became the sole support for the entire array of Revenue-related applications. Beginning in FY 2013, the team examined and began modifications to the CAMA and Reval modules to prepare the County for the revaluation process scheduled in 2016. In partnership with Revenue, user testing for the upgraded CAMA and Reval began in June 2013, and moved to production in late FY 2014. Additional enhancements will be released in partnership with the Revenue department throughout FY 2015 in

order to support the Revenue department revaluation efforts.

Human Services General: The IS division dedicated to the support of Human Services initiatives continued to work to implement technical and business improvements during FY 2014. This year, staff completed the final implementation work for the new Dental system, including the installation of digital camera equipment and the County's first dental electronic records. IS staff also work closely with the NC Department of Health and Human Services (NC DHHS) and the Wake County Division of Social Services to address support issues associated with the North Carolina Families Accessing Services through Technology (NC FAST) program implemented by NC DHHS. This was a significant support effort for IS staff, and included the setup of hardware for more than 80 temporary staff in several locations, management of NC FAST accounts for staff, and troubleshooting and reporting issues to NC DHHS. This effort will extend into FY 2015 with the addition of 36 new Human Services staff who will use the NC FAST application. IS Staff also enhanced public access to local, state and federal programs such as the Health Insurance Marketplace, NC ePASS and NCWorks Online Joblink resources by adding public PCs to many County facilities. Lastly IS staff completed the transition of Behavioral Health Services to the regional Local Managed Entity (Alliance Behavioral Healthcare) during FY 2014 and retired the application previously used to manage Behavioral Health Services in the County.

Human Services Public Health System: FY 2014 saw tremendous change for the Division of Public Health as IS staff replaced the 24-year-old NetSmart Patient Care Management System with GE Centricity's Practice Management System. The modern system greatly enhances the appointment scheduling and billing process for clients, includes improved clinical reporting and interfaces directly with the County's dental and pharmacy systems. The system also allows for the implementation of electronic health records, which is scheduled for completion in FY 2015.

Human Services WIC: During FY 2014 IS staff worked with the Wake County Women, Infants,

Children (WIC) program staff and the State to prepare WIC staff for a transition to the new NC DHHS Crossroads System. This work included the set-up of scanners and signature pads for WIC staff, which was completed in FY 2014. IS staff is currently working with NC DHHS staff to convert WIC appointment data to the new Crossroads application. Go Live is scheduled for FY 2015.

Register of Deeds: In FY 2014, Register of Deeds (ROD) technical staff in conjunction with IS staff completed numerous application upgrades and enhancements. The Registry's eRecording application was upgraded to accept all documents except maps for electronic recording. This service expansion greatly benefited the citizens of Wake County by streamlining the recording process. The application used to manage vital records (marriage, birth/death certificates) was upgraded to the most current release, and new functionality was added, including an online method of processing birth/death documents. In addition, the Registry's website was migrated from an external hosting vendor to the County's internal SharePoint website (WakeGOV.com). Lastly, the cashiering and administration module of the Registry's real property application (BOOKS) began an update to the current .Net application framework.

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

Call Center: Wake County has used a Nortel Call Center Management Information System (CCMIS) for the past 15 years. Lack of technical enhancements and uncertainty about future support of the CCMIS platform led to an RFP for replacement. In FY 2014, Customer Services replaced the platform with a hosted solution provided in partnership by Siemens, inContact, and Level 3 Communications. The Contact Center is used to provide menu options and route phone calls from citizens to Wake County Call Center agents, and offers features, reporting and management that can be tailored and adapted to each business unit. The platform can be scaled (up or

down) to accommodate the County's changing processes.

Citrix implementation: In FY 2014, IS Customer Services staff established a Citrix XenApp environment in addition to deploying two NetScaler appliances for delivery and load balancing of virtualized applications. Virtualized applications are used to deliver a secure and consistent user experience, as well as centralizing updates and enhancements. The initial focus of the Citrix XenApp environment included virtualizing the Human Services Health Practice Management System, GE Centricity, which is now being delivered to 500+ users via the Citrix platform.

Mobile Device Management: Concerned with the long-term viability of the BlackBerry smart phone platform, IS staff began investigating mobile device management (MDM) tools in FY 2014 with a goal of selecting a platform to support County-issued Apple smart phones in the future. Implementation of an MDM platform is scheduled for early FY 2015.

Messaging/Calendaring System: After extensive case research and customer reviews, Wake County committed to remaining on the IBM Lotus Notes messaging and calendaring platform for the foreseeable future. Associated with that decision, testing and implementation for an upgrade to version 9.0 of the platform has begun, with completion targeted in FY 2015. Staff is, however, in the process of evaluating existing Notes applications, with a goal of moving them to other development platforms. Currently, staff has identified 244 applications for migration and is partnering with County business units to develop migration plans. It is anticipated this work will continue for the next several years. To assist with conversion, a .Net training and development environment was established and two existing Notes applications have been identified as initial pilot projects to be converted to that technology. Conversion is slated for completion in FY 2015.

ERP Upgrade: In FY 2013, the Information Services department, in conjunction with key stakeholder departments, began the process of upgrading the County's existing ERP system, CGI Advantage. With

Information Services

this upgrade, Wake County's ERP Environment moved to a 100% hosted model. The HR and Finance modules were complete in the fourth quarter of FY 2013. The Budget module was implemented during FY 2014.

Human Services Document Management: In FY 2014 IS staff enhanced the Wake County Division of Social Services (DSS) document management system with the addition of a self-service kiosk available for client use. The kiosk allows clients to scan in documents they are required to submit and receive a receipt for the documents without intervention from DSS staff. Currently, an Optical Character Reader component is being implemented that will significantly reduce DSS staff time required for document indexing. The OCR component will be implemented in early FY 2015. Implementation of the Child Welfare component of the document management system was completed in FY 2014.

Human Services and Register of Deeds: In FY 2014 IS staff partnered with the Register of Deeds and Wake County Child Support staff to set up the electronic transfer of vital records (marriage, birth/death certificates). This initiative provides electronic ordering and receipt of vital records required by Child Support staff. The electronic transfer saves staff time, as they no longer have to physically visit the Register of Deeds office to obtain required documents.

Goal 4 - Improve access to County information and services:

Websites: The County's website, WakeGOV.com, has become a central communication channel for access to information and services. The site receives more than 9 million visits and 21 million page views a year. It connects citizens to important program information and is the launching point for the County's many online services. From the WakeGov.com home page, citizens can easily access online services from the "I want to" menu to do a variety of common tasks, such as finding a library book, paying taxes, searching restaurant inspection grades or applying for a job online. The site also promotes government transparency with easy access

to live, streaming video of Board of Commissioners meetings, and operational data, such as the WATCH accountability section, which allows citizens to view how their tax dollars are used by viewing financial transaction details. The County website also incorporates several social media services, including Facebook, Twitter, Instagram and YouTube.

Wake County manages and maintains the public website at WakeGOV.com and the employee intranet portal (WE) using Microsoft's SharePoint. The technology provides modern content management features that allow staff to create and manage departmental content. IS provides ongoing support and management for County websites to ensure accurate, consistent and readily accessible ways for citizens and employees to interact and engage with Wake County Government. Both WakeGOV and WE offer anytime, anyplace access to information and online services.

In FY 2014, IS implemented a SharePoint 2013 environment to provide team collaboration along with an authentication framework, which allows external partners the ability to collaborate with Wake employees on documents and through other social avenues. Collaborative sites offer their participants the capacity to share documents, communicate directly with each other, create group calendars, and quickly search through project-related documents. IS began rolling out team sites and project sites toward the end of the fiscal year, including the implementation of processes for team site management and administration.

Commercial and Residential Property Sales Information: The Revenue Department often receives public inquiries to provide residential and commercial sales data for the County. Depending on the scope of the request (e.g., date range and other special attributes to include), the request may take from a few hours to several days to collect and review. To reduce the amount of time staff spends on fulfilling these requests and to make sales data more readily available to the public, Information Services partnered with Revenue to deploy downloadable sales data on the County website. The data includes filters and sales attributes so the public can filter and

query it as needed. Available data will include sales history back to 2005 and contain parcel-based sales information that will be refreshed monthly. Implementation is targeted for FY 2015. Staff is also researching making other routinely requested data available for downloads from the County website.

FY 2015 DISCUSSION

The Information Services budget increased by \$271,357 from the FY 2014 Adopted Budget, which resulted from the addition of 1.0 FTE Computer Aided Dispatch (CAD) System Administrator and the annualization of merit and benefit increases.

Included in FY 2015 is \$116,548 in funding for a CAD System Administrator and Analyst. The position will serve as the technical liaison between Wake County public safety agencies and the Raleigh Wake Emergency Communications Center and as project manager for County-focused CAD projects.

IS will continue to carry out initiatives in FY 2015 in alignment with the department's stated business goals. Examples are included below.

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

Windows 8: The release of Microsoft Windows 8 and the proliferation of tablet devices that use that operating system has spurred a great deal of excitement about possible increased efficiencies by using these devices. There are, however, technical challenges that must be met in order to fully support Windows 8 in the corporate environment. In FY 2015, IS Customer Services staff will develop processes and procedures for deployment and management of Windows 8 in the corporate environment, allowing for mainstream use of Windows-based tablet devices.

The Database Operations and Server Services teams will work together in FY 2015 to deploy CISCO UCS servers in the database VMWare server cluster. UCS servers will provide the County improved IO throughput while maintaining more effective licensing for MS SQL Server. Server Services also

plans disk storage expansion during FY 2015 as well as the replacement of specific aging Dell servers used as VMware ESXi hosts with Cisco UCS blades. IS also expects to further improve, refine and simplify the secondary data center disaster recovery contingency provisioning processes based on the improvements the network team is making to the network core via Cisco Nexus.

Network Upgrades/Implementations: In FY 2015 several large County facilities are scheduled to have network infrastructure replaced that is reaching end-of-life. Specific facilities slated for upgrades include the Swinburne facility (10/100/1000 desktop connectivity and Power-over-Ethernet ports to support Voice over IP) as well as the Wake County Office Building (10/100/1000 desktop connectivity and Power-over-Ethernet ports).

Security Services: Plans for FY 2015 include an upgrade to the Symantec antivirus management platform to leverage new version capabilities in order to continue enterprise class protection against various types of malware and identity-stealing computer viruses. Security Services staff will also replace the County's test and disaster recovery (DR) Internet traffic manager platforms. This project entails replacing the two network appliances that comprise the Internet traffic manager and application delivery DR and test platforms. The current devices are reaching end-of-life and must be replaced.

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

Project Governance: In FY 2015, IS staff within the Solutions Development division will design a process by which departments will be able to communicate their needs and receive assistance with technical and non-technical solution discovery, procurement, project support and implementation. This project governance methodology will ensure a consistent approach to project requests, prioritization and management, as well as solution procurement and project portfolio management. The methodology will provide management information to ensure that the Department's limited resources are focused on the

Information Services

priorities of the organization and strategically aligned to support the business of the County. Following the effort of project governance, application portfolio management (APM) will become a focus. APM will provide information to ensure we are properly managing the lifecycle of applications as they support the organization's business.

Human Services General: The Human Services-dedicated IS division continues to support the various efforts of the Human Services Department and will continue to enhance their systems for maximum efficiencies in future years. In FY 2015 the Division's major focus will be:

Human Services Public Health System: In FY 2015 IS staff will complete the electronic medical record implementation for Human Services clinics and auxiliary services. This is scheduled for completion in October 2014. At that time staff will initiate the ICD9 to ICD10 conversion and an upgrade to Centricity version 12. The conversion and upgrade are required by the Centers for Medicare and Medicaid Services to meet "meaningful use" requirements, and for the County to continue to bill for Medicaid services. In addition IS staff is scheduled to complete Interfaces to Lab Corp, WakeMed, Health Information Exchange, and NCIR in FY 2015.

Wake County Human Services NC FAST: The HS IS Team will continue to partner with the DSS Business Units and State to provide support for the State-mandated NC FAST System (North Carolina Families Accessing Services through Technology). Support will include the setup and support of 36 new positions approved for Wake County, PRIME configurations and reports as required, as well as creation and maintenance of system security access.

Human Services WIC: IS will partner with the WIC and State staff to transition WIC to the new State Crossroads System. This transition is scheduled for August 2014.

Register of Deeds: In late FY 2013, the ROD real property application BOOKS was updated to adhere to changes in the North Carolina Department of the Secretary of State's statute mandating new indexing

standards for all recorded documents. In FY 2014, the Cashiering and Administration module of the BOOKS application began undergoing an update to the current .Net application framework. That work is expected to conclude in FY 2015. In addition, the ePower and scanning module of the BOOKS application will be updated to the current .Net application framework in FY 2015.

Land Development System: In FY 2013, the County established a cross-functional team to lead the effort of replacing the mainframe land development system, which will enable the County to centrally receive, process and manage permitting and health and safety inspections and permits. The proposed Software as a Service (commonly referred to as "SaaS" model) platform will support the ability to enter, track and analyze department-related activities of properties and establishments within Wake County. Specific project planning efforts began in late FY 2014. It is anticipated platform implementation will take up to 24 months.

Revenue - Board of Equalization Module: Late in FY 2013, the County decided to create a mobile application to be used by the Board of Equalization members to access, review and annotate large volumes of appeals documentation via a mobile device. The application is targeted for release in late FY 2014.

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

Desktop/Application Virtualization: In FY 2015 Customer Services staff will continue to leverage the Citrix platform for desktop and application virtualization. Public computers in libraries and Job Link Centers will be prime candidates for desktop virtualization, providing increased security, easier maintenance, and a consistent user experience. Staff PCs in the County detention centers will also be evaluated for virtualization. Virtualizing these environments will lead to savings on computer hardware replacement in coming years, as the existing equipment can be replaced by less expensive "thin client" devices. Virtualization also ensures staff

has appropriate access to needed applications regardless of where they work on a given day or the device they use.

Mobile Device Management: Since 2005, Wake County has used the BlackBerry Enterprise solution for mobile device delivery of email, calendaring and contacts. The demand for different mobile devices, along with proposed changes to the BlackBerry infrastructure, led Wake County to investigate alternatives to the BlackBerry platform. In FY 2015, IS Customer Services will implement a Mobile Device Management platform to replace Blackberry. This will enable the use of Apple iPhones while maintaining the ability to perform administrative functions such as remote device wipe, password resets, and policy enforcement.

Human Services Document Management: In FY 2015 IS staff will implement the OCR component of the system. This enhancement will provide staff time savings and greater efficiencies for indexed documents. OCR capability will be implemented for both DSS and Child Welfare documents. In addition the IS Team will partner with Human Services and Wake County General Services Administration to implement, configure and test a second self-serve kiosk for the PRIME System. This kiosk will be located on the first floor of Sunnybrook upon completion of scheduled facility renovations.

In FY 2014 IS staff began integration of the County's document management system into the County's Enterprise Resource Planning (ERP) system, connecting ERP transactions with the "paper" associated with those transactions. The project includes the automatic creation of transaction documents during the scanning process, greatly increasing productivity associated with manual tasks such as data entry and document routing/retrieval. The project will also virtually eliminate the need to copy and file documents targeted for automation.

Innovation Program: During FY 2015, Information Services will lead the creation of a program to promote and generate innovation within the County. The program will provide guidance, tools and

facilitation of sessions to rethink the approach to business issues and service delivery.

Goal 4 - Improve access to County information and services:

Wake County Directory: The Wake County Directory is an aging and technically inflexible application that is a lynchpin for several key processes in the County. To adapt to changing technical and business processes effectively, this approach to providing the services needs to be changed technically. This will be a complex process due to the transition of multiple business and technical interfaces from the existing directory to its replacement. This effort will lay the foundation for a longer-term effort to introduce more advanced identity and access management processes and technologies. This project couples MS Active Directory with MS SQL Server to provide extensions to Active Directory to meet the needs of Wake County. Numerous interfaces between Active Directory and SQL Server as well as external interfaces with the County's ERP system are being developed by IS staff. Implementation of the new directory is targeted for FY 2015.

Record Management initiatives: The Records Management Initiative continues to make progress in the areas of organizational education and consulting services. HR has completed purging 70% of the personnel records that met their retention schedules. Business processes are being established to support the management of new records as they are created in HR. Concurrently, the Board of Commissioners' Office and the County Manager's office completed a major initiative to inventory their records and determine disposition. This work provided an automated inventory of records and a system for record location.

Wake Employees (WE) Intranet Portal Improvements: In the coming year, Wake County Information Services will upgrade the employee portal, WE, to SharePoint 2013. The platform upgrade will allow Wake County to redesign the portal to meet County employees' internal communication goals. The new version of SharePoint will allow County departments to take advantage of

Information Services

newer techniques for promoting important internal information with consideration of how employees connect, engage and collaborate with each other online.

Open Data: During FY 2015 IS staff will lead efforts to further define open data opportunities with governmental and community partners. The newly established Solutions Development division within IS will provide resources to create dialogue, structure and policy to the practice of making approved County data available for public consumption.

Revenue - Appeals Application: Initial estimates indicated Wake County might be better off purchasing an "off the shelf" system for handling property value appeals. After further research with vendors, the decision was made to develop the module internally, leveraging existing expertise. In partnership with the Revenue Department, Wake County IS staff began development of an internal appeals module, targeted for release in early FY 2015.

HORIZON ISSUES

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

Billing and Collections: The Billing and Collections application was written by a third-party vendor in the early 2000s. Information Services took on the support of the application in 2006. In partnership with the Revenue Department, Information Services staff will begin planning the rewrite of this complex application starting in 2014 and going through 2020. Project scope includes the update of several ancillary systems that have been developed for Revenue over the last five years.

Identity and Access Management (IAM): This project includes the acquisition of systems that will improve the processes and procedures for managing system access to key Wake County applications, allowing staff to more accurately manage who has access to what data and resources. The goal is to

identify technology that leverages IAM processes to initiate, capture, record, manage and audit user identities and access permissions to the County's technology environment from an enterprise level. The IAM project, targeted to begin in FY 2016, will leverage the work completed by staff to transition to Active Directory as the main Wake County identity store and corporate directory.

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

Mobile Apps and Applications: The County workforce and citizens continue to become more and more mobile. With the prevalence of mobile devices comes the understandable expectation that customers can continue to conduct business on the go. In addition, IS also recognizes that many County services (field workers, location-based services) could capitalize extensively on more mobile-specific apps. Armed with this knowledge, Information Services will develop an overall guiding strategy regarding mobile applications and purchase targeted mobility apps for use both internally and externally. From a development standpoint, IS will investigate mobile application development platforms during FY 2015, with the goal of selecting tools to enable staff to develop custom "apps" that address the ever-growing demands of the citizens and workforce.

Project Management Improvement: FY 2014 provided for the formation of the Solutions Development division within the Information Services department. The new team will focus on the business of identifying innovative solutions to solve business problems within the organization, including supporting departments through the implementation process. Team staffing is currently underway and once completed, the team will concentrate on stabilizing and streamlining the County's project management methodology.

Business Intelligence/Analytics: As automation continues to expand in the County, IS will partner with business units to leverage data collection technologies and analytics to implement business

intelligence, including predictive analytics where possible. Jointly, we can determine how best to use data to discover patterns that show potential problems and identify opportunities to plan for the future differently. With a growth in big data and the evolving nature of business intelligence, predictive analytics can offer valuable insights for the organization.

Continued Growth of Smart Machines: Smartphones, tablets, BYOD and other such trends are moving technology more readily into the hands of customers who were traditionally thought of as "users." Those users are becoming self-initiated drivers of the technology. Changing job expectations (brought about by technology integration) and a new wave of "millennial" workforce members means that devices and roles are going to continue to shift more into the hands of our customers. This creates potential problems with regard to information security, user administration and even technical support, particularly as more and more of the workforce blends their corporate data and devices with personal devices and work habits. IS remains proactive in exploring this trend to ensure that policies, purchasing decisions, technology, and the department's approach to customer service ensures that the County technology resources remain secure and reliable while being flexible enough to accommodate these changes.

Personal Cloud: As smart devices continue to proliferate and we explore virtual desktop capabilities, our organization will become less reliant on the standards of desktop computing, in lieu of the data and access to a personal computing environment. Providing and maintaining personal cloud storage of data and preferences, securely accessible from any device, anywhere, will overcome the current device-driven approach to end user support. IS will need to explore and accommodate this change over the upcoming years.

New Technology & Device Trends: Moving into FY 2015, IS will continue to explore rising technologies to determine if and how they could be applied in the organization in a manner that would improve service delivery and or reduce costs. Likely candidates for

this upcoming fiscal year will be augmented reality devices (e.g., Google Glass) and 3D printing.

Information Services

Summary of Services and Performance Measures

Service Area: Network Services

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	100	99
Support-Percent of time service response targets of 1 hr., 4 hrs. or 1 business day, based on priority, are met at least 95% of the time.	100	100	100	95

Service Area: Server Services

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Data Management Recovery- Percent of time meeting service level target of 90% of recovery services provided within 8 hours of request receipt.	100	100	100	100
Support-Percent of time providing response within 1 hr., 4 hrs. or 1 business day based on priority 95% of time.	100	100	100	100
Percent of time server and desktop operating system patching done within 30 days of the release of the patch, once investigated and determined to be appropriate for our environment.	100	100	100	100
Data Management Backup- Percent of time backup services fully completed.	98	98	99	100

Service Area: Security Services

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of time virus protection provided at all times on WCIS supported servers with virus protection signature files current to within 10 business days at all times.	100	100	100	100
Percent of time firewall log monitoring provided during prime shift at all times with monthly trending reports generated 100% of the time.	98	100	100	100
Percent of time intrusion detection monitoring provided during prime shift at all times with IDS signature files current to within 10 business days 100% of the time.	100	100	100	100
Percent of time email attachment filtering and email content inspection services provided at all times with SPAM signature files current to within 10 business days 100% of the time.	100	100	100	100

Service Area: Telecom Services

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

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Moves, adds and changes - Percent of time service level target of within 10 business days of request for non-vendor related requests and 14 business days for vendor related requests met at least 95% of the time.	94	94	98	100
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 90% of the time.	94	95	98	100

Service Area: Desktop Support

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

Information Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Computer equipment moves, configuration and install work-meet agreed upon schedule 90% of time.	93	94	95	100
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	92	92	95	100

Service Area: Help Desk, Move & Asset Mgmt

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Service request management-Percent of time meeting service level target of phone requests resolved or properly reassigned immediately and email requests properly handled in 1 business day at least 95% of the time.	92	93	96	100
Support-Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	91	95	98	100

Register Of Deeds

Department Summary

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:					
Salary / Benefits	\$	2,046,707	2,245,393	2,242,829	2,247,878
Contractual Services		366,275	196,256	196,256	259,670
Supplies, Materials and Other Charges		191,133	211,681	211,681	209,431
Expenditure Totals	\$	2,604,115	2,653,330	2,650,766	2,716,979
Revenues:					
Taxes	\$	7,245,385	6,960,000	6,960,000	9,443,000
Charges For Services		5,867,512	5,678,118	5,678,118	4,981,431
Licenses & Permits		148,830	151,032	151,032	157,778
Interest Income		67	505	505	510
Miscellaneous		(135)	—	—	—
Other Financing Sources		—	—	—	23,783
Revenue Totals	\$	13,261,658	12,789,655	12,789,655	14,606,502
Number of FTE's		37.00	40.00	40.00	40.00

DEPARTMENT PURPOSE AND GOALS

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

The Department's highest priority is to provide six services required by North Carolina General Statute. They are: 1) recording legal documents; 2) issuing marriage licenses/certificates; 3) issuing birth and death certificates; 4) issuing notary public oaths/authentications; 5) imaging recorded documents and maps; and 6) indexing recorded documents and maps.

The Register of Deeds Office is required by NCGS 161-22 to make recorded documents available on the temporary or permanent index within 24 hours of recording; documents must be fully indexed on the permanent index within 30 days of initial recording. The Registry goal is one business day. Meanwhile, the

indexing department strives for a margin of error of less than one percent. After documents are fully indexed, they are returned to the customer within two days.

MAJOR ACCOMPLISHMENTS

Relocated the Registry to the Wake County Justice Center over one weekend in June 2013. The Register of Deeds was able to reduce the size of the registry by 2,840 square feet while providing the same level of service to customers. The reduction in square footage ultimately saves taxpayer dollars through construction savings and ongoing reductions in operating costs.

Implemented an electronic recording application that allows customers to submit all document types for recording electronically rather than in person, and promoted the benefits of the system to the Wake County Real Property Lawyers Association. Electronic recordings increased by 24% from 2012 to 2013.

Instituted an electronic recording work unit within the Registry and added the electronic recording work

Register Of Deeds

responsibility to the Registry's cross-training program.

Oversaw the upgrade of the cashiering, administration and scanning portions of the Registry document management software system.

Migrated Registry website content from a third-party hosted solution to the Wake County SharePoint platform, saving the county \$5,500 per year.

Implemented a custom IT service request system for staff to initiate service requests related to technology used in the Registry.

Redacted 33 years of citizens' personal identifying information on the Registry website. The office has removed more than 51,398 items of personal information from various documents covering a 33 year range for the years 1978-2010.

Continued a comprehensive cross-training program, allowing staff to become proficient in a variety of departmental functions.

FY 2015 DISCUSSION

The Register of Deeds budget reflects an increase of \$63,649 from FY 2014. This reflects annualization of salary and benefit increases, an increase of \$17,750 in the cost of security paper for vital records documents, and the ROD Automation project schedule for FY 2015.

In addition to expenditure changes, Register of Deeds revenue is projected to increase by \$1.83 million above the FY 2014 Adopted Budget due to Real Property Transfer Tax and Recording Fee trends seen in FY 2014 and anticipated in FY 2015.

HORIZON ISSUES

The Register of Deeds will continue to implement computerized processes to accommodate the increasing demands for faster and more efficient recording processes. Projects on the immediate horizon include:

- 1) Continue the redaction of personal identifying information back to 1950;
- 2) Continue to promote the benefits of electronic recording in the Registry;
- 3) Explore the benefits of allowing customers to make payment via credit or debit card;
- 4) Upgrade software applications for the Registry's document management system.

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	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Percent of real estate documents recorded and indexed within 24 hours	100	100	100	100
Total number of documents recorded in fiscal year	208,162	188,919	193,000	195,000
Effectiveness				
Percent of documents indexed and double keyed accurately for registration	100	100	100	100

Service Area: Vital Records and Notaries

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Percent of vital records documents mailed within 2 business days	100	100	100	100
Percent of vital records documents recorded within 24 hours	100	100	100	100

Service Area: Systems Administration and Computer Services

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of major automation projects implemented in the fiscal year	5	6	5	5
Effectiveness				
Percent of time customers are able to access ROD systems electronically	99	99	99	100

Register Of Deeds

Service Area: Information Center

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of walk-in customers acknowledged or assisted within 2 minutes of arrival, and percent of incoming phone calls answered by third ring	100	100	100	100

Revenue Department

Department Summary

		FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:					
Salary / Benefits	\$	3,553,333	4,069,267	4,066,626	4,004,355
Contractual Services		723,135	958,327	1,100,007	2,541,000
Supplies, Materials and Other Charges		782,432	2,272,665	2,272,665	2,089,492
Debt		2,792	9,633	9,633	7,633
Expenditure Totals	\$	5,061,692	7,309,892	7,448,931	8,642,480
Revenues:					
Charges For Services	\$	823,107	783,000	783,000	758,000
Interest Income		4,506	—	—	—
Miscellaneous		1,089	2,000	2,000	1,500
Other Financing Sources		—	—	141,680	1,461,500
Transfers		1,993,215	2,021,000	2,060,000	2,110,000
Revenue Totals	\$	2,821,917	2,806,000	2,986,680	4,331,000
Number of FTE's		61.00	65.00	65.00	65.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Revenue Department is responsible for listing, appraising and assessing all real estate, personal property, and registered motor vehicles within Wake County, its 14 municipalities and related service districts. The department also collects all current and delinquent taxes on such property. In addition to property tax, 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.

It is the goal of Wake County's Revenue Department to maintain the highest level of customer service possible while delivering the highest 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.

MAJOR ACCOMPLISHMENTS

The Revenue Department once again achieved one of the highest overall property tax collection rates in the state at 99.11 percent collected on all real and personal property tax bills including registered motor vehicles.

The Revenue Department moved from One Bank of America Plaza to the new Wake County Justice center in June 2013. The move was accomplished successfully in phases over four days with no interruptions to service or office hours.

The statewide program to combine motor vehicle property tax with registration renewal was deployed in 2013. Revenue staff participated in training of the new software application as well as ongoing education, which prepared them to provide accurate and efficient customer service. Upon deployment of the new process, Revenue call volume increased by 20%, or 2,200 calls, per month. Call duration also increased by 15%. Staff was able to provide their usual high level of response during this transition while maintaining all other required duties of this office.

Revenue Department

In an ongoing effort to improve the property tax listing experience, the Revenue Department worked to further enhance the Online Business Listing system (OBL) for our business owners and tax preparer professionals. The system was initially developed to only allow the submission of timely listings; late listings were required to be submitted on paper. It also only permitted new business accounts to be established online during the month of January, which is the normal listing period. Changes developed by Revenue staff in conjunction with the County Information Services Department, now open the system to users for a full 11 month period. In its first month of release, 170 accounts took advantage of the option and saved our staff from manually processing the required paperwork.

FY 2015 DISCUSSION

The Revenue Department budget had a net increase of \$1,332,588 over the FY 2014 Adopted Budget, totaling \$8,642,480 in FY 2015. New funding of \$52,000 is provided for the inContact Call Center cost share.

The Department offered \$116,000 in reductions. The improved economy and better tax collection processes have also reduced the number of tax liens and tax foreclosures requiring advertisement resulting in a recommended reduction of \$11,000 in advertising costs.

The external audit program has also been totally phased out, resulting in an additional \$20,000 in recommended reductions for FY15.

The full implementation of the Tag & Tax Together vehicle tax process has created opportunities to recommend budget reductions for the second year in a row. Reduced postage and bill materials, appraisal services and payment processing costs total \$85,000 in recommended reductions.

The County transfers \$850,000 annually into the Revaluation Reserve Sub-Fund. Any unused funds are moved into fund balance to use toward future revaluation cycles. Fund balance is projected to be at \$4,283,287 at the beginning of FY 2015.

A fund balance appropriation of \$1,461,500 is required for FY15 to fully fund anticipated expenditures of \$2,306,500 for work associated with the 2016 County-wide revaluation project currently in progress.

HORIZON ISSUES

Until the program has completed its initial one year cycle, the Combined Tag & Tax system created under House Bill 1779 will continue to stress our staffing resources. With staff time heavily focused on assisting citizens experiencing this process for the first time, it could potentially have an influence on delinquent tax collection efforts.

Work has begun on the 2016 County-wide revaluation project. During 2014, real estate appraisers will be working extensively in neighborhoods built prior to 1994, reviewing data accuracy and the condition of homes to ensure that the future assessment accurately reflects the condition of the structure.

Projected Revenue and Expenditures for the 2016 Revaluation Cycle

	FY10-FY13 Actuals	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Revenues:					
Transfer from General Fund	4,318,134	850,000	850,000	850,000	850,000
Interest Revenues	25,000	5,320	-	-	-
Transfer from Sub-Fund	-	-	1,461,500	2,707,000	-
Revenue Totals	4,343,134	855,320	2,311,500	3,557,000	850,000

Projected Revenue and Expenditures for the 2016 Revaluation Cycle

	FY10-FY13 Actuals	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Expenditures:					
Temporary Staffing	2,772	515,000	1,945,000	2,537,000	213,000
Contracted Services	108,168	247,000	255,000	555,000	140,000
Operating Expenses	-	45,000	111,500	465,000	45,000
Expenditure Totals	110,940	807,000	2,311,500	3,557,000	398,000
Fund Balance:					
Beginning Fund Balance	2,628,106	4,234,927	4,283,247	2,821,747	114,747
Increase Uncommitted Funds	1,606,861	48,320	-	-	452,000
Use of Uncommitted Funds	-	-	(1,461,500)	(2,707,000)	-
Ending Fund Balance	4,234,967	4,283,247	2,821,747	114,747	566,747

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. The FY 2010-FY 2013 fund balance total does not include funds available in FY 2010 since the amount was reset to \$0 in FY 2011.

Revenue Department

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	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Coefficient of Dispersion (COD) measures the difference between all home sales in an area to the median sale as a percent. A percentage less than 10% for new homes and less than 15% for older homes represents uniform and equitable assessments.	10	9	9	9
Real and Personal Property Tax Collection Rate (percent collected)	99	99	99	100

Service Area: Satellite Center Collections

Description: Provide convenient payment options for citizens to pay their taxes in person without having to travel to downtown Raleigh

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Customer Service phone calls responded to immediately or the same day received.	92	92	92	100
Customer Service emails responded to immediately or the same day received.	95	95	95	100

This page intentionally left blank.

Community Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 19,417,290	20,853,137	20,770,390	21,363,299
Contractual Services	702,866	614,889	646,581	601,718
Supplies, Materials and Other Charges	5,762,762	5,559,257	5,910,488	5,702,193
Capital Outlay	34,884	2,605	2,605	2,605
Expenditure Totals	\$ 25,917,802	27,029,888	27,330,064	27,669,815
Revenues:				
State	\$ 529,000	526,452	526,452	526,452
Local	16	-	-	-
Charges For Services	1,019,629	941,830	941,830	1,131,130
Licenses & Permits	2,472,363	2,399,428	2,643,683	3,108,000
Miscellaneous	180,185	229,174	229,174	236,174
Revenue Totals	\$ 4,201,192	4,096,884	4,341,139	5,001,756
Number of FTE's	304.00	318.50	321.50	327.50

DEPARTMENT PURPOSE AND GOALS

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

FY 2015 DISCUSSION

The Community Services budget increased by \$639,927 from the FY 2014 Adopted Budget which reflects the additional permitting and inspections positions due to the impact of rebounding growth and development in inspections. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

Division Summary - Community Services Management and Budget Office

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	559,333	551,253	527,600	371,393
Contractual Services	100	-	-	-
Supplies, Materials and Other Charges	14,909	91,088	94,088	91,088
Expenditure Totals	\$ 574,342	642,341	621,688	462,481
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	6.00	5.00	4.00	4.00

DIVISION PURPOSE AND GOALS

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

The CS Budget and Management Office provides comprehensive administrative support and business services to all components within the Community Services Department.

The Office has two primary teams that are led by the Department Head. The Business Analytics team provides short and long term project management and the Business Operations team that provides consolidated budget, financial and human resource services to the entire department.

Business Analytics team functions:

Oversees the development of department and division strategies;

Creates annual plans, consistent with agreed strategies;

Plan human resourcing to ensure that the Department has the capabilities and resources required to achieve its plans;

Develops an organizational structure and establishes processes and systems to ensure the efficient use of resources; and

Conduct financial management-related special projects.

Business Operations team functions:

Provide the full array of customer services for budget, finance and human resources;

Overseeing budget formulation, submission and execution;

Providing a complete spectrum of procurement services to ensure products and services are contracted for on a timely basis and at the best value;

Providing timely, accurate, and complete official accounting records, including services such as bill processing, and contract management; and

Overseeing compliance with financial policies, guidance and procedures.

Community Services

FY 2015 DISCUSSION

The Administration Division's budget decreased by \$179,860 from the FY 2014 Adopted Budget which reflects a transfer of one position to IS in FY 2014 and other salary adjustments. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

Division Summary - Parks, Recreation and Open Space

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,817,799	1,877,767	2,037,767	1,991,868
Contractual Services	137,916	7,000	(10,600)	17,000
Supplies, Materials and Other Charges	564,043	556,900	739,650	563,602
Capital Outlay	34,206	—	—	—
Expenditure Totals	\$ 2,553,964	2,441,667	2,766,817	2,572,470
Revenues:				
Local	10	—	—	—
Charges For Services	130,473	130,130	130,130	130,130
Miscellaneous	1	—	—	—
Revenue Totals	\$ 130,484	130,130	130,130	130,130
Number of FTE's	23.50	33.00	33.00	34.00

DIVISION PURPOSE AND GOALS

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

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

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

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

MAJOR ACCOMPLISHMENTS

Closed on all the remaining open space properties identified in the first Solicitation of Interest process

Completed the second Solicitation of Interest process and identified eleven high-scoring open space parcels and two municipal greenway partnerships. Three of the acquisitions have been approved by the Board of Commissioners and the remaining eight are in various stages of due diligence.

Received direction from the Board of Commissioners to start the design work necessary to open three open space parcels, totaling 913 acres, for public access.

Raised \$50,000 in donations to pay for renovation work for the tenant house at Historic Oak View County Park.

Issued a Request for Proposals for an online registration/reservation system that will allow park users to sign up for programs and reserve shelters online. Implementation will occur in FY 2015.

Updated the PROS Comprehensive Master Plan, including a community-wide survey conducted by North Carolina State University.

Community Services

Improved our marketing and social media outreach efforts by creating Facebook pages for parks that did not already have one, and an Instagram account.

GSA completed a significant renovation project to the lodge and education center at Blue Jay Point County Park.

Executed one-year agricultural leases on all County open space properties that are used for farming.

FY 2015 DISCUSSION

The Parks and Recreation Division's budget increased by \$130,803 from the FY 2014 Adopted Budget which is largely an additional position to facilitate the opening of open space for low impact recreation. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

Execute a lease/contract with GoApe and open the course to the public.

Complete design/construction and open three open space properties, totaling 913 acres, for public access on the weekends.

Implement a comprehensive online registration system that will allow park users to browse course and facility options online, sign up electronically, and pay with a credit/debit card.

Hire consultants to update the master plan for each existing park facility.

Discuss policy options with the Board of Commissioners for ongoing agricultural lease renewal terms.

Complete the acquisitions identified in the second Solicitation of Interest process.

Finalize grant agreements with Cary/Apex and Wake Forest for greenway partnerships once financial terms have been finalized.

Participate in PRORAGIS benchmarking project with the National Recreation and Park Association and

determine whether the data is useful enough to warrant continued participation.

Initiate conversations with the City of Raleigh Parks Department about the Dunn Road Community Park, which is adjacent to the North Wake Landfill District Park, to ensure connectivity between parks and greenways and to encourage partnership.

HORIZON ISSUES

Begin work on our strategic plan objective: To secure funding for the development of new PROS facilities and renovation of existing facilities.

Planning, funding and development for Lake Myra County Park and Middle Creek [Southeast] County Park.

Collaborate with the City of Raleigh on the Little River Reservoir and its future mitigation needs, and the future Little River County Park.

Renew land lease with Duke Energy and State of North Carolina for the Piney Woods property at Harris Lake and the development of trails on the property.

Manage a variety of Open Space Program initiatives, including identification of funding for future open space land acquisitions, park and nature preserve development, and master planning; long-term management and stewardship of open space properties.

Continue evaluation of issues such as the remediation of the PCB contamination at Lake Crabtree County Park, and Duke Energy's proposed alterations to the Harris Lake Reservoir and the impact on Harris Lake County Park.

Summary of Services and Performance Measures

Service Area: Recreation & Leisure

Description: Manage, maintain and program existing parks to provide recreation and leisure opportunities to the citizens of Wake County and beyond.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of days boats were available for rent at all parks	69	63	65	N/A
Output				
Number of shelter reservations	531	559	550	N/A
Number of shelter reservation users	30,035	32,426	33,000	N/A
Number of boat rentals (users)	6,468	7,940	8,000	N/A
Number of group camp site rentals	73	68	70	N/A
Number of group camp users	3,046	2,942	2,800	N/A
Efficiency				
Number of shelter users per reservation	56.6	58	60	N/A
Number of boat rental users per rental day	93.7	126	123.1	N/A
Number of group camp users per rental	41.7	43.2	40	N/A

Service Area: Open Space and Passive Recreation

Description: Open Space land preserves natural resources, wildlife, and helps to provide clean air and drinking water. Nearly 85 percent of total park visitors come to the parks to enjoy the natural environment and outdoor recreation in an unstructured environment.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Total park system visitation (based on car count)	1,106,116	1,173,529	1,250,000	1,250,000
Number of open space acres acquired per year by Wake County's Open Space Program	97.5	552.1	N/A	N/A
Total number of open space acres acquired to date by Wake County's Open Space Program	4,905.7	5,457.8	N/A	N/A

Service Area: Environmental and Cultural Education

Description: Provide pertinent, accurate, and age appropriate environmental, historical and cultural educational opportunities.

Community Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of educational programs	2,488	2,350	2,600	N/A
Number of educational program participants	53,912	49,896	58,500	N/A
Number of Lodge Nights	129	83	130	N/A
Number of Lodge Users	2,560	1,634	2,600	N/A
Efficiency				
Number of program participants per educational program	21.7	21.2	22.5	N/A
Number of Lodge Users per Night	19.8	19.7	20	N/A

Division Summary - Planning, Development and Inspections

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	3,263,528	3,408,643	3,562,549	3,908,238
Contractual Services	5,023	19,943	25,522	25,843
Supplies, Materials and Other Charges	282,616	311,435	401,784	384,243
Capital Outlay	—	2,605	2,605	2,605
Expenditure Totals	\$ 3,551,167	3,742,626	3,992,460	4,320,929
Revenues:				
Charges For Services	391,370	325,200	325,200	542,000
Licenses & Permits	2,472,363	2,399,428	2,643,683	3,108,000
Miscellaneous	(3)	—	—	—
Revenue Totals	\$ 2,863,730	2,724,628	2,968,883	3,650,000
Number of FTE's	42.00	43.00	47.00	52.00

DIVISION PURPOSE AND GOALS

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

1. Administration and enforcement of the North Carolina building codes as created by the

International Code Council and adopted by the N.C. Building Code Council through effective permitting, plan review, and inspections to protect the public's health safety and welfare.

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

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

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

MAJOR ACCOMPLISHMENTS

The division continues to identify various service areas to increase efficiency and improve delivery of service to the customer including commercial permit intake.

Facilitated a panel of transit experts that provided input and perspectives on transit in Wake County.

Continued support of the WCPSS construction program as well as Research Triangle Park and Raleigh Durham International Airport projects.

Community Services

Facilitated amendments to the Wake County Unified Development Ordinance related to new standards for electronic messaging signs and financial guarantees for subdivision development.

Supported a variety of municipal, county and regional strategic planning initiatives by analyzing, modeling and/or mapping demographic, development and geographic data. Data resources were applied to: Wake County Human Services Fragile Areas Indicators Assessment; Wake County Coordinated Transportation Services TRACS Needs Assessment; Wake County Emergency Services Shelters Siting Assessment; Wake County Fire Services Population Forecasts; Wake County Veteran Services Spatial and Socio-Economic Contexts; Wake County Public Schools System 20-year student forecasts; Environmental Services Impact Analysis of Policy/Program Changes on various Wake County communities.

Continued to collect, analyze and report demographic and development data to inform public officials and county residents. Completed the initial phase of developing an on-line resource called Wake by the Numbers that provides information about population, economic, education, housing and transportation trends in Wake County.

Facilitated discussions with all municipalities on long range planning issues related to growth, annexation, and extraterritorial planning jurisdictions. This includes resolution of the unresolved planning area between Apex and Holly Springs.

Collaborated with key stakeholders on annual projections for student population.

Initiated preparation of the first Wake County Multi-Jurisdictional Hazard Mitigation Plan.

Conducted in-depth budget review on quarterly basis.

Continued analysis of workload measures and performance metrics for various staff positions as it relates to land development activity.

Reviewed multiple legislative proposals for possible impact on land development regulations.

Developed a Response Plan for structural damage assessment in the wake of disasters with Wake County Emergency Management, Geographical Information Services, the City of Raleigh, and the NC Emergency Management Division.

Coordinated a regional training session on quasi-judicial proceedings.

Collaborated on the selection of a new software system for all land development activity.

Maintained current continuing education requirements for licensed/registered staff through accredited training classes presented by team leaders and outside speakers.

FY 2015 DISCUSSION

The Planning and Inspection Division's budget increased by \$578,303 from the FY 2014 Adopted Budget which reflects the addition of five positions to accommodate additional development. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

Continue to respond to increasing numbers of permits, plan reviews and inspections, as well as uncertainty of the timing of anticipated workload increases and associated revenues.

Analyze and assess all processes common to Planning, Development, and Inspection Services as it relates to the new land development software system.

Continue to perform a detailed staff review of the Table of Uses in the Unified Development Ordinance.

HORIZON ISSUES

As the economic recovery continues, the ability to provide adequate services will require constant assessment of allocation of staff and monitoring of staffing levels. Monitoring of inspection workloads and communication with senior management and

Human Resources will be required to maintain proper staffing and service levels.

Accreditation of the Inspections Services from the International Code Council is a long-range goal for the division.

Assess services provided to other municipalities by the Inspections Section. Maintain communication with municipal partners to ensure that implementation of the new land development software system incorporates their needs.

Continue to provide training opportunities to contractors, builders, realtors, etc. on the new codes.

Evaluate anticipated municipal ETJ requests.

Land Use Study for Falls Lake and related water supply watershed policies.

Forecast updates for Wake County Public School System (WCPSS) and Capital Area Metropolitan Planning Organization (CAMPO) modeling. Staff will continue its ongoing study of population growth by age, gender, race, ethnicity, household types, and previous place of residence.

Continue to assess updates to the County's long range planning and growth policies amid changing ETJ and Board of Commissioners' goals, annexation, watershed regulations, emerging development trends in municipal jurisdictions, transportation priorities, and urban service areas. As the County's population approaches 1 million people, assess and address the impacts that various types of development patterns have on the health and well-being of county residents.

Staff will continue to define demographic dynamics driving growth in Wake County. Update demographic and land use forecasts for WCPSS, County's rural transportation service, Veteran Services, Open Space and Community Assets models.

Community Services

Summary of Services and Performance Measures

Service Area: Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The County also provides inspections services through interlocal agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. The field inspectors perform mandated inspections for construction of new structures and alteration/renovation of existing structures and change of occupancy type. Other duties include posting of floor loads, maximum occupancy loads,

stop work orders and unsafe structures. Inspectors must inspect and approve child daycare centers, foster homes, and businesses seeking to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of inspectors assigned to the area inspections team	12.5	15.9	19.5	N/A
Number of inspectors assigned to the special inspections team	3.5	2.8	4.5	N/A
Output				
Number of inspections assigned to the Area Team	40,349	50,421	59,000	N/A
Number of inspections assigned to the Special Team	3,619	3,694	5,300	N/A
Efficiency				
Number of area team inspections per staff per workday	14.9	14.7	14	12
Number of special team inspections per staff per workday	4.8	6	5.5	4
Effectiveness				
Average quality assurance score (100 point scale) by inspectors in quarterly assessments	98.4	97	95	N/A

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. Both residential and commercial plans are reviewed in each of the four contract municipalities (Knightdale,

Rolesville, Wendell, and Zebulon) and other satellite locations.

To evaluate service performance, staff observes the total number of plan reviews, the average number of plan reviews per staff per workday, and surveys permit customers twice a year to gauge overall satisfaction and service quality.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of plan review staff	2	2.6	3	N/A
Output				
Number of plan reviews (within County jurisdiction)	2,633	2,805	3,100	N/A
Number of plan reviews (municipal partners)	1,534	1,379	1,550	N/A
Efficiency				
Number of plan reviews per staff per working day	8	7.9	7.1	6.5
Percent of plan reviews completed within three business days	93.5	80	95	N/A
Average quality assurance score (100 point scale) by plan reviewers in quarterly assessments	98.7	98	95	N/A

Service Area: Permitting

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

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

Community Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of permitting staff	4	4	5	N/A
Output				
Number of residential permits (new construction, additions, and remodeling) in County jurisdiction	1,838	2,130	2,368	N/A
Number of commercial permits (new construction, additions, and remodeling) in County jurisdiction	134	199	178	N/A
Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction	3,307	3,271	3,350	N/A
Number of other permits (use, demolition, and other structures) in County jurisdiction	204	291	232	N/A
Efficiency				
Percent of permits issued within three business days after completion of all requirements	76	73	90	N/A
Average number of residential/commercial permits per staff per workday	3.6	4.1	3.5	3
Effectiveness				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	97.4	96.8	95	N/A

Service Area: Subdivision Administration

Description: The Subdivision Administration staff reviews exempt, minor, preliminary, construction, and final plats to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified

Development Ordinance that was approved by the Board of Commissioners on April 17, 2006. Staff also administers the former Subdivision Ordinance for projects approved prior to June 6, 2005.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of regular subdivision cases	4	9	2	N/A
Number of subdivisions final plats	3	4	5	N/A
Number of minor subdivision cases	50	55	40	N/A
Number of exempt subdivision cases	146	130	80	N/A
Number of subdivision construction plan cases	18	5	4	N/A

Service Area: Zoning and Land Development

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

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of zoning land use permits	120	130	140	N/A
Number of general use permits issued for zoning and land development	148	140	130	N/A
Number of special use permits or variances in zoning	19	12	10	N/A
Number of rezoning cases	1	2	2	N/A
Number of zoning text amendments	3	3	3	N/A

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

Description: The Board of Commissioners has adopted various plans and regulations that promote their short-term and long-term vision for the County. These plans (Wake County Land Use Plan, Sub Area Plans, and Thoroughfare Plan) guide where development will occur and recommend land use types, densities, intensities, and infrastructure improvements. Planning staff coordinates with other governmental entities on planning issues such as ETJ extensions, urban service area boundaries, land use plan amendments, historic preservation, transportation corridor studies, and regional infrastructure development with the Triangle J Council of Governments (TJCOG). Staff also prepares and provides information to the County Manager, Planning Board, and Board of

Commissioners, who set direction for the County, thus impacting the community at-large. The Planning Section also conducts data analysis and modeling functions that support the planning activities of the various county departments, Board of Commissioners, WCPSS, CAMPO, TJCOG, business community, non-profit organizations, and the general public. This includes: support for WCPSS student enrollment projections; track population, housing, and physical development in Wake County; respond to non-departmental customer requests for demographic and spatial data and maps; and supports the GIS Division with demographic and land use data and provides interactive networked based data analysis.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of analyses or reports completed on demographics data	120	120	120	N/A
Number of Land Use Plan Amendments	2	3	3	N/A
Number of ETJ Extension Requests	1	6	6	N/A
Number of Land Use Plan and Corridor Studies	5	5	5	N/A
Number of Site Plan reviews for compliance w/ Land Use Plan	25	25	25	N/A

Service Area: Code Enforcement

Description: The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance that was approved by the Board of Commissioners on April 17, 2006. The number of

complaints received has increased recently due to the transition from a rural county to one that is more urban. Staff receives complaints in writing, conducts research, conducts field visits to determine if a violation exist, sends violation letters to the violating

Community Services

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of code violations investigated	70	80	75	N/A

Division Summary - Veterans Services

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	185,903	238,754	220,754	222,094
Contractual Services	1,375	1,400	–	1,400
Supplies, Materials and Other Charges	12,263	12,319	14,719	12,319
Expenditure Totals	\$ 199,541	252,473	235,473	235,813
Revenues:				
State	1,452	1,452	1,452	1,452
Revenue Totals	\$ 1,452	1,452	1,452	1,452
Number of FTE's	4.00	3.50	3.50	3.50

DIVISION PURPOSE AND GOALS

The Wake County Veterans Services Office (VSO) assists veteran-customers with obtaining local, state and federal benefits and serves as a veterans' advocate by offering a veteran's perspective at roundtables like the GOLD Coalition (seniors' advocacy) and the Wake County Veterans Council. The VSO functions to serve the veterans of Wake County in every capacity including but not limited to the following: service-connected disabilities, prosthetics, and temporary housing.

MAJOR ACCOMPLISHMENTS

Developed relationship with East Wake TV to get information about our services to the eastern end of the County (Knightdale, Wendell and Zebulon);

Established blog via Facebook so that the more technologically savvy veteran-customers can keep abreast of happenings of the Wake VSO and events in the local veterans' community;

Part time VSO, Paul Ormond, completed NCDVA accreditation;

Participated in the NCACVSO Fall, 2013 and Spring, 2014 training conferences;

Established and implemented a quarterly in-house training program.

FY 2015 DISCUSSION

The Veterans Services budget decreased by \$16,660 from the FY 2014 Adopted Budget which reflects revised lease, utility, salary, and benefit rates.

HORIZON ISSUES

The de-escalation of Operation Iraqi Freedom/Operation Enduring Freedom will result in a large number of soldiers leaving the military and processing out from one of North Carolina's military installations - Camp Lejeune, Cherry Point, Fort Bragg, Pope Air Force Base or Seymour Johnson Air Force Base. It is unknown what impact this will have on the Wake County VSO office. Staff will continue to monitor demand over the next year.

At this time, the office is intentionally staffed at a level to manage current demand with some room for growth planned through greater efficiency. However, if demand for the services increase to an unmanageable number through either de-escalation activities or successful outreach to the veteran community staffing levels will be re-evaluated.

Community Services

Summary of Services and Performance Measures

Service Area: Veterans Services

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

Wake County VSO provides service to veterans with access to officers (county staff) who meet and provide consultation services with potential applicants. If eligible, VSO officers will assist veterans file the appropriate claim(s) for benefits. To evaluate service performance, staff has identified the following two key measures: 1) the number of consultations per VSO officer per year (approximately 500) and 2) the number of claim filings per 100 consultations.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Average number of VSO officers available to provide consultation and claim filing services	1.6	2	2	N/A
Output				
Number of consultations	814	849	1,000	N/A
Number of claim filings	682	751	850	N/A
Efficiency				
Average number of consultations per officers per year	500.9	415.4	500	N/A
Number of claims filed per one hundred consultations	84	89	85	N/A

Division Summary - Geographic Information

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,474,208	1,519,134	1,524,134	1,533,874
Contractual Services	107,984	113,399	160,512	114,328
Supplies, Materials and Other Charges	41,870	61,004	61,004	60,075
Expenditure Totals	\$ 1,624,062	1,693,537	1,745,650	1,708,277
Revenues:				
Miscellaneous	4,522	4,174	4,174	4,174
Revenue Totals	\$ 4,522	4,174	4,174	4,174
Number of FTE's	18.00	18.00	18.00	18.00

DIVISION PURPOSE AND GOALS

Geographic Information Services (GIS) assists government agencies and the greater community to visualize and transform geographic data into usable information. With this information, the customer is empowered to make more informed and effective decisions. Staff does this by providing high-quality geospatial data, applications, infrastructure, and expertise. Geographic Information Services has a primary responsibility to develop and maintain core geographic databases. Once the data is accurate, current, and complete, GIS serves as a central distributor for the data and a clearinghouse of the data to and from other agencies. In order to accomplish these two business services, GIS provides technical support to users. This support includes needs analysis, programming/application development, hardware/software support, database development, training, project management, and coordination with other agencies concerning the technical infrastructure and support needed to provide and maintain the information, services, databases, and capabilities that GIS customers need. GIS's primary customer groups are Wake County governmental agencies, other governmental jurisdictions, the citizens, and private sector. As with any service organization, service level requirements change with the needs of customers. Customers increasingly rely on geospatial analyses and services to effectively enhance and extend their own services.

MAJOR ACCOMPLISHMENTS

Developed and deployed the 2016 Revaluation (Reval) Mapping & Analysis application for the Revenue Department with the assistance of Information Services and a contractor.

Developed a SharePoint Team Site for Environmental Services, State, and Federal Government well contamination collaboration.

With the City of Raleigh, initiated a collaborative iMAPS Steering Committee to guide a rewrite of the popular iMAPS application (<http://maps.raleighnc.gov/iMAPS/>) using Stakeholder input, Focus Group input and industry Best Practices.

Implemented major enhancements in Property Mapping procedures concerning when staff maps recorded subdivision plats.

Created a new Fire Response Beat and Run Card update for County and City of Raleigh Fire Departments as required every few years due to growth (new roads and new fire stations).

Participated in the procurement and implementation team for the Land Development Solution application to replace the County's current planning, permitting, and inspections system.

Community Services

Participated as a founding member of the Wake County Open Data Leadership Committee, providing policy guidance on Open Location Data, Tools, and integration.

Continued the ArcGIS OnLine Pilot Project and expanded it to develop a Parks/Recreation/ Open Space (PROS) Mobile Asset Collection Application.

Completed the annual update to the Human Services' Director's Mapping Project.

Continued to enhance and support a GIS-based Damage Assessment application for Emergency Management that is used by Planning/Development/ Inspections (PDI) inspectors to document property damage, conduct building safety assessments, and generate damaged estimate reports submitted to the State and Federal Government.

Transitioned General Services Administration staff from the existing MAPS application to a new browser-based map viewer.

Continued to develop a County-wide Mobile Home Community Address Point database. A comprehensive mobile home database would greatly assist with weather-related events.

Incorporated the 2013 color orthophotography (aerial photography) funded by the StateH E911 Fund into GIS applications, user templates, etc.

Updated the 1999 topographic mapping with a 2013 LiDAR (Light Detection and Ranging) dataset which was financed by a partnership with the municipalities.

Acquired 2013 Color Infrared Photography and worked with PDI to identify land uses and compare changes with the 2010 Color Infrared Photography.

FY 2015 DISCUSSION

The GIS budget increased by \$14,740 from the FY 2014 Adopted Budget which reflects revised lease, utility, fuel, salary, and benefit rates.

Continue support for the 2016 Revaluation (Reval) Mapping & Analysis application and special analyses as requested by the Revenue Department.

Continue to contribute to the Land Development Solution Project, including implementation planning and providing any GIS support needed during the implementation process.

Work with Harnett County, North Carolina Geodetic Survey, and residents along the Wake / Harnett County Line to locate and survey the county line to document where these residents will receive services.

Begin development of the Wake County Master Address Repository.

Work with the City of Raleigh to plan the iMAPS rewrite to the ArcGIS JavaScript API, the new industry standard for Interactive Web Mapping applications.

Work with the Open Data Leadership Committee to develop Wake County's Open Data Policy.

Continue to develop SharePoint Team sites with other agencies (Human Services, Library System, etc.).

Continue to explore applications and uses of ArcGIS OnLine.

Complete development of a County-wide Mobile Home Address Points database.

Continue to enhance and support the GIS-based Damage Assessment application for Emergency Management and work with the NC Department of Public Safety as the State looks to adapt this application for use by other counties.

HORIZON ISSUES

Continue to support to the 2016 Revaluation (Reval) Mapping & Analysis application.

Complete implementation of the County's Master Address Repository and work with County and municipal agencies in refining workflow and how

those systems would access the addressing information.

Assist Raleigh / Wake Emergency Communications Center and Wake County Public Safety agencies select and implement a new Computer Aided Dispatching (CAD) system.

Investigate GIS software and data in "the cloud".

Investigate migrating the GIS Damage Application to a cloud-based application.

Develop additional mobile GIS applications.

Participate in the Wake County Open Data Committee, advising the group on Location Topics (including GeoSpatial Data Holdings, Metadata, Open Data formats and integration).

Locate and survey the Wake / Granville County Line.

Community Services

Summary of Services and Performance Measures

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

Description: To be a service-driven central resource of geographic information for Wake County. Wake County GIS serves as a repository to collect, store, and distribute GIS information and data about the data (metadata) for our customers. An important part of this service is the association of geospatial

(mapping) data and non-spatial (attribute) data, often from sources outside GIS, to provide the business intelligence needed by our customers to support their operations and decision making. In addition, GIS provides appropriate services and applications for the customers to access and analyze the data.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of "walk-in" requests for information	654	735	690	N/A
Number of information requests via phone and/or email	7,604	7,975	8,100	N/A
Number of special projects requested by Wake County and/or other government agencies	79	83	80	N/A
Number of special projects requested by the general public	50	53	50	N/A
Number of visits to iMAPS website	1,109,249	1,074,515	1,100,000	N/A

Service Area: GIS Maintain and Support Geographic Databases

Description: To be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions which enable our customers to accomplish their business purposes. Wake County GIS identifies the need for GIS data for

our users, locates the trusted source for those data, and develops and implements best practices to obtain, update, and ensure the ongoing quality of the information.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of parcels mapped	4,546	5,221	4,750	N/A
Number of addresses assigned	670	927	1,200	N/A
Number of centerline street segments mapped	1,838	6,194	N/A	N/A
Number of annual CAD geofile updates	4	3	4	N/A
Efficiency				
Percent of annexation ordinances mapped as of the effective date of the annexation	100	100	100	100

Division Summary - Libraries

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	12,116,518	13,257,586	12,897,586	13,335,832
Contractual Services	450,468	473,147	471,147	443,147
Supplies, Materials and Other Charges	4,847,061	4,526,511	4,599,243	4,590,866
Capital Outlay	678	—	—	—
Expenditure Totals	\$ 17,414,725	18,257,244	17,967,976	18,369,845
Revenues:				
State	527,548	525,000	525,000	525,000
Local	6	—	—	—
Charges For Services	497,786	486,500	486,500	459,000
Miscellaneous	175,665	225,000	225,000	232,000
Revenue Totals	\$ 1,201,004	1,236,500	1,236,500	1,216,000
Number of FTE's	210.50	216.00	216.00	216.00

DIVISION PURPOSE AND GOALS

The Wake County Public Library System (WCPL) provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center and bridges the technology gap.

The system operates six regional libraries, 11 community libraries, and two specialty libraries the Olivia Raney Local History Library and the Express Library on Fayetteville St. In addition, WCPL contracts with WCPSS to provide public access to the Athens Drive High School Library. WCPL supports a Digital Library that manages the Library's virtual and digital presence. The digital library administers the library's web presence, supports the eBook and eAudio collection, and facilitates community involvement through various social media platforms. Public library service is the sole responsibility of WCPL. The County has complete control over both program and funding decisions.

Library services are supportive of the Commissioners' goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries promote the love of reading and foster the pursuit of knowledge among the residents in the County. Libraries are a vital

component of a community's life. According to customer service surveys completed in 2013, 95 % of library customers rate their Wake County Library experience as excellent or good. Community support for the libraries is strong with an annual door count (FY13) of more than 3.7 million visitors, an annual circulation greater than 11 million items, and an annual program attendance is of more than 277,000 participants and 70 percent voter bond approval (2007).

MAJOR ACCOMPLISHMENTS

The Library successfully completed its Annual Customer Service Survey and received a 95% approval rating. To be a success, WCPL focuses on three factors: developing products that people love, operating facilities that are well thought out, and providing experiences that are pleasant. WCPL products include: books and collections that people want, access to the Internet and other digital services that is easy to use, and programs that are engaging, entertaining, and educational.

In FY14, WCPL efforts in these three areas maintained WCPL status as the busiest and most cost effective library system in NC. Specifically-

Community Services

WCPL continues expanding its innovative and popular program of service for the young child, the school age child, teens, and adults of all ages. This year, WCPL successfully completed three programming series (each series consisted of 12 weeks of programming for all ages) which included the Summer Reading Program that had 38,120 children participating in reading. WCPL revised the Teen Program, 'Every Teen Ready to Lead,' resulting in an increase in both programs and attendance. The Library's Book Club service has also been revised resulting in an expanded and updated inventory of kits for club use. In FY14, WCPL presented over 7,500 children programs with an attendance of over 260,000 children and over 1,000 adult programs with an attendance of over 17,000 people.

WCPL continues its maintenance program of facilities with success renovations at both the Fuquay and Zebulon Public Libraries. The County broke ground on the Northeast Regional Library this spring. Scheduled to open in the fall of 2015, the 22,000 SF library will be the first new facility to open in Wake County since 2009.

In the area of planning, WCPL developed both a sustainable financial book model and completed the writing of its strategic plan. WCPL conducted its Annual Customer Service Survey (and received a 90%+ approval rating) and continued its efforts of an onsite study of library use at seven additional library facilities. WCPL introduced a new monthly statistical reporting tool that is both easier to use and more aesthetically pleasing. These efforts to improve data gathering and analysis has resulted in more effective planning and service delivery.

WCPL is active in both the North Carolina Association and the North Carolina Public Library Directors' Association. The Library launched an initiative to increase public awareness of library services including the placement of digital signage in each library location.

WCPL's funding for books was restored to its 2009 budget which resulted in the beginning efforts to rebuild the book collections. Hours of operation

were restored and expanded in FY14 resulting in an increase in visitation.

FY 2015 DISCUSSION

The Libraries budget increased by \$112,601 from the FY 2014 Adopted Budget which reflects revised lease, utility, fuel, salary, and benefit rates.

WCPL budget focus has been: restore public service hours, restart the Library CIP for new and expanded facilities, and reinstate funding to the Library Book Budget. Happily, those goals are now underway.

The Northeast Regional Library opening date appears to be in jeopardy of being pushed back until late 1Q or early 2Q FY16 from the planned late 4Q FY15 projected opening. The operating costs associated with a 22,000SF regional have been updated but remain consistent with the agreed upon operating models.

The focus for FY15 is transiting the additional CIP funding for books into the operating budget and the addition of book selectors to accompany the increased funding to ensure that the additional funding reflects good stewardship.

Summary of Services and Performance Measures

Service Area: A Collection Members Want

Description: The WCPL collections are books and other materials used at a library location or online at www.wakegov.com/libraries. In order to meet the needs of the dynamic and diverse communities, WCPL seeks to develop a book collection of considerable scope and variety. Library staff 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). The Libraries select, without bias or any limitation on the right to

know, a comprehensive collection to meet the informational, educational, recreational, and cultural needs of Wake County citizens within the available budget. The Library seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County citizens through which an individual may explore all points of view and issues of interests. The Library also seeks to anticipate public demand for materials.

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of materials in the print collection (books)	1,477,615	1,525,937	1,550,000	N/A
Number of downloadable materials in collection (books)	20,274	27,439	35,000	N/A
Number of materials in the print collection (books)	1,497,889	1,553,376	1,585,000	N/A
Dollars expended on the collections (books)	2,006,200	1,450,000	1,450,000	N/A
Output				
Number of print material circulations	11,137,807	10,814,855	10,500,000	N/A
Number of downloadable circulations	341,475	466,383	550,000	N/A
Number of total circulations (print and downloadable)	11,479,282	11,281,238	11,050,000	N/A
Number of cardholders active within 2 years	261,161	248,491	250,000	N/A
Efficiency				
Books (print collection) per cardholder	5.7	6.3	6.3	N/A
Circulation (print material) per cardholder	44	45.4	44.2	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that it was easy to find the book they were looking for at their primary library.	74.4	82	79.7	90

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

Description: More Wake County citizens have access to technology today than just a few years through personal computers and mobile devices. Proliferation of such devices are creating an increased

demand for new content, including digital books/audio, and services such access to a power source and internet connection inside library facilities. For those who are without such technology, libraries help

Community Services

bridge the technology gap by providing access to public computers with a range of services and are well suited to provide these services with locations throughout the County. Digital services provide adults and children computers with public access, electronic resources, remote access services through the web, wireless internet service within the branches

for citizen's personal laptops, and instruction on computer use.

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of materials available for download (downloadable collection)	20,274	27,439	35,000	N/A
Output				
Hours in which public computers were used by cardholders	702,579	661,971	700,000	N/A
Number of downloadable material circulations	341,475	466,383	550,000	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	83.4	80.1	85	N/A
Percent of members who strongly agreed or agreed that they were able to find a space and plug to use a personal computer they brought to the library	79	80.7	80	N/A

Service Area: Library Facilities that are Well Thought Out

Description: Libraries seek to establish itself as a community center. This includes promoting the library as a place of destination, offering services, which appeal to all generations and providing meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it important that libraries are placed well for easy access, that libraries are near where people live, work, and play, that spaces are managed effectively, and that members feel safe during their visit.

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

To determine the service's effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households,

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of library hours open to the public	55,475	58,569	59,606	61,238
Output				
Library visitation (door count)	3,811,670	3,744,147	3,750,000	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that they felt safe at the library	95.9	95	95	N/A
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	93.4	93.6	95	N/A
Percent of County population within a ten minute drive time of a public library	85.3	85.3	85	N/A
Percent of County households within a ten minute drive time of a public library	86.2	86.2	85	N/A
Percent of Wake County cardholders within a ten minute drive time of a public library	89.5	89.5	90	N/A

Service Area: Library Programs (Youth and Adult)

Description: Services to children is a top priority of the library system because introducing young children to books and reading at an early age has a great impact on that child's lifelong literacy and academic success. Program services include story times that introduce books and reading to children, ongoing reading programs to maintain reading levels, reference services to support school curriculum, reader advisory to make reading a lifelong habit, maintaining book and audio book collections for children, bookmobile service to daycare centers, computer access and collaboration with public, private, charter and home schools.

Libraries also provide adult reading programs to remain a center of lifelong learning since persons of all ages may use the library for curriculum support and as a source for building knowledge about interests they may have.

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of Youth Programs	9,033	7,348	7,250	N/A
Number of Adult Programs	1,240	1,012	1,020	N/A
Output				
Youth Program Attendance	282,339	256,682	248,000	N/A
Adult Program Attendance	13,058	17,824	17,000	N/A
Efficiency				
Youth Attendance per Program	31.3	34.9	34.2	N/A
Adult Attendance per Program	10.5	17.6	16.7	N/A

Community Services

Service Area: Pleasant Experiences (Library)

Description: Libraries seek to provide a positive experience for each member during each and every visit. While others services focus on developing the collection and facilities, this service focuses on process and customer interactions within available

resources. To seek feedback, libraries conduct an annual customer satisfaction survey that seeks customer input on specific items such as convenience of library hours, finding and checking out materials, and library staff's helpfulness.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	86.6	89.4	90	N/A
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	74.4	79.7	80	N/A
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	73.7	80.1	80	N/A
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	97.2	97	95	N/A
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	96.2	97.4	95	N/A
Percent of members who strongly agreed or agreed that staff demonstrated a willingness to help	96	97.7	95	N/A
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	94.8	95.8	95	N/A

This page intentionally left blank.

Environmental Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 6,240,881	6,868,515	6,772,474	7,228,377
Contractual Services	246,180	376,883	524,374	232,852
Supplies, Materials and Other Charges	1,174,525	1,430,089	1,302,017	1,414,104
Capital Outlay	(184)	—	95,872	—
Expenditure Totals	\$ 7,661,402	8,675,487	8,694,737	8,875,333
Revenues:				
State	\$ 74,726	130,352	130,352	159,780
Local	76	15,000	15,000	—
Charges For Services	1,082,448	1,052,715	1,052,715	1,177,538
Licenses & Permits	856,553	681,926	681,926	1,010,681
Miscellaneous	598	1,500	1,500	—
Transfers	94,000	44,320	44,320	44,320
Revenue Totals	\$ 2,108,401	1,925,813	1,925,813	2,392,319
Number of FTE's	98.00	105.00	105.00	109.00

DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objectives prescribed by the Board of Commissioners and the County Manager, the Department consists of five divisions: Administration, Environmental Health and Safety, Water Quality, Animal Services and Solid Waste. Each of these divisions will appear in the Environmental Services section of the adopted budget document, with the exception of Solid Waste Division. As a public enterprise, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the operating budget for the Solid Waste Division, please refer to the "Enterprise Funds" section of the budget document.

FY 2015 DISCUSSION

The Environmental Services budget increased by \$199,846 from the Fiscal Year 2014 Adopted Budget of \$8,675,487. This increase reflects additional positions for septic permitting, food and seasonal pool inspections.

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

In Fiscal Year 2015, the Department expects to receive fee and permit revenue of \$2,304,539. This represents an increase of \$378,726 compared to the FY 2014 Adopted Budget. The budgeted revenue increase is attributed to an increase in activity in development-related areas and increased restaurant inspections.

HORIZON ISSUES

Looking ahead to FY 2015 and beyond, the Department is mindful of the responsibility to manage its budget judiciously and provide the best possible customer services. Towards those ends, the Department has identified its top six priorities for the next couple of years. In brief, and in no particular order, these priorities are to:

- (1) Continue to enhance our clean water initiative that ensures safe drinking and recreational waters for the citizens of Wake County. This includes close coordination with the NC Department of Natural Resources, the NC Department of Health and Human Services and the Environmental Protection Agency.
- (2) Animal Welfare: Develop and implement cost-effective, life-saving programs and practices, in partnership with public and private organizations in the community, to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Shelter.
- (3) Draft and implement a plan that minimizes budgetary impacts while meeting State nutrient management mandates for the Falls and Jordan Lake Watersheds.
- (4) Continuing financial and long-term planning efforts for solid waste.
- (5) Evaluate regulations, fees and/or practices to encourage business investment/re-investment (without sacrificing other public policy objectives).
- (6) Effectively manage Environmental Health & Safety programs to maximize the safety of our citizens in a dynamic environment.

Environmental Services

Division Summary - Environmental Services Administration

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	556,833	688,729	668,188	590,730
Contractual Services	12,003	203,695	50,023	11,898
Supplies, Materials and Other Charges	29,373	115,107	158,109	117,102
Capital Outlay	—	—	6,872	—
Expenditure Totals	\$ 598,208	1,007,531	883,192	719,730
Revenues:				
Charges For Services	749	—	—	—
Miscellaneous	154	—	—	—
Transfers	94,000	44,320	44,320	44,320
Revenue Totals	\$ 94,903	44,320	44,320	44,320
Number of FTE's	9.00	9.00	9.00	9.00

DIVISION PURPOSE AND GOALS

The Administration Division has a staff count of 9 full-time equivalents (FTEs) and is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager, and is responsible for the overall performance and operation of the Department. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the Administration Division is responsible for implementing the specific programs, products and services required to accomplish the prescribed goals and objectives. All matters related to Department staffing, personnel management, budget management and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the Environmental Services Call Center and code enforcement coordination within the Department and with other departments in County government.

MAJOR ACCOMPLISHMENTS

During the current fiscal year the administration division has accomplished process changes in important areas that will lead to efficient operation. One item of importance was to identify and address

safety throughout the department. This was accomplished by working with the Division Directors to identify potential hazards to employees' health in their work environment. This summary was used to develop training and policies that protect employees more effectively than they had in the past. There are two training videos and policies concerning workplace activity and behavior that will positively impact employee safety. The Department has begun holding strategic planning meetings with the environmental services manager, division directors, business officer, HR representative, budget department representative, and department director. This team is developing new processes to deliver services more quickly to the business community and residents of Wake County without requiring the addition of resources. We expect our organization to remain efficient and responsive to the needs of the community.

Developed fiscal accountability tools providing the Directors with key financial tools to effectively use their financial and human resources, including: Managed the budget process to support strategic departmental initiatives; created Division budgets with line item assumptions that facilitated project prioritization to stay on budget; calculated cost benefit analysis for new projects or program changes

to guide the decision; we added a second financial model to the Solid Waste Mgt. Enterprise Fund to perform simulation and modeling to assist with future planning; we continue to streamline our day-to-date operations consisting of invoice payments, revenues collection, contract processing, RFP reviews and other financial/accounting issues.

FY 2015 DISCUSSION

The Environmental Services Administration budget decreased by \$287,801 from the FY 2014 Adopted Budget which reflects a reduction from one-time funding for backfile scanning in the FY 2014 budget. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

HORIZON ISSUES

With a growing economy and increased development, the department's overall strategy is to provide quicker and more efficient service. Continually evaluating resources to ensure alignment with increased development, food service and hospitality, waste disposal, and animal services will continue to ensure efficient and effective service delivery.

Environmental Services

Division Summary - Environmental Health & Safety

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,868,984	1,947,875	1,934,875	2,144,925
Contractual Services	2,868	5,552	14,252	4,920
Supplies, Materials and Other Charges	167,823	181,848	171,148	223,568
Expenditure Totals	\$ 2,039,676	2,135,275	2,120,275	2,373,413
Revenues:				
State	74,726	130,352	130,352	159,780
Charges For Services	97,810	89,650	89,650	88,500
Licenses & Permits	329,150	325,500	325,500	326,500
Miscellaneous	437	—	—	—
Revenue Totals	\$ 502,123	545,502	545,502	574,780
Number of FTE's	28.00	28.00	28.00	30.00

DIVISION PURPOSE AND GOALS

The Environmental Health and Safety (EHS) Division has a total staff count of 28 full-time equivalents (FTEs). The EHS Division is divided into two sections: Food Lodging Institution (FLIS) and Plan Review and Recreational Sanitation (PRRS). The EHS Division is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety. The Division accomplishes these mandates through plan review, enforcement, and education.

MAJOR ACCOMPLISHMENTS

Policy implementation: EHS staff integrated the new NC food rules (Code), based on the 2009 FDA Food Code, into its operations, which involved changes to restaurant plan review and inspections. The new Code is a major overhaul of previous NC regulations, and it matches the national industry recognized standard. The Code addresses many gaps in policy that were identified in the 2010 Risk Factor Study. EHS enrolled in the FDA Voluntary National Retail Food Regulatory Program Standards (Program Standards) in 2008, and has achieved four national benchmarks. The Program Standards is a voluntary quality assurance program for local jurisdictions to

benchmark best practices of a model retail food safety program.

Mentoring-NACCHO Grant: EHS received a grant from the National Association of County and City Health Officials (NACCHO) to mentor three jurisdictions with the FDA Program Standards. In addition to the award, the Division received grant funding which supported supplies, equipment and staff training.

NACo Award: EHS in conjunction with Community Care of Wake and Johnston Counties (CCWJC) received a National Association of Counties (NACo) award for a program designed to reduce asthma events in children through home assessment visits that assess triggers.

Plan Review: Staff reviewed 689 facility plans during FY 13. Currently there are 4,387 regulated facilities in Wake County. Staff reviewed 68 pool plans and permitted 30 new pools in FY13. They issued operations permits to the 1,100 public swimming pools in the County. There are 1,130 public pools in Wake County.

FY 2015 DISCUSSION

The Environmental Health and Safety budget increased by \$238,138 from the FY 2014 Adopted Budget of \$2,135,363. The difference is due to the addition of two food inspectors as well as funding for seasonal inspections of pools.

HORIZON ISSUES

Wake County continues to be one of the fastest growing areas in the country. With this growth there is increased demand for services, both for plan review and health inspections. Staff will continue to monitor growth in facilities and workload to plan for and accommodate any future increases.

Environmental Services

Summary of Services and Performance Measures

Service Area: Food Lodging Institution Section

Description: The Food, Lodging and Institution (FLI) Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health and sanitation of regulated facilities. The facilities regulated by the FLI Section include food service establishments, child day-care facilities, adult

day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools, and tattoo artists. The FLI section is also responsible for disease monitoring and conducting investigations related to foodborne and communicable disease outbreaks. Other duties include asthma trigger evaluations and lead poisoning prevention for children.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of Food Establishment Inspections Performed	6,890	6,800	11,179	11,179
Number of Food Establishment Complaints Investigated	449	465	465	N/A
Number of Quality Assurance Visits	99	100	102	102
Number of Environmental Asthma Trigger Investigations	73	70	70	N/A
Number of Confirmed and/or Elevated Lead (Pb) Cases	2	3	N/A	N/A
Efficiency				
Average Number of Inspections per Env. Health Specialist	419	450	680	680
Effectiveness				
Percent of Inspection Coverage for Food Establishments	74	72	100	100

Service Area: Plan Review/Recreational Sanitation

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

and enforcement of the County's public swimming pool ordinance which supplements the State regulations governing public swimming pools.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of Swimming Pools Permitted	1,107	1,130	1,160	1,160
Number of Pool Inspections Performed (Calendar Year)	2,241	2,000	2,000	5,000
Number of New Food Plans Reviewed	689	720	750	N/A
Number of Pool Plans Reviewed (Calendar Year)	68	70	70	N/A
Number of Restaurant Construction Visits/ Finals/Field Consultations	863	875	875	N/A
Number of Temporary Food Establishments Permitted	403	420	420	N/A

Environmental Services

Division Summary - Water Quality

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	2,127,088	2,231,503	2,234,503	2,416,702
Contractual Services	13,298	9,707	215,582	10,690
Supplies, Materials and Other Charges	240,484	358,045	280,045	333,617
Capital Outlay	—	—	89,000	—
Expenditure Totals	\$ 2,380,869	2,599,255	2,819,130	2,761,009
Revenues:				
Charges For Services	585,177	481,410	481,410	667,440
Licenses & Permits	527,403	356,426	356,426	684,181
Revenue Totals	\$ 1,112,579	837,836	837,836	1,351,621
Number of FTE's	26.00	28.00	28.00	30.00

DIVISION PURPOSE AND GOALS

The Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The Division has three sections, Groundwater Management, Wastewater Management, and Watershed Management. For overview purposes, these sections are described as performing five broad functions within their areas of expertise: (1) Administer County ordinances and applicable state and federal laws. (2) Provide research, policy analyses, and recommendations to the County Manager, County Commissioners, and County appointed boards and committees. (3) Provide information, outreach, and technical support to the citizenry. (4) Coordinate with partners to pool resources and lead regional discussions on water resources and public health issues. And (5) carry out a range of miscellaneous health and safety responsibilities including hazardous-chemical spills response, nuclear power plant drills (or actual event) response, swimming-pool health inspections, recreational beach and swimming waters monitoring, and more.

MAJOR ACCOMPLISHMENTS

Contaminated Groundwater and Wells Outreach Program:

Contaminated wells in multiple neighborhoods have highlighted a critical, public health issue for the County. In response, the County started an educational outreach program to encourage well testing and advise residents of any needed contamination remedies.

Minimizing Recurring Budget Impacts of the State Mandated Falls Rules:

Under the Falls Rules, the State will assign to each of the fourteen governments in Falls Watershed nutrient reduction targets to meet in Stage 1 by 2020 and Stage 2 by 2041. The cost is expected to be high for most local governments to achieve their State assigned nutrient reduction targets. The staff developed a hybrid tool, which is based on the State's Jordan/Falls Lake nutrient accounting tool, to calculate the County's nutrient reduction targets. The hybrid tool will benefit the County financially by allowing a more precise calculation of nutrient targets that credit the County's water quality management practices. The County is a member of the Upper Neuse River Basin Association, tasked to reexamine the rules for Stage II compliance with the objective of reducing the rules' fiscal burdens while achieving water quality standards.

Business Practices to Encourage Investment/Re-investment:

This priority was a goal of the County Commissioners. Staff supported the goal by: (1) Partnering on an inter-departmental project that will allow customers to save time and money by electronically submitting development plans for County approval. (2) Scanning septic permits so realtors and property buyers could speed property closings by accessing permits on line. And, (3) developing a tool that reduces data entry and enhances planning for stormwater-management.

Strategic Planning:

The Environmental Services Department completed a strategic planning process including LEAN and other tools for adding value to customer services.

FY 2015 DISCUSSION

The Water Quality budget increased by \$161,754 from the FY 2014 Adopted Budget of \$2,599,255. This increase reflects additional positions for septic permitting as a result of increased development. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

Key issues for FY 2015 and beyond include:

- (1) Ensuring sufficient service and staffing levels for development permitting in response to the recovering economy and increased building activity.
- (2) Continuing to develop and refine the County's comprehensive program to address contaminated groundwater and wells.
- (3) Minimizing the future, recurring budget impacts of the State-mandated Falls Rules.
- (4) Regularly replacing aged equipment at the County's water quality lab.
- (5) Scanning paper copies of septic and well permits so businesses and residents can access them through the WEB.

- (6) continuing to phase in initiatives from the Department's Strategic Plan.

HORIZON ISSUES

The issues listed immediately above will impact services in FY 2015 and beyond. In addition to those issues, staff sees the following on the horizon.

Groundwater Quantity and Quality:

Periodic droughts highlight the issues with groundwater quantity and their impacts on private wells. An example was in the Norwood Oaks area where in multiple years wells lost water yields, some going dry.

The County responded to this groundwater quantity issue by developing a Well Interference Ordinance, which supplemented a previous Comprehensive Groundwater Study.

In some geographic areas, water quality has become a concern as groundwater contaminants migrated to private wells. The County responded to this concern by developing a Contaminated Groundwater and Well Outreach Program.

With past water quantity and quality issues in mind, consider the future: There are over 30,000 wells in the County. And large areas of the County are planned to never be served with municipal water (or sewer) service (mainly water supply watersheds); so, in those areas, groundwater is to be relied upon to meet water demands. As the number of households on wells continues to grow, staff expects an increasing number of wells to have problems with water quantity and quality. This will continue to drive policy discussions on the best means to manage groundwater resources.

Infrastructure Monitoring and Maintenance:

In the County's jurisdiction, stormwater best management practices (BMPs) such as detention ponds and bio-retention areas are operated and maintained by property owners associations or individual property owners. Typically, property associations do not have the knowledge or resources

Environmental Services

to properly monitor and maintain the BMPs to ensure they continue to manage flooding and water quality as designed. Wells and septic systems are other types of infrastructure that are typically the monitoring and maintenance responsibilities of property owners. Property owners should regularly test well water to assure it remains safe to drink and should regularly inspect septic systems. Some septic systems are required by State law to be inspected by the County and are not getting the full inspections required. As infrastructure is added, and improper private-maintenance impacts residents, the County will be part of an expanding conversation on monitoring and maintenance of wells, septic systems, and stormwater BMPs.

Future Bills and State Laws and Rules:

As a regular part of its business the Department tracks state bills and new laws and rules and participates in discussions at the State level. Some laws have potential to impact the County's budget, workloads, and service levels. Some can narrow policy options now available to local governments. It's important to see on the horizon how the County will be impacted. The Department will continue to track, analyze, and participate in state discussions to help the County manage state legislative and rule impacts.

Summary of Services and Performance Measures

Service Area: Groundwater Management

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

Section continues to operate a groundwater level monitoring program in the Falls Lake Watershed.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of Groundwater Permit Applications	318	350	400	N/A
Output				
Number of Well Construction Inspections	723	800	850	N/A
Number of Private Well Samples	1,038	1,025	1,050	N/A
Number of Investigations/Consultations	257	150	150	N/A

Service Area: Wastewater Management

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

Environmental Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of Applications Submitted	848	1,040	1,284	N/A
Output				
Number of Final Operation Permits	766	1,035	1,275	N/A
Number of Complaint Responses	434	475	450	N/A
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	150	150	300	1,750
Efficiency				
Median Response Time for First Site Visit(days)	13	22	31	8
Effectiveness				
Percent of Systems Three Years Old and Properly Functioning	99	99	99	100

Service Area: Watershed Management

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

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of SW Plans Submitted	77	58	58	N/A
Output				
No. of SW Permits Issued	23	33	33	N/A
Number of Land Disturbing Construction Plans Approved	88	96	96	N/A
Efficiency				
Number of Site Inspections per Engineer Inspection Service	524 11	501 12	501 12	N/A 12
New Development Plan Turnaround Time (Days)	12	7	7	14
Single Family Residential Plan Turnaround Time (Days)	12	9	9	4
Number of Site Inspections per Month	126	204	204	N/A

Environmental Services

Division Summary - Animal Care, Control and Adoption Center

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,687,976	2,000,408	1,934,908	2,076,020
Contractual Services	218,011	157,929	244,517	205,344
Supplies, Materials and Other Charges	736,846	775,089	692,715	739,817
Capital Outlay	(184)	—	—	—
Expenditure Totals	\$ 2,642,649	2,933,426	2,872,140	3,021,181
Revenues:				
Local	76	15,000	15,000	—
Charges For Services	398,713	481,655	481,655	421,598
Miscellaneous	7	1,500	1,500	—
Revenue Totals	\$ 398,796	498,155	498,155	421,598
Number of FTE's	35.00	40.00	40.00	40.00

DIVISION PURPOSE AND GOALS

The Animal Care, Control and Adoption Division has a total staff count of Forty full-time equivalents (FTEs). The Animal Care, Control and Adoption Division is segregated into two sections: Animal Control and Animal Care and Adoption. The Animal Care, Control and Adoption Division is responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare.

Completed a formal training manual for all new hires. This incorporates a six week training program that evaluates skills sets and necessary job performance functions.

Completion of our shelter assessment by JVR Shelter Strategies. Many recommendations have already been implemented.

Our major renovation project began in December, 2013. The kennel rebuild is expected to be completed by the end of March, 2014, with the remainder of the project being completed by late Spring/early Summer 2014.

MAJOR ACCOMPLISHMENTS

During FY 2014, the Wake County Animal Control Unit has continued to strengthen and has increased their performance in the handling of animal cruelty cases, courtroom testimony and interaction with the Wake County District Attorney's office.

Captured Policies and Procedures in writing. Shared with other municipal Animal Control Units that bring their animals to the Wake County Animal Center.

Reviewed and upgraded equipment to ensure the safety of the Animal Control Officers in the field as well as their ability to perform their job function at optimal levels.

Landfill Dogs - Photo Series by Shannon Johnstone. This series incorporates dogs from the Wake County Animal Center that are photographed at Landfill Park. This series has received national recognition, including coverage by the ABC Nightly News with Dianne Sawyer, which showcased Ms. Johnstone's work with the dogs of the Wake County Animal Center as part of their America Strong series.

Hiring a Chief Veterinarian has led to consistent care of animals in the Wake County Animal Center and improved training of staff in infectious disease control.

FY 2015 DISCUSSION

The Animal Care, Control and Adoption budget increased by \$87,755 from the FY 2014 Adopted Budget of \$2,933,338 which resulted from personnel costs and miscellaneous expenditure adjustments. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

The Wake County Animal Center anticipates achieving several major goals during FY 2015:

Complete the Policy and Procedures manual to include process flow and operational guidelines.

Successfully manage the FY 2015 budget and validate the goals and objectives relative to funding.

Utilize internal Wake County resources to facilitate the optimization of critical business functions such as finance, training and facility maintenance.

Optimize utilization of volunteers and fosters within these programs to benefit the Wake County Animal Center.

HORIZON ISSUES

Horizon issues for Animal Control:

Dog boxes on Animal Control vehicles will need to be upgraded to comply with the North Carolina Animal Welfare Act.

Horizon issues for Animal Control:

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

Horizon issues for Animal Care & Adoption:

Completion of Interlocal Agreements with the four municipalities operating their own Animal Control Units.

Completion of Veterinary Partnership Agreements that provide discounted services to our citizens

adopting animals. This will promote Responsible Pet Ownership and get our adopters in touch with local practitioners.

Revision of the Wake County Ordinance with regard to Animal Control.

Implementation of remaining recommendations from shelter assessment as well as continued partnership with JVR Shelter Strategies to improve service to Wake County citizens.

Assessment of Community Cat Initiative and developing ways to decrease euthanasia rate of feral cats. Promoting TNR in Wake County.

Horizon issues for Animal Care & Adoption:

Completion of Veterinary Partnership Agreements that provide discounted services to our citizens adopting animals. This will promote Responsible Pet Ownership and get our adopters in touch with local practitioners.

Horizon issues for Animal Care & Adoption:

Revision of the Wake County Ordinance with regard to Animal Control.

Horizon issues for Animal Care & Adoption:

Implementation of remaining recommendations from shelter assessment as well as continued partnership with JVR Shelter Strategies to improve service to Wake County citizens.

Horizon issues for Animal Care & Adoption:

Assessment of Community Cat Initiative and developing ways to decrease euthanasia rate of feral cats. Promoting TNR in Wake County.

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

Description: The Animal Control Section is responsible for administering and enforcing State laws and regulations and the County's local ordinance related to public health and safety and animal care and welfare. State law and the County's local ordinance address such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, and at-large animals. The Animal Control Section is responsible for providing services in all

jurisdictions of Wake County with the exception of the Town of Cary, City of Garner, Town of Holly Springs, and City of Raleigh, which operate their own animal control programs. The Animal Control Section is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of Animal Service Calls	7,645	8,000	8,000	N/A
Efficiency				
Number of Service Calls per Officer per year	1,092	1,143	1,143	N/A

Service Area: Animal Care and Adoption

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

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Intake(No. Canine/feline brought to Animal Center)	13,111	13,000	13,000	13,000
Output				
Adoption(No. Canine/feline adopted)	4,511	4,810	4,810	4,810
Reclaim(No. Canine/feline reclaimed by owner)	1,305	1,300	1,430	1,430
Transfer(No. Canine/feline transferred to rescues)	1,274	1,560	1,690	1,690
Euthanasia(No. Canine/feline euthanized)	5,842	5,200	4,940	4,940
Effectiveness				
Adoption Percent Rate(Canine/feline)	34	37	37	37
Reclaim Percent Rate(Canine/feline)	10	10	11	11
Transfer Percent Rate(Canine/feline)	10	12	13	13
Euthanasia % Rate(Req by Ord or Health of Animal-Canine/fel)	37	36	35	35
Euthanasia Percent Rate(non required-Canine/feline)	8	4	3	3

General Services Administration

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 8,161,520	8,980,599	8,824,396	8,294,146
Contractual Services	4,257,235	5,315,413	5,602,337	5,230,677
Supplies, Materials and Other Charges	9,688,787	11,301,890	11,346,906	12,798,665
Capital Outlay	280,076	49,193	216,003	49,069
Debt	33,552	8,964	8,964	8,964
Expenditure Totals	\$ 22,421,170	25,656,059	25,998,606	26,381,521
Revenues:				
Charges For Services	\$ 2,057,803	1,995,000	1,995,000	2,578,500
Miscellaneous	64,983	32,500	32,500	45,000
Revenue Totals	\$ 2,122,786	2,027,500	2,027,500	2,623,500
Number of FTE's	128.50	126.00	126.00	126.00

DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) manages County owned and leased facilities, the County fleet, provides criminal justice support, and supports a number of General Government business units, including Safety and Security. GSA is dedicated to insuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into six major service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, (5) physical plant and (6) security and safety . These service organizations support the four core businesses and one core process of GSA: facility management, fleet management, general government, criminal justice support, and safety and security. Additionally, these four core businesses and core process are comprised of 26 discreet strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources. Business units also have unique policies and business plans with strategies for accomplishing established goals.

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th

Judicial District, and related partners and customers. A matrix organization utilizes resources (staff, financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely, cost effective service delivery while insuring infrastructure,asset integrity, and emergency response. Reducing risk to County employees and citizens, protecting the County's facility portfolio and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service is the department's highest priority.

Business unit direction is developed through the individual workgroups' policies and business plans and the department's most significant documents, the Corporate Facility Plan, the Facility Use Policy, the Safety, Security, and Loss Prevention Manual, and the Corporate Fleet Plan. These plans were developed with the purpose to increase competition (approximately 65 percent of the GSA budget is outsourced), to improve performance and measurement, and to provide quality, reliable, cost effective facility and fleet services to the County. General Government and Criminal Justice Support services are defined solely by business plans and are

generally specialized. Safety and Security is policy driven and represents a Countywide process. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing quality, efficient service. These Corporate Plans and Policies represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

FY 2015 DISCUSSION

The General Services Administration (GSA) budget has a net increase of \$725,462 over the FY 2014 Adopted Budget of \$25,656,059. The increase includes minor personnel adjustments and moving utility expenses from Funds 2300 and 5100 into the General Fund for accounting purposes. Also included are increases for expenditure and chargeback amounts to reflect utility related rate and consumption increases that occurred in FY 2014.

\$312,715 in adjustments were made to fund contracts for items coming off warranty at the Justice Center and annualizing Justice Center contracts. Also included is additional funding for contractual obligations related to security and building lease contracts.

The FY 2015 GSA budget includes \$76,496 in new funding to correct the budget for the book courier service and two additional hours of downtown facility foot patrol.

General Services Administration

Division Summary - Administration / Support

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	983,188	937,353	1,002,990	847,695
Contractual Services	448,517	365,784	601,609	365,784
Supplies, Materials and Other Charges	24,365	193,104	173,104	194,214
Capital Outlay	20,679	—	3,587	—
Debt	17,218	8,964	8,964	8,964
Expenditure Totals	\$ 1,493,967	1,505,205	1,790,254	1,416,657
Number of FTE's		10.00	11.00	11.00

DIVISION PURPOSE AND GOALS

The GSA Administrative Division insures that standard work processes are applied to uncommon business environments (detention, health care, entertainment, courts, etc.). Department administration, Portfolio Management, Business and technology planning and system administration of GSA's various engineered control, and facility/fleet systems are managed by this division. The Portfolio Team tracks the county space inventory and logs all county moves. Administration pays, manages, and/or charges back all utility accounts. The department request center, request/work order system, fleet/fuel information system, and BMS/SCADA is managed by this division. The department head discharges court liaison responsibilities for the County, staffs the Citizens' Energy Advisory Commission, and serves as ADA Coordinator.

Administration Division provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses and its core processes; Safety & Security . Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (to Superior and District Courts, District Attorney, Clerk of Court, Sheriff, CCBI, and Public Defender), Detention Security Support, and Alterations, Major Repair and Replacement coordination. Leases are also managed, regardless of funding sources, by this division. In addition to the staffed Administration

division, the group manages several non-staffed divisions (divisions organized in the County's financial system) within the department that have significant funds expended, but no dedicated FTEs. These areas include the following:

Court Facility Operations: To provide criminal justice support to the 10th Judicial District and related agencies by providing administration, facilities, furnishings, statutes, data cabling, special systems, and Courthouse and detention electronic security support. Court facility revenues are posted in this account.

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

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

MAJOR ACCOMPLISHMENTS

Major Accomplishments in FY 2014 include:

Justice Center commissioning, move, and opening.

Continued to refine the County space inventory system or CAFM (Computer Aided Facility Management system), by successfully implementing the integration of HR personnel data. This integration gives the CAFM the Board of Commissioners authorized FTEs to compare to the existing number of enrolled employees (previously available), providing stronger space planning information from the space system.

Completed the needs analysis and scope of work (SOW) in preparation for the upgrade of the County's CAFM (FM:Systems) to the latest version. The CAFM software is used as a tool to manage the County's building portfolio and space inventory.

Upgraded the 2 building management systems (BMS) in order to incorporate the Justice Center into inventory.

Implemented a Corporate Digital Sign solution integrating data from the County and the State Court System for the Justice Center. This solution will improves communication and customer service and serves as a model for other county facilities. Finalized Service Level Agreement with Public Information Office.

Analyzed existing and future countywide space vacancy. Data used in the planning for departmental space and for the closure and partial closure of County buildings.

Successfully implemented (after selecting a security software product and integrator through a competitive prequalification and bid process), the replacement of the all the detention and corporate access control security management systems. This system replacement prepares the host systems for the addition of the Hammond Road and Justice Center while ushering in smart card technology that also serves as the photo ID.

Supported and participated in the evaluation/selection process of the LN Directory Replacement project - a joint project with HR, IS and GSA.

Supported the placement and facility needs of the on-site Behavioral Health providers in Wake County facilities.

Projects across multiple GSA workgroups include:

Facilitated transition of the Wakebrook 107 & 111 Buildings to UNC and passed Joint Commission Inspections;

Employee Health Clinics - Renovated space at the Wake County Office Building and 3010 Falstaff;

Advanced Security Policy of separating public from staff spaces in Public Health, Swinburne, Cornerstone, 150 Cornerstone, Southern Regional, and the Justice Center.

Marbles IMAX, facility condition assessment & Restaurant Renovation;

Established Energy Management staff position in the organization.

Completed restack plan for the entire Wake County Office Building, which allocates vacant spaces based on demonstrated departmental needs and renovation plans.

Continued to collaborate with Board of Elections (BOE) in developing a long-term space plan that provides suitable space to the election process. Implemented, without interruption of election, all capital funded improvements to the BOE warehouse including upgrading access, lighting, and installing electronic security to support and protect the voting process.

Overhauled the inventory management systems associated with maintaining, tracking, and accounting for building assets, equipment, and supply inventory. Pilot outsource initiative began in Fleet Operations.

Leveraged E-Learning tool, Inspired eLearning, to train County employees on GSA Policies and Procedures, including the revised Safety, Security, and Loss Prevention Manual.

General Services Administration

Initiated a systematic review of historical energy usage of all Wake County facilities by examining prior utility bills to develop Energy Use Intensity (EUI) per building and type. Developing a procedure to standardize calculation of EUI for use in trend analysis of past Energy Conservation Measures (ECMs) and benchmarks for evaluation of future ECMs.

FY 2015 DISCUSSION

FY15 brings the second full year of operations to the Wake County Justice Center, which represents the addition of a 577,000 square foot facility, and third full year to the Wake County Detention Center (WCDC). GSA continues to examine energy consumption for savings.

Other goals for FY 2015 include:

Provide quality services to a growing facility and equipment inventory while reducing or minimizing County support costs. The County has increased its building square footage from 3.8 million in FY 2011 to 4.8 million today, with the opening of the WCDC and Justice Center. GSA strives to minimize the burden on the taxpayer by leveraging private industry, identifying efficiencies, and cost saving opportunities to reduce cost of operation.

Refine the Department's personnel, business processes, building systems, workflow, and technology to prepare for the significant, complex building inventory increase represented by the new criminal justice facilities.

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

Reviewing space allocation to Human Services and its community partners.

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

Implement results of the market study of fleet operations that compared and evaluated the asset, service, and fuel management practices with the

industry for an understanding of opportunities in these areas.

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

HORIZON ISSUES

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

Summary of Services and Performance Measures

Service Area: Portfolio Management

Description: To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. Portfolio

Management maintains the strategic alignment between GSA and the mission and goals of the County by deliberately maintaining central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Rentable square footage managed	3,644,606	4,085,365	4,085,555	N/A
Gross square footage managed	4,263,879	4,770,597	4,770,797	N/A

General Services Administration

Division Summary - Physical Plant

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	3,546,345	3,975,966	3,936,680	4,027,200
Contractual Services	21,193	320,822	320,822	320,822
Supplies, Materials and Other Charges	1,853,818	2,067,313	2,087,080	2,100,364
Capital Outlay	137,960	—	43,514	—
Expenditure Totals	\$ 5,559,316	6,364,101	6,388,096	6,448,386
Revenues:				
Miscellaneous	193	—	—	—
Revenue Totals	\$ 193	—	—	—
Number of FTE's	66.50	66.00	66.00	66.00

DIVISION PURPOSE AND GOALS

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

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

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

MAJOR ACCOMPLISHMENTS

Completed more than 75 projects of varying size and complexity with examples listed below. Supported CIP projects with technical and trades expertise. Significant projects include: Justice Center opening and warranty, HVAC Assessments, Roof assessments, Facility Condition Assessment, PSC major renovation and commissioning

Processed 22,239 work requests (Calendar Year 2013) or 59 percent of GSA's Facility Management work orders (37,495).

Managed the Minor CIP projects. Most notable projects include: Swinburne JobLink FF&E and HVAC; Cornerstone Fire Alarm Replacement; Cornerstone Security Improvements; Blue Jay Education Center/Lodge Finishes Upgrade; Marbles Boiler Piping Replacement; WCOB Induction Unit Change Over

FY 2015 DISCUSSION

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

Continue to provide support for CIP projects managed by FDC through coordinated shutdowns and commissioning of projects.

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

HORIZON ISSUES

Establish sustainable energy goals and operation parameters.

Increase staffing levels to manage facility and inventory growth.

General Services Administration

Division Summary - Central Services

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	717,824	831,783	671,252	793,867
Contractual Services	502,187	433,956	630,794	533,572
Supplies, Materials and Other Charges	2,637,592	3,183,570	3,217,695	3,242,859
Capital Outlay	16,712	—	—	—
Debt	16,334	—	—	—
Expenditure Totals	\$ 3,890,649	4,449,309	4,519,741	4,570,298
Revenues:				
Charges For Services	76,697	60,000	60,000	75,000
Miscellaneous	56,135	25,000	25,000	38,000
Revenue Totals	\$ 132,832	85,000	85,000	113,000
Number of FTE's	15.00	12.00	12.00	12.00

DIVISION PURPOSE AND GOALS

Central Services Division provides multiple facility management, general government, and criminal justice support business services. Services include: housekeeping, window washing, pest control, surplus property management, mail and courier, move management, building recycling and solid waste management, and corporate audio visual maintenance and oversight.

MAJOR ACCOMPLISHMENTS

Renovation related moves since July 1, 2013:

Moved Clerk of Court staff and files from the 11th floor to the 1st floor in the Courthouse.

Moved Juvenile Court Counselors, Probation and Parole staff, Drug Court staff, and 9 courtrooms in the Courthouse.

Vacated surplus property from all spaces.

Moved contents of Blue Jay Point Park lodge and education center

Moved contents of the Fuquay Library and Zebulon Library (scheduled for 3-26-14)

Other major moves:

Moved Medical files from PSC to Wake County Detention Center.

Prepared specifications and bid the Library book courier services, managed by GSA, to award a new contract.

Prepared bid specifications and awarded the janitorial services in the downtown region, including the Justice Center.

Prepared bid specifications for janitorial services in the outlying region.

Completed the bronze restoration and maintenance services for various county facilities

Prepared bid specifications for window washing services, managed by GSA, to award a new contract.

Prepared bid specifications for pest control services, managed by GSA, to award a new contract.

Prepared bid specifications for biowaste services, managed by GSA, to award a new contract.

In partnership with all GSA Divisions and other County departments, supported project renovations and upfits that required the moving or reconfiguring of existing or new furniture.

Provided start-up services for the new employee health clinics located at Wake County Office Building on the 14th floor and 3010 Human services Falstaff

Provided new policies and procedures for room set ups located at: Commons Building, Wake County Justice Center, and Wake County Public Safety Center

Provided specifications and oversight for termite treatment services for the Oakview complex managed by GSA.

Proactively monitoring for bedbugs in facilities with transient populations and moving inventory.

Prepared bid specifications for recycling services, managed by GSA, to award a new contract.

Upgrade video cameras and installed LED lighting in Commissioners Board room in the Justice Center.

UPS' installed for all digital signage monitors in Wake County Justice Center.

Audio and Video installation and upgrades in the following facilities: Holly Springs Library and Culture Center, Human Services Swinburne, Wake County Justice Center, Wake County Office Building

FY 2015 DISCUSSION

Move Probation and Parole from 4 locations into the Wake County Courthouse. (Scheduled January 2015).

Continue to expand digital signage and content design.

Develop inventory management systems associated with material handling for fixed assets and surplus property.

Continue to optimize staffing and project work to maintain a high level of sustainable janitorial services for existing facilities with fewer available dollars.

Continue to provide vendor oversight for the countywide Managed Print Services contract and ensure vendor compliance and accountability for defined services.

Complete bid process and award contracts for the following services: window washing, bio waste, courier (mail delivery & book), small moves, and pest control.

HORIZON ISSUES

Evaluate the contract service model of the division and apply best practices and proven strategies to the organization, by leveraging technology and a balance of staff and outsourced resources.

Evaluate the possible relocation of the mail center to new location to improve efficiencies and create better access for service vehicles.

Increase attic stock for Audio Video.

Audio and Video installs and upgrades.

General Services Administration

Summary of Services and Performance Measures

Service Area: Housekeeping

Description: Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within

county facilities. Housekeeping consists of routine janitorial services, floor care, pest control and window washing services.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Cleanable square footage maintained	1,892,087	2,304,125	2,304,125	N/A

Service Area: Courier

Description: The Mail Center serves as an agent of the US Postal Service and serves Wake County departments and its tenants. The GSA mail center strives for 100% accuracy in sorting; distributing and

mailing all in/out bound mail for the County. Mail is metered for all outgoing US mail using the most economical methods of mailing including pre-sort services.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Pieces of mail processed	757,105	645,000	600,000	N/A

Division Summary - Security and Safety

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,440,378	1,564,935	1,561,364	926,788
Contractual Services	2,254,283	2,770,884	2,790,617	2,757,990
Supplies, Materials and Other Charges	(1,300,863)	(1,452,498)	(1,449,296)	(608,324)
Capital Outlay	14,493	22,759	137,088	22,759
Expenditure Totals	\$ 2,408,291	2,906,080	3,039,773	3,099,213
Revenues:				
Miscellaneous	2,835	3,500	3,500	3,000
Revenue Totals	\$ 2,835	3,500	3,500	3,000
Number of FTE's	6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

Safety and Security Division provides corporate safety and security services to all County departments and provides screening staff and surveillance to court security operations.

Safety and Security Division provides facility management and criminal justice support business services. Services include: support and implementation of the Safety, Security, and Loss Prevention Manual, support to county risk team, contract security, life safety, electronic security-CCTV, card access, fire and intrusion alarms, duress alarms, photo ID employee badging, incident report management and tracking, key and hardware program for Corporate and Detention Security. Conduct training classes for County employees on security and safety related topics (Personal Safety, Work Place Violence, Emergency situations, Electronic Security Systems, Etc...). The County Safety Officer and corporate safety program operate in this division. The Safety Officer assists with creating and updating each facility's Emergency Action Plan.

MAJOR ACCOMPLISHMENTS

Participated, along with Finance, the Attorney's Office and Information Services in the File Handler upgrade for claims management.

Served on the Risk Team, consisting of members from County Attorney's Office, Finance and GSA. HR Director, Wellness, GSA Fleet Management, and HS Public Health Director and Nurse also participate with team. Team is expanding to include representation from the Sheriff's Office and EMS.

Created a method to calculate the DART rate. DART stands for Days Away, Restricted Time. Safety & Security will be able to track and address employee injuries by utilizing the DART. OSHA uses the DART to determine which entities will be inspected throughout each year.

Created the Trespass Appeal Review Committee (TARC). Safety & Security will chair and facilitate the newly created committee. The TARC will meet once a month, or as needed, to review all request for appeal or modification of Trespassed individuals.

Reformatted and restructured the County's Safety Manual, renamed the Safety, Security & Loss Prevention Manual. Initiated the roll out process by conducting training presentations to several county departments.

Maintained an average screener score above national standards for the Courthouse, Justice Center, and WDCD Screeners. On average, 148,808 bags per month, over 1.7 million bags annually and detection

General Services Administration

of over 19,824 weapons and contraband were screened at the Courthouse, Justice Center, and WCDC x-ray machines.

With the opening of the Wake County Justice Center, provided support by staffing screeners at the x-ray/magnetometer machines, developed and filed Emergency Action Plan, conducted fire drills and provided technical support for the electronic security system. Worked with the Sheriff's Department on updating the Security Policy and General Screening Procedures. Conducted facility training on Safety and Security for County staff. Conducted a final lock and hardware punch consisting of over 1200 locks and 1700 keys. Issued keys to designated staff.

Finalized the Human Services Sunnybrook Electronic Security System (EES) upgrade, expanding the security model of separating staff and public areas of the facility and installing cameras for surveillance.

Finalized the Animal Control Shelter Electronic Security System (EES) upgrade, including exterior fence and interior improvements for better oversight of visitors', volunteers' and staff's access privileges.

Finalized the Human Services Cornerstone Electronic Security System (EES) upgrade, expanding the security model of separating staff and public areas of the facility and installing cameras for surveillance.

Installed security cameras at Western Wake Human services, Southern Regional Center and Human Services Cornerstone.

Deployed the use of biometric identification system for areas within County facilities identified as high risk with special control requirements. (CCBI,WCSD,WCJC).

Managed the testing program of the SMS (Security Management System) at each facility to insure the system is operating correctly and to document placement of security devices in FM interact.

Continue to install new AED's at several designated facilities and documented the placement of these devices in FM interact. There are a total of 67

publicly accessible AED's available in County facilities.

Conducted multiple fire drills at several facilities to meet standards and promote the corporate safety program. Continued to meet with Human Services staff to meet CARF accreditation and keep Emergency Evacuation Plans updated.

Began the development and implementation of building and department safety teams.

FY 2015 DISCUSSION

Prepare for security and safety hazards that may occur due to the population growth of Wake County. Continue to identify and assist in resolving situations that involve individuals utilizing Wake County facilities in a fashion that is unacceptable or illegal. Protect Wake County assets by reducing the risk of internal and external theft by establishing operational parameters that deter this activity.

Continue to roll out the Safety, Security & Loss Prevention Manual to Wake County Employees.

Safety Officer with develop and initiate OSHA training for designated departments and divisions.

Make preparations for upgrading the AMAG Security management system.

HORIZON ISSUES

Adjust staffing levels to manage facility and inventory growth.

Summary of Services and Performance Measures

Service Area: Corporate Security

Description: Security is a corporate service that is positioned to implement security procedures and physical security safeguards needed for the protection of County personnel, visitors and assets within

County facilities. Security is comprised of two business units: corporate security and courthouse security.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of security incident reports investigated	1,590	1,869	2,205	N/A
Number of seized weapons and/or contraband	15,777	25,214	25,718	N/A
Number of access card holders in system	31,705	29,444	27,383	N/A

General Services Administration

Division Summary - Criminal Justice/General Government

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Contractual Services	265,182	501,870	369,870	259,014
Supplies, Materials and Other Charges	448,273	505,538	508,613	748,518
Capital Outlay	9,733	4,874	10,254	4,750
Expenditure Totals	\$ 723,188	1,012,282	888,737	1,012,282
Revenues:				
Charges For Services	1,802,816	1,755,000	1,755,000	2,168,000
Revenue Totals	\$ 1,802,816	1,755,000	1,755,000	2,168,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

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

Division Summary - Field Services

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,473,786	1,670,562	1,652,110	1,698,596
Contractual Services	570,925	610,592	577,120	681,990
Supplies, Materials and Other Charges	666,635	989,838	994,685	896,596
Capital Outlay	80,499	21,560	21,560	21,560
Expenditure Totals	\$ 2,791,845	3,292,552	3,245,475	3,298,742
Revenues:				
Miscellaneous	5,821	4,000	4,000	4,000
Revenue Totals	\$ 5,821	4,000	4,000	4,000
Number of FTE's	31.00	31.00	31.00	31.00

DIVISION PURPOSE AND GOALS

Field Services Division provides facility management and general government services. Services include landscape and hard surface maintenance, horticulture, exterior construction, flood control, irrigation, corporate and road name signage, Ponderosa, and land stewardship.

MAJOR ACCOMPLISHMENTS

GSA Field Services reclassified 4 landscape maintenance equipment operator positions into higher skilled position within the Field Services organization. This reclassification allows the organization to serve the customers and Wake County citizen more efficiently.

GSA Field Services Construction Services/Flood Control has worked with FDC to accomplish the 1st repair made to Crabtree Creek Flood Control site #1 principle spillway.

GSA Field Services implemented Joint Use Agreements (JUA) between Wake County and City of Raleigh for 1) Five Points Center for Active Adults at Whitaker Mill and 2) Leesville Park (Start date - February 15, 2013). Wake County and City of Raleigh, meet quarterly to review and inspect properties jointly.

GSA Field Services continued to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level Four Joint Use Agreement (JUA) of School Parks. Wake County seeks opportunities to engage potential user groups for Level Four (Full Service) Joint Use Agreements. Penny Road School Park is currently under review.

GSA Field Services and ES Solid Waste continue to work together with an agreement for Field Services to maintain the 10 convenience centers for ES Solid Waste.

FS Sign Graphics collaborated with other GSA divisions and County Departments/divisions in planning the startup of Wake County Digital Signage in the Justice Center. Digital Signage is a green solution that conveys corporate and facility information; will assist in way finding, county and court information, and prevent unnecessary taping of paper signs on walls and doorways.

FS Sign Graphics continues to work with CMAR of warranty items of the overall building sign package of all signs for the Wake County Justice Center. Many system functions are tied to the signs and numbering of each space within the building.

General Services Administration

Reclaimed Water Use. Construction Services/Irrigation monitoring Sunnybrook Road Reclaimed Water line into Human Services Swinburne existing irrigation system, Five County Stadium, and Law Enforcement Training Center.

Water Conservation. Construction Services/Irrigation continued to establish and follow water conservation measures to preserve potable water. Since municipal water restrictions began, Construction Services/Irrigation has met or exceeded each municipal recommended water restrictions for irrigation purposes. Reduced water consumption by expanding processor based field irrigation controllers.

FS Landscape Maintenance has continued to perform landscape maintenance with in-house staff and contracted vendors. Investigated the leverage of low bid contracts to meet the demands of facility maintenance while continuing to have in-house staff available to perform specific work orders generated by the facilities. Increased contract vendors work by 10 percent.

Security. FS Landscape Maintenance continues to perform modifications to the landscape entrance, hidden walk ways, corners, during the winter to meet the conditions of the Security Vulnerability Assessment Report.

Continued collaboration between Wake County GIS and Field Services - allows GSA Field Services Construction Services to have access to GPS irrigation related equipment in the field. This assistance allows a technician to troubleshoot an existing equipment location easily without failed attempts.

Major projects GSA/Field Services involvement includes: Asphalt repairs and replacement of all County facilities; Crabtree Creek Watershed repairs and improvements Master Plan; Justice Center Opening; Crabtree Creek Watershed Project (Site 2, 3, 5A, & 20A CIP repairs); PROS CIP renovations and improvement; Brady Jefcoat Pond Dam improvements (complete); Open Space (LARC); North Wake CC #7 Master Plan; Animal Shelter

improvements-automated slider gate; Historic Oak View Park renovation repairs and upgrades

Continued to work with Open Space property owners, with assistance from other Departments pertaining to restricted hunting on county owned property.

Field Services sign graphics staff continued to work with the County Attorney's office and committee members of the registered County logo as an official trademark of the county. This enables Wake County to manage and control the use of the county logo.

FY 2015 DISCUSSION

Assist CMAR and vendor acquiring permit and certification to operate Justice Center UST.

Joint Use Agreements (JUA) between Wake County and City of Raleigh (Wake County Law Enforcement Training Center) property. Additionally, GSA/Field Services is currently working on amended JUA with the Town of Holly Springs Cultural Arts Center and Library facility and property.

Continue to leverage and evaluate contract services in each work section to provide savings and efficiencies to County.

Field Services sign graphics will be reviewing upcoming ADA building code changes and how these codes will affect new and existing County facilities. Primary focus will be of the interior ADA signs within Justice Center and new facilities built after 2013.

Continue development of inventory management systems associated with tracking and accounting for equipment and supplies. Use of Maximo work order system in development of tracking supplies.

Continue to expand the use of electronic directories or informational signage within other high-rise facilities and other facilities throughout the county. Significant progress has been made to incorporate digital signage within the Justice Center. Opportunities exist to include this technology in other County facilities.

Continue to monitor the success of sign graphics road signs and GIS data collection and integration of road sign data within GSA's electronic work order system (Maximo).

FS Sign Graphic program continues to install signs in the field to comply with new regulations from the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) regulations mandated in 2012. These regulations increased the size of the character height in fabricating the sign blades. The regulation required Type III or IV Prismatic material to be used in sheeting sign blades to increase minimum retro-reflectivity. As a practice, staff will install signs meeting the new standards as damaged signs are replaced.

FS Sign Graphic program using GPS equipment to identify each County road sign as the program replaces and repairs road signs in the field. Wake County GIS continues to upgrade software which will enhance the data collection to be used by more Wake County departments and division.

Complete final phase of EAP of Crabtree Creek Watershed Project (flood control sites 5A, & 20A) before design work for repairs is complete.

Continue to work on all flood control structures EAP and complete the second phase study of EAP of all flood control sites. Continue to have consultants work on providing sediment survey of identified structures as funding is available.

Continue to assist Facilities, Design & Construction (FDC) on Land Stewardship properties installed signs on the boundaries of the property and cleaned up environmental waste allowing the county to receive reimbursement from Clean Water Act.

HORIZON ISSUES

GSA Field Services continues to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level Four Joint Use Agreement (JUA) of School Parks whenever possible.

Wake County seeks opportunities to engage potential user groups for Level Four Joint Use Agreements.

Participating in and directly impacted by various Master plans in development including: Wake County landfill properties, Parks (Lake Myra), Recreation and Open Space, Human Services, Fire/EMS, Library facilities & Facility Condition Assessments.

Addressing and implementing the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) guidelines for Sign Graphic Road Name Signage (specifically size requirements, retroreflectivity, and state road number sizing) will continue to be reviewed in implementation of program.

The North Carolina Department of Environmental and Natural Resources (DENR) Dam Safety guidelines for Emergency Action Plans for flood control structures.

The North Carolina Department of Agriculture (NCDA) guidelines for pesticide-restricted use pesticides and how they are to be used, or not used in the landscape.

The impacts of code requirements from City of Raleigh Urban Foresters (specifically Tree Conservation Areas, Champion Trees, and/or pruning within city right of way) in the landscape.

Implement an Asphalt Assessment guideline to be used for further priority of repairs, renovations projects.

General Services Administration

Summary of Services and Performance Measures

Service Area: Land Stewardship

Description: This is a new program that will provide land management of all Wake County purchased, leased, deeded, and easement properties that are not developed. It will be a collaborative effort between General Services Administration, CS/Parks/ Recreation & Open Space, Wake Soil & Water

Conservation, and Facilities Design & Construction. This business plan addresses those components and tasks to be managed by GSA. This service will protect and maintain the natural resources owned by the County. The current amount of undeveloped properties totals over 4,400 acres.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of acres landscaped	710	711	711	706
Crabtree Creek Watershed Project: Scoring of all 10 Flood Control sites as an average during the annual inspections by NRCS and the Sponsor.	81	82	82	85

Service Area: Road Name Signs

Description: The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not

corporate limits) except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of road name signs new/replaced	1,579	1,400	1,600	1,600

Division Summary - Utilities/Life Safety/Environmental

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Contractual Services	194,948	311,505	311,505	311,505
Supplies, Materials and Other Charges	5,358,967	5,815,025	5,815,025	6,224,438
Expenditure Totals	\$ 5,553,915	6,126,530	6,126,530	6,535,943
Revenues:				
Charges For Services	7,620	10,000	10,000	7,500
Revenue Totals	\$ 7,620	10,000	10,000	7,500
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically, since 1998. Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches are funded here, as well as the monthly check of fire extinguishers, exit lights and AED (Automated Electronic Defibrillator) checks. Environmental testing and remediation is funded from this source.

General Services Administration

Summary of Services and Performance Measures

Service Area: Utility Management

Description: To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of buildings with corporate recycling	45	42	42	N/A
Number of facilities with building control systems	46	46	47	N/A

Service Area: Life Safety/Environmental

Description: To insure that critical life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of facilities with SCADA controls (MOSCAD)	47	47	51	N/A
Effectiveness				
Percentage of facilities free of regulatory violations	99	99	99	N/A

Division Summary - County Building Agreements

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Expenditure Totals	\$ -	-	-	-
Revenues:				
Charges For Services	170,670	170,000	170,000	328,000
Revenue Totals	\$ 170,670	170,000	170,000	328,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate account or repository for leases where the County is the lessor or the lessee in order to optimize public funding of private sector space and to leverage this space to meet the business unit needs while allocating resources in the most prudent manner. Leased space management is a Portfolio Management function.

Human Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 98,684,023	84,289,731	84,190,265	86,748,885
Contractual Services	72,849,044	85,603,700	87,402,192	85,731,569
Supplies, Materials and Other Charges	12,910,127	12,331,736	12,564,636	13,258,742
Capital Outlay	101,714	926,657	2,136,570	881,874
Budget Reserves	—	—	963,060	260,000
Expenditure Totals	\$ 184,544,908	183,151,824	187,256,723	186,881,070
Revenues:				
Federal	\$ 10,398,220	10,095,109	10,883,800	11,283,694
State	70,223,823	70,210,824	70,533,290	70,960,796
Local	2,090,350	2,055,100	2,047,600	2,387,566
Charges For Services	21,550,078	18,890,202	19,843,760	19,501,969
Interest Income	4,660	23,654	23,654	23,654
Miscellaneous	153,272	29,932	29,897	29,932
Other Financing Sources	—	—	1,905,307	—
Revenue Totals	\$ 104,420,402	101,304,821	105,267,308	104,187,611
Number of FTE's	1,586.04	1,366.75	1,411.80	1,425.86

DEPARTMENT PURPOSE AND GOALS

The Mission of Wake County Human Services is that "in partnership with the community, will facilitate full access to high quality and effective health and human services for Wake County residents." The Department's Vision is that "Wake County will be one of the healthiest places to live and all residents will have opportunities to improve their lives."

Wake County Human Services (WCHS), the only consolidated human service organization in North Carolina, is dedicated to providing public health, behavioral health and social services to over 150,000 people a year. The Department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, housing, transportation and other human services. The Agency's goal is to promote and support health and well-being and build human capital. Wake County Human Services reaches each and every

person in Wake County, including all residents during pandemic outbreaks or weather emergencies; those needing prevention services such as immunizations or flu shots; low income households in need of economic self-sufficiency assistance; children or seniors who are at risk of abuse or neglect; those who are homeless or in need of housing assistance; and at risk youth. And in keeping with the Mission Statement, WCHS works with over 1,000 partner agencies to improve the quality of life of individuals and families.

Human Services is now in the second year of implementation of a Strategic Plan that will improve the agency's ability to use data; be excellent stewards of public dollars; maintain a competent workforce; and provide world class customer service. Wake County Vision 2020 guides the long-term strategic direction. Combined, these are the key strategies that increase the probability of accomplishing the programmatic and operational/managerial goals of the Agency, and are incorporated in the Consolidated WCHS Work Plan for eight Divisions.

Key community partners and stakeholders as well as a very active Human Services Board assure that Wake County Human Services will continue to build human capital and help address the public health and social services needs of Wake County.

MAJOR ACCOMPLISHMENTS

For the fifth consecutive year Wake County was named the Healthiest County in North Carolina. The County Commissioners have now endorsed a plan for Wake County to continue to improve the health of its residents and to become the Healthiest Capital County in the Nation.

Wake County Human Services received three awards from the National Association of County Officials (NACO) for the Quality Management Program, School Health Acuity two, and the Farmer's Market Electronic Benefits Card Initiative.

Wake County Human Services continues to be an international model of excellence. In 2013 the Department served as one of the host sites for a delegation of national public health officials from Taiwan.

The Department worked with County staff to complete the transition of Behavioral Health Services to Alliance Behavioral Health. These services are no longer administered by WCHS, but the Department continues to work with mental and behavioral health providers who treat many of our social services and public health clientele.

The Wake County Human Services Board was reconfigured and reorganized in response to mental and behavioral health services being legislatively removed from their responsibilities. They have successfully recruited and have a fully operational board addressing the public health and social services needs of the County.

Wake County is transitioning all food and nutrition applications to North Carolina Families Accessing Services through Technology (NC FAST), new technology developed by North Carolina Department of Health and Human Services (DHHS). NC FAST is designed to improve the way DHHS and the 100

counties distribute food and nutrition benefits. On Monday, October 1, 2012, Food & Nutrition Services staff began processing applications in NC FAST (North Carolina Families Accessing Services through Technology). Food & Nutrition Services began processing reviews and recertifications in NC FAST in the first quarter of 2013. Wake County has contributed substantial financial resources in managing the backlogs and work load challenges that this technology transition has created for all counties in the state. As of December 31, 2013, the Wake County has contributed \$398,497 for overtime and an additional \$488,325 for temporary employees. There have been additional changes made with the call center, and \$19,000 allocated to food banks in partnership with the United Way of the Greater Triangle to help individuals who were not receiving timely benefits. An additional \$21,000 for emergency pharmaceuticals was allocated to a local agency.

FY 2015 DISCUSSION

The Human Services budget increased by \$3.7 million from the FY 2014 Adopted budget of \$183.2 million due to additional funding for NCFast related expenses, positions for Child Welfare and Adult Guardianship, and other programs.

Costs association with NCFast are estimated to continue. It is estimated by end of FY 2014 Wake County will have spent \$869,448 in County dollars for overtime and \$1,527,319 in total costs for temporary staff. A budget expansion included for FY 2015 to cover costs anticipated in the coming year.

There are additional challenges with staffing public health and clinic services as we move into electronic records management. Staff will need training time that may pull them away from service delivery and reduce revenue streams. Division directors will be working to minimize the impact as much as possible.

Public health nursing services for schools is at a critical point. In order to keep up with the increasing number of schools and the increasing student population, the Department is requesting funding for 10 additional nurses per year for the next 4 years. This will allow WCHS, which is the "health departments" for the school system, to continue to

Human Services

address the safety and public health needs of students in public school settings.

As much of the County's fiscal support is going to mandated services, in order to continue the extraordinary success of Wake County in being the healthiest county in the state, there is also a need for continued investment in Human Capital Development, community development, and efforts that leverage public-private partnerships and dollars.

HORIZON ISSUES

Demographic trends will continue to be monitored by this Division, especially those with potential impact on the agency's fiscal health, and those that will impact the provision of customer service and maintaining a competent workforce. As the agency's "baby boomer" staff retires in higher numbers, attention and resources will need to be used to retain a competent workforce.

Additional demographic trends will require the Department to look at changes in who will need services in the next five to ten years. Populations that make up the "dependency ratio" those under the age of 18 and over the age of 65 - will increase. Human Services continues to be the "Health Department" for the Wake County Public School System, and will need to identify additional resources and partnerships to provide public health nursing services in school settings as the school-aged population and number of schools continues to grow. Statistics also show that initiatives such as Human Capital Development and economic development strategies are even more important as Wake County continues to be in a "post-recession" period that has had a major impact on the workforce. There are "new consumers" of Human Services, including males previously in blue and white collar jobs needing training and employment opportunities. As the Department continues to address current social services needs and crisis, planning also needs to be done to leverage resources and identify best practices for the changing demographic environment.

WCHS will continue to deal with challenges precipitated at the federal and state levels. For

NCFAST, Food and Nutrition Services, Medicaid, and Workfirst, WCHS will be focused on:

1 - Creating and maintaining a seamless continuum of access to Economic Services benefits with Customer Support Services (Call Center, Information Desk, Electronic Document Management); 2 - Establishing new training methods needed to support case management in future (computer based training, online tutorials); and 3 - Implementing effective communication strategies with customers, medical providers, community partners and the general public. There will continue to be human resource, technology and space related costs associated with the transition challenges that all North Carolina Counties are facing in order to assure that their residents receive timely benefits for which they are eligible.

There are additional challenges with staffing public health and clinic services as we move into electronic records management. Staff will need training time that may pull them away from service delivery and reduce revenue streams. Division directors will be working to minimize the impact as much as possible.

As WCHS meets multiple challenges, the Department will still need to continue to strategically plan for the future using science-based practices and cutting edge technology and communication tools and strategies. Leadership will have to prioritize resources and leverage more partnerships so as not to fall behind in keeping Wake County one of the best places in the nation to live.

Division Summary - Social Services Economic Self Sufficiency

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	23,592,502	25,540,921	25,712,661	26,713,745
Contractual Services	43,824,162	43,822,683	44,360,408	42,130,148
Supplies, Materials and Other Charges	1,889,104	2,420,005	2,131,805	2,651,913
Capital Outlay	–	–	7,500	–
Expenditure Totals	\$ 69,305,768	71,783,609	72,212,374	71,495,806
Revenues:				
Federal	397,088	750,000	650,000	567,268
State	50,919,927	53,082,007	52,658,568	53,062,024
Local	6,000	–	–	–
Charges For Services	1,257,389	1,191,192	1,265,990	1,308,777
Miscellaneous	126,878	–	–	–
Other Financing Sources	–	–	451,686	–
Revenue Totals	\$ 52,707,282	55,023,199	55,026,244	54,938,069
Number of FTE's	411.00	448.50	480.00	483.00

DIVISION PURPOSE AND GOALS

The Economic Self Sufficiency Division, also known as the Division of Social Services or DSS, seeks to build human capital and enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals are to: Promote personal responsibility; provide time-limited public assistance; provide energy assistance; offer access to health care; establish and enforce child support obligations; build individual capacity to secure employment; and assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

The Division is comprised of the following programs: Child Support Enforcement; Family Medicaid and Food Assistance; Program and Staff Development; the Energy Program; Vocational Services; and Work First. The Division also includes Adult Services Programs including Adult Protective Services, Adult Guardianship, Adult Economic Services, and Adult and Community Services. Adult Protective Services

investigates complaints of abuse, neglect and exploitation of disabled adults.

MAJOR ACCOMPLISHMENTS

During FY 2013, the Division began a multi-year transformation process that began with implementing a document management system to transition to electronic records. At the same time, the first phase of the NC FAST case management system was rolled out for the Food and Nutrition Services program. This was the beginning of a major change in the way economic services benefits are administered and is a shift to a more "self service" model for consumers. It is now possible for consumers to apply on line for benefits such as Medicaid and Food and Nutrition Services. The division is also in the process of training staff in additional programs in order to move toward the concept of a Universal worker, where one staff person handles all the benefit programs for a family, rather than having to see multiple staff people at different times. The Medicaid program has started a roll out in NC FAST in conjunction with requirements for the Affordable Care Act, which will be completed in the

Human Services

spring of 2014. Additional resources were deployed to assist with the implementation of these systems through the hiring of temp staff and purchase of additional equipment for the document management system.

Senior and Adult Services restructured the Adult Protective Services and Adult Community Services Team in order to increase the efficiency of the intake process and better utilize two Social Worker positions to respond to situations that do not meet APS criteria. The caseload for Adult Guardianship grew by 18%. Three staff were transferred from Adult and Community Services and an expansion position was added to Adult Guardianship in response to the consistent increase in the number of cases and their complexity. The additional staff reduced the caseload sizes from 50 to 43.

For FY 2013, the Child Support Enforcement Program achieved 5.61% increase in performance for cases under order from 76.65% to 82.26%, which is higher than the department's goal of 80%. Child Support Enforcement collected \$47,664,488 in payments.

The Energy Assistance program received \$1.6m this year from the Duke Progress Energy settlement to provide additional assistance with energy bills to their customers.

FY 2015 DISCUSSION

The Economic Self Sufficiency division budget decreased by \$287,803 from the FY 2014 Adopted budget of \$71.8 million due to the reallocation of funding within the Human Services department and a decreased amount allocated to NCFAST temporary services than in the prior year.

As the NC FAST electronic case management system is implemented, there will be a need for overtime and temporary staff to ensure that work is as current as possible, to assist with the reduction in productivity as staff learns the new system and to enter data for the existing caseload as it is converted into NC FAST.

The implementation of NC FAST and its associated delays in processing benefits has greatly impacted the

Customer Support Center. The call volume has nearly doubled since 2012. The functions of a Customer Support Center are integral to the operation of Economic Services programs in the years ahead. Additional permanent staff to augment our Customer Support Center will be essential for FY 2015.

Eligibility for most Family and Children's Medicaid programs must be determined using the new Modified Adjusted Gross Income (MAGI) methodology. This requirement mandated by the Affordable Care Act (ACA), has changed the way we process applications for Medical Assistance (MA) in NC FAST. The financial impact of applications transferred to and from the Federally Facilitated Marketplace (FFM) has yet to be determined.

HORIZON ISSUES

As the implementation of NC FAST continues, we will be challenged to continue to adapt to a new way of doing business and design business processes that best serve our consumers. As we realize efficiencies through automation it will give us the opportunity to focus on interactions that can help build human capital and reduce poverty.

As the elderly population continues to grow rapidly, there will be increasing demand on the existing resources and services. There are already long waiting lists for services that assist individuals to remain independent. Increasingly the senior population will be looking for new ways to age in place with appropriate supports.

Summary of Services and Performance Measures

Service Area: Children Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the PFL, and family planning services to low income adults.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total number of family Medicaid recipients	97,746	85,954	96,268	N/A

Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

Description: Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total number of adult Medicaid recipients	23,015	24,500	25,500	N/A

Service Area: Adult Protective Services

Description: Accept calls for information and referral and/or evaluation of reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Percentage of clients in safe/affordable housing	96	96	97	98
Effectiveness				
Percentage of clients with a medical home	95	96	97	98

Service Area: Food & Nutrition (General Food Stamps Program)

Description: Food Assistance (food stamps) supplements the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total number of cases or households receiving benefits.	34,648	36,000	38,000	N/A

Human Services

Service Area: Older Adults-Adult Care Homes

Description: 1) Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities), and 2) provide case management services to "heavy care" Medicaid eligible residents.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
% of substantiated complaints in adult care homes.	28	28	26	25

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total amount collected	47,644,588	47,664,488	49,000,000	N/A

Service Area: Adult Guardianships

Description: WCHS is at times named by the Wake County Clerks of Court to serve as the legal guardian of the person for elderly and disabled adults.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total Guardianship	475	532	595	440

Service Area: Work First

Description: Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total number of families that gained employment and effectiveness	631	600	580	N/A

Service Area: Older Adults-Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of consumers who will have a medical home.	95	96	97	98
Percentage of consumers that will maintain stable housing.	96	96	97	98

Service Area: Child Care Subsidy

Description: Affordable early childhood education/childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Safety for

children at risk of abuse/neglect; allows family to receive treatment in home; reduces placement out of home; School readiness for children with developmental delays & special needs.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of children receiving subsidy services	7,854	7,200	7,400	N/A

Service Area: Job Link/ Employment

Description: JobLink 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 JobLink and offer funding for skills training for JobLink customers who

meet certain requirements. Provide Business/Employer Services. Services are also offered to individuals with mental illness.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
New and carryover individuals served via enrollment and job finder club services.	38,737	30,000	30,000	N/A

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide energy crisis assistance to individuals and families in heating or cooling emergency.

Human Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of households receiving energy assistance	15,112	15,000	15,000	N/A

Service Area: The Daily Grind

Description: Provide job skill development for individuals with a mental illness. The Daily Grind coffee shops are staffed by consumers and offer ideal occupational assessment sites at which to gauge a consumers' skills and work habits prior to them entering competitive employment.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Sales revenue in the Daily Grinds.	121,711	115,000	115,000	115,000

Division Summary - Child Welfare

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	14,163,275	14,295,087	14,497,370	15,145,064
Contractual Services	5,902,621	6,089,875	6,616,671	6,431,642
Supplies, Materials and Other Charges	1,163,176	1,187,192	1,148,613	1,245,737
Expenditure Totals	\$ 21,229,071	21,572,154	22,262,654	22,822,443
Revenues:				
Federal	1,419,117	1,248,712	1,820,743	1,981,879
State	11,485,791	10,085,953	10,993,360	10,834,786
Charges For Services	4,652	7,500	7,500	7,500
Miscellaneous	2	–	–	–
Revenue Totals	\$ 12,909,562	11,342,165	12,821,603	12,824,165
Number of FTE's	233.25	226.00	234.00	239.50

DIVISION PURPOSE AND GOALS

Purpose and Goals: Child Welfare has three federally mandated goals. The first goal is safety - children will be protected from harm from child abuse and neglect. The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being - the educational, health and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

MAJOR ACCOMPLISHMENTS

With support from Casey Family Programs, Child Welfare held a very successful event May 23, 2013, at the Doubletree Brownstone Hotel called, "Wake County Making it Happen: Strengthening Families and Building a Community of Hope." The event was attended by 150 people and served to bolster efforts to build community partnerships to prevent child abuse and neglect and to support children and families involved with Child Welfare.

Wake County Child Welfare was approached by the Annie E. Casey Foundation and the Duke

Endowment to help pilot efforts to measure wellbeing among foster children and to track progress as children receive services or change placements. Wake will participate in the pilot together with Cumberland County.

Wake County Child Welfare partnered with Project Enlightenment and other Human Services divisions on a successful proposal to the John Rex Foundation for a community implementation of the Positive Parenting Program (Triple P) in central Wake County. Triple P is an evidenced based intervention that has been shown to reduce the incidence of abusive injuries by giving parents positive skills for relating to their children.

FY 2015 DISCUSSION

The Child Welfare division budget increased \$1.25 million over the FY 2014 Adopted budget of \$21.5 million due to the reprioritization of funding within the Human Services department and the addition of six positions for Child Welfare Assessments to assist with an increased demand in services.

The transition of the management of behavioral health services from Wake County to a managed care model with Alliance Behavioral Healthcare creates the potential for denial of Medicaid funding for

Human Services

treatment services for children in Wake County's custody that the county or the Family Court believe are needed. This has significant potential to increase county expenditures for foster care and for mental health services for foster children.

HORIZON ISSUES

CPS assessments and assists increased by 14% in FY 2013 compared to FY 2012. In the first six months of FY 2014, CPS assessments and assists increased by 10% compared to the first six months in FY 2013.

Summary of Services and Performance Measures

Service Area: Child Welfare Core Services CPS Assessment/Investigations

Description: Screen reports of child abuse and neglect from the community and initiate CPS assessments within statutory timeframes, taking actions as needed and appropriate to protect children and support families.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total number of reports accepted for CPS Assessment	5,399	5,850	6,200	N/A

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Average number of children in foster care	605	640	670	N/A

Service Area: Child Welfare Core Services- In Home Treatment

Description: Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Total number of families referred for CPS In-Home Services	582	600	600	N/A

Service Area: Foster Care Emergency Placements (Wake House)

Description: Wake House is a 6-bed emergency shelter serving older boys in Wake County's legal custody. It is used primarily for youth whose

behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of Adolescents admitted to emergency shelter leaving within 90 days.	88	90	90	90

Human Services

Service Area: Adoption Assistance

Description: Payments made to parents who have adopted former foster children to help them access services to meet their children's special needs.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Average number of Adoptive families of special needs foster children receiving financial assistance	1,076	1,090	1,100	N/A

Division Summary - Children Youth and Family

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	12,605,287	15,433,275	15,283,377	15,982,081
Contractual Services	456,039	437,732	486,460	406,051
Supplies, Materials and Other Charges	617,618	831,919	766,741	862,986
Capital Outlay	7,854	—	—	—
Expenditure Totals	\$ 13,686,798	16,702,926	16,536,578	17,251,118
Revenues:				
Federal	4,987,327	4,516,489	4,512,360	4,510,736
State	486,021	998,240	775,426	775,426
Local	4,489	3,100	3,600	3,100
Charges For Services	2,858,661	3,369,522	3,103,431	3,083,769
Revenue Totals	\$ 8,336,499	8,887,351	8,394,817	8,373,031
Number of FTE's	239.25	260.65	248.16	257.16

DIVISION PURPOSE AND GOALS

The Children, Youth, and Family (CYF) Services Division works with children, youth, adults, and families in communities, to ensure and to achieve safety, well-being, and self-sufficiency. The foundation of practice in CYF is Human Capital Development across the lifespan at the individual, family, community, and system levels. The business model is that of an integrated services delivery system that leverages partnerships and maximizes resources to achieve shared client and system outcomes.

CYF has the following five goals. Families in Wake County create home environments that encourage and support safety, educational success, emotional and healthy development of their children. Individuals, families and community groups choose healthy behaviors and reduce health risks. Low-income individuals build assets that support their economic stability and minimize dependency on government services. Communities promote youth safety and healthy lifestyles. Families, single adults and seniors develop their coping skills and social support networks, reducing social isolation, and family violence.

MAJOR ACCOMPLISHMENTS

CYF played a lead role in agency service integration transformation. All staff are aligned in eight community-based zones in five regions. An Agency Service Integration cabinet was established to guide and to support the work of agency transformation. Approximately 600 families will be identified to participate in Project 100 and their human capital development outcomes will be tracked to measure the benefits of a more integrated service delivery system. Some early system outcomes include "no-wrong door" business approaches, Medicaid enrollment and accessibility initiatives, sharing of relevant information across programs/services, simplified and coordinated family service plan, and tracking of common family outcomes. Agency strategic plan process FY13-15 will help to formalize our integrated service delivery system at individual, family, neighborhood, and community levels.

This year the 4-H Youth Development program represented Wake County in two large collaborative efforts: Youth Thrive, community-wide collaborative aimed at improving systems of accountability related to school-age youth and the Raleigh College and Community Collaborative (RCCC) seeking to double the number of limited resource youth, ages 16-26

Human Services

who obtain a post-secondary credential and living wage employment. Working to create an informed and empowered workforce, 4-H intentionally engaged youth in Science, Technology, Engineering and mathematics (STEM) learning experiences.

Diverse groups of 4-H GIS Mapping teams received national attention for their work in identifying health food sources in local communities and using the data collected to convince merchants to market healthy food to youth.

The 4-H Program mobilized resources to teach a youth education and wellness component parallel to Human Capital Wellness Clubs developed in Public Health. In addition, they have expanded their efforts in Child Welfare to include teaching life skills to adolescents whose families are required to participate in Parenting Classes; offering Youth Clubs for young people removed from their homes and placed with relatives and offering specific independent living skills groups for youth preparing to leave the foster care system.

Family Support Program helped families move toward self-sufficiency and prevented children from entering foster care. Specifically Nine Hundred and thirty-one (931) youth in relative placements were served with 99% being maintained in relative placement thus preventing them from entering into foster care system. Five Hundred and Thirty (530) in Two hundred and sixty-three (263) families at risk of /or with previous Child Welfare Intervention were served; of these families, 84% remained free of new Child Welfare Intervention post 12 months of case closure. 94% of families met service goals, demonstrated economic stability, successfully utilized formal and informal available resources, resolved crisis, and demonstrated healthy living decisions.

Worked collaboratively with Community Care of Wake and Johnston counties (CCWJC) as part of the network of Community Care of North Carolina (CCNC) in joint efforts to decrease Medicaid cost. Pregnancy Care Management of Wake County remains aligned with our existing prenatal clinical care services and increase access to prenatal care and achieve healthy birth outcomes with a network with

OB/GYN practitioners in our county to provide a more coordinated system of prenatal care services to Medicaid eligible women (14-44 years old).

"Never Leave Your Child Alone Campaign" - The "Love Us Buckle Us" Child Passenger Safety Team in partnership with Wake County Safe Kids and Bobby Murray Chevrolet held the event in July 2012. Staff roasted Smores in the hot cars while educating families to never leave a child alone in a vehicle, check the back seats of their cars every time they exit and to call 911 if they see children unattended in a car. This event was covered by all local media outlets. The team also partnered with the Wake County Public Library system by providing quarterly child passenger safety checks to the patrons of the six Wake County Regional Libraries.

The Nurse- Family Partnership Program graduated 15 families from the program this year. Families graduate from the program when their first child reaches the second birthday. On October 5, 2012, U.S. Congressman David Price visited with Wake County NFP staff to learn more about the program's goals and its successes with families. The News and Observer featured NFP in an article on March 23, 2013. In April 2013, members of the Raleigh City Council and Wake County Commissioners were invited to a breakfast event to learn more about Wake County Nurse Family Partnership's goals and achievements. NFP is one of the programs that contributes to the County Health Ranking and reducing infant mortality.

Care Coordination for Children (CC4C) - Successfully transitioned program from Child Service Coordination (CSC) to Care Coordination for Children (CC4C) based on directives from NC DPH and completion of transition plan activities. Established effective partnership with Community Care of Wake and Johnston Counties (CCWJC) to implement Care Coordination for Children (CC4C) in Wake County. All aspects of business processes including transition to per member per month Medicaid reimbursement for services are successful. Continuing to adapt to change and refine processes as communicated by NC DPH, CCNC, CCWJC.

FY 2015 DISCUSSION

The Children Youth and Family FY 2015 budget increased by \$548,193 over the FY 2014 Adopted budget due to funding for ten additional school nurses for Wake County Public Schools.

Potential increase in the number of Medicaid enrolled children and families in Wake county.

Healthcare Reform - accessibility, utilization, and effectiveness of services.

Continue to adapt to evolving Care Coordination for Children (CC4C) program development. Maximize Per Member Per Month (PMPM) Reimbursement from Medicaid. Align business process and staffing to maintain service provision based on PMPM projection of potentially Medicaid eligible children birth-5. Determine impact of Health Care Reform on Healthy Child Development and Care Coordination for Children programs and participants.

HORIZON ISSUES

Wake County Human Services continues to work with community partners to face the challenges and opportunities in health care, social service, and educational reforms within the context of global, national, and local economy.

There are a number of trends indicating the growing need for targeted youth development programs that build skills, address access to non-formal education and effective opportunities for positive youth development. Youth in the foster care are more likely to experience violence, homelessness, mental illness and other poor health outcomes than their peers. They are also more likely to be incarcerated, abuse substances and experience parenthood out of wedlock. An average of 21 youth are placed in the foster care system each month in Wake County. Obesity/overweight was ranked #1 as the most important health issue in the 2010 Wake County Community Assessment Survey. And, Chlamydia and Gonorrhea currently are the most commonly reported sexually transmitted infections (STI) in Wake County, with the chlamydia case rate/100,000 population increasing by 21% from 2009 to 2010. Eight-one (81)% of all cases of gonorrhea and 64% of all chlamydia cases occurred in African Americans between the ages of 15-24.

Our collaboration with Community Care of North Carolina, will continue to present many opportunities to achieve positive outcomes for children, women, and for families.

Human Services

Summary of Services and Performance Measures

Service Area: WIC

Description: Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of low birth weights experienced by newborns (<5 lbs. 9 oz)	7	8	7	7

Service Area: Healthy Child Development and Care Coordination for Children

Description: Assist vulnerable families to support their young childrens' (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Percentage reduction rate of ED visits	1	1	2	2
Percentage reduction in rate of hospital admissions	3	3	5	9
Percentage reduction in rate of hospital readmissions	3	4	4	9
Percent increase in NICU graduates who have their first PCP visit within one month of discharge	1	2	2	2

Service Area: Maternal Health- Pregnancy Care Management

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of identified risks/needs that are resolved at closure, 60 days postpartum:	82	83	84	100

Service Area: Family Support

Description: Increase the percent of children who are maintained in relative care-giver homes. Reduce

the percentage of FSS families with new CPS involvement. Assist youth in completing high school

or GED program. Help families demonstrate preparation for employment and ability to utilize resources to meet family needs.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
% of Child Welfare youth who remain in relative care.	95	95	95	95
Effectiveness				
% of Child Welfare youth with no active CPS involvement after 6 months	N/A	86	87	90
Percentage of youth graduating from high school	75	75	75	75
% of families with permanent medical home	N/A	N/A	70	75
Percentage of families with plans for stable housing.	N/A	N/A	90	95

Service Area: Youth Services-OJJ/DJJDP Program

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Programs must track recidivism, violations of probation, and parental involvement in addition to other measures specific to their program type	1,342	1,400	1,400	1,400

Service Area: School Nursing-School Dental

Description: Promote health, safety, and educational success of the school age child in Wake County by serving students, families and school staff through partnerships, evidence based practice and professional standards of care.

Human Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
% of individual action plans successfully managed for students with asthma, diabetes, severa allergies	96	98	100	100
% of nursing care plans for students identified with chronic illness	100	100	100	100
% of proper and safe medication administration	100	100	100	100
% of schools who have implemented specific obesity prevention plan to reduce childhood obesity	N/A	N/A	50	100
% of secure care for students with STI	50	90	100	100
% of secured pregnancy care management rate	100	100	100	100

Division Summary - Public Health

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	8,323,610	3,945,961	3,971,234	3,871,184
Contractual Services	410,515	214,216	292,540	333,169
Supplies, Materials and Other Charges	1,228,169	1,135,796	1,233,630	1,395,832
Capital Outlay	42,500	—	—	—
Expenditure Totals	\$ 10,004,793	5,295,973	5,497,404	5,600,185
Revenues:				
Federal	942,110	879,011	951,762	1,125,360
State	463,802	389,624	387,124	387,124
Local	1,000	—	—	—
Charges For Services	212,328	28,266	30,766	78,766
Miscellaneous	1,879	—	—	—
Revenue Totals	\$ 1,621,119	1,296,901	1,369,652	1,591,250
Number of FTE's	129.56	52.56	63.25	63.25

DIVISION PURPOSE AND GOALS

The primary mission of Wake County Public Health (PH) Division is to collaboratively protect and improve the health of Wake County residents through partnerships, innovation and integration of health resources. Primary program areas include: Health Promotion, Disease Prevention and Surveillance, and Disaster Preparedness and Response. Ready to serve Wake County, the PH programs address a wide variety of health issues including: chronic disease, healthy weight and wellness promotion, communicable diseases including HIV/STI as well as other infectious diseases, injury prevention, school health, reproductive health, immunization outreach, tobacco, vital records and migrant farmworker health.

MAJOR ACCOMPLISHMENTS

For the fifth consecutive year Wake County was ranked as the healthiest county in North Carolina. This distinction is attributable to the collaboration of county leadership, various county programs, and partnerships in the health, business, and the education community. The celebration of being the

#1 County is one that must be shared by many organizations and individuals in Wake County.

Selected to participate in a state/national initiative piloting an evidence-based curriculum (i.e., Making Proud Choices! In Out-of-Home Care) to give foster care youth the tools to reduce risk of unintended pregnancy and STDs including HIV.

Awarded CDC funds to evaluate and implement a collaborative model that would establish a Men's Health Clinic to serve minority men at-risk for HIV/STDs.

Organized training to inform and educate funeral homes and hospitals on how to complete the new death certificate that was implemented January 1, 2014.

CD and TB were part of the Communicable Disease Conference in May at Wrightsville Beach and did Poster Presentations. TB received 2nd Place for their Poster entitled "Contact Investigation in Foreign Borne, Drug Resistant TB Case". CD received Honorable Mention for their Poster entitled "Winter

Human Services

Woes -- Influenza Outbreak in a Skilled Nursing Facility".

Health Educators received Champion Award from Wake Health Literacy Coalition as well as attending a grant funded class from UNC entitled,"Health Literacy and Aging Faculty Development Program". They have implemented what they have learned into working with our clinics to increase better communication with our clients.

DIS developed an educational power point and tracking tool for STD's and presented to clinics B&C and plan to continue for use with outside providers to better educate on the functions of DIS.

Assessment of 6,152 immunization records for the most recent assessment by the NC Immunization Program (NCIP) of children 24 to 35 months of age reports that WCHS has met the goal of 89% of children with their medical home at WCHS are age appropriately immunized.

WCHS's(Health Promotion) received a 2013 Achievement Award from National Association of County Officials (NACO) titled, "The Farmers Market/ EBT Project."

In its continued partnership with YMCA of the Triangle Community Outreach, Health Promotion staff trained all "Y Learners" site coordinators on its "In Shape: Nutrition and Physical Fitness Activities for Youth" module. Pre and post assessments measuring BMI and blood pressure were administered on almost 200 youth. Data results below:

Pre-assessments: Oct/Nov 2012- 196 youth measured - 49% with BMI > 85%ile, 30% with abnormal blood pressure measures.

Post-assessments: May 2013- 191 youth measured - 47% with BMI > 85%ile, 26% with abnormal blood pressure measures.

The past year did not include any major natural disasters for Wake County. The division did participate in the Harris FEMA Evaluated Emergency

Response Exercise which was judged to have exceeded all FEMA requirements. There was 48 staff that participated in the preparations and exercise demonstration.

FY 2015 DISCUSSION

The Public Health division FY 2015 budget increased by \$304,212 over the FY 2014 Adopted budget due an additional position for STD education and counseling, increased funding for the purchase of vaccines, and reallocation of funding within the department.

The role of new payment structures at the State and Federal level cause uncertainty for long range planning in public health. Clear direction regarding the role of various stakeholders is still undefined for Wake County. Discussion at the state and federal payer level indicates a move from the current fee-for-service model toward a new per member/per month structure.

The effects of the economic downturn, including reduced vaccine budget funding, may possibly impact our ability to provide a full formulary of immunization services to BCBS, NCHC and Medicare insurance members by limiting our ability to purchase vaccines for reimbursement. A trend of reduced spending on travel has limited our ability to generate maximum revenues from foreign travel and self-pay vaccine services.

Lastly, with regard to public health Aid to County funding, strategically aligning these funds to support the 10 Essential Services is paramount. Eliminating contracts and/or positions currently tied to these funds will require review in order to ensure appropriate allocation of funding as well as mitigate consequences in the event of unexpected reduction in overall Aid to County funding.

HORIZON ISSUES

With our increasingly diverse community and the expansive global travel of Wake County residents there is an growing need for trained and competent staff to meet the potential global health issues that

present regularly. Surveillance and timely response to disease and emergent issues is crucial to keep our residents healthy. PH Division will continue to provide trained staff and 24/7 coverage to assure prompt action when needed.

Health Care Reform (HCR) also continues to be a variable that has potential to impact overall health in Wake County. HCR will require close monitoring due to evolving changes at the state and federal levels. Access to care continues to be a priority for Wake County. Efforts are underway to explore methods of collaboration with the federally qualified health center, hospital partners, and providers of health care to the indigent and uninsured. The unstable state and federal budgets also have potential to impact service provision in immunizations and various prevention programs.

Health Care Reform (HCR) also continues to be a variable that has potential to impact overall health in Wake County. HCR will require close monitoring due to evolving changes at the state and federal levels. Access to care continues to be a priority for Wake County. Efforts are underway to explore methods of collaboration with the federally qualified health center, hospital partners, and providers of health care to the indigent and uninsured. The unstable state and federal budgets also have potential to impact service provision in immunizations and various prevention programs.

Obesity/overweight also continues to be a dominant health factor. Collaboration with key stakeholders on programs, policies and interventions is part of the overall plan.

The various Public Health and Clinic Divisions are transitioning to an Electronic Medical Record and new practice management system that will be implemented throughout calendar year 2014. Efforts to ensure an integrated system for surveillance and care will be closely monitored.

Human Services

Summary of Services and Performance Measures

Service Area: Communicable Disease Control- CD Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination and analysis of primary and secondary data designed to impact service delivery

and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of all reportable communicable diseases	719	600	550	550

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention and reporting of TB within Wake County. The collection, coordination and analysis of primary and secondary data designed to

impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Percentage of TB investigated/reported within the state mandated time frame	98	98	98	98

Service Area: Public Health Preparedness

Description: Coordinates the Human Services response to natural and man-made disasters (e.g. provision of shelters, evaluation centers and medication dispensing.)

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of public health incidents in which WCHS responded with our partners	2	3	2	1

Service Area: AIDS/HIV Outreach

Description: Provide outreach prevention education, syphilis elimination efforts, HIV counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and

treatment, HIV/STD surveillance and HIV/STD primary care.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of persons testing for HIV, Syphilis, GC, Chalmydia and Hep C seropositivity	3,697	4,000	4,000	4,000
Output				
HIV Positivity rate	N/A	N/A	N/A	N/A
Total number of Housing Vouchers issued	38	37	37	37
Number of individuals who used Prevention and Education services	20,234	20,000	20,000	20,000

Service Area: Immunization Outreach

Description: Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry(NCIR). Provides system administration for NCIR at WCHS. Provides oversight and

administration of NACo Prescription Discount Card Program/Wake County.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of clients immunized	22,191	21,000	21,500	22,000
Output				
Number of Doses Administered	48,859	44,000	46,000	48,000

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention Team reviews the deaths of children, ages 0-17 that are not due to suspected abuse and neglect. The Team identifies causes of child deaths, identifies gaps or deficiencies

that may exist in order to improve the delivery of services to children and families, and makes recommendations for changes that could prevent future child fatalities.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percentage of childhood deaths assessed in order to improve delivery of services	100	100	100	100
Percentage of reports submitted to the State and County Commissioners timely	100	100	100	100

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services (including screenings) that address obesity, cardiovascular

disease, stroke, diabetes, breast and cervical cancer, and smoking cessation to at risk populations and communities with existing health disparities.

Human Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of breast cancers detected of women screened through the BCCCP and Komen mammography programs	8	12	15	10

Service Area: Vital Records

Description: Maintain records, perform duties of Registrar and provide birth, death and other vital record information to the State and the Public.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of deaths processed	5,462	5,462	5,462	N/A
Number of birth records processed	12,975	13,250	13,500	N/A

Division Summary - Health Clinics

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	11,912,905	11,916,644	11,758,373	11,529,063
Contractual Services	1,718,947	1,614,916	2,051,727	2,369,872
Supplies, Materials and Other Charges	2,529,024	2,531,152	2,451,119	2,637,620
Capital Outlay	–	–	60,000	–
Budget Reserves	–	–	–	260,000
Expenditure Totals	\$ 16,160,876	16,062,712	16,321,219	16,796,555
Revenues:				
Federal	1,920,369	1,862,179	2,110,217	2,562,923
State	265,148	260,592	263,092	297,475
Local	62,033	12,000	4,000	–
Charges For Services	12,330,546	10,105,638	10,754,375	10,208,645
Miscellaneous	2,842	265	230	265
Revenue Totals	\$ 14,580,937	12,240,674	13,131,914	13,069,308
Number of FTE's	156.60	162.65	164.10	161.10

DIVISION PURPOSE AND GOALS

The Health Clinics Division provides direct medical care and treatment and support services at its main campus on Sunnybrook Road as well as three WCHS Regional Centers. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), Child Health, Prenatal, Immunization and Refugee Health, Dental and Women's Health. The services are offered to uninsured, underinsured and Medicaid-covered individuals. Patients are offered fee adjustments on a sliding-fee scale based on family size and income. Laboratory and Pharmacy are considered support services for both the Health Clinics and Public Health Divisions.

MAJOR ACCOMPLISHMENTS

For the fifth year, Wake County has been ranked as the #1 Healthiest County in North Carolina. This ranking is due in part to many of the services offered by our agency and the community that influence morbidity, mortality, modifiable health behaviors, and the physical environment.

All health and dental clinics implemented the new Practice Management System, which will increase our ability to document our services and bill clients using ICD-10 terminology.

During this last year, the Wake County Human Services laboratories continue to maintain high quality standards. The Northern Regional Center laboratory has successfully met all federal requirements for Clinical Laboratory Improvement Amendment (CLIA) recertification. It should be noted that all WCHS laboratories are currently CLIA certified.

The CLIA federal requirements, enforced by the Centers for Medicare & Medicaid Services, were established to ensure that laboratories can perform testing accurately, reliably and in a timely manner. These numerous and detailed regulations must be met before a laboratory is certified to perform testing on human specimens for health assessment or the diagnosis, prevention, or treatment of disease. Laboratories must also be CLIA certified to receive Medicare or Medicaid payments.

Human Services

Customer service satisfaction surveys provided high marks for patients who had lab services during their visit to WCHS health clinics. Respondents indicate that they have: been treated in a respectful and professional manner; been asked to consistently confirm their identity; received high quality laboratory services; been seen in a timely manner; and appropriately directed to next location of service.

Implemented a new Dental Practice Management System and Electronic Health Records that included digital x-rays. This project was made possible by a grant awarded by John Rex Endowment.

In addition the Dental Clinic was awarded grant funds from Delta Dental of North Carolina for uninsured and underinsured children to receive preventive dental sealants at no charge.

The Wake County Human Services HIV Clinic was recently recognized for being one of the top clinics in the state in several measures of clinical performance. Five faculty members in the UNC School of Medicine work at the Raleigh-based clinic, which has more than 900 patients.

On February 25, representatives from all ten state-funded HIV clinics gathered at the North Carolina AIDS Care Program Quarterly All-Network Meeting, where the HIV/AIDS Bureau (HAB) recognized programs that surpassed suggested federal performance expectations.

The Wake County HIV Care Clinic received HAB Performance Awards for being the statewide leader in Hepatitis B and C screening for HIV-infected individuals. Ninety-eight to 99 percent of all clients at the facility have been screened for Hepatitis.

Wake County's clinic also received first place for adherence to medication treatment guidelines for HIV-positive pregnant women. The clinic was also recognized for its high client retention, CD4 testing, and adherence to guidelines for antiretroviral therapy (ART) for pregnant women with HIV.

Successfully completed work with John Rex Endowment on Mothers Matter Project, which

helped us to improve our postpartum services and integrate with partners across WCHS and WakeMed.

Successfully increased placement of IUD and Nexplanon during the postpartum visit. This will help reduce short-interval births, which result in more preterm babies who need intensive care and help prevent infant mortality.

Increased placement of Long Acting Reversible Contraceptive Devices from 962 in FY 2012 to 1286 in FY 2013. This assists in preventing unplanned pregnancies, which result in poorer outcomes for mother and child.

Coordinated with Club Choice to provide education and exercise classes to overweight and obese women who access our services.

Saw a drop in teen pregnancy in Wake County from 35 pregnancies per 1,000 girls age 15 - 19 in 2010, down to 25.5 pregnancies per 1,000 girls in 2013. The percentage of those pregnancies that is a repeat pregnancy remains stubbornly high at 25%.

Infant mortality remains stable at 7.1, with a 3:1 disparity between African-American and white infants. This shows the need for more intensive services for women both before, during, and after pregnancy, especially those who live in economic distress.

Continued collaboration with Duke Family Medicine Residency, training the next generation of family physicians in women's health, family planning, and prevention

FY 2015 DISCUSSION

The Health Clinics division FY 2015 budget increased by \$733,842 over the FY 2014 Adopted budget due to additional funding for Long Active Reversible Contraceptives, additional funding for the purchase of STD drugs, and the reallocation of funding within the department.

As North Carolina Medicaid Reform unfolds, the future landscape for the state's Medicaid program appears to be emerging as some form of Medicaid

managed care or integrated care model. In sum, this will change fee-for-service reimbursement to a capitated reimbursement structure. And, as the reimbursement methodology changes, the annual cost settlement will evaporate. Medicaid cost settlement dollars have increased four-fold over the last ten-year period. And, there is increasing reliance on the annual settlement to cover the difference between fee-for-service reimbursement receipts and actual cost of delivering care and services. Strong practice management will be necessary, particularly for the health clinics, to achieve efficiencies that will enhance revenue projections and establish productivity benchmarks for clinical and paraprofessional staff. In addition, contracting with managed care entities in order to remain fiscally viable and reduce reliance on county funding.

It is important to note that the present Medicaid fee-for-service payment structure will be "frozen" for the current state budget biennium (SFY 2014 - SFY 2015) at rates that were in effect as of June 30, 2013. In addition, the state Division of Medical Assistance (DMA) will implement the Shared Savings Program beginning January 1, 2014 whereby a 3% payment withhold will be levied against reimbursement to physicians, dentists and dispensing pharmacies among other provider types. The only exception to the withhold payments is for primary care physicians until January 1, 2015. While future information from DMA will detail how providers may earn back the withhold amounts, the details at this time remain unclear. In sum, Medicaid fee-for-service accounts for slightly more than 30% of overall revenue for WCHS clinics. We anticipate no increase in future payments, reductions in payment in a few areas and an eventual capitated payment structure that will require contracting with insurers.

HORIZON ISSUES

Despite well publicized difficulties implementing HCR, federal marketplace enrollment is occurring. Specific to Wake County Human Services (WCHS) public health and health clinics divisions, approximately 70% of individuals infected with HIV/AIDS are eligible to pursue health insurance through the marketplace, and 17% of these individuals may do so with subsidy. These figures are important because

as a non-participating provider with these insurers, WCHS stands to lose patients to care and treatment to other private providers whose disease suppression rates do not match our own (i.e., 80% viral load suppression). It is unlikely that patients who become insured will remain under treatment with WCHS because co-pays and deductibles for non-network providers will be very costly for them. In addition, HCR is shifting federal Ryan White funding to Federally Qualified Health Centers (FQHCs). As this particular funding becomes more limited, it will be essential that we establish clinical partnerships with FQHCs to continue care and treatment for these patients.

We anticipate similar trends in patient transition for other special populations interfacing with the division's public health programs and clinic services. In order to remain a reliable "safety net" provider as well as ensure access and availability of services to Wake County residents that desire to maintain medical care with us (i.e., patient choice), contracting with insurers will be necessary. It is imperative that we capitalize on our federal designation as an "Essential Community Provider" to contract with insurers.

The health clinics are transitioning to an Electronic Medical Record and new practice management system that were implemented in CY 2013. These systems are essential for compliance with current and future Federal regulations.

Human Services

Summary of Services and Performance Measures

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis, sexually transmitted diseases, including

HIV. Works with clients to promote healthier behaviors and lifestyles, to assure the availability of quality health care services related to reduction of risk and spread of communicable diseases.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Increasing numbers of sexually transmitted diseases	5,863	6,000	6,000	N/A
Percentage of newly HIV diagnosed individuals have already progressed to AIDS at the time of diagnosis	38	25	25	N/A
Percentage of new clients were racial/ethnic minority	84	75	75	N/A
Percentage of the total clinic population fall below poverty level	62	65	65	N/A
Effectiveness				
Total number of clinic visits w/3% turn away (HIV and STD Clinics).	19,196	18,700	18,700	N/A

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations to prevent childhood disease, adult diseases, and for

international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of overall immunizations given	40,863	42,000	45,000	45,000
Number of clients seen (child,adult,refugee,immigration,travel)	12,330	12,500	13,000	15,000

Service Area: Child Health Clinic

Description: Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Well child visits at age-appropriate intervals	81	84	86	89
Annual Visits 3 - 6 years	70	72	75	78
Annual Visits 7 - 11 years	47	51	55	55
Annual visits 12 - 18 years	27	33	40	50

Service Area: Maternal Health Clinics-Prenatal

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Percentage infant Mortality rate for Hispanic live births	4	3	2	N/A
Percentage infant mortality rate for other live births	3	2	1	N/A
Percentage infant mortality rate for African American live births	16	15	14	N/A
Effectiveness				
Percentage Infant Mortality Rate w/white live births	5	4	3	N/A
Percentage Wake County's Infant Mortality Rate w/non white live births	7	6	5	N/A

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen

services, and cancer screening. Serve as safety net provider of last resort for these services.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of unduplicated count of clients	8,646	8,500	9,000	10,000
Total number of clinical visits	23,110	22,500	23,000	28,000
Output				
Teen Pregnancy Rate per 1,000 age 15-19 Wake County	26	26	26	25
Long Acting Reversible Contraceptives (LARC) methods provided	1,286	1,300	1,400	1,400

Human Services

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for mass care/bioterrorism event, community collaboration to provide medication for uninsured citizens.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of prescriptions filled	71,244	73,000	74,000	74,000

Service Area: Dental Clinics

Description: Provide comprehensive preventive and treatment dental care to uninsured and underinsured children under the age of 20 and pregnant women.

Provide community outreach including screening, referral, follow-up and education.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of unduplicated patients	5,444	5,750	5,900	6,100
Effectiveness				
Number of Patient Visits	8,868	9,300	9,500	9,600

Service Area: Lab Services

Description: Support all clinical programs and services with quality, proficient laboratory tests, procedures, and results. Support Environmental

Services with environmental specimen tests, procedures, and results.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of lab tests performed	145,204	150,000	150,000	150,000

Division Summary - Behavioral Health

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	15,113,068	227,233	143,433	—
Contractual Services	13,365,231	—	48,476	—
Supplies, Materials and Other Charges	1,568,691	405,995	278,881	—
Expenditure Totals	\$ 30,046,990	633,228	470,790	—
Revenues:				
Federal	194,321	—	—	—
State	1,818,188	—	—	—
Local	1,000,000	—	—	—
Charges For Services	665,048	—	—	—
Miscellaneous	393	—	—	—
Revenue Totals	\$ 3,677,950	—	—	—
Number of FTE's	178.82	4.13	2.00	2.00

DIVISION PURPOSE AND GOALS

The Division of Behavioral Health Services (BHS) in the past provided assessment, treatment and referral of children and adults at risk for or diagnosed with mental health, substance abuse or developmental disabilities that may not be eligible for services elsewhere. BHS was the safety net and public partner within the Wake County community provider network of behavioral health services.

All Wake Behavioral Health programs and clients were transferred to Community Providers effective June 30, 2013. However, additional resources were required from July 1, 2013 to August 31, 2013 to successfully close out Wake Behavioral Health Services, transition programs and clients with least disruption and minimum impact to consumers.

Effective July 1, 2013 Alliance Behavioral Healthcare assumed responsibility for the management of mental health, developmental disability and substance abuse services in Wake County. Mental Health funds previously appropriated in the Wake County Human Services' budget to deliver behavioral health services were contracted to the Alliance Behavioral Healthcare for Community Providers.

MAJOR ACCOMPLISHMENTS

In response to a State mandate to divest of mental health, developmental disabilities, and substance abuse programs, Wake Behavioral Health divested of services as of June 30, 2013. A Transition team was formed from the period July 1, 2013 - August 31, 2013 to successfully close out Wake Behavioral Health Services, transition programs and clients with least disruption and minimum impact to consumers. This team was vital in assuring an orderly and smooth transition for our clients, staff and community partners.

FY 2015 DISCUSSION

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health MCO division to consolidate funding.

Human Services

Division Summary - Administration and Operations

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	12,917,494	12,930,610	12,754,690	13,423,314
Contractual Services	7,168,669	8,221,720	8,343,352	8,858,129
Supplies, Materials and Other Charges	3,903,314	3,819,677	4,553,847	4,361,218
Capital Outlay	51,360	926,657	2,069,070	881,874
Expenditure Totals	\$ 24,040,836	25,898,664	27,720,959	27,524,535
Revenues:				
Federal	537,888	838,718	838,718	535,528
State	4,785,308	5,139,408	5,193,757	5,348,961
Local	16,828	40,000	40,000	384,466
Charges For Services	4,222,227	4,188,084	4,681,698	4,814,512
Interest Income	4,660	23,654	23,654	23,654
Miscellaneous	21,278	29,667	29,667	29,667
Other Financing Sources	—	—	1,453,621	—
Revenue Totals	\$ 9,588,190	10,259,531	12,261,115	11,136,788
Number of FTE's	237.55	212.25	220.28	219.85

DIVISION PURPOSE AND GOALS

The Administration and Operations Division functions as centralized infrastructure for all Wake County Human Services divisions that provide direct services to consumers and customers. This Administration and Operations Division includes functions of the Office of the Director; the Human Services Academy; the Office of Community Affairs; Consumer Affairs; Resource Development, Volunteer and Intern Services, Strategic Planning and Data and Informatics. Operations functions include being a liaison to General Services for buildings and capital improvement planning, client accounting, budget and finance, contracts/grants management, consumer records, technology/data support and staff recruitment/retention. Additional services for housing and homelessness prevention, transportation, regional centers, and funding for the County's responsibilities as related to juvenile detention services and juvenile programs in community-based settings are coordinated through this Division. The Office of the Medical Director provides clinical oversight to the department, as well

as quality assurance functions connected to each Division. The Administration and Operations Division, under the leadership of the HS Director is also responsible for assuring quality consumer and community input and guidance to the department through the Wake County Human Services Board. Special initiatives include Human Capital Development and the Healthiest Capital County. These initiatives have county wide impact and are integrated into all department services.

MAJOR ACCOMPLISHMENTS

In FY 2013 Wake County collected the most money, more than any other county for program integrity services. Wake finished first for the third consecutive year for \$90,255 in Medicaid collections, and third for \$481,229 in Food and Nutrition services collections, and second with \$55,661 in TANF collections.

In FY 2014 it is estimated that transportation services will have been provided 155,000 transportation trips.

The Department is in the second year of a 2-year strategic plan, implementing seven strategic objectives. The department is already seeing results in fiscal accountability, use of data, and increased technology improvements.

Regional Networks continue to provide excellent services through a "regional networks of care" model. The regional centers had the highest customer service score (93.1%) of all WCHS locations in FY 2013. They continue to implement many models of community outreach, and have active advisory committees that help leverage resources, build partnerships, and identify community needs. For example, the Northern Regional Center provided 61,039 onsite service units in the last fiscal year. In addition they were a voting location for 12,166 voters, and a site for 500+ families who received services through rabies clinics for their pets. The Millbrook Center provided services to 23,860 people from January through December 2013. The Southern Regional Center continues to provide community development and coalition building support, leveraging multiple partnerships to address the needs of residents in the Southern portion of the County. And a new Community Advisory Committee has been established in the Western portion of the County. Members are already helping to leverage partnerships and advocate for needed services in the West.

The South Wilmington Street Center, the largest homeless shelter in Wake County served 1,791 men, with a total of 87,512 overnight stays and 117,660 meals between July 1, 2012 and June 30, 2013.

INFORM "Information Network for Ongoing Resource Management" worked with County level staff to implement a geographic information system portal for human services planning. The team has also identified specific indicators that will now be reported quarterly and annually, with trend data. Geographic areas of highest need have been identified as well as service "hot spots" INFORM continues to increase the agency's ability to use data for planning and service delivery.

FY 2015 DISCUSSION

The Administration and Operations division FY 2015 budget increased by \$1.6 million over the FY 2014 Adopted budget due to the addition of an IT Specialist to lead training efforts for Electronic Health Records, five additional Customer Support Representatives for the NCFAST Call Center, and funding for the ongoing maintenance and support for the new Call Center software platform, funded out of the Capital Budget.

HORIZON ISSUES

The Admin/Ops Division will need to continue to closely monitor the Department's expenditures, especially those associated with state mandates. The Department will need to continue to focus on operational flexibility as program staffing and responsibilities continue to demand different models of operation. Close collaboration with human resources and information technology services at the department and county levels will continue to be needed moving forward. Technology changes are also impacting how public health clinic services are delivered as the Department continues to implement electronic health records. A much more technology savvy workforce must now be continually trained to be able to efficiently deliver both public health and social services in the current and future environments.

Strategic planning across all divisions and strategic use of data will become more important to decision making in the coming years. WCHS will continue to use geographic information system technology to track potential populations of highest need, and to identify locations in the county where additional partnerships need to be leveraged to continue to address community need. Additional resources for surveillance, dashboards, and timely reporting will be needed to manage information strategically across public health, social services and housing functions, and to maintain public health accreditation status in the future.

On any given night, 1,115 persons are homeless. Over the course of a year at least 3,500 children are homeless in Wake County. The Wake County Public

Human Services

School System reports they enroll at least an additional 2,400 children living in doubled-up situations who never enter a homeless shelter system. This is up from 1,700 in the last fiscal year. WCCHS will need to continue to align programs and partnerships to assist families to move out of homelessness and poverty. It is vital that Human Capital Development, Family and Community Support, and other self-sufficiency initiatives continue to provide tools and community resources to help families move out of poverty and dependency on public programs and dollars.

Summary of Services and Performance Measures

Service Area: Transportation

Description: Wake Coordinated Transportation Service acts as a broker for transportation services for WCHS clients and consumers of many non-profit partners.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of transportation trips	144,000	150,000	150,000	150,000

Service Area: Housing - South Wilmington Shelter

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Total number of men sheltered nightly	239	234	234	234
Total number of men graduated to permanent housing	307	300	300	300

Service Area: Housing Supports - Voucher Program

Description: Provide rental assistance to homeless persons with a disability. Provide case management and on going community based supports to help persons who are formerly homeless and persons with unstable housing.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Homeless disabled people placed in housing.	767	767	767	N/A
Homeless women and families obtaining permanent housing. Individuals and families obtaining housing.				

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.

Human Services

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Total number of bed days	4,855	4,900	4,800	4,800
Total number of youth	461	460	450	450

Division Summary - Behavioral Health - MCO

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	–	–	–	84,434
Contractual Services	–	25,202,558	25,202,558	25,202,558
Supplies, Materials and Other Charges	–	–	–	103,436
Expenditure Totals	\$ –	25,202,558	25,202,558	25,390,428
Revenues:				
State	–	255,000	255,000	255,000
Local	–	2,000,000	2,000,000	2,000,000
Revenue Totals	\$ –	2,255,000	2,255,000	2,255,000
Number of FTE's		0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Wake County will contract with the Alliance Behavioral Healthcare (the new regional MCO) for provision of all Behavioral Health related services from FY 2013 forward. The funding for this contract will be located in the Behavioral Health - Managed Care Organization division starting in FY 2014.

FY 2015 DISCUSSION

Wake County will continue to provide funding to support Behavioral Health Services through Alliance Behavioral Healthcare in FY 2015 in addition to monitoring Alliance both fiscally and programmatically.

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health MCO division to consolidate funding.

HORIZON ISSUES

Wake County will work closely with Alliance Behavioral Healthcare to monitor the anticipated Medicaid reform process in North Carolina and the implications on mental health.

Human Services

Division Summary - Local Management Entity

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	55,881	—	—	—
Contractual Services	2,862	—	—	—
Supplies, Materials and Other Charges	11,032	—	—	—
Expenditure Totals	\$ 69,775	—	—	—
Revenues:				
State	(362)	—	—	—
Local	1,000,000	—	—	—
Charges For Services	(775)	—	—	—
Revenue Totals	\$ 998,863	—	—	—
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Through the end of FY 2012, The Wake County Local Management Entity (LME) was responsible for developing and managing a network of mental health, developmental disabilities and substance abuse (MHDDSA) services that enabled consumers to live, work and participate in their community to the greatest extent possible. As of July 1, 2012, the Wake County LME officially merged with the Durham County, Johnston County, and Cumberland County LME's to form a new Managed Care Organization (MCO) called Alliance for Behavioral Healthcare. Alliance Behavioral Healthcare will provide the same services as the former LME for Wake County after FY 2013.

Division Summary - Human Services Reserves

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	–	–	69,127	–
Budget Reserves	–	–	963,060	–
Expenditure Totals	\$ –	–	1,032,187	–
Revenues:				
State	–	–	6,963	–
Revenue Totals	\$ –	–	6,963	–
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Human Services established a budget reserve which enables the department to isolate funding which (1) is planned for reduction per external funder notification, (2) is determined to be available for re-allocation to other programs within the department.

Medical Examiner

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Contractual Services	\$ 181,000	204,200	204,200	204,200
Expenditure Totals	\$ 181,000	204,200	204,200	204,200
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

The Medical Examiner is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. The Medical Examiner determines the cause and manner of death and orders an autopsy if necessary. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. The current Medical Examiner's function is part of a statewide system that is supervised and financed primarily at the State level. The State Medical Examiner in Chapel Hill has the responsibility to select the Medical Examiner(s) for the County.

This page intentionally left blank.

Emergency Medical Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 15,206,932	17,124,173	16,872,706	17,162,561
Contractual Services	1,782,208	1,775,295	1,903,224	1,861,762
Supplies, Materials and Other Charges	13,601,348	14,463,434	14,477,459	15,450,963
Capital Outlay	105,037	460,410	460,410	299,350
Debt	5,209	5,870	5,870	5,870
Transfers Out	—	—	100,000	—
Expenditure Totals	\$ 30,700,734	33,829,182	33,819,669	34,780,506
Revenues:				
Local	\$ 34,985	30,000	30,000	55,000
Charges For Services	22,674,750	22,966,418	22,966,418	23,518,002
Miscellaneous	165,538	—	—	—
Revenue Totals	\$ 22,875,273	22,996,418	22,996,418	23,573,002
Number of FTE's	210.00	246.00	241.00	249.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Department of Emergency Medical Services consists of the Division of Emergency Medical Services, the Office of Medical Affairs, an EMS Executive Officer, and three contract EMS agencies. Emergency medical care is provided in partnership with the Cary and Raleigh-Wake 911 centers and firefighter first responders. The primary purpose of the Department is to improve the outcomes for patients who suffer emergent medical conditions or traumatic injuries in the prehospital environment. Secondarily, the Department seeks to provide excellent customer service and has begun efforts to reduce the incidence of emergency medical conditions as well as offer destinations besides an emergency department for patients with substance abuse and mental health conditions. This is best summarized by the values of our Department -- the provision of prompt, compassionate, clinically excellent care.

MAJOR ACCOMPLISHMENTS

The EMS System has continued to adapt to the growth in Wake County and the current economic environment. The specific initiatives are listed below:

1. Clinical Care: The EMS System has continued to enjoy a very high survival rate from out-of-hospital cardiac arrest, saving over 90 lives in calendar year 2012 and anticipate the 2013 data to show similar numbers in 2013. Our over 40% survival for adult victims of ventricular fibrillation arrests remains among the best in the nation. Additionally, the Wake EMS System has maintained an average scene time for victims of major trauma of less than 10 minutes, a testament to the interagency cooperation between Fire and EMS, as well as to the dedication of our EMS System to the traumatically injured patient. In addition to our continued national recognition for cardiac arrest patients, the care for heart attack victims who need to go emergently for cardiac catheterization has also been recognized at the national level. In addition to cardiac arrest care, we monitor our care on a broad array of clinical conditions including heart attacks, trauma, seizures, asthma, and congestive heart failure.

2. Advanced Practice Paramedics (APP): This program has received national attention and continues to achieve successes. In 2013, 346 patients were evaluated and successfully referred directly for mental health evaluation rather than to the

emergency department. This allows the patient to receive the right care at the right place the first time while preserving emergency department beds for those with acute medical or traumatic issues. Additionally, in partnership with Doctors Making Housecalls, the APP program is evaluating patients in assisted living facilities, allowing some patients to remain in the facility and be evaluated rapidly by their primary care physician while others who are in need of emergency department evaluation are transported in the traditional fashion. In 2013, 156 patients who experienced a fall in an assisted living facility were screened and successfully evaluated with a 50% reduction in transports to the emergency department with a 100% sensitivity. The APP program has also successfully implemented care plans for 13 high frequency patients.

3. Operational: The Department of EMS continues to maximize efficiencies in the areas of mergers, consolidations, and billing practices. We are entering into our third year of a centralized revenue model, a move which has improved our revenue and allows for more precise budget planning going forward. Additionally, in response to growth, we will be converting EMS units with a unit-hour-utilization above 40% from 24-hour shifts to 12-hour shifts as well as adding two peak load resources.

4. Health Information Exchange: The EMS System remains committed to participation in broader care for our patients, including data exchange. We have established bidirectional data exchange with all hospitals in the WakeMed System and hope to incorporate Rex hospital and Duke Health Raleigh hospital in the next fiscal year.

FY 2015 DISCUSSION

The Emergency Medical Services budget has a net increase of \$951,324 or 2.7% from the FY 2014 Adopted Budget of \$33,829,182 as a result of one-time funding reductions, FY 2014 annualizations, merit increases, contractual obligations, and new funding.

New funding includes 4.0 FTEs to convert two 24-hour units to 2x12 in the 4th quarter of FY 2015. One new supervisor district has been added for a

total of 4.0 FTEs. The total for all new FTE related expansions is \$502,607.

Other funding includes \$60,237 to pursue a new building lease in the second half of the fiscal year and \$7,356 for automatic contract escalators. Modifications to stretchers will be made for the one-time cost of \$108,750 to improve bariatric response times.

EMS received funding to replace their simulation ambulance and high fidelity simulation mannequin. The total for both training related items is \$350,000

The EMS System has three contract agencies: Apex EMS, Cary EMS, and Eastern Wake EMS. The County is replacing one ambulance and one support vehicle for Apex EMS. Cary EMS is receiving additional funding for 4.0 FTEs to staff a new peakload ambulance in Western Cary. Funding for health insurance increases has also been included in the FY 2015 contract amounts. The total amount of these changes is \$653,731.

Positions and expansions received in FY 2014 were annualized and one-time funding of \$1,010,168 was removed from the FY 2015 budget. Other FY 2015 budget changes include increases in funding for WECO and 800MHz.

HORIZON ISSUES

Wake County has demonstrated the value of using data to scientifically manage the EMS system, particularly in the scheduling and deployment of EMS resources. However, we have reached the limits of available technology, and further progress will depend upon the acquisition of emergency vehicle deployment simulation software.

The adequacy of EMS facilities remains an issue for the system. A detailed EMS station capital improvement plan was developed during FY 2008 and implementation will require several years. Phase I of this master plan, including eight facilities, is budgeted in future CIPs.

In addition to EMS station needs, the EMS Department has also out grown the current training

Emergency Medical Services

facilities. To meet the current training demands, the EMS Department staff have utilized other training facilities as they are available; however, this is only a temporary solution as it is dependent on the availability of these other facilities. A long-term solution will need to be determined within the next few years.

Summary of Services and Performance Measures

Service Area: EMS System Support/Management

Description: Provide Coordination, Management, Training/Professional Development, Medical Direction, and Quality Improvement to the EMS System.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Cardiac arrest survival rate	38	38	38	40
Number of Minutes to Trauma Scene	8	8	10	10
STEMI Compliance Rate	90	90	90	90
Stroke Compliance Rate	85	85	90	90

Service Area: Community Health and Injury Prevention

Description: Provide follow-up and interventions to at-risk citizens to improve quality of life and direct their health care needs to the most appropriate healthcare resources.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
# of Call with Successful Alternate Destination	346	350	360	400

Fire Services

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 1,383,684	1,585,614	1,620,492	1,378,499
Contractual Services	18,994	5,824	5,824	6,310
Supplies, Materials and Other Charges	250,332	298,057	328,057	139,233
Capital Outlay	34,927	900	900	900
Debt	2,718	2,719	2,719	2,719
Expenditure Totals	\$ 1,690,655	1,893,114	1,957,992	1,527,661
Revenues:				
Federal	\$ 62,500	62,500	62,500	-
Charges For Services	231,866	239,660	239,660	242,709
Revenue Totals	\$ 294,366	302,160	302,160	242,709
Number of FTE's	20.00	19.00	20.00	17.00

DEPARTMENT PURPOSE AND GOALS

Fire Services will ensure the delivery of the highest quality of professional service in fire code enforcement, emergency response, fire investigations, planning, fire training, and readiness for emergencies. Fire Services accomplishes its mission through five program areas: (a) Fire Services Administration; (b) Fire Code Enforcement/Fire Prevention; (c) Fire Services Training; (d) Emergency Response; (e) Fire Suppression Operations and Support.

Maintained a 100 percent submission rate to NC Office of State Fire Marshal for the National Fire Incident Reporting System (NFIRS) for the sixth straight year. Wake County is one of the few counties statewide to collect and submit fire incident reports from all fire departments as required by General Statute.

Fire Services Training assisted with the Wake County Law Enforcement Adventure Kids Camp sponsored by Wake County Sheriff's Office. 110 kids from 12 to 15 years of age attended the fire training center two full days and experienced live fire demonstrations from fire departments and participated in fire safety education training. We expect to continue this program each year.

A comprehensive study of fire training programs is due to be presented to the Wake County Fire Commission in Summer 2014.

Staff participated in the evaluation process to select and recommend a vendor for a Land Development Solution to automate all development services for the County.

Replaced electrical components for the fire pump at the fire training center after being out of service for

MAJOR ACCOMPLISHMENTS

The Sixth Wake County Fire Academy Recruit Class is scheduled to graduate June 2014. This academy offers an opportunity for career and volunteer firefighters to complete a 25 week program and obtain certifications and training necessary for employment with county fire departments. The academy training program includes certifications and training in the following areas: Firefighter I and II, EMT Basic, Technical Rescuer, Hazmat Responder, ICS, Safety and Survival, Firefighter Rescue and several other topics. Departments look to this academy for highly trained employees. This program also promotes volunteerism as applicants are required to be a member of a fire department.

an extended period. While the pump was out of service, minimal live fire training was accomplished. Full live fire training capabilities have been resumed.

Developed a new staff training program for Fire Services staff to ensure compliance with NC General Statutes. This will be an annual training program to address current training issues facing our department. Topics include: Fire Investigations, Code Enforcement, OSHA Standards, Hazardous Materials and various administrative protocols.

Fire Training staff delivered a new North Carolina Rapid Intervention Team School to Wake County firefighters. This is a State certification program providing students with skills in the area of firefighter survival and firefighter crew rescue. This is a 40 hour course.

Fire Training staff facilitated Post Incident Reviews for several major incidents in Wake County. We anticipate conducting an average of two reviews monthly based upon the current trend. This program is designed to review the response and identify opportunities to improve responses. Collectively the PIR allows the Wake County Fire Service to trend emerging challenges and issues. Additionally, participation in this program is a requirement of the Fire Service Contract based upon the defined criteria.

FY 2015 DISCUSSION

The FY 2015 Budget reflects a net decrease of \$365,453 and 2.0 FTEs from the FY 2014 Adopted Budget, which reflects the transfer of positions and funding from the Emergency Management division to a separate Department of Emergency Management in FY 2015, partially offset by the addition of \$223,852 and 2.0 FTE new positions supporting Wake County Fire Services and annualization of FY 2014 salary and benefit increases.

The Fire Logistics Support Coordinator will provide support to the fire equipment and apparatus programs, which will allow the Fire Services department to support Fire Commission committees in establishing and maintaining current inventories, defining and administering replacement criteria, and managing distribution programs. The Fire

Operations Chief position will provide guidance and assistance with preparation of Fire Departments for the ISO inspections (thereby obtaining to lowest possible insurance ratings for fire service consumers), while overseeing initiatives and positions directly related to fire operations. These positions represent a responsible investment in the County's goals of sound fiscal management and strategic resource allocation, and will be instrumental in implementing cost control measures that promote sustainability of the Fire Tax District while protecting core priorities.

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated fire inspection schedule. The department is working to achieve compliance with the state mandated fire inspection schedule. Success will be measured by complying with the state mandated fire inspection schedule for Level 1, 2, and 3 Inspections.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts. Included in this initiative is the update of the Long-Range Business Plan and Technology programs such as the P25 and CAD Migration.

The Fire Services Director and other administrators will serve to coordinate activities of the Fire Commission and contracted fire departments. The primary objective will be to enable optimum service delivery, establish a Standard of Cover and seek efficiencies as well as evaluate the potential of mergers/consolidations of the contracted fire departments in an effort to provide more efficient and effective delivery of fire protection services. Success will be measured by the annual completion of the contract compliance audits, Review of the Fire Protection Agreement and service level delivery that is compliant with an established Standard of Cover. The completion of a consolidation/merger plan that develops four (4) regional fire departments for the Fire Tax District. The department anticipates the need for hiring an Administrative Assistant as part of the support staff.

Review the new North Carolina Response Rating Schedule and the impact on departmental programs.

Fire Services

Evaluate the effect and coordinate the necessary program areas to ensure ratings are optimized.

Complete the NFPA 1403 recommended structural inspection of the fire training center burn building.

in use for many years and current fees may no longer be adequate to cover costs.

HORIZON ISSUES

The amount of staff time required to effectively coordinate and support the Fire Commission and its various committees has increased. Efforts to improve countywide coordination of service delivery and accountability of service providers will increase the demand on county fire services staff to assist with coordination of service delivery, County driven Technology initiatives and updating the Wake County Fire Commission Business plan as well as attempting to monitor compliance with the Fire Commission's directives.

Continued municipal voluntary annexation of unincorporated areas and the decline in the number of active volunteers in the fire service present a number of challenges to the Fire Commission as the Commission continues its long range planning.

The number of fires cause determinations listed as "Under Investigation" continues to increase. Fires listed as "Under Investigation" are fires with an undetermined cause of ignition at the time of the scene investigation and may result in underreporting of intentionally set or accidental fire causes. Fire services staff is evaluating strategies to reduce the number of fires listed as "Under Investigation." Future strategies may result in a request for a full-time fire investigator.

Develop an implementation strategy to address approved recommendations from the fire training evaluation.

Review existing code enforcement contracts with municipalities to evaluate the need for developing a new model for billing and collecting fees assessed for various inspections.

Review of the current Fire Services fee schedule for code enforcement and training services to evaluate the need for revisions. The current schedule has been

Division Summary - Fire Services

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,086,661	1,229,878	1,206,009	1,378,499
Contractual Services	5,581	5,813	5,813	6,310
Supplies, Materials and Other Charges	51,067	58,426	81,828	139,233
Capital Outlay	–	900	900	900
Debt	2,718	2,719	2,719	2,719
Expenditure Totals	\$ 1,146,027	1,297,736	1,297,269	1,527,661
Revenues:				
Charges For Services	231,866	239,660	239,660	242,709
Revenue Totals	\$ 231,866	239,660	239,660	242,709
Number of FTE's	15.00	15.00	16.00	17.00

DIVISION PURPOSE AND GOALS

As part of the FY 2015 budget, the Emergency Management Division of the Department of Fire and Emergency Management has become a separate department. Please see the Fire Services departmental narrative on the prior pages for FY 2015 information on Fire Services.

Fire Services

Summary of Services and Performance Measures

Service Area: Fire Prevention Services

Description: Maintain and improve the physical and economic quality of life for those that live, work, play and travel in Wake County through comprehensive fire prevention services.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Percent of One-year Occupancies Inspected	98	95	100	100
Percent of Two-year Occupancies Inspected	41	25	50	50
Percent of Three-year Occupancies Inspected	30	32	33	33
Total Square Footage Inspected Annually (All types)	203,697,887	142,122,816	225,000,000	225,000,000
Total Square Footage Inspected Annually (Public Schools only)	116,047,581	74,344,338	150,000,000	150,000,000
Number of Fire Code Enforcement Activities	3,896	3,472	4,200	4,200
Number of Construction Plan Reviews	420	492	500	500
Efficiency				
Percentage of Schools Buildings Inspected on Schedule	84	67	100	100
Percentage of Plans Reviewed within Seven Calendar Days	91	79	90	90
Percent of Complaints Investigated within Two Business Days	89	73	100	100
Effectiveness				
Percentage of Fire Code Enforcement Activities that are Reinspections	17	13	10	10

Service Area: Fire/Rescue Operations and Fire Investigation

Description: Fire and Rescue strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of Fire/Rescue calls and/or responses	206	198	210	210
Effectiveness				
Percent of calls responded to within 45 minutes or less	97	98	90	90
Percent of fire determinations listed as "under investigation"	28	21	30	30

Service Area: Contract Fire Departments (Fire Tax District)

Description: Provide a minimum recognized level of service Countywide, to the extent that 90% of Wake County is located in a rated fire insurance district with a minimum rating of 9S.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of emergency incidents responded to by contracted fire departments	31,373	30,782	30,782	30,000
Number of fire incidents responded to by contracted fire departments	15,269	15,026	15,026	12,000
Number of medical first responder incidents responded to by contracted fire departments	16,401	15,756	15,756	18,000
Effectiveness				
Percent of emergency incidents responded to by contracted fire departments within 9.2 minutes (or less)	93	97	90	90

Service Area: Fire Incident Reporting System

Description: Improve the ability of contractors and other public safety partners to communicate and transfer data with and among each other, and increase the use of data in decision support processes.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Effectiveness				
Percent of Fire Report Data that was Collected	100	100	100	100

Service Area: Fire/Rescue Training

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number Student Hours	2,250	1,046	2,500	2,500
Number of Fire Training Course Hours	38,358	24,550	50,000	55,000
Number of Students	5,486	2,786	6,500	8,500
Number of Training Drills Conducted	333	201	350	375
Post Incident Review Annual Reviews	12	18	20	20
Post Incident Review Staff Hours	240	360	400	400
Effectiveness				
Percent of Course Attendees that Improved Test Scores after completing Essential Course	91	95	100	100

Fire Services

Service Area: County Firefighter Program

Description: The Fire/Rescue Division strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of Daytime Rolesville Responses	739	754	754	800

Division Summary - Emergency Management

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	297,023	355,736	414,483	—
Contractual Services	13,413	11	11	—
Supplies, Materials and Other Charges	199,265	239,631	246,229	—
Capital Outlay	34,927	—	—	—
Expenditure Totals	\$ 544,629	595,378	660,723	—
Revenues:				
Federal	62,500	62,500	62,500	—
Revenue Totals	\$ 62,500	62,500	62,500	—
Number of FTE's	5.00	4.00	4.00	0.00

DIVISION PURPOSE AND GOALS

As part of the FY 2015 budget, the Emergency Management Division has become a separate department. Please see the Emergency Management departmental narrative for FY 2015 information on Emergency Management.

Emergency Management

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ —	—	—	418,446
Contractual Services	\$ —	—	—	7,011
Supplies, Materials and Other Charges	\$ —	—	—	242,667
Expenditure Totals	\$ —	—	—	668,124
Revenues:				
Federal	\$ —	—	—	62,500
Revenue Totals	\$ —	—	—	62,500
Number of FTE's	0.00	0.00	0.00	5.00

DEPARTMENT PURPOSE AND GOALS

The Division of Emergency Management is the governmental function that coordinates and integrates all activities to build, sustain and improve the capability to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters, acts of terrorism or other man-made disasters.

To accomplish this purpose, Emergency Management (EM) places a heavy emphasis on planning and coordinating efforts with the private sector and municipal, regional, state and federal partners. Through this coordination, EM identifies steps to effectively accomplish its goals.

EM is available on a 24/7 basis to assist first responders, assure continuity in response efforts, activate and lead the Emergency Operations Center (EOC) and provide informed recommendations on emergency actions and procedures.

MAJOR ACCOMPLISHMENTS

Based on a comprehensive evaluation of legal requirements and industry standards, Emergency Management has placed a significant focus on its business practices particularly in the area of establishing realistic objectives and performance measures. The Division has reorganized its work

units, work plans and extensively rewrote its performance measures.

Administered the functions of the Wake County Local Emergency Planning Committee (LEPC). The LEPC has become one of the national examples in LEPC activities by its actions including its participation in land use planning, assistance and oversight to private industry and community education. Held the Business Environmental Safety and Training (BEST) Conference on February 8, 2014 with over 500 attendees. The most notable accomplishment of the LEPC this year has been the incorporation of governmental planners in the hazardous materials study potentially impacting land use planning.

Established Emergency Management as a separate department within Wake County government beginning July 1, 2014.

Facilitated enhancements to the information sharing platform (WebEOC) used during emergency events and developed protocols in order to leverage the system in day to day operations.

Successfully reestablished the functionality of the Wake County Domestic Preparedness Task Force and conducted a planning workshop with community partners to develop a mid-range strategy for public safety.

Led a Statewide initiative to establish policies and functional platforms assisting those with intellectual and functional disabilities prepare themselves for disasters and other emergency events.

Collected approximately 1,625 chemical facility reports providing locations, inventories and other data on specific chemicals; performed Quality Assurance checks on less than one percent of the submitted reports and distributed the information to first responders for emergency pre-planning and response activities.

FY 2015 DISCUSSION

Beginning in FY 2015, Emergency Management, formerly a division within Fire and Emergency Management, will become a separate department. For prior year funding history, please refer to the Fire Services department budget pages. FY 2015 appropriation reflects the FY 2014 funding level within the Fire and Emergency Management department with adjustments for salary and benefit changes.

The FY 2015 budget includes \$9,115 in funding for regular, centralized training to support establishment of a Countywide Incident Management Team. This initiative requires no positions or salaries, as Emergency Management will be able to leverage the existing staff resources of the County and our municipal partners in EMS, Fire, Public Health, and law enforcement. This investment will support improved preparedness and response for major incidents.

Continue to develop of WebEOC, an information sharing, web-based software that will extend EM's ability to communicate, collaborate and efficiently achieve goals with the County's partners. Training with Geographic Information Services software will provide first responders with additional tools to be used in planning, response and recovery activities.

HORIZON ISSUES

Emergency Management's programs are driven by a combination of consequence assessments, based on risk, threat and vulnerability, and governmental rules

(federal, state, local; Statutes, Ordinances, Laws, Regulations, Rules). As the population of the County continues to grow, industry continues to move to and expand in the County and; existing and newly discovered risks and threats are addressed, EM will work diligently to mitigate, prepare for, respond to and recover from hazards and events. The Emergency Management department will continue to assess the County's evolving needs, which will entail: continued assessment of Homeland Security's Target Capabilities List and other industry standards; planning for a new Emergency Operations Center (EOC) and evaluate the appropriate number of staff to oversee a training and exercise program. In order to efficiently leverage County resources, EM will continue to explore emerging technologies; strengthen partnerships in the community and explore unique avenues to complete the Department's goals.

Based on discussions with community partners and After Action Reports from exercises, some partners have expressed the desire for more community-wide, multi-disciplinary incident management and tactical training. In future fiscal years, the County will evaluate the need for an Exercise and Training Specialist position in support of this enhanced service level.

Emergency Management will continue to evaluate the evolving needs of community partners and County and municipal staff as it relates to training in preparedness and incident management. Currently, the Department is limited in its ability to provide direct training due to staffing limitations.

Emergency Management

Summary of Services and Performance Measures

Service Area: Harris Nuclear Plant Responses Planning

Description: Maintain a radiological emergency preparedness radiological program for fixed nuclear facilities within the county and maintain compliance with existing contracts, regulations and laws. The Harris Nuclear Plant Program provides required annual training, planning and preparedness activities

for the utility and agencies with identified responsibilities. Standard Operating Procedures, equipment and training matrices are maintained along with updated plan components. Drills and exercises are conducted to validate capabilities.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of Agencies Trained for Compliance with HNPP Exercise and Master Training Schedule	106	192	192	192
Number of Equipment Replaced/Exchanged Prior to Expiration or Calibration Date	896	900	900	900
Number of Primary Plan and Standard Operation Guideline Updates	2	12	14	16
Effectiveness				
Percent of Coordination and participation activities with the Harris Task Force regarding information provided to the Public within the EPZ.	6	6	6	6
Percentage of verified updated databases, containing population and facilities information related to Harris Nuclear Plant.	100	100	100	100

Service Area: All Hazards Program

Description: Enhance the community's ability to deter, prevent, respond to and recover from all risks and hazards. Maintain county Emergency Operations Plan associated annexes, equipment and supplies, training and exercises. Work with county and municipal partners to achieve capabilities to respond to and recover from significant events including the recruitment of volunteers.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Number of Emergency Operations Center Staff Receiving Required Training	2	2	2	12
Number of Wake County Emergency Management Plans and Standard Operating Procedures Updated Annually	N/A	40	62	132
Number of Community Exercises that Provide Support to Requesting Agencies.	2	12	14	16
Percent of Personnel able to Provide and/or Arrange for Public Safety Training	N/A	50	50	100
Percent completion of a Hazard Vulnerability Assessment Addressing Man-made and Natural Hazards.	97	90	90	95
Efficiency				
Number of Templates Generated by Staff to Assist with Special Event Planning	N/A	N/A	1	4
Effectiveness				
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	N/A	N/A	N/A	2

Service Area: Homeland Security Program

Description: Develop and implement the Domestic Preparedness and Response program for Wake County. Planning, response training and exercises

are all components of the program. Multiple grants are administered, which provide funding for equipment and supplies.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Staff Hours Committed to Participating in North Carolina Regional Planning	N/A	N/A	N/A	18
Output				
Number of Domestic Preparedness Task Force Meetings with Staff Participation	N/A	N/A	N/A	N/A
Percent of Objectives Completed in the MMRS Grants Program	12	8	6	6
Number of sectors of the Vital Facility survey and Vulnerability Assessment Study addressed.	15	2	N/A	15
Evolve the Tier program	1	3	3	3
Efficiency				
Number of programs to assure preservation of secure information	16	8	8	24
Effectiveness				
Number of objectives completed regarding coordinating the efforts of the entire Domestic Preparedness Task Force	93	100	N/A	N/A

Emergency Management

Service Area: Community Right to Know Act

Description: Fulfill requirements mandated by Title III of the Superfund Amendments and Reauthorization act including developing, implementing, exercising, and reviewing a comprehensive emergency response plan and evaluating the need for resources necessary for the emergency plan and establishing the means for providing additional resources.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Assign at least one FTE that is appropriately trained and educated to address the issues of EPCRA	1	1	1	1
Number of sites that require Quality and Assurance checks on Tier II reports submitted by required facilities.	1,789	2,100	2,100	2,100
Output				
Develop a model, including content and delivery modes in order to educate the general population about EPCRA. In FY 2014, implement the plan to reach, at a minimum, residents and businesses within 2000 feet around each RMP facility in the County.	N/A	N/A	1	1
Number of EHS sites that received Outreach and assistance within Wake County	2	N/A	N/A	N/A
Effectiveness				
Number of complaints received from Wake County LEPC	56	75	50	142

Service Area: Preparedness Program

Description: Engage all levels and segments of society in improving preparedness

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of Requests Received for Equipment Loans from Partnering Agencies	1,200	500	5,000	100,000
Output				
Maintain the county's shelter equipment	1,937	2,500	2,800	25,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	6	6	4	24
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	6	5	12	100

Service Area: Emergency Operations Program

Description: Perform as the central coordinating agency for activities and programs relating to emergency and disaster response among agencies and

officials in the County. Includes support of on-site logistical support, loanable items, and warehouse operations.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of Requests Received for Equipment	88	90	95	95
Loans from Partnering Agencies				
Efficiency				
Percent of Time Equipment Assigned to Emergency Management was "In Service"	186	225	250	250
Effectiveness				
Percent of Warehouse Readiness to Support Response Efforts	2	2	95	95

Emergency Communications

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Contractual Services	\$ 417,650	429,678	429,678	453,993
Supplies, Materials and Other Charges	434,306	587,303	587,303	636,046
Capital Outlay	–	72,000	72,000	73,000
Expenditure Totals	\$ 851,956	1,088,981	1,088,981	1,163,039
Revenues:				
Charges For Services	\$ 1,142,530	1,088,981	1,088,981	1,163,039
Interest Income	732	–	–	–
Revenue Totals	\$ 1,143,261	1,088,981	1,088,981	1,163,039
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Emergency Communications is responsible for the coordination of public safety platforms including the 800 MHz public safety radio communication system which is used by municipal police, fire, county law enforcement and emergency medical services within Wake County. Computer Aided Dispatch (CAD) services are also supported by this function. Additionally, Emergency Communications manages both an alphanumeric and two tone and voice paging systems. EMS and fire service agencies rely heavily on alphanumeric and tone and voice pagers for dispatch information from CAD and to provide redundant alert and notification to both paid and volunteer personnel. Today, over 7,000 mobile and portable radios and 3,100 pagers have been issued to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

MAJOR ACCOMPLISHMENTS

In 2013, the Board of Commissioners identified as a key partnership goal, working with the City of Raleigh, the Sheriff's Office and other municipalities to develop a plan to upgrade the existing Computer Aided Dispatch (CAD) system and 800 MHz public safety radio communication system. With that goal in

mind, Wake County Information Services completed the following projects during FY 2014:

In late 2012, County and City of Raleigh staff began a project to evaluate the need to replace the current CAD system, incorporating input from all current customers of the Raleigh-Wake Emergency Communications 911 Center. A business case recommending replacement of the CAD system was jointly developed during FY 2014 and supported by all participating municipalities and the County. Work continues in specification of the business requirements of a new CAD system, which will ultimately be the basis for a request for proposal for the new CAD system.

In FY 2014, Wake County and the Town of Cary executed an Interlocal Agreement which allows the entities to work together and share 800 MHz radio system infrastructure. The agreement creates a partnership between the two entities to enhance public safety interoperability and reduce ongoing maintenance costs associated with the shared 800 MHz radio system infrastructure. The agreement is a vital milestone in the County's 800 MHz radio system replacement project and better positions the County to meet long term public safety radio system needs.

Retaining or improving interoperable communications also remains a Wake County core

principle. Projects completed in FY 2014 that align with this principle include:

Completed a P25 compliance upgrade for County radios required to maintain interoperability with municipal and neighboring County and State agencies that are currently upgrading their back-end systems to P25 compliance.

Completed the 800 MHz infrastructure retune to align with the FCC mandated frequency rebanding requirements.

Reprogrammed all County radios to allow for continued interoperability following the NC State Highway Patrol P25 system upgrade.

fully supported from a hardware and software perspective.

As detailed above, in FY 2014 Wake County and the Town of Cary agreed to partner to share 800 MHz radio system infrastructure owned by the Town of Cary. Associated with the partnership, funding for the 800 MHz system replacement project included in the FY 2014-FY 2020 Community Improvement Plan was updated as part of the FY 2015 budget process to reflect the lower project costs associated with the Cary partnership. Project work to replace the County's aging 800 MHz radio system is slated to begin in FY 2015.

FY 2015 DISCUSSION

The FY 2015 Emergency Communications budget increased slightly from the FY 2014 adopted budget. FY 2015 800 MHz radio system budget costs increased approximately 3 percent over FY 2014, primarily due to infrastructure maintenance cost increases. FY 2015 CAD budget costs increased approximately 4 percent over FY 2014, primarily due to CAD software licensing cost increases.

It should be noted that the Public Safety Communications budget reflects expenditures, revenues from outside agencies, and recovered costs from County departments (reflected as an expenditure offset) for CAD and 800 MHz system expenses. Therefore, fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.

HORIZON ISSUES

The 800 MHz platform is aging, and currently Motorola has published hardware and software maintenance support ending for the platform effective December 31, 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County 800 MHz system, it is imperative the County operates a platform that is

Raleigh/Wake City-County Bureau of Identification

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 4,098,080	4,498,436	4,496,225	4,572,377
Contractual Services	202,309	180,784	187,558	180,784
Supplies, Materials and Other Charges	600,735	658,810	653,728	856,143
Debt	1,716	4,854	4,854	4,854
Expenditure Totals	\$ 4,902,839	5,342,884	5,342,365	5,614,158
Revenues:				
Charges For Services	\$ 1,041,070	1,030,000	1,030,000	1,075,000
Miscellaneous	(10,180)	-	-	-
Revenue Totals	\$ 1,030,890	1,030,000	1,030,000	1,075,000
Number of FTE's	70.50	71.50	71.50	73.50

DEPARTMENT PURPOSE AND GOALS

The Raleigh/Wake City-County Bureau of Identification (CCBI) is a Wake County agency that provides forensic services to agencies within the criminal justice system in Wake County. CCBI continuously strives for perfection while setting the highest standards in the delivery of forensic services. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into eight general areas and include: 1) investigate crime scenes; 2) analyze controlled substances; 3) DWI blood alcohol/blood drug analysis; 4) analyze fingerprint and footwear impressions; 5) digital evidence analysis; 6) fingerprint, photograph, and collect DNA from individuals arrested in Wake County; 7) provide fingerprinting and criminal background checks for citizens upon their request.

MAJOR ACCOMPLISHMENTS

Crime Scene Agents investigated 6,856 crime scenes in 2013.

In 2013, CCBI effected 1,144 subject identifications as a result of finger and palm-prints collected from crime scenes. Calendar year 2013 was the sixth consecutive year CCBI identified in excess of 1,000 subjects.

CCBI became re-accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) on March 22, 2014. CCBI is scheduled for a second reaccreditation review in the winter of 2016.

In June 2013, the CCBI Crime Laboratory was successfully awarded forensic ISO accreditation through American Society of Crime Laboratory Directors/Laboratory Accrediting Body. CCBI Crime Laboratory is scheduled for its initial re-accreditation review 2018.

CCBI received 618 DWI blood alcohol/drug cases while also receiving 1,330 cases to be analyzed for controlled substances in 2013.

The CCBI Criminal Identification Unit fingerprinted and photographed 30,699 individuals charged with criminal offenses in 2013. Additionally, at the request of the public, the CCBI Civil Identification Unit fingerprinted 25,957 individuals.

CCBI received funding in the amount of \$190,000 to expand the DWI blood alcohol/drug laboratory and relocate the existing digital evidence and trace laboratories.

CCBI received funding from the Paul Coverdell Forensic Science Improvement Grants in the amount

of \$21,702 for the Crime Laboratory and Investigations Divisions equipment.

FY 2015 DISCUSSION

The City-County Bureau of Identification (CCBI) budget increased by \$271,274 over the FY 2014 Adopted Budget, totaling \$5,614,158 in FY 2015. This is the net result of expansions and other salary and benefits related adjustments.

In FY 2015, CCBI will receive new blood/drug analysis equipment and 2.0 new chemist positions for a total of \$303,846. Anticipated grant funding will help to offset start-up costs of expanding CCBI's lab over the next 5-years. CCBI also received additional funding of \$35,000 to restore overtime funding for CCBI Agents cut during the recession.

HORIZON ISSUES

Acquisition of a Laboratory Information Management System (LIMS). LIMS will provide a seamless electronic transfer of information from crime scene investigation to laboratory analysis to courtroom presentation.

CCBI has applied for and is awaiting first year funding in the amount of \$356,180 from the Governor's Highway Safety Program. These funds will be used for the expansion of the DWI Blood Alcohol/Drug laboratory. 2014 will be the first of four reoccurring annual grant cycles. Annual amounts will continuously decrease throughout the duration of the grant which will conclude in 2018.

It is the intent of CCBI to acquire and provide facial recognition technology to the law enforcement community of Wake County.

Raleigh/Wake City-County Bureau of Identification

Summary of Services and Performance Measures

Service Area: DWI Blood Analysis Laboratory

Description: The analysis of human blood samples for the presence of and quantity of alcohol and/or controlled substances in DWI cases.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Turnaround Time for Analysis of Blood Alcohol Samples	N/A	95	99	99
Turnaround Time for Analysis of Blood Drug Samples	N/A	95	99	99

Service Area: Drug Analysis Laboratory

Description: Analyze and identify suspected controlled substance.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Analyze unknown samples within one-week, 90% of the time	90	95	99	99

Service Area: Criminal Identification Unit

Description: Accurately collecting arrest data on individuals charged with a criminal offense in Wake County.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Complete fingerprinting & photographing within 25 minutes, 93% of the time	91	90	93	93

Service Area: Crime Scene Investigation Division

Description: Documentation, collection, and preservation of items of physical evidence for criminal forensic purposes.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
Respond to officers request within 55 minutes, 94% of the time	72	80	94	94

Service Area: Latent Fingerprint/Footwear Unit

Description: Forensic impression evidence be analyzed for identification of individuals in criminal investigations.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Output				
17 day turnaround for fingerprint case completion.	80	80	17	17

Sheriff

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	\$ 56,985,223	59,976,026	60,722,977	60,412,358
Contractual Services	3,927,248	3,700,524	4,006,524	4,237,160
Supplies, Materials and Other Charges	8,494,424	9,108,145	9,252,180	9,005,283
Capital Outlay	210,479	24,300	93,900	23,750
Budget Reserves	—	363,936	132,086	363,936
Transfers Out	—	—	—	192,534
Expenditure Totals	\$ 69,617,375	73,172,931	74,207,667	74,235,021
Revenues:				
Federal	\$ 149,600	285,676	285,676	250,676
State	1,635	—	—	—
Charges For Services	6,134,220	5,520,300	5,520,300	5,172,140
Licenses & Permits	514,874	320,000	320,000	367,500
Interest Income	398	100	100	100
Miscellaneous	9,322	4,000	4,000	5,000
Revenue Totals	\$ 6,810,050	6,130,076	6,130,076	5,795,416
Number of FTE's	921.00	946.00	946.00	950.00

DEPARTMENT PURPOSE AND GOALS

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County, being elected by the voting citizens of Wake County. The Sheriff has jurisdiction throughout the County, including both the incorporated and the unincorporated areas. This office provides primary law enforcement for the unincorporated areas of the County and serves civil process in all jurisdictions within Wake County. As the population of the County grows, demand for Sheriff's Office services increases. The Sheriff and his staff are dedicated to the philosophy that "serving the citizens is a privilege and not a right; it is the duty of all employees to serve all of the citizens of this County to the best of one's ability; serving these citizens is and will always be the purpose of the organization." The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

The Sheriff's Office consists of 946 personnel organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. For budgetary purposes, detention is a separate account, while the other six divisions are consolidated into one "law enforcement" budgetary account. Assignment of deputies to various divisions in law enforcement is dynamic as rotations occur frequently.

Division Summary - Law Enforcement

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	28,601,043	29,660,509	29,607,460	29,771,325
Contractual Services	337,209	588,079	588,079	649,223
Supplies, Materials and Other Charges	6,442,332	6,611,646	6,749,431	6,698,356
Capital Outlay	210,479	24,300	24,300	23,750
Transfers Out	—	—	—	192,534
Expenditure Totals	\$ 35,591,063	36,884,534	36,969,270	37,335,188
Revenues:				
Federal	86,706	85,676	85,676	75,676
State	1,635	—	—	—
Charges For Services	2,810,632	2,693,700	2,693,700	2,690,140
Licenses & Permits	514,874	320,000	320,000	367,500
Interest Income	398	100	100	100
Miscellaneous	9,322	4,000	4,000	5,000
Revenue Totals	\$ 3,423,568	3,103,476	3,103,476	3,138,416
Number of FTE's	421.00	423.00	423.00	427.00

DIVISION PURPOSE AND GOALS

Law enforcement duties include patrolling, responding to civil disaster events, preventing crime, serving domestic violence protection orders, investigating violations of the law, and apprehending law violators. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, and transportation of involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff's Office has the responsibility of providing school resource officers for high schools and middle schools in the unincorporated areas of the county. Additional school resource officers are also provided for middle schools in the city limits of Raleigh, Wake Forest, Fuquay-Varina, and Zebulon, and two 9th grade centers in Wake Forest. These officers are considered a vital resources in the safety and security of students, faculty, and staff of the Wake County Public School System (WCPSS). Through

funding from the state, WCPSS shares in the cost of this service for the high schools.

The Sheriff's Office is responsible for serving civil and criminal processes issued by the courts. The service of these processes includes arresting persons and bringing them before the courts, seizing and selling personal and real property to satisfy court judgments, and evicting tenants to return possession of premises to landlords.

The Sheriff's Office is also responsible for courtroom security in the 31 District and Superior courtrooms in Wake County. Courtroom security includes the physical security of the courtroom, the personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances.

Other duties of the Sheriff's Office include: issuing pistol purchase permits and concealed handgun carry permits, registering sexual offenders and predators residing in Wake County (including investigating their current address) and issuing of parade and

Sheriff

picketing permits in the unincorporated areas of the County.

MAJOR ACCOMPLISHMENTS

Implemented a Drinking While Impaired (DWI) task force with the assistance of Governor's Highway Safety Program grant.

Provided law enforcement experience for 130 middle school students in the 9th Annual Law Enforcement Adventure Camp.

Continued collaboration with the High Intensity Drug Trafficking Areas (HIDTA) Program, in the areas of highway enforcement, parcel interdiction, and hydroponic marijuana enforcement.

The Firearms Education & Training Center (FETC) held 66 firearms training courses for the public. The FETC also sold close to 9,801 hours of range time.

Continued the Project Lifesaver Program with a total of 33 members; and continued the Citizens' Well-Check Program with a total of 97 members.

Began the 22nd Basic Law Enforcement Training Academy with 22 cadets.

The LETC partnered with the US Army, the US Drug Enforcement Agency, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the Internal Revenue Service, the US Marshals Service, the NC State AOMP, the NC Department of Labor and many others for building use.

Added additional canines to the K9 unit as dogs retire.

Successfully implemented a contract for the transport of individuals receiving mental health treatment.

FY 2015 DISCUSSION

The FY 2015 budget reflects an increase of \$450,654 above the FY 2014 Adopted Budget level of \$36,884,534 million. This increase reflects salary adjustments and one time equipment reductions approved in FY 2014. Expansions for FY 2015 include

an additional two courthouse deputies, training funding as well as IT support staff.

HORIZON ISSUES

Replace canines as they age out.

Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

Division Summary - Detention

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	28,384,180	30,315,517	31,115,517	30,641,033
Contractual Services	3,590,040	3,112,445	3,418,445	3,587,937
Supplies, Materials and Other Charges	2,052,092	2,496,499	2,502,749	2,306,927
Capital Outlay	—	—	69,600	—
Budget Reserves	—	363,936	132,086	363,936
Expenditure Totals	\$ 34,026,312	36,288,397	37,238,397	36,899,833
Revenues:				
Federal	62,894	200,000	200,000	175,000
Charges For Services	3,323,588	2,826,600	2,826,600	2,482,000
Revenue Totals	\$ 3,386,482	3,026,600	3,026,600	2,657,000
Number of FTE's	500.00	523.00	523.00	523.00

DIVISION PURPOSE AND GOALS

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. The Sheriff's Office also transports prisoners to and from court appearances to the various units of the North Carolina Department of Corrections across the state, and to and from other sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, two physician assistants, a full-time nursing staff on duty 24 hours each day, and through contracts with external medical providers.

MAJOR ACCOMPLISHMENTS

Held three Detention Academies with a total of 72 graduates.

Completed the control room upgrades in the Public Safety Center to include touch screen controls.

FY 2015 DISCUSSION

The FY 2015 budget reflects an increase of \$611,436 above the FY 2014 Adopted Budget level. FY 2014 reflects an increase in hospital and safekeeping costs as well as additional overtime costs.

Staff will continue to evaluate delivery of medical services in detention facilities as well as the feasibility of implementing an electronic medical records system.

HORIZON ISSUES

Evaluation of jail processes as they relate to staffing levels and projected jail population.

Sheriff

Summary of Services and Performance Measures

Service Area: Detention

Description: North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County

Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex).

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Average daily inmate population	1,319	1,315	1,323	1,323
Efficiency				
Average length of stay of inmate population in days	18	21	18	18

This page intentionally left blank.

Non-departmental

Public Agencies

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
North Carolina Symphony	27,604	27,604	27,604	50,000
Wake County Arts Council	296,161	284,161	296,161	284,161
East Wake Education Foundation	40,594	40,594	40,594	40,000
Communities In Schools	60,892	60,892	60,892	60,892
The Healing Place	406,000	406,000	406,000	406,000
Contribution to Marbles	700,000	650,000	650,000	650,000
Expenditure Totals	\$ 1,531,251	1,469,251	1,481,251	1,491,053

DIVISION PURPOSE AND GOALS

Wake County contributes to not-for-profit organizations that provide services to the public. Each agency is required to submit an application and meet basic requirements and contractual obligations. A summary of each agency and its purpose is below:

Communities In Schools of Wake County - To connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - To assure that children reach school age healthy and ready to learn.

Healing Place of Wake County - To provide a rescue, recovery and rehabilitation facility for homeless males and females in Wake County.

Marbles Kids Museum - To provide innovative, kid-powered play experiences that motivate learning, strengthen families and bring the entire community together to create bright futures for children.

North Carolina Symphony - A full-time, professional orchestra with 65 members. The symphony performs about 60 concerts a year in the Raleigh, Durham, Chapel Hill and Cary metropolitan area.

Wake County United Arts Council - To build better communities through support and advocacy of the arts.

Memberships

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Raleigh-Durham Airport Authority	12,500	12,500	12,500	12,500
Triangle J Council of Governments	178,233	166,793	166,793	185,821
CAMPO (Capital Area Metro Planning Organization)	–	93,636	93,636	92,792
Institute Of Government	97,848	102,779	102,779	108,030
National Association Of Counties	11,253	12,941	12,941	12,941
NC Association Of County Commissioners	62,575	62,760	62,760	62,049
Expenditure Totals	\$ 362,409	451,409	451,409	474,133

DIVISION PURPOSE AND GOALS

The County takes part in various organizations wherein membership dues are charged for participation and organizational benefits. Dues for the North Carolina Association of County Commissioners, National Association of Counties, Institute of Government and Capital Area Metro Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments (TJCOG) dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion are based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by TJCOG. The Raleigh Durham International Airport is a flat annual fee.

Non-departmental

Non-departmental

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Historic Preservation	129,321	127,566	127,566	127,566
Women's Commission	4,833	5,912	5,912	5,912
Non-departmental	94,511	80,000	80,000	3,830,000
Salary & Benefit Reserve	—	936,000	978,641	5,794,000
Combined Campaign	583	—	—	—
Chamber of Commerce	326,484	378,815	380,170	329,500
Criminal Justice	886,979	898,534	898,534	898,534
Indirect Reimbursements	(117,176)	(140,680)	(140,680)	(140,680)
FCS Home/Family/Leadership Agent	141	—	—	—
FCS Nutrition/Health Agent	7,195	—	—	—
Expenditure Totals	\$ 1,332,871	2,286,147	2,330,143	10,844,832

DIVISION PURPOSE AND GOALS

Funding for organization-wide activities such as consulting services and other professional services are budgeted within this category. A summary of each significant program area is below:

Historic Preservation - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

Non-Departmental - This unit is used for various consulting and legal fees that may have been tentatively identified and for contracts that may be entered into during the fiscal year.

Salary & Benefit Reserve - Represents funds that may be distributed throughout the County to address

pending salary adjustments, such as merit increases or benefit changes.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Criminal Justice Partnership Planning - The purpose of the CJPP program is to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Programs include Pretrial Release, electronic monitoring, and the "Free the People" program offered through the District Attorney's office.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY 2015 DISCUSSION

In FY 2014, the County was able to provide a merit pay increase of 2.75% to county employees. Due to

continued strong financial planning and to ensure county employees are compensated fairly; the FY 2015 budget includes a 2.75% merit pay increase to county employees starting October 1. The amount of the pay increase is included in the salary and benefits reserve.

Wake County will receive \$1,216,080 in revenue based on the debt payback schedule outlined in the Multi-County Area Authority agreement. The new multi-county authority that oversees the local administration of mental health services received a County loan to help with start-up expenses.

Non-departmental

Soil & Water Conservation District

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	380,186	400,229	400,229	403,411
Contractual Services	14	-	-	-
Supplies, Materials and Other Charges	21,075	31,753	31,753	26,403
Expenditure Totals	\$ 401,275	431,982	431,982	429,814
Revenues:				
State	25,500	25,500	25,500	25,500
Revenue Totals	\$ 25,500	25,500	25,500	25,500

DIVISION PURPOSE AND GOALS

The Soil and Water Conservation District works to ensure healthy watersheds and healthy communities through a scientific based application of best management practices for ecosystems services primarily on agricultural land and farms, agribusiness, and forest parcels in Wake County. The District's mission is to conserve Wake County's soil, water and natural resources. It provides voluntary technical, educational, and economic incentives to farm landowners, farmers, citizens, and businesses. To achieve this mission, the District has five broad goals in the Long Range Business Plan. Those goals include:

- 1) conservation planning and watershed management;
- 2) providing technical expertise in sustainable working farm and forest lands;
- 3) protecting natural resources;
- 4) promoting environmental stewardship and;
- 5) innovative leadership during changing times.

Soil and Water Conservation staff provide these services in coordination with the Wake County Board of Commissioners' work goals. Work is accomplished by leveraging resources from grant sources, not-for-profit partnerships, and local, state, and federal agencies. The natural resources work

prioritizes the delivery of services through the most effective and efficient use of the department's staff. The District works to ensure abundant and reliable clean water and natural resources are in Wake County's future.

MAJOR ACCOMPLISHMENTS

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

The Department installed conservation practices on 746.25 acres that reduced the amount of sediment and nutrients entering surface waters by designing and installing practices such as engineered grassed

waterways, field borders, and establishing no-till and sod-based rotation techniques during FY 2013. The Department also developed conservation plans on 1,435 acres to reduce soil erosion and improve soil quality. In livestock agriculture, the Department assisted farms with pasture renovations and nutrient management issues to improve water quality, preventing runoff of animal waste to creeks and streams.

To assist landowners with conservation actions, the Department implements projects private, state, and federal funding sources. During FY 2013, the Department reimbursed landowners \$170,799 for conservation projects from federal and state funds. The Department encumbered \$140,338 of federal and state funds into contractual agreements with landowners for future conservation work. The Department visited 284 farms or problem sites in FY 2013.

The North Carolina Agricultural Cost Share program's water quality and conservation projects require a 25 percent match on a set rate for area counties. Wake's cost is on average higher and landowner's share typically exceeds 25 percent, with all public and private lands are eligible for the programs. Eligible participants include homeowners, farm operators, businesses, schools, community groups and local governments. According to data from the NCDA&CS Division of Soil and Water Conservation, Wake's 2013 contracts prevented the loss of 2,639 tons of soil from productive fields and from entering streams, creeks and waterways.

An important focus of the Wake Soil and Water Conservation Department is environmental education, outreach, and volunteer coordination. This function facilitates groups, coordinates special events and trainings. Examples of facilitation accomplishments include successful coordination of the Resource Conservation Workshop, Project WET, and stormwater workshops. Most environmental education activities are coordinated by the Environmental Educator.

The Department coordinates Wake County's Big Sweep program. In FY 2013, 1,459 volunteers

removed 34,466 lbs. of litter from streambanks and watersheds in Wake County. The Department works with its partners to provide productive workshops throughout year. The year begins with a meeting held in rural Wake County between farmers and the soil and water conservation partnership. This local work group planning session is structured to determine the needs of conservation efforts for the upcoming year. Also, 170 Wake County landowners attended the 8th Annual Keeping the Farm workshop in 2013.

Wake Soil and Water Conservation Department's Environmental Educator conducted public outreach to 5,002 citizens on water quality at various events. Events include York Elementary STEM Expo, Frog Fest at Crowder County Park and Science Night at Wiley Elementary. The Educator provided training to several high schools Envirothon Teams and one middle school Envirothon Team. Wake County's Enloe High School team placed first in the regional Area IV competition, first in the statewide competition going on to represent North Carolina in the North American competition between teams from the United States and Canada. Participation in the soil and water conservation Poster Contest increased across fifth grade classes in Wake County. WRAL-TV spotlighted top posters for a week during the evening news.

FY 2015 DISCUSSION

The Soil and Water Conservation District's budget decreased by \$2,168 from the FY 2014 adopted budget which is due to one time equipment purchases in FY 2014. Other adjustments include revised fuel, salary and benefit rates.

Soil and Water Conservation Department takes the lead workload in completing the Board of Commissioners' goal to work with Wake County's farm and agribusiness community to facility their efforts for farmland preservation and economic viability. The department plans to reorganize workloads to support technical assistance to the farm and agribusiness community through replacement of support staff cut in 2009. To provide cost effective and efficient services the staff has begun realignment of duties to provide and increase in field time with

Non-departmental

landowners - using support staff to handle less demanding data processing.

The District reviews requests for work, state and federal funding, and the ability to leverage resources through partnerships. It then determines the most efficient delivery of services. Work goals are now targeted toward key ecological, water quality, and funding areas. Delivery of required operations procedures, such as maintenance reviews and spot checks have to be incorporated into staff work plans.

The 2014 Farm Bill (Agricultural Act (HR2642) passed on February 7, 2014. The bill has streamlined conservation initiatives and will increase participation in USDA Compliance programs in NC due to the connection to crop insurance. Farms in Wake County will need to meet compliance and be approved with an official conservation plan from our Natural Resources Conservationist. There could be significant impact on agribusiness and farm operations if landowners are non-compliant will requirements of the Farm Bill.

HORIZON ISSUES

Demand for assistance from the soil and water conservation staff continues to increase. The next generation of landowners want to "keep their inherited farm" and seek the non-regulatory assistance the department provides. New smaller farmers seek the technical assistance that not only includes technical assistance, but also networking, financial connections, and educational assistance found only in the soil and water conservation office. All available funds are expended and landowners are put on a waiting list for services. Wake County has 186 square miles of farm and forestry parcels that are greater than 10 acres. It also has an additional 73 square miles of vacant parcels that may be farm or forestry parcels. These 259 square miles are outside of the municipalities and completely in the Wake Soil and Water Conservation Department program area. Workload demand for technical assistance has increased consistently since the tobacco buyout. No longer does staff work with one farm operator managing several farms as the norm for operations. Now, individual landowners personally seek natural resources assistance for services. They are now the

active decision makers concerned with the management of the farm. The number of clients contacting the department has increased dramatically as the demand for land for urban buildings decreased. The demand for assistance is reflected in the large attendance of the annual partnership workshop. In 2013, over 170 Wake County farm and forest landowners attended the Keeping the Farm Workshop for training on options that will help them successfully manage their farm operations.

The Soil and Water Conservation Department continues to work to fulfill the Board of Commissioners goal of supporting the growing agribusiness community and green industry. Ongoing support is outlined with a timeline in the upcoming Wake County Agriculture Economic Development Plan. The Department's focus on water quality will continue, but the future work will increase by working with new producers of local foods, new organizations funding farmland protection and with planning departments and other agencies for input on watershed impacts.

The new Agricultural Act (HR2642 or 2014 Farm Bill) has major conservation measures and will increase participation in USDA Compliance programs in NC. These compliance reviews can only be approved with an official conservation plan from the Conservationist. The impact will be SEVERE to the agribusinesses and farm operations if this service is not met. Lack of available staffing is the limiting factor in delivery of this service to Wake County operations.

Cooperative Extension

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Contractual Services	152,876	190,793	189,468	190,193
Supplies, Materials and Other Charges	10,354	24,736	19,061	19,336
Budget Reserves	-	-	7,000	-
Expenditure Totals	\$ 163,230	215,529	215,529	209,529
Revenues:				
Charges For Services	375	7,000	7,000	1,000
Revenue Totals	\$ 375	7,000	7,000	1,000

DIVISION PURPOSE AND GOALS

The Wake County Center of North Carolina Cooperative Extension (NCCE) partners with communities to deliver non-formal education that enhances the lives, land and economy in Wake County. The Extension Center functions as a county unit with the Northeast District of NCCE and as a unit of local government with mutual accountability to the County Manager and the District Extension Director. The program is jointly funded by the two entities and administered in alignment with a signed Memorandum of Agreement between the Board of County Commissioners and NC State University, which is updated periodically. County budget allocations are determined through the County's annual budgeting process and plans of work are developed in conuuction with relevant county departments and driven by an alignment of educational capability and local priorities.

Extension is responsive and dynamic, mobilizing at the local and state levels to address the ever-changing needs of the people, communities, environment and the economy. We recognize that there are many interdependent factors that influence priorities in any given year. In order to remain effective in helping local communities, we must adapt to new technology, research and ideas and take action in alignment with local leaders wthen strategic opportunities arise. Statewide, programs focus on enhancing agricultural, forest and food systems; conserving and improving the environment and natural resources; developing responsible youth; strengthening and sustaining

families and building qualiy communities. Locally, we have determined the following complimentary focus areas: health & wellness, human capital development, agriculture & natural resources.

MAJOR ACCOMPLISHMENTS

Cooperative Extension works with partners in Wake County to increase access to healthy, locally sourced food through education and technical assistance. Fifty-one(51) local producers gained skills to access and source local markets and were involved with adopting Good Agriculutreal Practices or preparing for required Farm Safety Audits under new FDA rules. 568 limited resource individuals gained increased access to fresh food through expanded EBT access in fresh markets or participation in family/ community gardens. 723 youth & adults increased their fruit and vegetable consumption with an emphasis on locally sourced produce through the Farm to Childcare project that seeks to source fresh, local produce to child care centers in Wake County. Also, 23 youth and adults completed the Farm It Forward multi-session food preparation skills training for targeted youth at risk for diabetes using locally sourced produce & partnering with community supported agriculture (CSA). In addition, Extension is working to engage municipal leaders in policy issues by participating on Executive Board and contributing to the development/maintenance of local food workgroup of Advocates for Health in Action (AHA), has hosed several educational events for stakeholders addressing current local food issues to include Local Food and

Non-departmental

Local Government:What You Need to Know webinar and Food Safety Modernization Act Community Forum and gives leadership, locally to promoting the NC 10% Campaign in Wake County which drives market demand for local sourced food by encouraging citizens / businesses to spend ten percent of their food dollars on NC produced foods. More than 1,286 members and business partners have logged over \$1,056,503 in local food purchases in three years.

In Wake County, Cooperative Extension focuses on creating healthy environments that are key to reversing obesity and increasing healthy lifestyles. Wellness is a multidimensional state of describing the existence of positive health in an individual as exemplified by quality of life and sense of well-being. Cooperative Extension partners with Wake Human Services and other partners to provide evidence-based, multi-session curricula to groups of targeted youth and adults to promote healthy decision-making. 85% of youth and adults engaged through Club CHOICE, Movin' & Groovin' or Youth Overcoming Life's Obstacles have increased physical activity; 90% of these same youth and adults reported they have increased their daily fruits and vegetable intake. Extension trained and supported 30 volunteers to promote healthy decision making with youth and adults. 650 youth who identify themselves as being sexually active were able to identify at least 3 HIV/STI counseling and testing sites to access services. In fact, 95% of youth or adults, who participated in evidence based programs related to sexual health, report taking action to implement at least one positive behavior change related to reducing their risk for disease or unwanted pregnancies.

Cooperative Extension worked in conjunction with the Human Services Department to implement Human Capital Development efforts to help adults achieve or maintain self-sufficiency and become engaged citizens. This past year Extension staff facilitated the Human Capital Cabinet, co-led life-coach training and the delivery of strategic planning and evaluation measurement systems for HCD within WCHS. Extension staff continue to provide financial coaching for HCD participants, lead group coaching sessions and provide

Orientation for participants in the Middle Class Express, serve as Family Developers and conduits of education through the Family & Community Network as well as serving as HCD Ambassadors to Step Up Ministries, New Hope Road Alliance, at the Hope Center. More than 600 individuals from economically fragile families increased knowledge and skills in budgeting, financial record keeping, debt management, estate planning and retirement strategies. Fifty (50) individuals were trained in Life Coaching to support HCD activities and another 90 individuals benefitted from capacity-building for Boards where they are actively engaged in leadership and service within the community.

Cooperative Extension provides support for more than 5,000 youth and prioritized families involved in child welfare, public health, family support, and juvenile justice. Capacity-building efforts increased the quantity and quality of youth programming by teaching best practices to 150 adults representing 45 youth serving organizations. More than 75 ongoing and episodic volunteers are trained to contribute more than 1,500 hour of service in our community. Staff-led educational groups teach critical skills to at-risk youth resulting in 85% of youth increasing life skills (ex communication, decision making) and 75% reducing risky behavior (ex court involvement, substance use).

Cooperative Extension in Wake County is proud to host the Expanded Food and Nutrition Education Program (EFNEP) which uses a series of 22 lessons from its "Families Eating Smart, Moving More" curriculum to graduate 676 families including 81% who were enrolled in one or more food assistance program this past year. Results illustrate that the program is making a difference for this targeted population of limited resource adults and youth who experience high rates of disparate outcomes regarding obesity and health: 87% improved in one or more food safety practices; 90% improved in one or more nutrition practices; 92% improved in one or more food resource management practices; 54% of participants increased the amount of daily physical activity and 100% of participants improved their diet including: 72% increased fruit consumption; 53% increased vegetable consumption; 59% increased

consumption of calcium-rich foods. In addition, 1391 limited resource youth participants demonstrated improvement in one or more of these core areas.

Current and future residents of Wake County expect clean and plentiful water. Extension estimates that over 50% of potable drinking water resources used in Wake during summer is applied to irrigate lawns and landscapes. This is an unsustainable practice. Cooperative Extension partners to provide education to professionals and consumers to ensure water quality for our growing population. During the last 5 years, efforts include:

- established over 30 innovative rainwater harvesting demonstration systems
- established over 25 raingarden stormwater infiltration systems
- certified over 250 Wake engineers, landscapers, architects, and government officials on stormwater practice inspection and maintenance and raingarden installation
- consulted with our state environmental regulatory agency, NC DENR, improving water protection regulations and re-writing the NC Stormwater BMP Manual, the stormwater control 'bible' for NC.
- delivered 5 national conferences and 31 local educational workshops on water quality, stream repair, stream-friendly landscaping, stormwater control measures, and low impact development practices.
- Combined, the practices installed, capture and treat over 8 million gallons of stormwater runoff annually, reducing nitrogen entering streams by 35%, and with a total environmental value of nearly \$4 million in potable water savings and value of nitrogen removed over the life of the practices.

FY 2015 DISCUSSION

The Cooperative Extension budget decreased by \$6,000 from the FY 2014 Adopted Budget of

\$215,529, due to a revenue source that will not be realized in FY 2015.

HORIZON ISSUES

Urban expansion caused by population growth will further strain natural resources.

The number of state and federally mandated environmental programs and food safety requirements continues to increase, requiring additional staff and client education.

The number of on-site wastewater systems and the growing number of new systems installed annually place demands on proper installation and maintenance of these systems, as do the number of potentially contaminated sites in the county.

There is an increasing demand for integrated efforts in Human Services that: reach high numbers of youth and young adults who continue to be over-represented by those contracting sexually transmitted infections; engage in under age drinking and use of illegal drugs; early onset of sexual activity; are currently under active and significantly overweight, with evidence-based education.

The Human Capital Development campaign this year will focus on implementing efforts in a neighborhood-based setting; implement a new volunteer-led coaching program and will seek to create a cadre of effective strategies to engage citizens in community-owned and community driven solutions to issues of concern to them. Extension's programs and capabilities are well-aligned and thus additional time and energy will be needed to support these strategies.

The increasing demand for locally sourced fresh foods will drive the need for local food policy councils, expansion to new markets and support for producers who will be required to pass emerging FDA food rules associated with Good Agricultural Practices and Food Safety regulations.

Non-departmental

Health Benefits

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Healthcare - County Share	(19,088,997)	(19,443,000)	(19,443,000)	(19,443,000)
Dental - County Share	(1,138,885)	(1,250,000)	(1,250,000)	(1,250,000)
Health - Employee Share	(4,908,190)	(5,342,000)	(5,342,000)	(5,342,000)
DNTL/Fringe Adj/Employee Share	(950,400)	(833,000)	(833,000)	(833,000)
Contracted Services - Diabetes Bus	69,089	—	—	—
Contracted Services	151,061	151,000	151,000	151,000
Health Self Insurance Admin Costs	1,640,692	1,720,000	1,720,000	1,720,736
Health Self Insurance Claims	18,359,232	18,468,277	18,468,277	19,218,277
Dental Self Insurance Claims	1,844,269	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs	119,471	95,000	95,000	95,000
Health - Retiree Claims	3,478,566	3,428,000	3,428,000	3,428,000
Stop Loss and Othe Reimbursements	(642,258)	(148,000)	(148,000)	(148,000)
Other Healthcare claims	—	8,000	8,000	8,000
IBNR_Insurance Claims	(568,063)	—	—	—
RX/Administration	—	95,000	95,000	95,000
RX/Claims	5,283,498	4,176,000	4,176,000	4,176,000
Stop Loss Premium	566,281	773,000	773,000	773,000
Rx Reimbursements	(445,864)	(349,000)	(349,000)	(349,000)
Medicare D Subsidy	(156,597)	(157,000)	(157,000)	(157,000)
FSA Administration	63,844	70,000	70,000	70,000
COBRA Administration	10,880	11,000	11,000	11,000
RX Claims - Retirees	—	1,859,000	1,859,000	1,859,000
Medical Supplies	—	12,000	12,000	12,000
Payout Of Litigation/Legal Expenses-Non C/P	207	—	—	—
Expenditure Totals	\$ 3,687,837	5,226,277	5,226,277	5,977,013

DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. The source of funding for these expenditures are employer contributions and employee withholdings that are recorded as part of the payroll expenditures. These amounts are reflected as a "contra" expenditure within non-departmental so that types of actual payments may be reflected in the budget without "double-counting" the expenditures.

Risk Management - Cost of Claims

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
IT Software Setup Fees	–	2,500	2,500	2,500
Legal Fees/Litigation Services	83,653	–	–	–
Actuarial Fees	15,000	15,500	15,500	15,500
Brokerage Fees	87,950	42,500	42,500	42,500
Claims Administration Expense	83,010	–	–	–
Contracted Services	100	75,000	75,000	75,000
Risk Management - Property/Theft Claims	(64,114)	–	–	–
Risk Management - Vehicle Claims	(378,788)	(443,105)	(443,105)	(443,105)
Risk Management - Liability Claims	(92,772)	–	–	–
Risk Management - Workers Comp Claims	(1,515,109)	(2,041,407)	(2,041,407)	(2,041,407)
Payout Of Litigation/Legal Expenses-Non C/P	400	–	–	–
Purchased Insurance & Bonding	728,420	807,215	807,215	807,215
Self Insurance Claims	2,322,641	2,916,000	2,958,240	2,916,000
Health care claims/year-end adjustment	(146,819)	–	–	–
Machinery And Equipment-Capital	149,723	–	–	–
Vehicle Replacements	319,886	–	13,500	–
Expenditure Totals	\$ 1,593,180	1,374,203	1,429,943	1,374,203

DIVISION PURPOSE AND GOALS

The County's Risk Management program is managed within three departments: County Attorney's Office, Finance and GSA. The County Attorney and his staff manage the claims, settlement and litigation of those claims. Finance manages the insurance program, administers the County driving policy and risk management reporting. GSA manages the safety program and completes the OSHA reporting. Wake County is self-insured for workers compensation, liability and vehicle claims, purchasing commercial excess insurance coverage for worker's compensation and liability claims that exceed our retention levels. Bonds are purchased to cover specific risks and officials. The County will continue posting the claims portion of the cost of risk to departments as payment for claims are made in FY 2015.

renegotiating the workers' compensation rate and annualizing a full-year of property insurance for the Justice Center. Self-insurance claims have increased in the past but are currently holding steady and there is no increase planned in the FY 2015 budget.

FY 2015 DISCUSSION

The Risk Management budget does not change from the FY 2014 adopted budget and stays at \$1,374,203. In the last year this area has been adjusted by

Non-departmental

Transfers

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Transfer To C/P Co Construction Fund	25,449,000	35,564,000	35,564,000	27,418,000
Transfer To C/P Schools	–	–	–	56,184,000
Transfer To Debt Service (property tax)	158,641,000	162,529,000	162,529,000	164,563,000
Intrafund Transfers	850,000	850,000	850,000	850,000
Transfer To Wake Tech Capital Fund	1,000,000	2,185,000	2,185,000	3,305,000
Transfer To Debt Service (sales tax)	29,022,000	31,315,000	31,315,000	34,211,000
Expenditure Totals	\$ 214,962,000	232,443,000	232,443,000	286,531,000

DIVISION PURPOSE AND GOALS

The budget includes a dedication of 19.90 cents of the 57.8 cents of property tax rate for pay-as-you-go

capital funding and debt service. For FY 2015, the tax rate was increased by 4.4 cents to support debt and capital for the WCPSS CIP 2013.

Non Departmental Revenue Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Revenues:				
Property Taxes	\$ 654,898,370	682,085,000	682,085,000	737,930,000
Sales Tax	127,273,310	132,481,000	133,454,000	147,883,570
Lease/Rental Vehicle Tax	2,618,729	2,550,000	2,550,000	2,550,000
Payment in Lieu of Taxes	1,249,821	1,230,421	1,230,421	1,231,685
FEMA	(10,723)	–	–	–
Beer & Wine	774,580	877,200	877,200	877,200
Other	1,634,015	1,525,500	1,525,500	1,525,500
ABC Board	8,650,000	2,000,000	2,000,000	2,000,000
Fire/Rescue Fees	100	–	–	–
Other	857,428	702,000	702,000	696,000
Licenses	69,987	72,000	72,000	72,000
Permits	275	–	–	–
Interest	24	21,000	21,000	21,000
Miscellaneous Revenue	539,174	850,000	850,000	1,230,080
Appropriated Fund Balance	–	–	832,675	3,887,000
Transfers From	250,000	250,000	250,000	293,680
Revenue Totals	\$ 798,805,091	824,644,121	826,449,796	900,197,715

Wake County Public School System

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Wake County Schools Allocations	318,341,737	327,496,020	327,496,020	337,676,400
Direct Appropriation	318,341,737	327,496,020	327,496,020	337,676,400
Debt Service	180,391,466	178,370,095	178,370,095	180,627,269
Expenditure Totals	\$ 498,733,203	505,866,115	505,866,115	518,303,669

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 104 elementary schools, 35 middle schools, 28 high schools, one K-8 Academy and two leadership academies.

The Wake County Board of Commissioners, through the appropriation process, provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State. The Wake County Board of Commissioners provides funding for the construction and maintenance of school facilities through the operating budget appropriation and in the capital improvement plan appropriations. Other voluntary funding by the Wake County Board of Commissioners includes appropriations for increased instructional and non-instructional personnel, salary supplements, and other operating support.

FY 2015 DISCUSSION

The FY 2015 appropriation for the school system is \$336,808,934 million; a 3.1% increase over the FY 2014 budget. In addition to the direct appropriation, \$867,466 will be transferred from the Capital Improvement Plan to the operating budget for the

Crossroads Administrative building lease for a total FY 2015 budget of \$337,676,400.

In FY 2015, the appropriation to the Wake County Public School System will be allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b). The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than 15 percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

The General Fund budget also includes a \$3,750,000 reserve which is contingent upon the Board of Education taking action to increase the locally funded teacher supplement scale. Following action, the County will appropriate \$3,750,000, increasing the \$341,426,400.

The FY 2015 budget also includes \$180.6 million for debt service in support of WCPSS' CIP 2013, CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 1.3 percent increase from FY 2014.

The Vernon Malone College and Career Academy and Richland Creek Elementary will open in FY15 and will add approximately 198,000 additional square feet.

HORIZON ISSUES

Over the next four years, WCPSS operating costs will increase as a result of new and renovated school construction work in CIP 2013.

Wake Technical Community College

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Wake Technical College Allocation	15,895,938	15,895,938	15,895,938	16,183,000
Communities In Schools	295,000	295,000	295,000	295,000
Direct Appropriation	16,190,938	16,190,938	16,190,938	16,478,000
Debt Service	14,661,895	23,267,898	23,267,898	24,032,168
Expenditure Totals	\$ 30,852,833	39,458,836	39,458,836	40,510,168

DEPARTMENT PURPOSE AND GOALS

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. The mission of the college is to provide education and training for the workforce and to serve as an instrument of economic growth and job creation for the county. For-credit curriculum programs in a variety of career preparation and college transfer specialties offer more than 175 options that lead to two-year associate's degrees, one-year diplomas, or two-semester certificates. Continuing education programs include training for public safety officers (law enforcement, fire protection, and emergency medical services), literacy and high school equivalency classes, entrepreneurship and small business classes, noncredit courses for personal and professional development, and customized workforce training for new and expanding industries.

Wake Tech serves all of Wake County through seven primary sites: (1) the Main Campus on U.S. Highway 401 South near Garner; (2) the Northern Wake Campus on U.S. 401 North (Louisburg Road) near I-540; (3) the Western Wake Campus on Kildaire Farm Road in Cary; (4) the Public Safety Education Campus on Chapanoke Road south of I-440; (5) the Health Sciences Campus adjacent to WakeMed in Raleigh; (6) the Adult Education Center and Annex on Capital Boulevard; and (7) the Eastern Wake Education Center in Zebulon. Wake Tech offers classes at more than 40 other sites across the county, including public schools, churches, chambers of commerce, senior citizen centers, and other

community facilities. Wake Tech also owns 94 acres in Morrisville, the site of the future RTP campus.

Wake Technical Community College priorities are to (1) promote economic growth and job creation in Wake County through educational partnerships with business and industry; (2) retrain unemployed workers; (3) maximize the use of existing facilities and develop additional facilities to serve Wake County's rapidly-growing population; (4) locate new facilities more convenient to the population base; and (5) ensure that Wake County citizens have the knowledge and skills required to compete and be successful in the global economy.

MAJOR ACCOMPLISHMENTS

Facilities: Main Campus - completed construction on Montague Hall (new classroom/office building); completed design for Holding Hall renovation and conversion to classroom space. Northern Wake Campus completed design for and started construction on the Building F project, including Building F, Parking Deck 2, Pedestrian Bridges, and Regional Energy Plant 2; continued design for Building L, Building M, and Parking Deck 3. Public Safety Education Campus - completed design of Phase III renovation of the Public Safety Education Building.

Instruction: Served more than 70,000 students in Wake County; curriculum (for-credit) education launched an Associate of Fine Arts (AFA) degree with art and music options, as well as an Associate in Applied Science Degree in Health and Fitness Science; The Guide to Online Schools recognized

Wake Tech as the largest online college or university in North Carolina.

Collegewide: For the third year in a row, Wake Tech was named one of the nation's top ten fastest-growing community colleges by Community College Week magazine in the category of colleges with 10,000 or more students. An increase in the number of students graduating required the college to move its spring 2013 graduation ceremony to the Raleigh Convention Center. Wake Tech submitted its Compliance Certification Report as part of its reaffirmation of accreditation to the Commission on Colleges of the Southern Association of Colleges and Schools in March. Wake Tech became a full member of the Cooperating Raleigh Colleges (CRC), joining Meredith College, North Carolina State University, Saint Augustine's University, Shaw University, and William Peace University in a higher education consortium that provides opportunities and resources to Wake Tech students and faculty/staff at these institutions. Wake Tech was honored with the prestigious Bellwether Award from the Community Colleges Futures Assembly, an independent policy summit held annually at the University of Florida. Wake Tech won the Bellwether - one of the highest honors a community college can receive - for Applied Benchmarking, an initiative that asks employees to identify problems or issues that need to be addressed, find other institutions that have addressed them effectively, and adapt their methods at Wake Tech. First launched in 2010, Applied Benchmarking has resulted in real improvements and cost savings at the college - as well as inspiring innovative thinking.

FY 2015 DISCUSSION

The FY 2015 Budget for Wake Technical Community College is \$16,478,000, of which \$295,000 is appropriated for lifelong learning and community use of schools in conjunction with WCPSS.

Facilities: Due to the economic recession and continued population growth in Wake County, the number of students turning to Wake Tech for training has steadily increased. Further, the rate of full-time equivalent student (FTE) growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. For

the past four years, more than 5,000 students on a waiting list each semester were unable to register for classes at the times and places they requested. Wake Tech will need to revise its master plan to prepare for the future county construction bond and accelerate future buildings and parking facilities to meet enrollment demand.

Instruction: Wake Tech continues to balance the use of seated, hybrid, and online course offerings to expand student access to courses and programs that lead to jobs and further education; it is also engaged in numerous local, state, and national reforms targeted at improving student success. The college received approval to offer a diploma program for Heavy Equipment Operators on the Main Campus, as well as the following certificates: Marketing Analytics, Database Analytics, Logistics Analytics, Finance Analytics, Database Management Data Development, Civil Engineering Office/CAD, Civil Engineering Field Technology, Civil Engineering Design, Construction Management Technology, Basic Estimating, Construction Safety Management, SCADA Systems, Geomatics Technology/CAD, Geomatics Field Technician, Geomatics Design, LAR Office Skills, and Landscaping Architecture Digital Technology. In addition, Wake Tech received approval to offer several certificates and one diploma at the new Vernon Malone College and Career Academy, a CTE (Career Technical Education) high school in the Wake County Public School System, on South Wilmington Street. Those programs, which will start in August 2014, are: Simulation and Game Development; Air Conditioning, Heating, and Refrigeration; Biopharmaceutical Technology; Collision and Refinishing Technology; Cosmetology; Geographical Information Systems; Certified Nursing; Plumbing; and Welding.

Student success efforts will continue to focus on college readiness, orientation, goal setting, proactive advising, developmental education acceleration, math mastery, structured pathways, and stackable credentials to assure the effective use of student time and resources and college resources. The college will continue its Applied Benchmarking program for all full-time employees as a means to gain insight on best practices nationwide. The college continues to

Wake Technical Community College

develop ways to keep personnel motivated in the face of limited prospects for salary increases, to explore additional funding streams from the federal government and private foundations to help offset reductions in state and county budgets, and to seek resources to expand "green technology" training and incorporate sustainability into all curriculum and continuing education programs.

HORIZON ISSUES

Facilities: Accelerate completion of projects funded by the 2012 Wake Tech bond referendum, including: the completion of the Building F project; renovation/conversion of Holding Hall into a classroom building; Phase III Renovation of the Public Safety Education Building; completion of design and start of construction for Northern Wake Campus Buildings L and M and Parking Deck 3; start of design for new RTP Campus. Work with the Board of Commissioners and the County Budget Office to manage funding for the 2012 Wake Tech Building Program as well as begin planning for the next county construction bond referendum.

Instruction: Curriculum education will continue to emphasize hardware and educational simulations to train a greater number of students; to pursue multiple reform efforts and grants that focus on increasing the number of student completers, especially through initiatives such as Reverse Transfer, which will allow students who have transferred to four-year college without earning a credential to receive an associate's degree while in their bachelor's program; to provide increased job placement assistance to students; and to keep students informed of new and expanded financial aid options available to them. As part of the college's innovation efforts, curriculum education will continue to support the individual Applied Benchmarking initiatives of all employees.

This page intentionally left blank.

Debt Service

Department Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Debt Service Principal	\$ 145,652,849	152,292,218	152,292,218	152,387,603
Debt Service Interest	88,036,943	89,522,289	89,543,193	90,550,139
Debt Service Fees	1,486,758	1,226,000	1,226,000	1,342,000
Other Refunding Debt	2,234,325	–	–	–
Salary / Benefits	216,819	221,240	221,240	218,005
Contractual Services	131,169	95,600	95,600	102,600
Supplies, Materials and Other Charges	6,591	2,653	2,653	7,653
Budget Reserves	–	–	–	1,923,000
Transfers Out	100,000	–	–	–
Expenditure Totals	\$ 237,865,455	243,360,000	243,380,904	246,531,000
Revenues:				
Taxes	\$ 51,708	–	–	–
Federal	2,894,461	2,740,984	2,740,984	2,786,017
State	10,070,286	10,000,000	10,000,000	10,000,000
Interest Income	2,422,998	2,941,000	2,941,000	1,712,000
Other Financing Sources	28,973,951	31,619,016	31,619,016	30,860,983
Transfers	193,160,902	196,059,000	196,079,904	201,172,000
Revenue Totals	\$ 237,574,305	243,360,000	243,380,904	246,531,000
Number of FTE's	2.00	2.00	2.00	2.00

Debt Service Expenditures by Entity

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
WCPS Debt Service	180,391,466	178,370,095	178,370,095	180,627,269
WTCC Debt Service	14,661,895	23,267,898	23,267,898	24,032,168
Criminal Justice Debt Service	27,318,708	28,115,585	28,115,585	26,952,678
Open Space Debt Service	3,299	–	–	–
Other Debt Service	14,499,118	13,606,422	13,627,326	14,918,885
Debt Service/5 County Stadium	990,969	–	–	–
Expenditure Totals	\$ 237,865,455	243,360,000	243,380,904	246,531,000

Debt Service

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assesses the future impact of plan variables, is a strong management tool that is key to Wake County's continued success as a triple-A rated government, as determined by the three rating agencies.

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of May 1, 2014 the outstanding general obligation principal indebtedness of the County totaled \$1.66 billion and the County's total outstanding debt, totaling general obligation bonds, limited obligation bonds, and installment purchases totaled \$1.950 billion.

In FY 2014, the County reviewed its existing \$200 million of outstanding variable rate general obligation school bonds, which comprise 10.3% of its debt portfolio. After issuing a request for proposals for liquidity facilities or other alternatives, the County determined that it was in the County's best interest to continue with the current variable rate strategy. The County entered into new three year agreements for the existing \$100 million of 2007A and 2007B variable rate bonds and amended existing agreements for the 2003B and 2003C variable rate general obligation bonds.

On October 8, 2013, Wake County voters authorized \$810 million of general obligation bonds in support of the WCPSS CIP 2013 building program. These bonds will be combined with \$129.9 million of cash funding and \$43.8 million of existing funds for a total building program of \$983.7 million. The first \$334.2 million of bonds in support of the WCPSS CIP 2013 building program are planned to be competitively bid and issued in August 2014. The FY 2015 recommended budget includes a property tax increase of 4.40 cents in support of increased debt service and capital funding for WCPSS CIP 2013.

During FY 2014, county staff presented to the Board of Commissioners changes in rating agencies methodology. Standard and Poors has instituted new methodology that is a formulaic calculation based on seven factors: institutional framework, economy, management, budgetary flexibility, budgetary performance, liquidity, and debt and contingency liabilities. Standard and Poors also includes a focus on governmental funds and its rating reports adhere to language in the formulaic calculation (very strong, strong, adequate, weak, very weak). Moody's has introduced a scorecard, which is a formulaic calculation as a starting point, but its rating also includes additional below-the-line adjustments (notches). The scorecard does not determine the final rating, but the rating committee considers but is not bound by the score derived by the scorecard. Moody's new criteria include an increased emphasis on fund balance and pensions.

At the May 12, 2014 Board of Commissioners work session, County staff presented recommended changes to the County's fund balance policy and debt service guidelines as a result of the revised rating criteria. These changes will allow the County to demonstrate to the rating agencies the County's commitment to its triple-A credit rating and the County's due consideration of the revised rating criteria. The FY 2015 debt service budget reflects the recommended operating revenues fund balance policy such that "the County will maintain a combined general fund and debt service fund total fund balance of at least 30 percent of general fund and debt service fund combined revenues". It is also reflects the revised debt service expenditure guideline that the "County will monitor annual debt service expenditures as a percent of total governmental expenditures and strive to not exceed twenty percent."

The budget for debt service payments and related expenditures for FY 2015 totals approximately \$246.5 million. Debt service expenditures for education total approximately 83 percent of these expenditures while debt service for libraries, open space, criminal justice and other functions comprise the remaining 17 percent of the County's FY 2015 debt service budget.

Debt Service

The County will continue to review market conditions and update its financial model prior to issuing additional long term general obligation debt. Bond sales planned in FY 2015, in addition to the \$334.2 million for WCPSS, include \$11 million of the \$45 million of library general obligation bonds authorized in October 2007, and \$58 million of general obligation bonds for Wake Tech's 2012 building program which were authorized by the voters in November 2012.

More information related to projected future years debt service expenditures may be found under the Financial Model section of the budget book.

Legal Debt Margin Information**Historical Information**

	Fiscal Years	2008	2009	2010 (Note)	2011	2012	2013
Assessed Value of Property	\$83,122,951,280	\$116,610,525,50	\$119,158,250,19	\$119,535,621,641	\$120,555,400,651	122,450,151,129	
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	\$6,649,836,102	\$9,328,842,040	\$9,532,660,016	\$9,562,849,731	\$9,644,432,052	9,796,012,090	
Amount of Debt Applicable to Limit General Obligation Bonds	\$1,434,595,000	\$1,772,370,000	\$1,794,370,000	\$1,831,620,000	\$1,754,870,000	1,801,325,000	
General Obligation Commercial Paper	-	-	-	-	-	-	
Other Long Term Debt	9,943,655	10,664,659	313,263,004	311,595,642	303,938,059	291,217,436	
Bonds Authorized not Issued	911,000,000	514,500,000	391,870,000	239,070,000	65,700,000	145,450,000	
Total net debt applicable to limit	2,355,538,655	2,297,534,659	2,499,503,004	2,382,285,642	2,124,508,059	2,237,992,436	
Legal Debt Margin	<u>\$4,294,297,447</u>	<u>\$7,031,307,381</u>	<u>\$7,033,157,012</u>	<u>\$7,180,564,089</u>	<u>\$7,519,923,993</u>	<u>7,558,019,654</u>	
Total net debt applicable to limit as a percentage of debt limit	35.42%	24.63%	26.22%	24.91%	22.82%	22.85%	

Note:

A revaluation of real property is required by NC General Statutes at least every eight years. The last revaluation was completed tax year 2008 (FY 2009).

The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to eight percent of the appraised value of property subject to taxation. The legal debt margin is the difference between the debt limit and the county's net debt outstanding applicable to the limit, and represents the county's legal borrowing authority.

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2013

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2012	Net Additions (Retirements)	Debt Outstanding June 30, 2013
GENERAL OBLIGATION BONDS:						
2003A Public Improvement Bonds	04/01/03	3.00-5.00%	122,890,000	8,000,000	(8,000,000)	-
2003B Public Improvement Bonds	04/08/03	variable	55,000,000	55,000,000	-	55,000,000
2003C Public Improvement Bonds	04/08/03	variable	45,000,000	45,000,000	-	45,000,000
2003 Criminal Justice Facilities Refunding Series 2003A	11/01/03	3.00-5.00%	8,000,000	400,000	(400,000)	-
Refunding Series 2003A	11/01/03	3.00-5.00%	83,145,000	1,200,000	(400,000)	800,000
2004 Public Improvement Bonds						
Bonds	04/01/04	3.00-5.00%	130,000,000	20,000,000	(10,000,000)	10,000,000
Refunding Series 2004	11/01/04	4.00-5.00%	114,380,000	25,075,000	(18,670,000)	6,405,000
Refunding Series 2005	04/01/05	3.00-5.00%	33,020,000	32,475,000	(115,000)	32,360,000
2005 School Bonds	11/01/05	3.25-5.00%	41,000,000	4,500,000	(1,500,000)	3,000,000
2007 Public Improvement Bonds						
Bonds	03/08/07	4.25-5.00%	455,000,000	115,000,000	(23,000,000)	92,000,000
School 2007A	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
School 2007B	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
2009A Public Improvement Bonds	04/01/09	4.00-5.00%	135,000,000	42,000,000	(6,000,000)	36,000,000
2009B Public Improvement Bonds	04/01/09	4.00-5.00%	300,000,000	258,000,000	(10,000,000)	248,000,000
2009C Refunding	04/01/09	4.00-5.00%	66,320,000	39,275,000	(14,135,000)	25,140,000
2009D Refunding	06/16/09	3.00-4.00%	168,980,000	162,435,000	(18,370,000)	144,065,000
2010A Public Improvement Bonds	03/30/10	3.00 -5.00%	86,295,000	72,985,000	(6,635,000)	66,350,000
2010B Public improvement RZEDB Bonds	03/30/10	4.80-5.30%	39,505,000	39,505,000	-	39,505,000
2010C Refunding	05/13/10	2.00 -5.00%	383,420,000	383,420,000	(100,000)	383,320,000
2010D Public Improvement QSCBs	06/09/10	5.10%	34,910,000	34,910,000	-	34,910,000
2010E Public Improvement	08/05/10	2.5% - 4.00%	18,945,000	17,055,000	(1,895,000)	15,160,000
2010F Public Improvement	08/05/10	4.15%-5.40%	17,055,000	17,055,000	-	17,055,000
2011 Public Improvement	03/30/11	3.00-5.00%	116,800,000	110,700,000	(6,150,000)	104,550,000
2012A School Bonds	02/08/12	3.00-5.00%	96,790,000	96,790,000	(4,990,000)	91,800,000
2012B Refunding	02/08/12	5.00%	75,290,000	-	75,290,000	75,290,000
2013A School Bonds	05/06/13	2.50-5.00%	51,165,000	-	51,165,000	51,165,000
2013B Public Improvement Bonds	05/07/13	3.00-5.00%	125,250,000	-	125,250,000	125,250,000
Total General Obligation Bonds				1,754,870,000	46,455,000	1,801,325,000

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT**As of June 30, 2013**

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2012	Net Additions (Retirements)	Debt Outstanding June 30, 2013
OTHER LONG-TERM DEBT:						
Installment Purchase				5,693,721	(366,373)	5,327,348
Limited Obligation Bonds				297,295,000	(12,140,000)	285,155,000
Qualified Zone Academy Bonds				817,311	(163,461)	653,850
Capitalized Equipment Leases				132,027	(50,789)	81,238
Compensated Absences				11,467,925	(715,671)	10,752,254
Other Post-employment Benefits				65,306,978	16,653,012	81,959,990
Total Other Long-term Debt				<u>380,712,962</u>	<u>3,216,718</u>	<u>383,929,680</u>
TOTAL GOVERNMENTAL LONG-TERM DEBT						
				<u>\$2,135,582,962</u>	<u>\$49,671,718</u>	<u>\$2,185,254,680</u>

Debt Service

SCHEDULE OF LONG-TERM DEBT MATURITIES AND ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES

As of June 30, 2013

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2014	113,282,981	174,848,242	23,167,018	37,596,878	136,450,000	212,445,120
2015	113,754,161	171,030,585	22,770,840	36,340,860	136,525,000	207,371,445
2016	132,284,375	185,043,856	22,770,625	35,314,602	155,055,000	220,358,458
2017	129,818,574	177,332,196	23,166,426	34,621,771	152,985,000	211,953,967
2018	119,887,650	161,717,493	20,767,350	31,108,222	140,655,000	192,825,715
2019	121,303,583	158,279,125	20,011,417	29,340,276	141,315,000	187,619,401
2020	108,960,755	141,043,391	20,174,245	28,521,484	129,135,000	169,564,875
2021	86,824,852	113,942,396	22,164,124	30,142,624	109,610,000	144,085,020
2022	99,365,876	122,155,806	22,164,124	28,439,545	121,530,000	150,595,351
2023	96,727,977	115,377,640	21,652,023	26,875,019	118,380,000	142,252,659
2024-2028	316,199,280	356,306,373	68,565,720	82,388,892	384,765,000	438,695,265
2029-2033	43,676,918	46,508,399	31,243,082	34,151,086	74,920,000	80,659,485
Total Bonded Debt	1,482,086,982	1,923,585,502	319,238,018	434,841,258	1,801,325,000	2,358,426,760

OTHER LONG-TERM DEBT:

Total limited obligation bonds, qualified zone academy bonds, installment purchases, notes payable, and capitalized leases:

2014	163,461	163,461	13,666,154	27,196,105	13,829,615	27,359,566
2015	163,461	163,461	13,697,095	26,748,549	13,860,556	26,912,010
2016	163,461	163,461	12,812,479	25,365,377	12,975,940	25,528,838
2017	163,461	163,461	12,731,864	24,827,454	12,895,325	24,990,915
2018	-	-	12,633,000	24,235,205	12,633,000	24,235,205
2019-2023	-	-	61,258,000	110,720,503	61,258,000	110,720,503
2024-2028	-	-	60,700,000	95,295,869	60,700,000	95,295,869
2029-2033	-	-	60,700,000	80,316,494	60,700,000	80,316,494
2034-2037			42,365,000	47,179,450	42,365,000	47,179,450
Total Other			290,563,592	461,885,006	291,217,436	462,538,850

TOTAL LONG-						
TERM DEBT	<u>\$1,482,740,826</u>	<u>\$1,924,239,346</u>	<u>\$609,801,610</u>	<u>\$896,726,264</u>	<u>\$2,092,542,436</u>	<u>\$2,820,965,610</u>

On the Statement of Net Assets as of June 30, 2013, the amounts reported as liabilities for general obligation bonds - schools and limited obligation bonds also includes premiums on issuance of bonds of \$158,808,287 and \$18,827,042, respectively which will be amortized over the life of its related debt.

Capital Area Workforce Development

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,612,105	1,191,744	1,417,810	1,069,758
Contractual Services	4,699,901	3,979,249	4,470,867	5,322,124
Supplies, Materials and Other Charges	944,792	966,007	698,941	726,118
Budget Reserves	—	—	(450,618)	—
Expenditure Totals	\$ 7,256,798	6,137,000	6,137,000	7,118,000
Revenues:				
Federal	7,127,411	6,137,000	6,137,000	7,118,000
Miscellaneous	(600)	—	—	—
Revenue Totals	\$ 7,126,811	6,137,000	6,137,000	7,118,000
Number of FTE's	28.00	28.00	28.00	22.00

DEPARTMENT PURPOSE AND GOALS

The Capital Area Workforce Development (CAWD) fund was established to account for U.S. Department of Labor and North Carolina Department of Commerce employment and training grant activities as they relate to the federal Workforce Investment Act of 1998, and various other federal and state initiatives. The Boards of Commissioners of the Counties of Wake and Johnston created the Capital Area Workforce Development Consortium in 1983. The Consortium plans and administers federal and state workforce programs; competitively procures services; conducts quality assurance; and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board. The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) Promoting business partnering to enhance regional competitiveness, (2) Facilitating employment success for adults and youth, (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives, (4) Expanding resources through strategic leadership and collaborative engagement.

Additionally, responsibilities include certifying and providing oversight for the area's One Stop Centers; Administration of Incumbent Worker Training grant funds; and partnering with economic development in providing assistance with new and expanding business and industry. Twenty three boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follows federal and state appropriations and is received throughout the year. Amendments to the project ordinance to include new funds are periodically presented to the Board of Commissioners.

The Workforce Board's vision is to be the leader in providing innovative solutions to match workforce skills with employer needs. The mission of Workforce Development is to create a highly skilled workforce system. The system provides employers with productive, skilled workers, and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all citizens to contribute to prosperity of the community.

MAJOR ACCOMPLISHMENTS

Eighty (80) percent of adults exiting the Workforce Investment Act (WIA) program entered full time employment.

Eighty Nine (89) percent of dislocated workers exiting the Workforce Investment Act (WIA) program entered full time employment.

Forty Eight (48) percent of the youth exiting the Workforce Investment Act (WIA) program received a degree or credential.

Seventy Three (73) percent of youth exiting the Workforce Investment Act (WIA) program entered employment or post-secondary education.

FY 2015 DISCUSSION

The Capital Area Workforce Development department budget increased by \$981,000 from the FY 2014 Adopted budget of \$6.13 million due to increased allocations.

HORIZON ISSUES

In order to meet the requirements of the new State framework, CAWDB is consolidating some centers across Wake and Johnston County and co-locating with the state's Wagner Peyser program as required for level 1 Career Centers. With this consolidation, the Highwoods location in Raleigh will close for adult service, as well as the State of North Carolina Employment Services Office on Carl Sandburg Drive will close and relocate to the new CAWDB Career Center. State property requirement for Wagner Peyser may slow or hinder the process for co-locating.

Fire Tax District

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Contractual Services	16,774,406	17,212,247	17,248,931	17,655,602
Supplies, Materials and Other Charges	813,010	864,261	897,572	940,236
Budget Reserves	–	76,492	76,492	16,162
Transfers Out	2,478,000	2,574,000	2,574,000	2,691,000
Expenditure Totals	\$ 20,065,416	20,727,000	20,796,995	21,303,000
Revenues:				
Taxes	20,567,456	20,712,000	20,747,000	20,935,000
Charges For Services	468	–	–	–
Interest Income	14,718	15,000	15,000	15,000
Other Financing Sources	–	–	34,995	353,000
Revenue Totals	\$ 20,582,642	20,727,000	20,796,995	21,303,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

The County contracts with 19 departments to provide fire suppression and emergency services in the Fire Tax District. Thirteen departments are non-profit corporations and six are municipal fire departments. 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 Commission Members and County Management need to address the long term management and planning of the Fire Tax District, in order to address the financial sustainability of the Fire Tax District. The Sustainability Committee, created by the Fire Commission in late FY 2013, met and developed

recommendations over the course of FY 2014 to address future issues and strategies for resource allocation and cost savings opportunities.

Sustainability Committee recommendations will be evaluated in conjunction with staffing and operational models for implementation in future fiscal year budgets.

FY 2015 DISCUSSION

The FY 2015 Fire Tax District revenue increases by \$223,000 or 1.0 percent over the FY 2014 Adopted budget, which reflects a decline in vehicle tax revenue due to the timing of implementation of "tax and tag" legislation in FY 2014, and modest real, personal, and public service property tax growth within the district. However, the FY 2015 Budget increases by \$576,000 or 2.8 percent over the FY 2014 budget.

This increase reflects funding for an 2.75 percent average merit increase for contract fire department personnel beginning October 1, which matches the merit increase allocation for Wake County employees.

It should be noted that departments are not required to absorb an across the board cut of 1.6 percent to their overall base appropriation, which was included as part of the FY 2015 Recommended Budget. The FY 2015 Adopted Budget temporarily suspends the Fire Commission's 5-year fund balance sustainability policy. The Fire Tax fund is currently projected to be sustainable through FY 2018 (4 years).

The Fire District Special Revenue Fund provides contractually funded departments with operating funds to provide services in their respective insurance boundary. The FY 2015 operating budget is \$17,655,602 for all 19 departments. The remaining amount of expenditures are for the system wide support costs that benefit the entire Fire Tax District. This amount is budgeted at \$956,238 for FY 2015. Also budgeted is a transfer to the Debt Service Fund in the amount of \$1.407 million to pay for existing debt on apparatus. Finally, \$1.316 million in revenues is transferred to the Fire CIP to provide funds for cash funded purchases of apparatus, replacement equipment and facilities upkeep.

HORIZON ISSUES

Many fire departments that rely on volunteers are continuing to experience a decline in volunteer rosters. If volunteer member shortages intensify, the Fire Commission will need to identify strategies to provide manpower through full-time career staff, part-time staff, or other compensation programs.

The Fire Commission and Supporting Staff must work within the environment of limited revenue. Even while the Special District Tax has increased slightly the revenue generated is limited, and it is difficult to support increases in operating expenses each year. The Fire District Operating Fund Balance is required by Fire Commission policy to be sustainable over a 5 year period.

Members and stakeholders of the Fire Tax District Fund will need to determine the best way, in terms of cost efficiency and effectiveness, to manage and administer the District and to make the Fire Tax District fiscally sustainable in the long term.

FY 2015 Fire Tax Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Budget
Fire Tax Revenue				
Operating	18,089,456	17,812,000	17,847,000	18,244,000
Pre-Existing Debt Service (a)	344,635	327,000	327,000	-
Capital	2,133,365	2,573,000	2,573,000	2,691,000
Subtotal, Taxes	20,567,456	20,712,000	20,747,000	20,935,000
Apparatus Sales (b)	-	-	-	-
Appropriated Fund Balance	-	-	34,995	353,000
Interest	14,718	15,000	15,000	15,000
Other Revenue	468	-	-	-
Total Revenues	20,582,642	20,727,000	20,796,995	21,303,000

Expenditures

NOTES:

- (a) Department pre-existing debt service is budgeted directly from the Fire CIP in FY 2015.
- (b) Sale of replaced fire apparatus is dedicated to future capital purchases.
- (c) 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 2015 Fire Tax Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Budget
Department Appropriations				
Personnel and Operating	16,429,771	16,886,247	16,886,247	17,655,602
Department Debt Service	344,635	326,000	326,000	0
Subtotal, Department Appropriations	16,774,406	17,212,247	17,212,247	17,655,602
Systemwide Costs				
800 MHz Fire Costs	128,683	125,075	125,075	129,366
CAD Fire Costs	10,452	8,663	8,663	9,954
County-owned Station Utilities	18,487	12,500	12,500	18,912
Fire Service Training	313,228	360,918	360,918	358,695
HAZMAT Program	87,746	89,789	89,789	87,595
NC Forestry - Wildfire Prevention Programs	74,152	67,362	67,362	80,025
Pager & Radio Maintenance	15,265	17,665	17,665	17,832
RWCC Dispatch Services	162,723	182,289	182,289	187,857
Other	2,274	-	34,995	-
DMV Motor Vehicle Tax Collection Fees	-	-	35,000	50,000
Future Appropriation or Contingency	-	76,492	76,492	16,162
Contribution to Fund Balance	517,226			-
Subtotal, Systemwide Costs	1,330,236	940,753	1,010,748	956,398
Capital				
Appropriation to Capital	1,338,000	1,350,000	1,350,000	1,284,000
Transfer to Debt Service Fund	1,140,000	1,224,000	1,224,000	1,407,000
Subtotal, Capital	2,478,000	2,574,000	2,574,000	2,691,000
Total Expenditures	20,582,642	20,727,000	20,796,995	21,303,000
Change in Fund Balance (c)	517,226 \$	- \$	(34,995) \$	(353,000)

NOTES:

- (a) Department pre-existing debt service is budgeted directly from the Fire CIP in FY 2015.
- (b) Sale of replaced fire apparatus is dedicated to future capital purchases.
- (c) 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.

Summary of Appropriations by Department

Fund Summary

Department	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Bay Leaf FD	1,505,172	1,535,189	1,535,189	1,568,390
Durham Highway FD	730,372	745,314	745,314	755,394
Eastern Wake FD	1,589,770	1,638,034	1,638,034	1,555,048
Fairview FD	1,129,995	1,141,926	1,141,926	1,174,766
Garner FD	1,600,159	1,650,766	1,650,766	1,689,738
Hopkins FD	708,363	722,842	722,842	752,967
Rolesville FD	548,872	559,803	559,803	726,592
Stony Hill FD	991,922	1,007,648	1,007,648	1,004,926
Swift Creek FD	483,565	486,939	486,939	489,060
Wake Forest FD	691,405	699,366	699,366	697,597
Wake-New Hope FD	1,069,624	1,095,054	1,095,054	1,116,231
Wendell FD	1,424,247	1,445,902	1,445,902	1,425,792
Western Wake FD	566,089	566,089	566,089	524,834
Total - Rural	13,039,555	13,294,872	13,294,872	13,481,335
Apex FD	686,400	707,525	707,525	717,851
Cary FD	58,871	70,000	71,689	74,765
Fuquay Varina FD	1,354,914	1,389,098	1,389,098	1,421,823
Holly Springs FD	409,466	422,737	422,737	585,277
Morrisville FD	775,842	794,122	794,122	831,306
Zebulon FD	449,358	533,893	533,893	543,245
Total - Municipal	3,734,851	3,917,375	3,919,064	4,174,267
TOTALS:	16,774,406	17,212,247	17,213,936	17,655,602

Grants and Donations

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,070,134	1,041,295	1,696,328	1,442,110
Contractual Services	1,480,097	1,864,848	3,909,118	1,243,417
Supplies, Materials and Other Charges	542,247	288,180	1,094,214	234,473
Capital Outlay	494,856	374,000	485,039	—
Debt	2,491	—	—	—
Budget Reserves	—	—	(53,000)	—
Transfers Out	—	—	(137,043)	—
Expenditure Totals	\$ 3,589,826	3,568,323	6,994,656	2,920,000
Revenues:				
Federal	1,500,144	2,125,440	2,856,507	1,122,005
State	810,470	738,258	964,779	681,732
Local	1,068,323	703,210	2,974,556	1,048,729
Charges For Services	103,652	—	91,406	—
Fines & Forfeitures	2,118	—	4,925	—
Interest Income	1,514	—	987	—
Miscellaneous	60,051	1,415	101,496	—
Transfers	—	—	—	67,534
Revenue Totals	\$ 3,546,273	3,568,323	6,994,656	2,920,000
Number of FTE's	18.75	18.50	24.55	23.55
Summary by Source and Department				
Department	Grants	Forfeitures	Totals	
Emergency Management	\$196,631	-	\$196,631	
Human Services	\$ 2,385,698	-	\$2,385,698	
Sheriff	\$337,671	-	\$337,671	
Totals	\$2,920,000	-	\$2,920,000	

Planned Use of Funds in FY 2015

Revenue Source	Description	FY 2015 Budget
Forfeitures		
Sheriff		-
Forfeitures--US Department of Justice	The Sheriff's Office receives equitable sharing payments from the Department of Justice for assistance in forfeiture cases. The money's primary use is for law enforcement equipment.	-
Subtotal, Forfeitures		-
Grants		
Emergency Management		
Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	196,631
Human Services		
Susan G. Komen Foundation	This grant supports the Educate Our Women program, funded by the Susan G Komen Foundation. Provides education and mammogram screening outreach services to African American and Latino women in eastern and southern Wake County.	69,987
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 150 one-star to three-star rated child care centers and homes.	374,732
North Carolina Department of Health and Human Services	The Farmworkers Health Grant is funded by NC DHHS. Provides funding to support the primary health care for migrant farmworkers.	157,000
North Carolina Department of Health and Human Services	Migrant Dental grant is funded by NC DHHS. Provides funding to support oral health care for migrant farmworkers.	5,000
Ryan White Foundation	Ryan White Title III 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,	527,500
NC Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	150,000
Casey Family Services a Direct Service Agency of the Annie E. Casey Foundation	The grant enables Child Welfare staff utilizing the Family Finding approach, a recognized foster care reduction approach, to expand their efforts to connect children in long term foster care with family members.	180,000
Private Donations	The Child Welfare Donations Fund is supported by donations and external contributions to support activities related to youth in Foster Care.	10,000
Private Donations	The Foster Care Evening of Elegance Fund supports an annual fundraising event to support youth in Foster Care. The event is sponsored by Wake County Human Services in collaboration with faith based and non-profit organizations in Wake County.	5,000

Grants and Donations

Planned Use of Funds in FY 2015

Revenue Source	Description	FY 2015 Budget
Private Donations	The Williams/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	4,000
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association does all the marketing, and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated wood, and uses volunteers to get the wood chopped and to households in need.	70,000
Private Donations	A grant from Progress Energy (now Duke Energy) and community donors provides funds used to provide fans or window A/C for families with seniors, young children or those with chronic respiratory illness.	6,000
Private Donations	The Holiday Cheer program brightens the holidays of children and seniors in need by matching them with community sponsors who provide Thanksgiving and Christmas meals or gifts. The program provides an opportunity for a personal relationship between the sponsor and their Holiday Cheer family. Donations are used to provide practical gifts to needy families.	5,297
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.	79,425
Drug Treatment Court Sheriff	Administration of the Wake County Drug Treatment Court	741,757
NC Governor's Highway Safety Program	The NC Governor's Highway Safety Program was established to provide funding for initiatives to improve safety on roadways. As part of this grant, the Wake County Sheriff's Office was awarded a multi-year grant for the establishment of a DWI taskforce. This group is tasked with enforcing DWI laws within Wake County and works in coordination with various other local law enforcement agencies for this purpose.	337,671
Subtotal, Grants		2,920,000
FUND TOTAL		\$2,920,000

Housing and Community Revitalization

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	460,187	582,486	537,303	573,869
Contractual Services	9,138,850	5,079,385	4,918,968	5,471,339
Supplies, Materials and Other Charges	59,191	53,129	63,477	69,792
Capital Outlay	-	-	292,249	-
Budget Reserves	-	-	(36,687)	-
Expenditure Totals	\$ 9,658,227	5,715,000	5,775,310	6,115,000
Revenues:				
Federal	6,658,047	4,512,522	4,546,378	4,597,982
Charges For Services	622,004	372,478	435,619	549,802
Interest Income	(942)	-	-	137,216
Miscellaneous	-	-	(36,687)	-
Transfers	830,000	830,000	830,000	830,000
Revenue Totals	\$ 8,109,110	5,715,000	5,775,310	6,115,000
Number of FTE's	6.75	7.25	7.75	7.75

DEPARTMENT PURPOSE AND GOALS

Affordable housing continues to be a great need in Wake County. Human Services' Housing and Community Revitalization (HCR) program receives federal and County funds to mitigate this need. The HCR Fund has three primary revenue sources: Federal Community Development Block (CDBG) grant funds, Federal Home Investment Partnership Program (HOME) funds, and Wake County capital funds. In addition, the Fund receives Federal Emergency Shelter Grant and Housing Opportunities for Persons with AIDS funds. Finally, the HCR fund earns program income on its CDBG, HOME, and County funds.

Every five years, HCR creates a five-year action plan which it submits to the federal government. The most recent five-year action plan was approved by the Board of Commissioners in May 2010. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

Since the demand for affordable housing in Wake County exceeds the production capability of the HCR

program budget, the five-year plan establishes priorities for spending. These programs are for homeowners and renters earning less than 40 percent Annual Median Income (AMI) per year, homeless individuals and families, and non-homeless individuals and families with special needs.

These populations were selected for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and this coordinates with other efforts such as the Ten Year Plan to End Homelessness.

To address the housing and community development needs of these population groups, Housing and Community Revitalization administers programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

Housing Production: Wake County solicits proposals from developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the median income. Developers

Housing and Community Revitalization

repay the loans over a 20-30 year period. HCR estimates that it will serve approximately 64 families in FY 2014 through rental unit production.

Housing Rehabilitation: HCR makes loans and grants to help homeowners repair their sub-standard houses and to enable elderly and disabled individuals to continue living in their homes . This program provides approximately 75 grants and 2-3 loans per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profits for public facilities improvements and rehabilitation of buildings used for public purposes. HCR estimates that it will serve approximately 210 families in FY 2014 through public facility improvements.

Rental Subsidies: HCR funds 52 rental subsidies for persons with mental illness. This enables disabled and low-income people to afford safe, decent, stable housing.

MAJOR ACCOMPLISHMENTS

During FY 2013, HCR completed the following projects which are funded by three primary sources.

Community Development Block Grant (CDBG): Repaired the homes of one very low-income family; made 85 grants to very low-income families to assist with repairs to their homes; made 6 emergency grants to very low income families to help with emergency repairs to their homes; assisted with the construction of a playground in Knightdale; completed street improvements in Rolesville; helped to build a new Salvation Army Building in Raleigh .

Home Investment Partnerships (HOME): Provided funding for the development of affordable rental housing. Water Garden Village Apartments(88 units for families), Cedar Street Apartments (4 units in Cary), and Sunnybrook Apartments (10 units for Veterans) were completed.

County Capital Funds (CIP): Funded the development of affordable rental housing; provided funding for 45 rental subsidies for persons with a mental illness; funds were also spent to fund the

salary of the Support Circles coordinator position and provide rental assistance for families that are part of the Support Circles program.

FY 2015 DISCUSSION

The FY 2015 HCR budget increased by \$339,690 from the FY 2014 Adopted budget of \$5.7 million due to additional entitlement funds received and pass through funds for Shelter Plus Care funded Tenant Based Rental Assistance.

As part of the one-year action plan presented to the Board of Commissioners in May 2013, HCR outlines the outcomes that it expects to achieve in FY 2014. These include plans to help homeowners repair substandard housing and emergency repairs, as well as a rehabilitation program to assist elderly and disabled people in making accessibility and mobility retrofits to homes; road improvements in Knightdale, Apex and Wendell; provide funds for 64 additional affordable rental units; provide funds for 52 rental subsidies for people who are mentally ill and homeless; and provide rental assistance for the rapid re-housing of homeless individuals who are working.

The County will continue to provide job training through the Homeless Employment Initiative Program.

HORIZON ISSUES

During FY 2015, HCR will enter into a new 5 year Consolidated Plan period, which will require an updated plan to be approved by the Board of Commissioners and the federal Department of Housing and Urban Development (HUD). In addition, HCR will undertake a regional Analysis of Impediments to Fair Housing Choice as required by HUD.

Major Facilities

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Cary Hold Harmless - Occupancy	838,514	850,992	888,787	915,658
Cary Sports Venues	400,000	1,000,000	1,000,000	1,000,000
Centennial - Debt Service	5,203,535	5,209,350	5,209,350	5,207,315
Centennial Authority Facility Improvements	1,679,355	1,000,000	1,500,000	1,000,000
Centennial Authority Operation 7%	2,217,993	2,276,276	2,348,885	2,449,639
Convention Center	17,494,977	18,157,244	18,977,299	20,116,860
Greater Raleigh Convention And Visitors Bureau	4,439,821	4,502,138	4,691,187	4,825,540
Green Square	800,000	200,000	200,000	200,000
NC Museum of Art	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Annual Distribution - \$1M	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Hold Harmless - Occupancy	680,044	680,000	680,000	680,000
St. Augustine's	100,000	100,000	100,000	100,000
Transfer To Debt Service	991,000	991,000	991,000	991,000
Transfer to GF-Food Admin	624,546	645,000	660,000	694,000
Transfer to GF-Occ Admin	518,669	526,000	550,000	566,000
Unallocated and Other	—	—	—	249,988
Wake Annual Transfer To CIP	1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	\$ 38,988,455	39,138,000	40,796,508	41,996,000
Revenues:				
Occupancy Rev and 3% Adm	17,016,699	17,546,000	18,330,000	18,880,000
Prepared Food & Beverage Tax Div	21,083,645	21,496,000	22,016,000	23,116,000
Unallocated and Other	3,107,422	96,000	450,508	—
Revenue Totals	\$ 41,207,765	39,138,000	40,796,508	41,996,000
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct contributions include the City of Raleigh, Centennial

Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through Interlocal Agreements and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, eighteen amendments have been approved to determine the use of uncommitted funds.

Projects that have received or scheduled to receive funds include: the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural

Major Facilities

Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, Cary Sports Facility, and Yates Mill Pond Park.

FY 2015 DISCUSSION

Interlocal Agreement amendments approved by the Raleigh City Council and County Board of Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the RBC Center through Fiscal Year 2020 and the third amendment authorizes debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled "Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2014)" summarizes approved projects and payment schedule.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds. The public review was held between February 2011 and March

2012 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives includes a capital maintenance plan for the Raleigh Convention Center, an update to the PNC Arena capital maintenance plan, and benchmarking data comparing the Raleigh Convention Center's funding sources and operational expenses to other similar convention center facilities. The review included several recommendations that required approval of the Raleigh City Council and the Wake County Board of Commissioners. The approved recommendations, among others, will include: 1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program; 2) reaffirming the funding schedule for the 15 percent Uncommitted Funds; and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues. The budget includes all of these aforementioned recommendations. Another interlocal review is scheduled to be completed by January 1, 2015.

Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (May 2014)

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	PNC Center	St. Augustine's College Track	Whitewater Park**
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	150,000
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,679,355	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,500,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	1,000,000	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,000,000	100,000	-

2017	1,700,000	1,000,000	-	-	1,000,000	-	-
2018	2,600,000	-	-	-	2,000,000	-	-
2019	2,000,000	-	-	-	2,000,000	-	-
2020	-	-	-	-	5,000,000	-	-
2021	-	-	-	-	5,320,645	-	-
2022	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-
Total	10,000,000	15,000,000	250,000	6,000,000	26,000,000	1,000,000	150,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** Appropriations have not yet been made and are pending executed funding agreements.

Corporate Fleet Fund

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	852,218	992,448	992,448	942,327
Contractual Services	219,134	197,774	197,774	235,057
Supplies, Materials and Other Charges	4,231,124	4,492,719	4,504,619	4,873,916
Capital Outlay	3,333,690	3,164,688	4,054,502	4,015,700
Budget Reserves	—	264,371	264,371	—
Expenditure Totals	\$ 8,636,166	9,112,000	10,013,714	10,067,000
Revenues:				
Charges For Services	8,331,865	8,581,041	8,581,041	8,842,972
Interest Income	2,452	20,000	20,000	20,000
Miscellaneous	534,100	400,957	400,957	412,400
Other Financing Sources	—	110,002	1,011,716	666,628
Transfers	—	—	—	125,000
Revenue Totals	\$ 8,868,417	9,112,000	10,013,714	10,067,000
Number of FTE's	14.00	14.00	14.00	15.00

DIVISION PURPOSE AND GOALS

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible Fleet to Wake County and its customers, consistent with the Corporate Fleet Plan. Fleet Operations is a Division of the General Services Administration department.

Fleet Services Division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset, Service and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

MAJOR ACCOMPLISHMENTS

Achieved ASE (Automotive Service Excellence) Blue Seal Certification: ASE offers a recognition opportunity for highly qualified repair facilities, which allows them to showcase their technicians and their commitment to excellence. The program's emphasis is to identify establishments with a large percentage of ASE-certified professionals. It is a

recognition program for businesses striving to be the best, and willing to prove their commitment.

Achieved EVT (Emergency Vehicle Technician Certification Commission) training and certification for technicians who are primarily dedicated to working on ambulances. Training enhances skills required to service and repair ambulance chassis and modules. Efficiencies allow reduce down time for ambulance repairs.

Awarded one of the Top 100 Best Fleets in North America from Government Fleet: The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry. This was the second consecutive year receiving this recognition.

Installed new tire carousel to prevent back injuries, create more efficient tire issuing and increase available work space.

Increased AIM unit installation on 40% of fleet. AIMs allow tracking of vehicles fuel use, mileage, idle time and engine performance.

Converted parts department to an Outsources function to save on purchases, eliminate inventory overhead, increase efficiencies, and eliminate need to expand staff.

Bid and awarded Fleet Market Analysis allowing us to evaluate the County's fleet program and to assess its overall effectiveness based on a market analysis.

Field tested GPS in admin and service vehicles to evaluate benefits to customers.

Worked with FDC, designer and owner of future L building. Coordinated construction events to minimize impact to employees and public. Evaluated options for managing future tenants parking logistics. Completion in 3rd quarter FY15.

FY 2015 DISCUSSION

The FY 2015 Fleet budget increased by \$955,000 or 9.5% over FY 2014 for scheduled vehicle replacements and increases in fuel use and lease rates. Additionally, budgeted funds for the replacement of Sheriff vehicle parts has been moved from the General Fund to Fund 6100.

The Fund 6100 is projected to have a beginning FY 2015 unreserved fund balance of approximately \$3.2 Million. \$338,040 of this will be designated to fund 14 new departmental vehicles.

In FY 2015, Fleet will continue to communicate Fleet Management information with our partnering departments and work with the results of the Market Analysis on suggested actions in regards to GPS, pool vehicle systems, and other items.

We will continue to share vehicle idle data collected by our Fuel AIM system to give departments opportunity to develop their own fleet idle policy and goals.

HORIZON ISSUES

Achieving fuel reduction through conservation techniques and alternative energy vehicles.

Continuing development of Fleet Management system to better track, report, and share fleet data.

Corporate Fleet Fund

Summary of Services and Performance Measures

Service Area: Fleet: Asset Management/ Service/ Fuel

Description: To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Number of gallons of fuel consumed	1,056,290	1,016,686	1,077,049	N/A
Number of vehicles per mechanic	118	104	104	100
Number of vehicles owned by County	889	912	912	N/A
Number of vehicles leased to County departments and partners	789	802	802	N/A

This page intentionally left blank.

Solid Waste Management

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	1,069,497	1,209,781	1,209,781	1,346,983
Contractual Services	6,700,932	8,699,339	8,704,306	9,635,334
Supplies, Materials and Other Charges	3,526,862	1,036,985	1,036,985	977,166
Capital Outlay	61,072	42,300	42,300	42,300
Debt	5,099	5,275	5,275	2,823
Budget Reserves	—	—	—	1,005,394
Transfers Out	1,556,000	4,456,320	20,839,320	450,000
Expenditure Totals	\$ 12,919,460	15,450,000	31,837,967	13,460,000
Revenues:				
State	1,601,437	1,496,690	1,496,690	1,616,991
Charges For Services	7,593,388	7,819,976	7,819,976	8,231,779
Licenses & Permits	7,500	6,500	6,500	6,500
Interest Income	68,827	357,000	357,000	251,681
Miscellaneous	1,227,546	2,499,708	2,499,708	2,343,590
Other Financing Sources	—	2,278,337	18,666,304	—
Transfers	887,000	991,789	991,789	1,009,459
Revenue Totals	\$ 11,385,699	15,450,000	31,837,967	13,460,000
Number of FTE's	14.00	14.00	14.00	15.00

DEPARTMENT PURPOSE AND GOALS

The mission of the Solid Waste Management Division is to protect the public health and safety of Wake County by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible. The Division works collaboratively with municipalities to plan and implement a comprehensive, integrated, county-wide solid waste management system which addresses the community needs without costly duplication of efforts.

The Solid Waste Division

1) Provides the maximum opportunity practicable for waste reduction, reuse, and recycling with a variety of incentives, policies and ordinances; offers a convenient method for residents for waste disposal and to recycle a wide range of materials.

2) Monitors and enforces illegal dumping and littering. Regularly collects and disposes of roadside litter. 3) Is responsible for the maintenance of several closed County landfills located within the County. A team of environmental specialists regularly monitor and maintain the sites according to regulations specified by the North Carolina Department of Environment and Natural Resources. Groundwater protection, landfill gas management and erosion control are the most important aspects of closed landfill maintenance.

4) Has a staff of environmental educators to ensure the Wake County residents of all ages are informed and educated about the importance of recycling and other environmental issues.

5) Has a secure, transparent and equitable funding system to cover the cost of the current and future solid waste management programs addressing waste disposal and recycling.

-
- 6) Coordinates the franchising of construction and demolition landfills within Wake County through the Wake County Board of Commissioners.

The Solid Waste Management Division operates 15 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials. The County manages and operates 11 convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction debris from homeowners' house remodeling projects; two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

MAJOR ACCOMPLISHMENTS

During FY 2014 the Solid Waste Division issued Request for Proposal/Bids/Quotes for a number of existing services with expiring contracts. Contracts for Convenience Center operations and hauling, C&D disposal and scrap metal were all accomplished during FY14. A new contract was established for the purpose of doing roadside litter pick up and got underway during FY14. The 86-it campaign was able to have a strong presence at the 2013 State Fair and spread the anti-litter message. Several studies were conducted during the year, including an Organics study as well as a school recycling waste composition study. Numerous tours of the landfill were conducted throughout the year. Community service litter pick up events were conducted most weekends during the year. The Gas to Energy project at the SWLF started operations in September of 2013 and by January was running at 99% uptime. An expansion of the landfill gas collection and control system at the SWLF was also designed, bid and constructed during FY14 and managed by Solid Waste. The East Wake Landfill cap repair project was also bid and construction has started and is managed by Solid Waste. Solid Waste staff assisted the FD&C Department in the construction of the new Convenience Center #7 at the North Wake Landfill as well as a repaired roadway at the Feltonsville landfill.

FY 2015 DISCUSSION

During FY15 Solid Waste anticipates several other RFP processes, both for existing contracts that are expiring along with attempting to establish a new program relative to mattress recycling. It is anticipated that the Solid Waste Division will consolidate office spaces for better coordination and administration. There are some expected convenience center and multi-material projects anticipated to be designed and built via FD&C, with the Division's assistance. Significant effort will be expended in pursuing the new contract for the landfill gas to energy project at the North Wake Landfill. The current contract expires at the end of calendar year 2015, so a vendor for the new contract will need to be chosen during FY15.

HORIZON ISSUES

During the next few fiscal years, the Solid Waste Division will be dealing with significant expansion/renovation of numerous convenience center sites as well as Multi-Material and HHW facilities.

Solid Waste Management

Summary of Services and Performance Measures

Service Area: Solid Waste - County Operations

Description: The Solid Waste Management Division operates 15 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials. The County manages and operates 11 convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction

debris from homeowners' house remodeling projects; two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Efficiency				
Dollars Collected through the Sale of Recyclable Materials	N/A	1,606,932	1,034,990	1,415,855
Effectiveness				
Number of Days Open for Household Hazardous Waste (HHW) Collection	N/A	305	305	305
Tons of Recyclables Diverted from Landfill	N/A	32,235	21,918	29,244
Input				
Tons Collected at Convience Centers (including recyclables and solid waste)	N/A	87,728	73,742	82,033
Tons Collected of Household Hazardous Waste (HHW)	N/A	780	780	780
Tons Collected of White Goods (Large Appliances)	N/A	660	628	644

South Wake Landfill

Fund Summary

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Amended	FY 2015 Adopted
Expenditures:				
Salary / Benefits	244,514	235,682	235,682	256,017
Contractual Services	9,085,429	9,028,574	9,405,393	9,187,041
Supplies, Materials and Other Charges	3,956,341	3,902,955	4,010,136	4,438,483
Transfers Out	6,027,626	991,789	991,789	1,009,459
Expenditure Totals	\$ 19,313,910	14,159,000	14,643,000	14,891,000
Revenues:				
Charges For Services	14,162,115	14,159,000	14,643,000	14,891,000
Interest Income	11,168	-	-	-
Transfers	5,140,626	-	-	-
Revenue Totals	\$ 19,313,909	14,159,000	14,643,000	14,891,000
Number of FTE's	5.00	5.00	5.00	5.00

DEPARTMENT PURPOSE AND GOALS

The South Wake Landfill Partnership was created in 2006 to provide the most efficient, effective and sustainable long-term waste disposal services to all the citizens of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity.

The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Services. They accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement, along with 11 other Wake County local governments.

MAJOR ACCOMPLISHMENTS

During FY 2014 the Solid Waste Division determined that a tip fee increase was needed at the East Wake Transfer Station in order to minimize the current

commercial waste subsidy that has been brought about by keeping the tip fee very low. Solid Waste had an odor study prepared regarding the South Wake Landfill in order to be prepared for potential odor complaints. Study has helped staff work with the contractor to modify daily operations to minimize potential odor issues. In addition, design plans for both the construction of Phase 2A of the landfill along with a partial closure of Phase 1 were developed. Construction of Phase 2A started and will be finished in FY15.

FY 2015 DISCUSSION

Construction of Phase 2A will be completed and completion of design of the Phase 1 closure will be undertaken in FY15 with construction to start at the end of the FY. Potential implementation of a tip fee increase at the EWTS. A contract amendment with Waste Industries will be pursued to clarify a number of issues.

HORIZON ISSUES

Soil for future phases of the landfill will continue to be a primary importance. As long as development continues in the Apex/Holly Springs area this should be a minimal issue, but it continues to be an important concern.

South Wake Landfill

Solid Waste Management will begin a long term study that will focus on the future trash disposal options in Wake County. This effort is early planning that is needed to determine potential trash disposal policies once the South Wake Landfill closes. The remaining life of the landfill is currently estimated at approximately 35 more years, but this number is subject to significant factors over the next several decades.

Summary of Services and Performance Measures

Service Area: Solid Waste - Partnership Operations

Description: The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Services. They accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The

landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement, along with 11 other Wake County local governments.

Key Measures	FY 2013 Actual	FY 2014 Estimated	FY 2015 Target	Desired Level
Input				
Tons Received at South Wake Landfill	N/A	400,000	400,717	405,000
Number of Trucks across East Wake Transfer Station Scales	N/A	32,500	36,583	35,800
Number of Trucks across South Wake Landfill Scales	N/A	37,000	36,998	37,500
Tons Received at East Wake Transfer Station	N/A	233,000	242,124	237,200

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 2015 - 2021 Community Improvement Plan (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and that require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is acquired to preserve Open Space, and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$1.4 billion. The FY 2015 - 2021 CIP represents a continuum of projects. The FY 2015 capital budget, or \$500.3 million, represents funded commitments. The remaining projects shown in FY 2016 - 2021 represent planned projects. For planned projects, revenues are assigned, but projects are continually vetted, may change, or ultimately may not be funded. Horizon projects are not included in the CIP; these projects are those in which project timing, priority, or funding are still being determined.

Wake County's capital program is funded through a variety of sources including transfer from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding from the Fire Tax, Major Facilities Fund, and the Solid Waste Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioners' financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments. The FY 2015 - 2021 CIP includes a recommended increase of 4.40 cents to the County's property tax rate such that the County's total tax rate will be 57.8 cents of which 19.90 cents would be dedicated to debt and capital. This increase is in support of the

WCPSS Capital Projects Fund, \$27.4 million to County Capital Projects and \$3.3 million to Wake Technical Capital Projects Fund. The remainder of the tax increase is allocated for increased debt service costs that will result from bonds issued for WCPSS CIP 2013.

Market events during Fall 2008 continue to influence appropriations in the FY 2015 - 2021 CIP. Wake County continues to wait to appropriate funds for debt funded projects until such debt has been secured. Appropriations for bond funded projects, while shown in the CIP, will be appropriated by the Board of Commissioners once bonds are issued for the project. This approach ensures that the County has sufficient funds on hand prior to the award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Bond issues for county, WCPSS and Wake Technical Community College projects will be issued with one-year of interest early and 19 years of principal and interest such that the County will not be making a principal payment while the asset is under construction.

The FY 2015 - 2021 CIP maintains the County's strategic, long-term approach to capital facilities. The FY 2015 - 2021 CIP maintains the County's policy regarding the ratio of debt-to-cash financing of capital projects and maintains sustainable debt repayment schedules. The FY 2015 - 2021 CIP is a funded CIP. Future debt or cash capacity that is shown in the financial model for FY 2018 and beyond is not included in the CIP as those funds have not been authorized nor have specific programs been approved.

Highlights of the FY 2015 - 2021 CIP

The \$1.4 billion FY 2015 - 2021 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

Introduction and Highlights

service delivery, such as the construction of a Regional Library. Most non-routine capital projects in the FY 2015 - 2021 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 2015 - 2021 CIP of \$939.955 million includes \$810 million of general obligation bonds approved by the voters on October 8, 2013 and \$129.0 million of cash funding. An additional \$43.8 million of existing funds results in a total building program of \$983.7 million.

The first \$334.2 million of bonds to be issued for the building program are planned to be sold in August 2014. The WCPSS CIP 2013 building program contemplates commitments through fiscal year 2017. It provides for eleven new elementary schools, three middle schools and two high schools. Additionally the plan includes six major renovations, start-up renovation cost at three other schools, life cycle equipment replacement, education equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

The FY 2015 - 2021 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Wake Technical Community College

In November 2012, voters approved \$200 million of general obligation bonds, combined with \$10.2 million in cash, to support the new capital program. The \$210.2 million Wake Tech Building Program includes additional facilities at Northern Wake Campus, expansion of the Public Safety Campus, construction at the Research Triangle Park (RTP) Campus and repairs and renovations collegewide. In Spring 2013, \$104.250 million of bonds were issued in support of the program. The FY 2015 - 2021 Community Improvement Plan includes \$113.265

million for Wake Technical Community College. Bond sales are planned for winter of 2015 and 2016 and cash in the amount of \$3.3 million will be appropriated in FY 15. The FY 2015 - 2021 CIP also includes funding of \$1.5 million per year for repair, renovations and minor capital for Wake Tech. All projects included in the 2007 Building Program have been funded and the last remaining projects are under construction.

Automation

The FY 2015 - 2021 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Included in the funds for Major Projects are dollars for E-Wake Document Management System and Voice Over IP System.

Community Capital

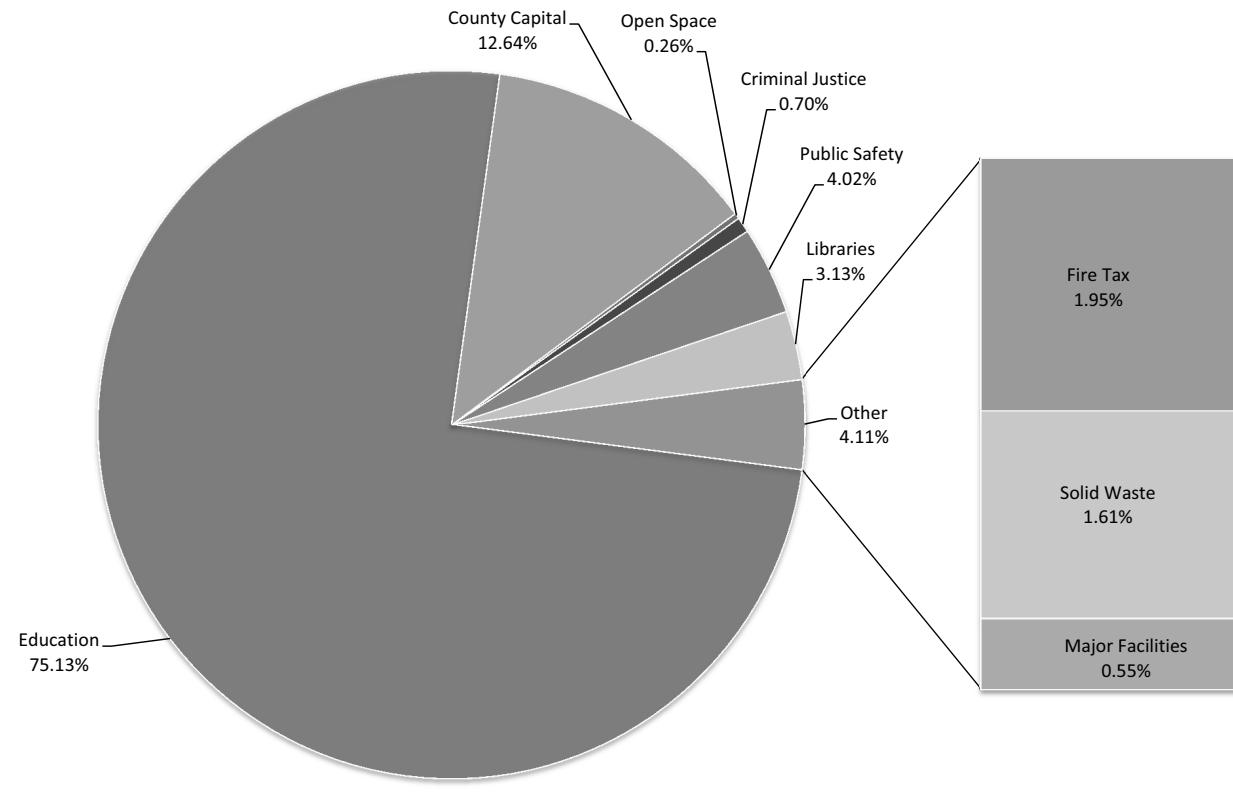
The FY 2015 - 2021 CIP includes \$500,000 annually for Community Capital Projects, totaling \$3.5 million over the seven year period. These funds are meant to go towards partnering with community organizations who have identified capital projects that address countywide problems. During the summer of FY 14, a process was undertaken to evaluate and recommend projects to be funded from 2014 - 2018. The following projects were recommended for funding and are shown in the FY 2015 - 2021 CIP: Interfaith Food Shuttle's Urban Agricultural Training Center (funded only in FY 2014), Boys and Girls Club's Teen Center, Hospice of Wake County's 10 bed expansion to their Cary Facility, SouthLight Healthcare's Integrated Care Facility and Medical Respite Center and Wake Health Services's Medical Office Building.

County Buildings

The FY 2015 - 2021 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 re-roofing and building systems projects at County buildings, repaving projects at county facilities, for minor renovations, for repairs to dams in the Crab-

Introduction and Highlights

FY 2015 - 2021 Capital Improvement Plan: \$1.4 Billion



tree Creek Watershed and for improvements identified in facility condition assessments. Included in the CIP are dollars for the completion of construction of intake and WIC renovations at Sunnybrook, various facility condition upgrades and renovations to the Wake County Office Building.

Criminal Justice

The County's rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY 2015 - 2021 CIP continues to implement the Criminal Justice Master Plan. Funding is provided in FY 2015 for Existing Courthouse Renovations and Detention Security.

Libraries

The FY 2015 - 2021 CIP includes bond funds in support of new library projects. In FY 2014, County uncommitted CIP funds were used to fund the remaining dollars needed to construct the new Northeast Regional Library and facility condition

improvements at Zebulon. In August 2014, \$11 million dollars of library bonds are planned to be issued: \$3.3 million to reimburse the County for funds appropriated in the prior fiscal year and \$7.67 million of bonds to fund the design and construction of Middle Creek Community Library, the design of Fuquay-Varina Community Library, design of a new Cary Regional Library and repairs at Southeast Regional Library and East Regional Library. Planned bond sales reflect the project schedule shown in the FY 2015 - 2021 recommended CIP.

Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

During November 2007 the voters of Wake County approved a \$50 million bond referendum to continue

Introduction and Highlights

the program's efforts and maintain exemplary status as one of the nation's best Open Space preservation initiatives. In FY 2015, Wake County will use the balance of the \$21 million in general obligation bonds that were sold in April 2013 to acquire additional open space and proceed with partnerships such as greenways. These bond funds will also fund design and construction for public access for 3 new preserves on Turnipseed, Robertson's Mill Pond, and Procter Farm open space properties. They FY 2015 - 2021 CIP includes annual reimbursements from the City of Raleigh (\$500,000) and Town of Wendell (\$20,000).

Emergency Medical Services Master Plan

The facilities master plan for Emergency Medical Services has been updated over the past year to address needs in the coming years with a goal of updating response time data and demographics. The FY 2015 - 2021 CIP plans to address these issues with the planned addition of stations or renovations at District Drive, New Hope, Wendell Main, Fuquay-North, and Wendell Falls areas. Funding of a five year replacement cycle for defibrillators is also included in the CIP.

800 MHz Master Plan

Wake County developed an 800 MHz Master Plan to prepare for necessary replacements and upgrades of emergency communication equipment. The plan includes replacing paging and radio equipment as well as upgrading simulcast technology. Portions of the cost are paid from the Fire Tax CIP.

Prior CIP funding supported an analysis of the current system (coverage, performances, etc), evaluation and development of upgrade/replacement strategies with the current North Carolina State Highway Patrol partnership, evaluation of neighboring communications systems and possibilities of partnerships, and lastly cost estimates of the replacement options available. During FY 2014 various partnership opportunities were explored, and the analysis led to the decision to implement a partnership with the Town of Cary. Wake County and the Town of Cary have established agreements and are ready to pursue an RFP to begin the project. The FY 2015 - 2021 CIP funding has been updated based on the new partner-

ship. The FY 2015 - 2021 CIP also shifts the timing of 800 MHz infrastructure funds such that consoles are timed in accordance with the City of Raleigh's Critical Public Safety Facility slated to open in early winter 2015.

Economic Development

The FY 2015 - 2021 CIP includes \$15.9 million to go towards economic development strategies within Wake County. These include water and sewer system upgrades and economic development business development grants. Phase 1 of the Jordan Lake Water Reclamation project was completed in FY 2013, phase 2 of this project will be completed by the Town of Cary and Phase 3 of this project is budgeted in the CIP in FY 18. Also, On-Site Water and Sewer funding for companies moving to the Wake County portion of RTP are budgeted for FY 2018 - 2021. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY 2015 - 2021 CIP includes funding to provide business development grants to the following companies: Credit Suisse, Novartis, Red Hat, NetApp and MetLife.

Capital Budget Process

The County develops and manages its long-term community improvement plan in three steps: Needs assessment, project prioritization and in-depth cost estimation and funding capacity analysis.

Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2015 - 2021 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 judicial facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County's long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, and General Services Administration (CIP Core Team) meet annually with other County departments who are requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

Project Prioritization

Within limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans' assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County's Senior Management Team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

Ensure life, safety, and basic environmental concerns. Investments in public safety communications, building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.

Provide operating expense savings. Investments such as energy-saving projects in buildings, technology infrastructure or constructing libraries instead of leasing space provide long-term operating costs savings.

Capital Budget Process

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.

Match contributions by partners to support community and systems infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction and General Services Administration conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, Budget and Management Services uses the County's long-term financial planning model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as debt is incurred in the future years of the CIP planning period.

Debt Funding

The County also funds the capital plan with long-term debt. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19 percent of the next year's debt service expenditures;

Maintain a combined general fund and debt service fund total fund balance of at least 30 percent of

Capital Budget Process

general fund and debt service fund combined revenues.

Maintain a debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A further discussion of the financial planning model is behind the “Financial Planning Model” tab within this book.

How to Read the Community Improvement Plan

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two

elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development and Infrastructure
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	These projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

Throughout the document, the following information is presented for each element:

Financial Summary: Presents the FY 2015 appropriation (a financial commitment by the Board of Commissioners), FY 2016-2021 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2016-2021 will be refined as design, engineering, and cost studies are completed during FY 2015 and beyond.

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 2014

Horizon Issues: Potential future projects not funded in the current CIP.

Operating Impact: Future costs that will need to be paid from the County’s operating budget to operate the facility.

Project Pages: Where useful, detailed pages about individual projects within an element are included to provide more information about each planned project and how the capital dollars will be spent.

How to Read the Community Improvement Plan

When developing the seven-year Community Improvement Plan, the County must carefully evaluate the financial impacts of each project. This includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The Operating Budget Impact table (highlighted later within this section) shows the known operating impact on the General Fund for the projects planned in the FY 2015 - 2021 CIP; more detailed information is shown on individual project pages within this document. When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates that are for future years.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to modernize the Sunnybrook Elevator will have minimal impact on the cost of maintaining the space and will not require additional staff. However, the construction of new libraries will require new operating funds for both staff and facility maintenance which will need to be funded in future operating budgets. In some cases, operating impacts are provided for equipment acquisition. In these instances, the increased cost reflects additional resources needed to maintain the new equipment.

This page intentionally left blank.

Operating Budget Impact

New General Fund Operating Impact

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
County Capital Elements								
Automation	\$150,000	222,000	\$104,000	\$34,000	\$47,000	\$45,000	\$24,000	\$626,000
Libraries	--	\$1,722,000	\$570,000	\$558,000	\$794,000	\$1,618,000		\$5,262,000
Open Space	\$46,000	\$24,000	--	--	--	--	--	\$70,000
Public Safety	--		\$900,000	--	--	--	--	\$900,000
Total Operating Budget Impact	\$196,000	\$1,968,000	\$1,574,000	\$592,000	\$841,000	\$1,663,000	\$24,000	\$6,858,000

Some operating costs associated with certain elements (like the Fire Tax District and Solid Waste, which are denoted with an asterisk) are not borne by the General Fund and are therefore, not shown here.

When developing the seven-year Community Improvement Plan, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The table above shows the new operating impact on the General Fund for the projects planned in the FY 2015 - 2021 CIP; more detailed information is shown on individual project pages within this document. These costs are assumed to be recurring within the relevant department's operating budget. The above chart shows the first year impact to operating costs and subsequent increases in operating costs because of the capital project. When possible, these estimates have been based on current operating costs for comparable facilities.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of libraries requires new operating budget dollars for both staff and facility maintenance which have been included in the FY 2015 Budget. In some cases, operating impacts are provided for equipment acquisition. In

these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

Horizon Issues

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as horizon issues for future Community Improvement Plans. Typically these are projects for which business cases, timing and project cost estimates need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project	Cost Estimate
Automation	CCBI Facial Recognition Pilot Project GIS Master Address Repository Child Support, School Health & Vital Records Document Management System Identity and Access Management PDMS Replacement Enterprise LMS Acquisition	\$267,000 380,000 3,300,000 1,200,000 120,000 200,000
County Building Improvements	Western Regional Center Board of Elections Permanent Space ATC Renovations EMS & BOE Training Space	7,688,000 2,000,000 600,000 TBD
Libraries	Future Library Projects Not Included in 2007 Building Program Cameron Village Library Upgrades	TBD 515,000
Open Space	Open Space Land Acquisitions	TBD
Parks	Future Park Construction	26,300,000
Public Safety	Zebulon Main EMS Renovation Knightdale South EMS Statio	1,300,000 1,600,000
Major Facilities	5 County Stadium Scoreboard	TBD

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of May 19, 2014

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Actual Balance
							Commitments and Pending	Actual Balance	
210A	Major Systems - Property Tax	6210V0100	\$185,000.00	\$0.00	\$185,000.00	\$72,965.32	\$72,965.32		\$112,034.68
237A	DS8 Document Management	6210V0100	\$1,370,000.00	\$0.00	\$1,370,000.00	\$1,147,658.34	\$1,227,694.06		\$142,305.94
238A	Public Health System Replacement	6210V0100	\$3,410,500.00	\$0.00	\$3,410,500.00	\$1,854,252.45	\$2,557,878.22		\$852,621.78
238A	Public Health System Replacement	6210V015B	\$0.00	\$0.00	\$0.00	\$2,221.94	\$2,221.94		(\$2,221.94)
240A	eWake Upgrade	6210V0100	\$4,075,065.94	\$0.00	\$4,075,065.94	\$3,267,291.11	\$3,267,291.11		\$807,774.83
241A	CCBI Lab Information Management System	6210V0100	\$200,000.00	\$0.00	\$200,000.00	\$0.00	\$0.00		\$200,000.00
243A	Automated Call Distribution Platform Replacement	6210V0100	\$181,600.00	\$0.00	\$181,600.00	\$182.50	\$181,782.50		(\$182.50)
244A	Jail & Records Management System Upgrade	6210V0100	\$135,790.00	(\$425.00)	\$135,790.00	\$102,226.97	\$125,086.97		\$11,128.03
246A	ROD Books	6210V0100	\$877,000.00	\$0.00	\$877,000.00	\$448,915.30	\$813,658.43		\$63,341.57
247A	Reval Projects	6210V0100	\$625,000.00	\$0.00	\$420,000.00	\$107,000.00	\$107,000.00		\$518,000.00
247A	Reval Projects	6210V015B	\$0.00	\$0.00	\$205,000.00	\$172,569.60	\$172,569.60		(\$172,569.60)
278A	Planning & Permitting System	6210N0100	\$4,116,000.00	\$0.00	\$4,116,000.00	\$0.00	\$0.00		\$4,116,000.00
279A	DS8 Document Management - Child Welfare	6210N0200	\$1,425,000.00	\$0.00	\$1,425,000.00	\$898,881.51	\$1,223,752.25		\$201,247.75
279A	DS8 Document Management - Child Welfare	6210N025B	\$0.00	\$0.00	\$0.00	\$1,144.16	\$1,144.16		(\$1,144.16)
295A	eWake Pilot Document Management	6210N0500	\$225,000.00	\$0.00	\$225,000.00	\$171,621.96	\$196,774.78		\$28,225.22
296A	Telecommunications Infrastructure	6210N0600	\$372,000.00	\$0.00	\$372,000.00	\$30,486.52	\$57,383.05		\$314,616.85
297A	Video Conferencing Platform	6210N0700	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00		\$100,000.00
Total Division 6210 Major Automation Projects			\$17,297,955.94	(\$425.00)	\$17,297,955.94	\$8,277,395.68	\$10,007,202.39		\$7,291,178.55

Division 6220 Business Applications

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Actual Balance	
052A	WCSD Automation Upgrades	6220V0100	\$765,886.00	(\$0.77)	\$765,886.00	\$749,394.28	\$785,046.98		\$839.79
204A	Risk Management System	6220V0100	\$110,400.00	\$0.00	\$110,400.00	\$106,858.75	\$108,045.00		\$1,455.00
Total Division 6220 Business Applications			\$876,286.00	(\$0.77)	\$876,286.00	\$856,253.03	\$873,991.98		\$2,294.79

Division 6230 Computer Equipment

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Actual Balance	
059A	General Computer Equipments Replacement	6230V0100	\$546.51	(\$0.00)	\$546.51	\$546.20	\$546.20		\$0.31
265A	New Equipment 2013	6230V0100	\$1,660,000.00	\$0.00	\$1,660,000.00	\$1,656,820.92	\$1,656,820.92		\$3,179.08
266A	Maintenance Libraries 2013	6230V0100	\$20,000.00	\$0.00	\$20,000.00	\$17,504.69	\$17,504.69		\$2,495.31
268A	Maintenance Repairs 2013	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$9,129.47	\$9,129.47		\$870.53
269A	Telephone Equipment 2013	6230V0100	\$50,000.00	\$0.00	\$50,000.00	\$42,391.07	\$42,391.07		\$7,608.93
283A	New Equipment 2014	6230V0100	\$1,660,000.00	\$0.00	\$1,660,000.00	\$1,296,549.87	\$1,554,831.87		\$105,168.13
284A	Maintenance Libraries 2014	6230V0100	\$20,000.00	\$0.00	\$20,000.00	\$6,174.30	\$6,174.30		\$13,825.70
285A	Maintenance Upgrades 2014	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$3,501.38	\$3,501.38		\$4,878.62
286A	Maintenance Repairs 2014	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$7,278.01	\$7,278.01		\$2,721.99
287A	Telephone Equipment 2014	6230V0100	\$50,000.00	\$0.00	\$50,000.00	\$27,283.97	\$27,283.97		\$22,716.03
Total Division 6230 Computer Equipment			\$3,490,546.51	\$0.00	\$3,490,546.51	\$3,067,179.88	\$3,327,081.88		\$163,464.63

Division 6240 Enterprise Network

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Actual Balance	
085A	Enterprise Network General	6240V0100	\$22,860.67	\$0.00	\$22,860.67	\$17,806.25	\$17,806.25		\$5,054.42
188A	Security Strategy Implementation	6240V0100	\$198,420.84	\$0.00	\$198,420.84	\$128,101.34	\$128,101.34		-\$70,319.50

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

289A	CCBI and Sheriff Infrastructure 2014	6240V0100	\$20,000.00	\$0.00	\$20,000.00	\$0.00	\$15,803.00	\$4,197.00
290A	Database Operations 2014	6240V0100	\$7,000.00	\$0.00	\$7,000.00	\$0.00	\$0.00	\$7,000.00
291A	GIS Infrastructure 2014	6240V0100	\$46,000.00	\$0.00	\$46,000.00	\$0.00	\$0.00	\$46,000.00
292A	Network Services 2014	6240V0100	\$297,000.00	\$0.00	\$297,000.00	\$81,367.54	\$108,129.78	\$188,870.22
293A	Security Services 2014	6240V0100	\$37,000.00	\$0.00	\$37,000.00	\$25,320.17	\$25,320.17	\$11,679.83
294A	Server Services 2014	6240V0100	\$808,000.00	\$0.00	\$808,000.00	\$189,282.94	\$679,709.03	\$128,290.97
Total Division 6240 Enterprise Network			\$1,761,281.51	\$0.00	\$1,761,281.51	\$494,478.32	\$1,017,469.65	\$743,811.86
Total Department 62 Automation CIP			\$23,426,069.96	(5425.77)	\$23,426,069.96	\$12,695,306.91	\$15,225,745.00	\$8,200,749.83

Department 64 Community Capital Projects

Division 6400 Community Capital Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
007C	Hospice of Wake County	6400N0600	\$2,000,000.00	\$0.00	\$2,000,000.00	\$1,750,000.00	\$2,000,000.00	\$0.00
012C	Boys and Girls Club - Teen Center	6400N1200	\$415,000.00	\$0.00	\$415,000.00	\$0.00	\$0.00	\$415,000.00
013C	Inter-faith Food Shuttle-Urban Agricultural Training Center	6400N1300	\$140,000.00	\$0.00	\$140,000.00	\$0.00	\$0.00	\$140,000.00
014C	Wake Health Services - Medical Office Building	6400N1400	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$50,000.00
Total Division 6400 Community Capital Projects			\$2,605,000.00	\$0.00	\$2,605,000.00	\$1,750,000.00	\$2,000,000.00	\$605,000.00
Total Department 64 Community Capital Projects			\$2,605,000.00	\$0.00	\$2,605,000.00	\$1,750,000.00	\$2,000,000.00	\$605,000.00

Department 66 County Building Improvements

Division 6610 Major County Building Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
019B	Facilities Condition Assessment	6610V0100	\$624,148.28	\$0.00	\$624,148.28	\$610,570.15	\$622,990.01	\$1,158.27
200B	Mental Health Continuum	6610V0300	\$24,050,000.00	\$50,000.00	\$24,050,000.00	\$23,178,564.91	\$23,921,138.41	\$78,861.59
248B	WCOB Tower Elevator Modernization	6610V0100	\$338,297.81	\$0.00	\$338,297.81	\$283,658.57	\$283,658.57	\$54,641.24
249B	Community Services Center Renovation	6610V0100	\$310,000.00	\$0.00	\$310,000.00	\$12,002.24	\$24,002.24	\$285,997.76
250B	Restack Renovations and Upgrades	6610V0100	\$104,000.00	\$0.00	\$104,000.00	\$28,714.73	\$45,769.73	\$58,230.27
281B	Board of Elections	6610N0100	\$105,000.00	\$0.00	\$105,000.00	\$0.00	\$0.00	\$105,000.00
282B	WCOB Life Safety/Egress Renovations	6610N0200	\$517,000.00	\$0.00	\$517,000.00	\$0.00	\$0.00	\$517,000.00
283B	Animal Control Center	6610N0300	\$393,000.00	\$0.00	\$393,000.00	\$216,337.40	\$294,023.90	\$98,976.10
284B	Swinburne Intake Area Renovation	6610N0400	\$573,000.00	\$0.00	\$573,000.00	\$24,047.49	\$49,450.49	\$523,549.51
285B	Public Health Center	6610N0500	\$152,000.00	\$0.00	\$152,000.00	\$56,781.72	\$150,023.67	\$1,976.33
286B	Cornerstone	6610N0600	\$166,000.00	\$0.00	\$166,000.00	\$121,179.34	\$166,000.00	\$0.00
308B	Animal Control Center Renovations 2014	6610N0700	\$560,000.00	\$0.00	\$560,000.00	\$331,428.41	\$525,828.92	\$34,171.08
Total Division 6610 Major County Building Projects			\$27,892,446.09	\$50,000.00	\$27,892,446.09	\$24,863,282.96	\$26,082,883.94	\$1,759,562.15

Division 6630 County Building Security Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
222B	Security Improvements - Phase 7	6600P0100	\$315,090.93	\$0.00	\$315,090.93	\$286,195.84	\$315,090.93	\$0.00
255B	Security Improvements-Phase 8	6630V0100	\$318,814.83	\$0.00	\$318,814.83	\$223,593.22	\$307,722.10	\$11,092.73
260B	Security Improvements - Ph 9	6630V0100	\$419,000.00	\$0.00	\$419,000.00	\$75,780.83	\$121,534.61	\$297,465.39
Total Division 6630 County Building Security Projects			\$1,052,905.76	\$0.00	\$1,052,905.76	\$585,569.89	\$744,347.64	\$308,558.12

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

Division 6640 Minor CIP Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Remaining Expenditure Authority (actual balance)
037B	General Bld Renov - Minor-General	6640V0100	\$714,472.96	\$0.00	\$714,472.96	\$0.00	\$0.00	\$714,472.96
148B	Willow Springs FD Well, Pump & Tank	6600P0100	\$28,525.37	\$0.00	\$28,525.37	\$19,025.37	\$19,025.37	\$9,500.00
240B	PSC Data Center UPS Life Cycle Replacement	6640V0100	\$80,000.00	\$0.00	\$80,000.00	\$4,050.00	\$11,500.00	\$68,500.00
268B	RR - WCOB Boiler Room Sump Pump Replacement	6640V0100	\$63,905.00	\$0.00	\$63,905.00	\$5,080.50	\$9,905.00	\$54,000.00
269B	RR - WCOB Exterior Waterproofing	6640V0100	\$23,500.00	\$0.00	\$23,500.00	\$0.00	\$0.00	\$23,500.00
289B	AR - Swinburne JobLink FF&E and HVAC	6640V0100	\$161,532.34	\$0.00	\$161,532.34	\$127,708.51	\$131,778.51	\$29,755.83
290B	AR - Animal Control Workflow Modifications (Security)	6640V0100	\$99,360.00	\$0.00	\$99,360.00	\$58,171.25	\$87,317.54	\$12,042.46
291B	RR - Blue Jay EDUCATION CENTER Finishes Upgrade	6640V0100	\$286,183.83	\$0.00	\$286,183.83	\$41,621.83	\$286,183.83	\$0.00
294B	RR - PSC VAV Replacement - Floors 1 & 2	6640V0100	\$96,000.00	\$0.00	\$96,000.00	\$85,256.00	\$89,081.00	\$6,919.00
295B	RR - WCOB Life Safety/Fire/ADA/Elevator Improvements	6640V0100	\$96,000.00	\$0.00	\$96,000.00	\$0.00	\$0.00	\$96,000.00
296B	RR - Sunnybrook Mechanical Test and Balance	6640V0100	\$23,200.00	\$0.00	\$23,200.00	\$0.00	\$0.00	\$23,200.00
297B	RR - PSC Domestic Water Booster Pump Replacement	6640V0100	\$65,000.00	\$0.00	\$65,000.00	\$5,140.00	\$9,435.00	\$55,565.00
298B	RR - WCOB Basement Interior Finishes Upgrade	6640V0100	\$41,280.00	\$0.00	\$41,280.00	\$0.00	\$0.00	\$41,280.00
302B	RR - Cornerstone Fire Alarm Replacement	6640V0100	\$45,000.00	\$0.00	\$45,000.00	\$41,640.48	\$42,058.48	\$2,941.52
312B	AR - EMS Training/Storage Facility Study	6640V0100	\$28,000.00	\$0.00	\$28,000.00	\$16,291.62	\$24,001.12	\$3,998.88
313B	RR - WCOB Toilet Exhaust Fan Replacement	6640V0100	\$22,000.00	\$0.00	\$22,000.00	\$0.00	\$18,000.00	\$4,000.00
314B	RR - Blue Jay Point LODGE Finishes	6640V0100	\$128,810.00	\$0.00	\$128,810.00	\$0.00	\$128,810.00	\$0.00
315B	RR - WCCH Replace Dry Pipe Sprinkler Valves	6640V0100	\$75,000.00	\$0.00	\$75,000.00	\$9,540.00	\$18,100.00	\$56,900.00
317B	RR - CSC Exterior Building Envelope Upgrades	6640V0100	\$162,624.00	\$0.00	\$162,624.00	\$0.00	\$0.00	\$162,624.00
318B	RR - ATC 2nd Floor Demolition	6640V0100	\$24,500.00	\$0.00	\$24,500.00	\$0.00	\$24,500.00	\$0.00
319B	RR - WCCH LL Parking Sprinkler Piping Replacement	6640V0100	\$115,000.00	\$0.00	\$115,000.00	\$0.00	\$0.00	\$115,000.00
320B	RR - Partner Improvements	6640V0100	\$46,800.00	\$0.00	\$46,800.00	\$0.00	\$0.00	\$46,800.00
Total Division 6640 Minor CIP Projects			\$2,426,693.50	\$0.00	\$2,426,693.50	\$413,525.56	\$899,693.85	\$1,526,999.65

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Remaining Expenditure Authority (actual balance)
080B	Mechanical, Electrical & Plumbing - Gen	6650V0100	\$121,384.91	\$1,250.00	\$121,384.91	\$6,045.85	\$6,045.85	\$114,089.06
274B	ECM Lighting Replacements	6650V0100	\$295,277.28	(\$1,250.00)	\$295,277.28	\$295,277.28	\$295,277.28	\$1,250.00
277B	Community Services Center - Elec/Fire Alarm	6650V0100	\$254,000.00	\$0.00	\$254,000.00	\$0.42	\$0.42	\$253,999.58
303B	WCOB Boiler/Heating Plant Replacement	6650V0100	\$623,077.00	\$0.00	\$623,077.00	\$10,463.44	\$60,463.44	\$562,613.56
304B	WCOB Building Systems Upgrades	6650V0100	\$51,923.00	\$0.00	\$51,923.00	\$0.00	\$0.00	\$51,923.00
Total Division 6650 Mechanical, Electrical And Plumbing			\$1,345,662.19	\$0.00	\$1,345,662.19	\$311,786.99	\$361,786.99	\$983,875.20

Division 6660 Roofing Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Remaining Expenditure Authority (actual balance)
098B	Roof Replacements - General	6660V0100	\$105,019.18	\$0.00	\$105,019.18	\$3.23	\$3.23	\$105,015.95
279B	Firearms Education Center Roof	6660V0100	\$929,000.00	\$0.00	\$929,000.00	\$871,675.44	\$871,675.44	\$57,324.56
305B	Blue Jay Point - Roof Replacements	6660V0100	\$191,464.00	\$0.00	\$191,464.00	\$84,253.06	\$110,656.44	\$80,807.56
306B	Swinburne Roof Replacement	6660V0100	\$854,859.00	\$0.00	\$854,859.00	\$42,066.12	\$776,868.12	\$77,990.88
307B	Lake Crabtree Roof Replacements	6660V0100	\$49,677.00	\$0.00	\$49,677.00	\$18,990.05	\$24,800.00	\$25,077.00
Total Division 6660 Roofing Projects			\$2,130,019.18	\$0.00	\$2,130,019.18	\$1,016,987.90	\$1,783,803.23	\$346,215.95

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

Division 6680 Crabtree Creek Flood Control Structures

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Date with	
256B	Site 1 - Sorrell's Grove	6680V0100	\$129,500.00	\$0.00	\$129,500.00	\$128,266.55	\$128,266.55	\$128,266.55	\$1,233.45
257B	Site 2 - Hatcher's Grove	6680V0100	\$129,500.00	\$0.00	\$129,500.00	\$16,150.00	\$31,150.00	\$31,150.00	\$98,350.00
258B	Site 3 - Bond Lake	6680V0100	\$129,500.00	\$0.00	\$129,500.00	\$16,658.62	\$28,801.12	\$28,801.12	\$100,698.88
259B	Site 20A - Brler Creek	6680V0100	\$67,000.00	\$0.00	\$67,000.00	\$6,523.64	\$29,703.64	\$29,703.64	\$37,296.36
311B	Site 5A - Page Lake	6680V0100	\$47,000.00	\$0.00	\$47,000.00	\$6,030.00	\$27,850.00	\$27,850.00	\$19,150.00
Total Division 6680 Crabtree Creek Flood Control Structures			\$502,500.00	\$0.00	\$502,500.00	\$175,638.81	\$245,771.31	\$245,771.31	\$256,728.69

Division 6685 Infrastructure Paving

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Date with	
310B	Blue Jay Point Paving Projects	6685V0100	\$237,000.00	\$0.00	\$237,000.00	\$51,891.99	\$68,565.99	\$68,565.99	\$168,434.01
Total Division 6685 Infrastructure Paving			\$237,000.00	\$0.00	\$237,000.00	\$51,891.99	\$68,565.99	\$68,565.99	\$168,434.01
Total Department 66 County Building Improvements			\$35,587,226.72	\$50,000.00	\$35,587,226.72	\$27,418,684.10	\$30,186,852.95	\$30,186,852.95	\$5,350,373.77

Department 68 Criminal Justice CIP

Division 6810 Detention Facilities

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Date with	
007J	Detention Phase 2 Hammond Site	6810V0100	\$144,933,097.59	\$0.00	\$144,933,097.59	\$144,861,853.26	\$144,861,853.26	\$144,861,853.26	\$46,244.33
066J	CCHS Alcohol/Drug Analysis Renovation at Hammond Rd	6810V0200	\$190,000.00	\$0.00	\$190,000.00	\$0.00	\$28,900.00	\$28,900.00	\$161,100.00
Total Division 6810 Detention Facilities			\$145,123,097.59	\$0.00	\$145,123,097.59	\$144,861,853.26	\$144,915,753.26	\$144,915,753.26	\$207,344.33

Division 6820 Criminal Justice Security

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Date with	
013J	Programmable Controller	6800P0100	\$936,901.07	\$0.00	\$936,901.07	\$496,771.89	\$865,312.46	\$865,312.46	\$71,568.61
054J	Detention and Security Assessment Improvements	6820V0100	\$934,249.13	\$0.00	\$934,249.13	\$533,881.55	\$762,830.96	\$762,830.96	\$171,516.17
Total Division 6820 Criminal Justice Security			\$1,871,150.20	\$0.00	\$1,871,150.25	\$1,030,653.44	\$1,627,943.42	\$1,627,943.42	\$243,206.78

Division 6830 Judicial Facilities

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending		Remaining Expenditure Authority (actual balance)
							Commitments and Pending	Date with	
018J	General Judicial Facilities Planned Proj	6830V0200	\$765,096.75	\$0.00	\$765,096.75	\$714,754.87	\$743,439.50	\$743,439.50	\$21,657.25
031J	Dave St Parking Deck	6830V0100	\$29,743,397.73	\$0.00	\$29,743,397.73	\$29,679,500.46	\$29,679,500.46	\$29,679,500.46	\$63,897.27
034J	CTHS Elevator Upgrade/Reurbishment	6800P0100	\$713,066.55	\$0.00	\$713,066.55	\$40,351.67	\$40,351.67	\$40,351.67	\$672,714.88
041J	Justice Facilities Displacements	6830V0100	\$8,479,000.00	\$0.00	\$8,479,000.00	\$8,016,009.18	\$8,078,212.75	\$8,078,212.75	\$400,787.25
042J	Justice Center	6830V0100	\$176,517,269.55	\$0.00	\$176,517,269.55	\$174,418,125.88	\$175,288,415.98	\$175,288,415.98	\$1,228,853.57
043J	CTHS Partial Renov - Fl. 7,8,9&12	6830V0100	\$5,250,577.00	\$0.00	\$5,250,577.00	\$1,877,150.44	\$4,048,252.50	\$4,048,252.50	\$1,202,324.50
062J	Upper Parking Deck Abatement	6800P0100	\$680,000.00	\$0.00	\$680,000.00	\$16,166.50	\$80,027.30	\$80,027.30	\$579,972.70
063J	Stairwell/Elevator Security	6830V0300	\$300,000.00	\$0.00	\$300,000.00	\$5,472.00	\$24,500.00	\$24,500.00	\$275,500.00
064J	CTHS Renovations - Floors 1 - 4	6830V0400	\$260,000.00	\$0.00	\$260,000.00	\$127,571.47	\$127,798.55	\$127,798.55	\$122,201.45
065J	CTHS - Skywalk Repair	6830V0600	\$200,000.00	\$0.00	\$200,000.00	\$0.00	\$0.00	\$0.00	\$200,000.00
Total Division 6830 Judicial Facilities			\$222,878,407.58	\$0.00	\$222,878,407.58	\$214,895,101.47	\$218,110,498.71	\$218,110,498.71	\$4,767,908.87

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

Division 6840 Public Safety Center

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
060J	Public Safety Center Renovations	6840V0100	\$8,665,474.96	\$0.00	\$8,665,474.96	\$8,511,063.26	\$8,547,459.59	\$118,015.37
Total Division 6840 Public Safety Center			\$8,665,474.96	\$0.00	\$8,665,474.96	\$8,511,063.26	\$8,547,459.59	\$118,015.37
Total Department 68 Criminal Justice CIP			\$378,538,130.33	\$0.00	\$378,538,130.38	\$369,298,671.43	\$373,201,654.98	\$5,336,475.35

Department 70 Public Libraries CIP

Division 7000 Library Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
003L	Master Libraries	7000P0100	\$133,592.61	(\$0.00)	\$133,592.61	\$96,425.07	\$97,783.82	\$35,808.79
009L	Northeast Regional Library	7000N0100	\$9,065,685.77	\$0.00	\$9,065,685.77	\$2,077,927.36	\$2,380,314.36	\$6,685,371.41
014L	Northeastern Regional Library - Books	7000N0100	\$2,907,001.00	\$0.00	\$2,907,001.00	\$1.01	\$1.01	\$2,906,999.99
023L	Wake Forest Library	7000N0200	\$327,155.85	(\$0.00)	\$327,155.85	\$275,336.20	\$327,155.85	\$0.00
028L	Harrison Library FCA	7000N0800	\$1,663,142.56	\$0.00	\$1,663,142.56	\$1,660,242.56	\$1,660,242.56	\$2,900.00
029L	Olivia Raney Library FCA	7000N0800	\$510,000.00	\$0.00	\$510,000.00	\$0.00	\$0.00	\$510,000.00
039L	Wake Forest Library FCA	7000N0900	\$200,000.00	\$0.00	\$200,000.00	\$162,458.46	\$162,458.46	\$37,541.54
040L	Fuquay Varina Library FCA	7000N1000	\$150,000.00	\$0.00	\$150,000.00	\$135,202.50	\$138,322.50	\$11,677.50
041L	Zebulon Library Upgrade FCA	7000N0800	\$365,000.00	\$0.00	\$365,000.00	\$28,815.92	\$340,285.35	\$24,713.65
Total Division 7000 Library Projects			\$15,321,577.79	\$0.00	\$15,321,577.79	\$4,436,409.08	\$5,106,564.91	\$10,215,012.68

Division 7010 Library Materials & Collections

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
050L	Library Materials & Collection Development	7010V0100	\$1,400,000.00	\$0.00	\$1,400,000.00	\$72,816.29	\$492,946.63	\$907,053.37
Total Division 7010 Library Materials & Collections			\$1,400,000.00	\$0.00	\$1,400,000.00	\$72,816.29	\$492,946.63	\$907,053.37
Total Department 70 Public Libraries CIP			\$16,721,577.79	\$0.00	\$16,721,577.79	\$4,509,225.37	\$5,599,511.54	\$11,122,066.25

Department 72 Open Space

Division 7200 Open Space

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
036G	Unallocated Open Space	7200P0100	\$0.00	(\$2,119,728.52)	\$0.00	\$0.00	\$0.00	\$2,119,728.52
044G	Little River Reimbursement - Raleigh	7200P0100	\$2,000,000.00	\$0.00	\$2,000,000.00	\$0.00	\$0.00	\$2,000,000.00
047G	TOW - Open Space Loan Agreement	7200P0100	\$40,000.00	(\$4,672.47)	\$40,000.00	\$0.00	\$0.00	\$44,672.47
050G	Pond Dam Rehabilitation	7200N0200	\$450,000.00	\$0.00	\$450,000.00	\$313,088.28	\$313,088.28	\$136,911.72
054G	Morrisville/Crabtree/Hatcher Creek Greenway	7200N0600	\$570,000.00	\$0.00	\$570,000.00	\$0.00	\$570,000.00	\$0.00
055G	Mitchell Open Space Tract	7200N0700	\$190,000.00	\$0.00	\$190,000.00	\$187,191.30	\$187,191.30	\$2,808.70
061G	Eastwind Development Property	7200N1300	\$530,000.00	\$0.00	\$530,000.00	\$510,332.19	\$510,332.19	\$19,667.81
062G	HL Medlin Farms Property	7200N1400	\$400,000.00	\$0.00	\$400,000.00	\$0.00	\$384,750.00	\$15,250.00
100G	Open Space Administration	7200P0100	\$125,000.00	\$0.00	\$125,000.00	\$41,299.64	\$72,049.64	\$52,850.36
999G	Open Space Bond/BAN revenue	7200P0100	\$0.00	(\$16,832,922.62)	\$0.00	\$0.00	\$0.00	\$16,832,922.62
Total Division 7200 Open Space			\$4,305,000.00	(\$18,957,323.61)	\$4,305,000.00	\$1,051,911.41	\$2,037,411.41	\$21,224,912.20
Total Department 72 Open Space			\$4,305,000.00	(\$18,957,323.61)	\$4,305,000.00	\$1,051,911.41	\$2,037,411.41	\$21,224,912.20

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

Department 74 Parks And Recreation CIP

Division 7410 County Parks

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
035R	Southeast Regional Wake Co Park	7400P0100	\$2,566,089.64	\$0.00	\$2,566,089.64	\$2,022,865.83	\$2,022,865.83	\$543,223.81
074R	Randaleigh Farm	7400P0100	\$25,000.00	(\$562.50)	\$25,000.00	\$0.00	\$0.00	\$25,562.50
Total Division 7410 County Parks			\$2,591,089.64	(\$562.50)	\$2,591,089.64	\$2,022,865.83	\$2,022,865.83	\$568,766.31

Division 7420 Community Use Of School/Parks

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
076R	Rolesville Middle School (M-8)	7400P0100	\$250,000.00	\$0.00	\$250,000.00	\$247,460.50	\$247,460.50	\$2,539.50
Total Division 7420 Community Use Of School/Parks			\$250,000.00	\$0.00	\$250,000.00	\$247,460.50	\$247,460.50	\$2,539.50

Division 7430 Other Park Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
033R	Recreation Fees	7400P0100	\$0.00	(\$1,598,333.36)	\$0.00	\$0.00	\$0.00	\$1,598,333.36
Total Division 7430 Other Park Projects			\$0.00	(\$1,598,333.36)	\$0.00	\$0.00	\$0.00	\$1,598,333.36

Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
052R	PARK FACILITY IMPROVEMENTS	7490V0100	\$2,447,085.72	\$0.00	\$2,447,085.72	\$2,012,757.26	\$2,063,692.43	\$383,393.29
Total Division 7490 Existing Park Facility Improvements			\$2,447,085.72	\$0.00	\$2,447,085.72	\$2,012,757.26	\$2,063,692.43	\$383,393.29
Total Department 74 Parks And Recreation CIP			\$6,288,175.36	(\$1,598,895.06)	\$5,288,175.36	\$4,283,083.59	\$4,334,018.76	\$2,553,052.46

Department 76 Public Safety CIP

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
044P	SprintNextel - Rebanding Project	7630V0100	\$589,731.00	\$268.59	\$589,731.00	\$208,610.20	\$423,682.57	\$165,779.84
052P	800Mhz Infrastructure Study	7630V0100	\$100,000.00	\$0.00	\$100,000.00	\$78,279.75	\$78,279.75	\$21,720.25
Total Division 7630 800 MHZ Radio Communications			\$589,731.00	\$268.59	\$669,731.00	\$286,889.95	\$501,962.32	\$187,500.09

Division 7640 EMS

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
012P	EMS Defibrillators	7600P0100	\$2,976,534.96	\$0.00	\$2,976,534.96	\$2,975,110.09	\$2,975,110.09	\$1,424.87
059P	Brier Creek EMS	7640N0100	\$1,641,000.00	\$0.00	\$1,641,000.00	\$101,580.45	\$188,081.98	\$1,452,918.02
064P	Bay Leaf Station 3	7640N0300	\$388,000.00	\$0.00	\$388,000.00	\$2,001.61	\$34,001.61	\$353,998.39
Total Division 7640 EMS			\$5,005,534.96	\$0.00	\$5,005,534.96	\$3,078,692.18	\$3,197,193.68	\$1,808,341.28

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

Division 7650 Public Safety

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
026P	Former 911 Emergency Fund	7600P0100	\$315,965.83	(\$116,030.54)	\$315,965.83	\$314,865.83	\$314,865.83	\$117,130.54
065P	EOC Commons Study	7650N0100	\$15,000.00	\$0.00	\$15,000.00	\$0.00	\$12,800.00	\$2,200.00
Total Division 7650 Public Safety			\$330,965.83	(\$116,030.54)	\$330,965.83	\$314,865.83	\$327,665.83	\$119,330.54

Division 7660 Sheriff

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
066P	Sheriff's Communication Center	7660V0200	\$1,900,000.00	\$0.00	\$1,900,000.00	\$1,862,214.66	\$1,876,547.76	\$23,452.24
Total Division 7660 Sheriff			\$1,900,000.00	\$0.00	\$1,900,000.00	\$1,862,214.66	\$1,876,547.76	\$23,452.24
Total Department 76 Public Safety CIP			\$7,926,231.79	(\$115,761.95)	\$7,926,231.79	\$5,542,662.62	\$5,903,369.59	\$2,138,624.15

Department 78 Water And Sewer

Division 7860 Watershed Planning

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
015S	Jordan Lake Water Reclamation	7840V0100	\$9,257,900.00	\$2,206,611.27	\$9,257,900.00	\$5,487,895.49	\$5,487,895.49	\$1,563,393.24
Total Division 7860 Watershed Planning			\$9,257,900.00	\$2,206,611.27	\$9,257,900.00	\$5,487,895.49	\$5,487,895.49	\$1,563,393.24
Total Department 78 Water And Sewer			\$9,257,900.00	\$2,206,611.27	\$9,257,900.00	\$5,487,895.49	\$5,487,895.49	\$1,563,393.24

Department 79 Economic Development

Division 7910 On-Site Water and Sewer

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
001D	On-Site Water and Sewer Unallocated in RTP	7910V0100	\$724,822.29	\$0.00	\$724,822.29	\$701,886.49	\$701,886.49	\$22,935.80
Total Division 7910 On-Site Water and Sewer			\$724,822.29	\$0.00	\$724,822.29	\$701,886.49	\$701,886.49	\$22,935.80

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
010D	RTP Off-Site Water and Sewer Unallocated	7920V0100	\$2,220,570.00	\$0.00	\$2,220,570.00	\$35,463.39	\$107,693.39	\$2,112,876.61
011D	Jordan Lake Water Allocation	7920V0100	\$24,267.00	\$0.00	\$24,267.00	\$10,474.17	\$15,220.17	\$9,046.83
012D	RTP Phase 2 - Cape Fear Sanitary Sewer Line	7920V0100	\$1,447,750.00	\$1,029,000.00	\$1,447,750.00	\$1,370.69	\$1,370.69	\$417,379.31
Total Division 7920 Off-Site Water and Sewer			\$3,692,587.00	\$1,029,000.00	\$3,692,587.00	\$47,308.25	\$124,284.25	\$2,539,302.75

Community Improvement Plan Projects

The FY 2015 - 2021 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2015 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2015 - FY 2021 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 19, 2014 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.

Division 7930 Economic Incentives

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
020D	Economic Incentives Unallocated	7930V0100	\$1,035,262.77	\$0.00	\$1,035,262.77	\$1,117.42	\$1,117.42	\$1,034,145.35
021D	Credit Suisse	7930V0100	\$3,846,716.00	\$0.13	\$3,846,716.00	\$3,830,611.05	\$3,830,611.05	\$16,104.82
022D	Novartis	7930V0100	\$3,588,555.00	\$0.00	\$3,588,555.00	\$3,312,635.85	\$3,312,635.85	\$275,919.15
023D	NetApp	7930V0100	\$1,734,983.23	\$0.00	\$1,734,983.23	\$1,731,422.23	\$1,731,422.23	\$3,541.00
Total Division 7930 Economic Incentives			\$10,205,497.00	\$0.13	\$10,205,497.00	\$8,875,786.55	\$8,875,786.55	\$1,329,710.32

Division 7940 Watershed Nutrient Management

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
040D	Nutrient Reduction Study	7940V0100	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
Total Division 7940 Watershed Nutrient Management			\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
Total Department 79 Economic Development			\$14,722,906.29	\$1,029,000.13	\$14,722,906.29	\$9,624,981.29	\$9,701,957.29	\$3,991,948.87

Department 88 Program Wide Projects

Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
001W	Revenue Subfund For CIP	8800P0100	(\$0.00)	(\$8,284,517.66)	\$0.00	\$0.00	\$0.00	\$8,284,517.66
004W	Transfer to Affordable Housing	8810N0100	\$7,290,000.00	\$0.00	\$7,290,000.00	\$7,290,000.00	\$7,290,000.00	\$0.00
005W	RESERVED FOR FUTURE PROJECTS	8800P0100	\$15,032,089.46	(\$0.04)	\$15,032,089.50	\$0.00	\$0.00	\$15,032,089.50
006W	Transfer to Wake Tech Capital Fund	8810N0200	\$9,000,000.00	\$0.00	\$9,000,000.00	\$9,000,000.00	\$9,000,000.00	\$0.00
007W	Transfer to General Fund	8810N0300	\$1,257,182.00	\$0.00	\$1,257,182.00	\$1,257,182.00	\$1,257,182.00	\$0.00
008W	Transfer Debt Service Fund	8810N0400	\$7,666,901.93	\$0.00	\$7,666,901.93	\$7,666,901.93	\$7,666,901.93	\$0.00
009W	Transfer to Fire CIP	8810N0500	\$940,000.00	\$0.00	\$940,000.00	\$940,000.00	\$940,000.00	\$0.00
Total Division 8810 440 Co Construction - General - Revenue			\$41,186,173.39	(\$8,284,517.70)	\$41,186,173.43	\$26,154,083.93	\$26,154,083.93	\$23,316,607.16
Total Department 88 Program Wide Projects			\$41,186,173.39	(\$8,284,517.70)	\$41,186,173.43	\$26,154,083.93	\$26,154,083.93	\$23,316,607.16
Total Fund: 4100 County Capital Improvement Fund			\$539,564,391.63	(\$25,671,313.49)	\$539,564,391.72	\$467,816,506.14	\$479,832,501.84	\$85,403,203.28

Seven-Year Summary of Sources and Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
FY 2015 - FY 2021 CIP Uses								
County Capital	38,825,000	49,085,000	59,438,000	42,756,000	36,326,000	32,618,000	33,744,000	292,792,000
Education	454,097,466	450,105,054	145,651,574	2,399,014	2,409,360	2,419,604	2,429,728	1,059,511,800
Fire Rescue	2,614,000	2,661,000	2,935,000	4,272,000	9,586,000	3,887,000	2,488,000	28,443,000
Major Facilities	1,235,000	1,135,000	1,135,000	1,135,000	1,135,000	1,000,000	1,000,000	7,775,000
Solid Waste	3,541,000	7,624,000	5,236,000	1,559,000	3,000,000	478,000	1,236,000	22,674,000
Total Uses	500,312,466	510,610,054	214,395,574	52,121,014	52,456,360	40,402,604	40,897,728	1,411,195,800
FY 2015 - FY 2021 CIP Sources								
Pooled Investments	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Debt to be Authorized	1,260,000	–	–	859,000	7,063,000	1,285,000	476,000	10,943,000
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Appropriated Fund Balance	9,559,000	21,198,000	17,131,000	2,210,000	–	992,000	1,236,000	52,326,000
Authorized and Unissued	62,629,000	44,152,000	17,692,000	11,180,000	4,797,000	–	–	140,450,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Miscellaneous	235,000	435,000	265,000	910,000	3,135,000	–	–	4,980,000
Transfers From General Fund	86,907,000	82,631,000	51,888,000	29,958,000	31,009,000	32,098,000	33,224,000	347,715,000
Transfers From Special Districts Fund	1,284,000	2,794,000	2,826,000	2,995,000	2,493,000	2,058,000	1,982,000	16,432,000
Municipalities	280,000	30,000	338,000	60,000	–	–	–	708,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Generic Bond Issuance	334,241,000	355,442,000	120,317,000	–	–	–	–	810,000,000
Total Sources	500,312,466	510,610,054	214,395,574	52,121,014	52,456,360	40,402,604	40,897,728	1,411,195,800

This page intentionally left blank.

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Affordable Housing								
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Subtotal: Affordable Housing	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Automation								
Computer Equipment	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	2,096,000	14,398,000
Enterprise Infrastructure	1,096,000	1,338,000	1,584,000	1,426,000	1,839,000	2,161,000	1,887,000	11,331,000
Major Projects	5,630,000	7,121,000	4,923,000	2,828,000	2,683,000	3,276,000	2,558,000	29,019,000
Subtotal: Automation	8,726,000	10,459,000	8,603,000	6,460,000	6,522,000	7,437,000	6,541,000	54,748,000
Community Capital								
Boys and Girls Club	200,000	150,000	50,000	–	–	–	–	400,000
Hospice of Wake County	–	100,000	150,000	200,000	–	–	–	450,000
Reserve for Future Projects	–	–	–	–	500,000	500,000	500,000	1,500,000
SouthLight Healthcare	100,000	100,000	250,000	300,000	–	–	–	750,000
Wake Health Services	200,000	150,000	50,000	–	–	–	–	400,000
Subtotal: Community Capital	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Crabtree Creek Flood Control Structures	460,000	255,000	862,000	525,000	805,000	613,000	1,145,000	4,665,000
Infrastructure Paving	530,000	554,000	660,000	918,000	172,000	248,000	204,000	3,286,000
Major Building Renovations	2,600,000	1,590,000	3,030,000	2,643,000	2,610,000	670,000	1,130,000	14,273,000
Building Systems Replacements	1,739,000	962,000	1,869,000	937,000	1,779,000	1,291,000	1,145,000	9,722,000
Minor Building Projects	1,300,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,500,000
Roofing Projects	373,000	173,000	1,244,000	615,000	754,000	2,342,000	742,000	6,243,000
Security Improvements County Buildings	218,000	177,000	327,000	230,000	239,000	247,000	255,000	1,693,000
Subtotal: County Building Improvements	7,220,000	4,911,000	9,192,000	7,068,000	7,559,000	6,611,000	5,821,000	48,382,000

County Capital: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Criminal Justice								
Detention Facilities	—	—	100,000	100,000	100,000	850,000	2,686,000	3,836,000
Criminal Justice Security	710,000	473,000	490,000	518,000	351,000	382,000	509,000	3,433,000
Existing Courthouse Renovations	2,600,000	—	—	—	—	—	—	2,600,000
Subtotal: Criminal Justice	3,310,000	473,000	590,000	618,000	451,000	1,232,000	3,195,000	9,869,000
Economic Development and Infrastructure								
Business Development Grants	1,485,000	3,206,000	2,388,000	2,220,000	1,423,000	845,000	815,000	12,382,000
Jordan Lake Reclaimed Water Project	—	—	—	2,649,000	—	—	—	2,649,000
On-site Water and Sewer	—	—	—	300,000	300,000	300,000	—	900,000
Subtotal: Economic Development and Infrastructure	1,485,000	3,206,000	2,388,000	5,169,000	1,723,000	1,145,000	815,000	15,931,000
Libraries								
Library Materials and Collection Development	1,400,000	1,400,000	—	—	—	—	—	2,800,000
Cary Regional Library	100,000	832,000	11,930,000	—	—	—	—	12,862,000
Upgrades to Existing Library Facilities	860,000	225,000	650,000	—	—	—	—	1,735,000
Fuquay-Varina Library	50,000	705,000	4,785,000	—	—	—	—	5,540,000
Middle Creek Library	295,000	4,640,000	—	—	—	—	—	4,935,000
Morrisville Library	—	—	327,000	5,034,000	—	—	—	5,361,000
North Hills Library	—	—	—	2,707,000	4,763,000	—	—	7,470,000
Reserved for Future Library Projects	—	—	—	—	34,000	—	—	34,000
Wake Forest Library	—	—	—	3,439,000	—	—	—	3,439,000
Subtotal: Libraries	2,705,000	7,802,000	17,692,000	11,180,000	4,797,000	—	—	44,176,000
Open Space								
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Subtotal: Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Parks								
Existing Parks	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Facility Improvements								
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Subtotal: Parks	550,000	3,850,000						
Program-wide Projects								
Reserve for Future Projects	3,324,000	–	–	–	8,643,000	335,000	10,311,000	22,613,000
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Subtotal: Program-wide Projects	4,824,000	1,500,000	1,500,000	1,500,000	10,143,000	1,835,000	11,811,000	33,113,000
Public Safety								
800 Megahertz System	5,369,000	10,817,000	13,488,000	6,066,000	128,000	–	–	35,868,000
CAD Improvements	100,000	4,000,000	175,000	350,000	175,000	350,000	175,000	5,325,000
EMS Defibrillators	1,586,000	1,614,000	–	–	–	1,586,000	1,586,000	6,372,000
EMS Projects	1,000,000	1,733,000	3,240,000	1,775,000	1,340,000	–	–	9,088,000
Emergency Operations Center	100,000	–	–	–	918,000	9,852,000	1,230,000	12,100,000
Subtotal: Public Safety	8,155,000	18,164,000	16,903,000	8,191,000	2,561,000	11,788,000	2,991,000	68,753,000
Total: County Capital Uses	38,825,000	49,085,000	59,438,000	42,756,000	36,326,000	32,618,000	33,744,000	292,792,000

County Capital: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Appropriated Fund Balance								
Appropriated Fund Balance	5,978,000	13,260,000	11,169,000	261,000	–	–	–	30,668,000
Authorized and Unissued	4,629,000	6,402,000	17,692,000	11,180,000	4,797,000	–	–	44,700,000
Transfers From General Fund	27,418,000	28,096,000	28,942,000	29,958,000	31,009,000	32,098,000	33,224,000	210,745,000

County Capital: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Transfers From Special Districts Fund	–	777,000	777,000	777,000	–	–	–	2,331,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Municipalities	280,000	30,000	338,000	60,000	–	–	–	708,000
Total: County Capital Sources	38,825,000	49,085,000	59,438,000	42,756,000	36,326,000	32,618,000	33,744,000	292,792,000

Education: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Wake Technical Community College								
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech CIP 2012	61,305,000	41,460,000	–	–	–	–	–	102,765,000
Subtotal: Wake Technical Community College	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	113,265,000
Wake County Public School System								
WCPSS Administrative Lease Reserve	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
CIP 2013	390,425,000	406,267,000	143,263,000	–	–	–	–	939,955,000
Subtotal: Wake County Public School System	391,292,466	407,145,054	144,151,574	899,014	909,360	919,604	929,728	946,246,800
Total: Education Uses	454,097,466	450,105,054	145,651,574	2,399,014	2,409,360	2,419,604	2,429,728	1,059,511,800

Education: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Transfers From CP/ Co Construction								
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Pooled Investments	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
Authorized and Unissued	58,000,000	37,750,000	–	–	–	–	–	95,750,000

Detailed Seven-Year Summary of Sources and Uses

Education: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Transfers From General Fund	59,489,000	54,535,000	22,946,000	–	–	–	–	136,970,000
Generic Bond Issuance	334,241,000	355,442,000	120,317,000	–	–	–	–	810,000,000
Total: Education Sources	454,097,466	450,105,054	145,651,574	2,399,014	2,409,360	2,419,604	2,429,728	1,059,511,800

Fire Rescue: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Fire/Rescue								
Fire Apparatus and Vehicles	1,866,000	376,000	628,000	1,092,000	5,220,000	3,009,000	840,000	13,031,000
Fire Facilities	100,000	117,000	248,000	256,000	2,771,000	100,000	100,000	3,692,000
Reserve for Future Projects	302,000	289,000	179,000	100,000	640,000	30,000	1,002,000	2,542,000
Fire Equipment	346,000	1,879,000	1,880,000	2,824,000	955,000	748,000	546,000	9,178,000
Subtotal: Fire/Rescue	2,614,000	2,661,000	2,935,000	4,272,000	9,586,000	3,887,000	2,488,000	28,443,000
Total: Fire Rescue Uses	2,614,000	2,661,000	2,935,000	4,272,000	9,586,000	3,887,000	2,488,000	28,443,000

Fire Rescue: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Debt to be Authorized								
Appropriated Fund Balance	1,260,000	–	–	859,000	7,063,000	1,285,000	476,000	10,943,000
Transfers From Special Districts Fund	40,000	614,000	856,000	1,165,000	–	514,000	–	3,189,000
Fire Protection	1,284,000	2,017,000	2,049,000	2,218,000	2,493,000	2,058,000	1,982,000	14,101,000
Total: Fire Rescue Sources	2,614,000	2,661,000	2,935,000	4,272,000	9,586,000	3,887,000	2,488,000	28,443,000

Major Facilities: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Major Facilities Capital Trust Fund								
Five County Stadium	350,000	–	–	–	–	–	–	350,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	480,000	777,000	231,000	105,000	880,000	485,000	610,000	3,568,000
Reserve for Major Facilities Future Projects	305,000	258,000	804,000	930,000	155,000	415,000	290,000	3,157,000
Subtotal: Major Facilities Capital Trust Fund	1,235,000	1,135,000	1,135,000	1,135,000	1,135,000	1,000,000	1,000,000	7,775,000
Total: Major Facilities Uses	1,235,000	1,135,000	1,135,000	1,135,000	1,135,000	1,000,000	1,000,000	7,775,000

Major Facilities: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Miscellaneous	235,000	135,000	135,000	135,000	135,000	–	–	775,000
Total: Major Facilities Sources	1,235,000	1,135,000	1,135,000	1,135,000	1,135,000	1,000,000	1,000,000	7,775,000

Solid Waste: Uses

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Solid Waste								
Multi-material and Convenience Centers	1,752,000	6,089,000	5,106,000	–	–	–	187,000	13,134,000
North Wake	1,030,000	–	–	165,000	–	–	–	1,195,000
South Wake Landfill	759,000	1,164,000	130,000	775,000	3,000,000	–	1,049,000	6,877,000
Landfill Gas Development	–	371,000	–	619,000	–	478,000	–	1,468,000
Subtotal: Solid Waste	3,541,000	7,624,000	5,236,000	1,559,000	3,000,000	478,000	1,236,000	22,674,000
Total: Solid Waste Uses	3,541,000	7,624,000	5,236,000	1,559,000	3,000,000	478,000	1,236,000	22,674,000

Detailed Seven-Year Summary of Sources and Uses

Solid Waste: Sources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Appropriated Fund Balance	3,541,000	7,324,000	5,106,000	784,000	–	478,000	1,236,000	18,469,000
Miscellaneous	–	300,000	130,000	775,000	3,000,000	–	–	4,205,000
Total: Solid Waste Sources	3,541,000	7,624,000	5,236,000	1,559,000	3,000,000	478,000	1,236,000	22,674,000

This page intentionally left blank.

Affordable Housing

Element Summary: Affordable Housing

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Transfers From General Fund	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2015-2021 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2015. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2015; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. For FY 2015, County CIP funds will be used for rental assistance, support circles coordinator and loans and grants for affordable housing development.

The Board of Commissioners adopted an Affordable Housing Action Plan that outlines program revenue and expenditures during the upcoming fiscal year. Included in that action plan is an additional \$3.9 million over and above the County's CIP contribution of \$830,000. The total action plan, totaling \$4.8 million for FY 2015 will be used towards the following Housing activities: Community Development Block Grant (CDBG), Home Investments Partnership Grant (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and other County CIP programs. The ordinance reflects a breakdown by these categories.

History/Background

Through annual contributions to the Housing and Community Revitalization Fund, the County works to increase the supply of affordable housing for Wake County's low-income working families, senior citizens, and those that are unable to work because of a disability. Wake County administers its affordable housing initiative through the Housing and Community Revitalization (HCR) division of the Human Services Department. In addition to County Capital funds, HCR's annual budget also consists of federal Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force's 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets,

installation of water and sewer lines, and the building or repair of sidewalks.

HCR administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary:

Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 48 families in FY 2015 through rental unit production.

Housing Rehabilitation: HCR makes loans and grants to help homeowners and repair their sub-standard houses. The loans are amortized at a 0-3 percent interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. Grants are for emergency repairs of up to \$5,000 and up to \$15,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis and provides assistance for up to 75 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 170 families in FY 2015 through public facility improvements.

Rental Subsidies: HCR funds 52 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing

Within the Housing Production and Housing Rehabilitation programs, the County focuses on

maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, the receivables portfolio totals \$27 million (\$6.8 million of County funds and \$20.2 million of federal loan contributions).

Project Accomplishments

During FY 2014, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 65 very low-income families and made 5 emergency grants to very-low income families to help with emergency repairs to their homes.

HOME: Completed Laurel Crossing Apartments (60 units in Knightdale), Water Garden Park (88 units in Raleigh), Granite Falls Apartments (72 units in Rolesville), and Coleman Street Apartments(18 units in Raleigh).

CIP: Funded 45 rental subsidies for persons with a mental illness.

Other Projects: Funding was provided to the Town of Fuquay to replace a water line on Cherry and Conover Streets. Funds were provided to the Town of Morrisville to assist with street improvements on Barbee Street and Fiona Circle. Funds were also provided to the Town on Wendell for the construction of a sidewalk on Wendell Blvd. Additional funds were provided for job training through the Homeless Employment Initiative Program.

Operating Budget Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through the federal grant funding through the CDBG and HOME grants. For more information about the affordable housing program, see the "Housing and Community Revitalization" pages behind the Special Revenue Funds tab in this book.

Affordable Housing

Affordable Housing Transfer

The FY 2015-2021 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2015. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2015; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families.

Affordable Housing

Affordable Housing Transfer

The FY 2015-2021 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2015. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2015; these loan repayments are shown as revenue in the Housing

and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families.

Program Summary: Affordable Housing Transfer

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Interfund Transfers Out	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Funding Sources								
Transfers From General Fund	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Automation

Element Summary: Automation

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Enterprise Infrastructure	1,096,000	1,338,000	1,584,000	1,426,000	1,839,000	2,161,000	1,887,000	11,331,000
Computer Equipment	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	2,096,000	14,398,000
Major Projects	5,630,000	7,121,000	4,923,000	2,828,000	2,683,000	3,276,000	2,558,000	29,019,000
Total Uses	8,726,000	10,459,000	8,603,000	6,460,000	6,522,000	7,437,000	6,541,000	54,748,000
Appropriated Fund Balance	963,000	-	-	-	-	-	-	963,000
Transfers From General Fund	7,763,000	10,459,000	8,603,000	6,460,000	6,522,000	7,437,000	6,541,000	53,785,000
Total Sources	8,726,000	10,459,000	8,603,000	6,460,000	6,522,000	7,437,000	6,541,000	54,748,000
CIP Operating Impacts	150,000	371,937	475,534	509,223	556,596	601,991	626,148	3,291,429
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The Automation CIP funds the improvement of core information technologies and of business processes and operations that use those information technologies. These goals are accomplished through acquiring, upgrading, and modernizing the County's technical infrastructure and technical solutions for the County's business units. The FY 2015-2021 Automation CIP budget includes approximately \$54.7 million to support investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet the organization's and public's needs.

The County will continue to focus on using technology to improve the delivery of information and services. These changes will affect internal operations and the County's relationship and service to the community. Information Services will also focus on using technology to ease access to public information while addressing privacy concerns, linking geographically-based information with service needs, and effectively managing the increased volume of data that surrounds the County's work.

History/Background

The County's Automation program investments have been made in the following categories:

Computer equipment: Funding to replace, upgrade, or repair PCs and laptops and associated network devices (e.g., network printers and plotters), to purchase materials (e.g., memory, hard drives), and to refurbish computer equipment.

Enterprise infrastructure: Funding to maintain and improve the County's technical infrastructure, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, security hardware and software, the County's database platform and specialty equipment for other County departments.

Major projects and major systems replacement: Funding to upgrade or replace major computer systems in County departments and across the enterprise. These projects deliver technology improvements intended to improve business operations and business outcomes. The scope of the systems either benefit the entire organization (e.g., the County's ERP system) or support large departmental operations that require significant

investments in resources and time, (e.g., the replacement of the public health care management system). As large systems are upgraded by vendors or are no longer supported and require replacement they will be scheduled with typical lead times of 18 to 24 months.

The Board of Commissioners' goals, the County Manager's business plan and the plans of County departments provide the business drivers that shape the approach to the Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. Among the guiding principles for the selection and prioritization of technology projects are: business and service needs drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired.

Project Accomplishments

In FY 2014, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

Telecom Infrastructure Improvements: In FY 2014 IS Customer Services staff began the work to update the telecom infrastructure. This project will prepare the County's buildings for the eventual migration to a Voice over IP system. Work includes upgrading communications cabling, adding air conditioning to network closets, and constructing new closets where needed. Customer Services will continue to partner with General Services Administration and Facility Design and Construction to identify construction projects that can be worked in tandem with the telecom project where work overlaps, as well as to minimize disruption to County staff. The project is expected to run through FY 2018.

Network Upgrades: In FY 2014 automation CIP funds were utilized by Network Services to upgrade core network components in the County's primary and backup data centers. Staff implemented the Cisco Nexus switch platform to consolidate the data center

networks and deliver high performance, scalability, operation continuity/resiliency and network flexibility. The new equipment replaces Cisco switches that had reached end-of-life. Staff also upgraded the County's wireless platform to Cisco's WiFi and Identity Services Engine (ISE). ISE replaces our previous wireless platform which was nearing end-of-life. The platform automates and simplifies access control and security compliance for wired, wireless, and Virtual Private Network (VPN) connectivity, and provides secure/guest access and supports the County's Bring Your Own Device (BYOD) initiative.

Backup System Replacement: As detailed in the IS Operating budget section, Commvault's backup product, Simpana, was installed during FY 2014. The tool replaced the aging backup product previously utilized and provides IS with several operational advantages including duplication technology and the ability to employ disk arrays as a backup media. CommVault Simpana software combines archiving, backup, reporting, snapshot management, eDiscovery, and secure data access into a single software platform. The solution provides an integrated approach to backup, recovery and archiving of Wake County data.

Document Management: During FY 2014 staff continued additional enhancement phases to PRIME - the DSS Document Management System for the economic support services division of Human Services. The project, which began in FY 2012, includes redesigning business processes to retrieve and digitize mail to allow delivery through the document management system. The technology and updated business processes enable the digital storage and retrieval of client applications and evidence of eligibility and certification for economic support programs. The platform provides workers with current and accurate information about their cases, improved compliance with state and federal requirements, enables timely and accurate communication with others involved in cases and provides documentation for improved administration of the program. Staff also implemented a self service kiosk at the Human Services Swinburne facility. The kiosk allows clients

Automation

to scan case documentation into the system and receive a receipt with no interaction from case managers. Staff is also in the process of implementing OCR software for the DSS staff. OCR software will save staff indexing time and gain efficiencies as a result of fewer manual errors.

Public Health System Replacement: In FY 2014 IS staff replaced the 24 year old Public Health Practice Management System utilized by Human Services. GE's Centricity Practice Management and Electronic Health Record solution was selected and implemented during the fiscal year. The new system meets current and imminent requirements for electronic health records, portability of health information and provides billing through a clearing house. Staff is currently implementing the second phase of the project, electronic medical records. This work is scheduled to be completed in FY 2015. The project has two additional phases: ICD9 to ICD10 medical code conversion and an upgrade to Centricity 12. Completion of those phases is scheduled for FY 2016.

Dental System: Final implementation phases for the County's new Dental System were completed in FY 2014. Project work included the addition of digital camera equipment and the introduction of electronic dental records.

Contact Center Replacement: Lack of technical enhancements and uncertainty about future support for the County's aging contact center platform required staff to begin replacement project work. The Contact Center is used to provide menu options and route phone calls from citizens to Wake County Call Center agents. In FY 2014, staff replaced the platform with a hosted solution provided in partnership by Siemens, inContact, and Level 3 Communications. The new platform offers features, reporting, and management that can be tailored and adapted to department's business processes. The platform can be scaled (up or down) to accommodate the County's changing processes.

Register of Deeds: Automation funds were utilized in FY 2014 to complete numerous application upgrades and enhancements. Capability within the Registry's

e-Recording application was expanded to include the ability to e-Record all real property documents in addition to Satisfaction documents that are electronically submitted using the system. The application used to manage vital records (marriage, births/deaths certificates) was upgraded to the most current release and new functionality was added including an on-line method of processing births/deaths documents. Lastly, the cashiering and administration module of the Registry's real property application (BOOKS) began an update to the current .Net application framework to ensure continued support from our vendor.

Revenue Systems: In FY 2012, Wake County decided to end the purchase of support for the property tax billing and collections platform utilized to manage the business of the Revenue department and created an internal capacity for development and support. Staff migrated application support for the Computer Aided Mass Appraisal (CAMA) and Revaluation modules in house in FY 2012 and became the sole support for all Revenue department related applications. During FY 2014, the team began modification of the CAMA and Reval modules to prepare the County for the revaluation process in 2016. Updates to the CAMA and Reval modules moved to production in late FY 2014. Additional enhancements will be released in partnership with the Revenue department throughout FY 2015 in order to support the revaluation efforts.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts that begin in FY 2015 and carry through FY 2021 include: the E-Wake Document Management project beginning at \$150,000 and escalating in future years. The Land Development System represents the largest portion of the operating impacts. This project changed in scope during FY 2014 and will now become a hosted model. Changing the design to a hosted model requires an increase in operating impacts. However, this increase was also offset by significant decreases in the project cost related to less hardware costs.

Automation

Computer Equipment

The FY 2015-2021 CIP includes approximately \$14.4 million to provide, maintain, and upgrade desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on assuring that the business units have equipment that is appropriate to the technical needs of their business processes.

The FY 2015 Automation CIP includes funds for computer equipment to match the growth and changes in the County's business processes and to modernize existing deployed equipment. The FY 2015 CIP Equipment Budget will continue to replace County PCs that are at end of life cycle as well as meet the more specialized needs for some County departments.

Program Summary: Computer Equipment

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Purchased Services Construction	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	2,096,000	14,398,000
Total Uses	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	2,096,000	14,398,000
Funding Sources								
Transfers From General Fund	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	2,096,000	14,398,000
Total Sources	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	2,096,000	14,398,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-							

Automation

Enterprise Infrastructure

The FY 2015-2021 CIP includes approximately \$11.3 million for Enterprise Infrastructure. The Enterprise Infrastructure funds are used for the core technical components and systems that support the County's operations. The projects include upgrades to and replacement of technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Upgrades and replacements: FY 2015 includes funds for projects to replace aging network infrastructure that is reaching end-of-life/end-of-support. This network infrastructure provides connections within County facilities and connections to the County network and the Internet. Projects include the

replacement of core network infrastructure in two large County facilities to support 10/100/1000 desktop connectivity and Voice over IP. Server Services will utilize FY 2015 CIP funding to deploy CISCO UCS servers to replace and augment existing servers that are at end-of-life, especially for those servers that support the County's virtual server environment. The Cisco UCS platform is ideal as the underlying physical layer of the County's virtual server environment because of the flexibility and high performance characteristics that enable the County to provision and support dozens of virtual servers on each physical UCS server. Several security platforms are also scheduled for updates or end-of-life replacements in FY 2015 and IS staff also plans expansions to data storage platforms.

Program Summary: Enterprise Infrastructure

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Purchased Services Construction	1,096,000	1,338,000	1,584,000	1,426,000	1,839,000	2,161,000	1,887,000	11,331,000
Total Uses	1,096,000	1,338,000	1,584,000	1,426,000	1,839,000	2,161,000	1,887,000	11,331,000
Funding Sources								
Transfers From General Fund	1,096,000	1,338,000	1,584,000	1,426,000	1,839,000	2,161,000	1,887,000	11,331,000
Total Sources	1,096,000	1,338,000	1,584,000	1,426,000	1,839,000	2,161,000	1,887,000	11,331,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Automation

Major Projects

The FY 2015-2021 CIP includes approximately \$29 million for major information system projects. The FY 2015-2021 CIP will provide funding for the maintenance and upgrade of the County's Enterprise Resource Planning (ERP) system, Property Tax system, Revaluation system, Jail and Records management system and the Register of Deeds Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system implementation and the document management initiatives for Child Medicaid, Child Welfare and integration into the County's ERP system. Funding continues to be allocated in Major Projects to upgrade the County's

telecommunications infrastructure beginning in FY 2014 and running through FY 2018. Information Services is requesting CIP funding for the replacement of leased network circuits, a Microsoft Office upgrade, and the acquisition and implementation of a Voice over IP system to replace the aging Centrex service utilized by the County today. CIP funds are also requested to update tools utilized to manage the Board meeting agenda process and meeting video as well as the Citizen Advisory Board/Commission appointment process. A portion of the project cost will likely be funded with savings from an automation related project within the Justice Center project.

Program Summary: Major Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Purchased Services Construction	5,630,000	7,121,000	4,923,000	2,828,000	2,683,000	3,276,000	2,558,000	29,019,000
Total Uses	5,630,000	7,121,000	4,923,000	2,828,000	2,683,000	3,276,000	2,558,000	29,019,000
Funding Sources								
Appropriated Fund Balance	963,000	-	-	-	-	-	-	963,000
Transfers From General Fund	4,667,000	7,121,000	4,923,000	2,828,000	2,683,000	3,276,000	2,558,000	28,056,000
Total Sources	5,630,000	7,121,000	4,923,000	2,828,000	2,683,000	3,276,000	2,558,000	29,019,000
CIP Operating Impacts	150,000	371,937	475,534	509,223	556,596	601,991	626,148	3,291,429
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital

Element Summary: Community Capital

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Reserve for Future Projects	–	–	–	–	500,000	500,000	500,000	1,500,000
Boys and Girls Club	200,000	150,000	50,000	–	–	–	–	400,000
SouthLight Healthcare	100,000	100,000	250,000	300,000	–	–	–	750,000
Wake Health Services	200,000	150,000	50,000	–	–	–	–	400,000
Hospice of Wake County	–	100,000	150,000	200,000	–	–	–	450,000
Total Uses	500,000	3,500,000						
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	3,500,000						
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2015-2021 CIP includes \$500,000 annually for Community Capital Projects, totaling \$3.5 million over the seven year period. In the summer of FY 14, the Board of Commissioners approved a process for the selection of community capital projects to be funded through FY 2018. Projects were reviewed and selected to receive funding through a competitive, analytical process which included a request for proposals, submissions by applicants, finalist interviews, and analysis by an evaluation team comprised of external and internal stakeholders. Recommendations were presented to the Board of Commissioners, and in January 2014, the Board allocated funds for five community capital projects. Funding in FY 2015 is allocated to Boys and Girls Clubs of Wake County, SouthLight Healthcare and Wake Health Services.

History/Background

In FY 2002, the Board of Commissioners established a Community Capital Projects account to support capital investments in projects that address critical

community issues. This account provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. The Community Capital Projects account is intended to accomplish the following goals: Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

To accomplish these goals, projects are reviewed and selected to receive funding through a competitive, analytical process. The selection of particular projects for funding is based primarily on whether an applicant's business plan meets the following criteria: Provides a comprehensive analysis of an unmet need in the countywide community; provides an analysis of alternative strategies for addressing the problem and recommends a project plan; researches or demonstrates a clear link between the project initiatives and resolution of the countywide problem;

includes a mechanism to track and measure success and demonstrates a need for County capital investment for project success.

During the summer of FY 14, the County requested project proposals for Community Capital Funding for FY 14 - FY 18. An evaluation team, which included external and internal stakeholders, chose finalists based on specific project criteria requirements and these finalists presented projects to the evaluation team which further evaluated the projects to come to final recommendations and funding amounts. These recommendations were presented at a work session and in January 2014, the Board of Commissioners allocated \$2,605,0000 for five community capital projects through FY 2018. The projects include varying scopes, but all represent a county-wide need. The projects have a mix of funding sources, rely on Wake County funding of no more than 35 percent of total project funding, requested an amount no more than \$1 million, describe an operating plan in detail, and demonstrate a self-sufficient operating budget.

Of the \$2.605 million allocated, \$605,000 was appropriated in FY 2014. Inter-Faith Food Shuttle was funded \$140,000 for immediate construction repairs and building improvements to create an Urban Agricultural Training Center at 500 Hoke Street in Raleigh. This building will provide a place where IFFS can help address a county-wide need for teaching food insecure residents to become food self-reliant. The Boys and Girls Clubs was funded \$415,000 of the \$815,000 allocated towards the construction of a new 16,000 SF Teen Center located on the corner of Raleigh Boulevard and Glascock Street in Raleigh. Wake Health Services was funded \$50,000 of the \$450,000 allocated towards the construction of a new 29,000 SF medical office building in Raleigh. The remaining \$2 million will be appropriated through FY 2018 in the FY 15-21 CIP.

Operating Budget Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

Community Capital



Boys and Girls Club

For more than 46 years, the Boys & Girls Clubs has been at the forefront of youth development, working with young people from disadvantaged economic, social and family circumstances.

The organization's mission is to enable all young people- especially those who need it most - to reach their full potential as productive, caring, responsible citizens. To accomplish this, Boys & Girls Clubs offers after-school and summer programs for children and teens at seven locations focusing on three key areas: Academic Success, Health & Life Skills and Good Character & Citizenship.

The youth population in Wake County is among the area's fastest growing demographic segments - increasing more than 50% in just over 10 years. Rapid growth in this segment has strained, and in some cases, outpaced community resources, leaving a gap in service and opportunity that puts many young people at risk of negative influences like school dropout, teen pregnancy, drug use and juvenile crime.

The FY 2015-2021 CIP allocates the remaining \$400,000 towards the construction of a \$3.5 million 16,000 square foot Teen Center located on the corner of Raleigh Boulevard and Glascock Street in Raleigh. The project meets an unmet county-wide need for teen outreach services. There is a significant mix of funding sources from municipal, private, and not-for-profit partners, and Boys and Girls Clubs has been successful in building and achieving results from prior capital projects. The Boys and Girls Clubs has proposed several different ways to track and measure success, including growing teen membership, tracking of report cards, end of grade test results, grade matriculation, and graduation rates, as well as data gleaned from the National Youth Outcome Initiative toolkit survey and feedback from parents, community members, and other stakeholders. The facility is expected to open in 2015.

Program Summary: Boys and Girls Club

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Aid to Community Agencies	200,000	150,000	50,000	-	-	-	-	400,000
Total Uses	200,000	150,000	50,000	-	-	-	-	400,000
Funding Sources								
Transfers From General Fund	200,000	150,000	50,000	-	-	-	-	400,000
Total Sources	200,000	150,000	50,000	-	-	-	-	400,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital



Hospice of Wake County

Hospice of Wake County is the oldest and largest hospice organization serving Wake and parts of surrounding counties. It promotes and improves the community's quality of living and dying through advance care planning, palliative (comfort) care, hospice care and bereavement services.

Hospice helps families deal with a life-limiting diagnosis, counsels families throughout their grief journey, provides community education programs, and provides medical care and supportive services to

over 1,500 families each year. To help meet the complex needs of families these services include: counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The final \$250,000 portion of a \$2 million dollar County commitment was allocated in FY 14 to partially fund a freestanding Hospice and Palliative Care Center. The FY 2015-2021 CIP allocates a total of \$450,000 to Hospice of Wake County towards the expansion of ten beds for the existing 30-bed inpatient facility in Cary. The total construction cost is \$2.9 million. There is an unmet county-wide need for Hospice beds due to growing population in Wake County. Hospice of Wake County proposes a mix of funding sources from municipal, private, and not-for-profit partners. There is evidence of successful prior projects and Hospice of Wake County proposes using several measures to demonstrate project outcomes including increased usage and achieving self sufficiency by 2017 for the entire facility.

Program Summary: Hospice of Wake County

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Aid to Community Agencies	-	100,000	150,000	200,000	-	-	-	450,000
Total Uses	-	100,000	150,000	200,000	-	-	-	450,000
Funding Sources								
Transfers From General Fund	-	100,000	150,000	200,000	-	-	-	450,000
Total Sources	-	100,000	150,000	200,000	-	-	-	450,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital

Reserve for Future Projects

The FY 2015-2021 CIP includes \$1.5 million in reserve for future Community Capital projects. FY 14 - FY 18 projects were already recommended and approved by the Board of Commissioners and are in the CIP for FY 15 - FY 18. From FY 2019 - FY 2021, \$500,000 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 14-18 projects will likely occur for the reserve for future funding that starts in FY 19.

Program Summary: Reserve for Future Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Aid to Community Agencies	-	-	-	-	500,000	500,000	500,000	1,500,000
Total Uses	-	-	-	-	500,000	500,000	500,000	1,500,000
Funding Sources								
Transfers From General Fund	-	-	-	-	500,000	500,000	500,000	1,500,000
Total Sources	-	-	-	-	500,000	500,000	500,000	1,500,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital



SouthLight Healthcare

Since 1970, SouthLight Healthcare has developed and implemented comprehensive substance abuse treatment programs for youth, adults, and families as they face the disease of addiction and its impact on mental, physical, social, and emotional health. Originally founded as an opioid treatment provider, they have expanded and enhanced their service continuum over the past four decades to include mental health treatment, residential services, pregnant and postpartum mothers' treatment, youth education/prevention, youth substance abuse treatment, criminal justice services, and most recently - primary care, crisis/community intervention services, and homeless healthcare. Their mission is to meet the holistic needs of individuals facing addiction, mental illness, and chronic health challenges, by delivering compassionate and

coordinated behavioral healthcare with successful outcomes.

They are entering Phase two of a three phase capital development plan that will include recovery apartments, an integrated care facility and a homeless respite and resource center. The FY 15-21 CIP allocates a total of \$750,000 to partially fund \$9.6 million planned for a 35,000 SF integrated care facility and 22,000 SF medical respite facility, both located on Garner Road in Raleigh. The project meets an unmet county-wide need for wrap-around primary care services for mental health and medical respite for the County's homeless population. SouthLight has demonstrated several community partnerships, including the Capital Care Collaborative, Community Care of North Carolina, United Way of the Greater Triangle, and the Partnership to End and Prevent Homeless. SouthLight has proposed reporting on several clinical and project development outcomes, including increased number of clients serviced and tangible results related to abstinence from drug use, improved level of functioning, reduction in mental illness symptoms, employment/ education, crime and criminal justice, stability in housing, social connectedness and treatment retention. The estimated project completion date is August of 2016. Funding is contingent upon successful progress on Phase 1 (Recovery Apartments) and demonstration of a bank loan commitment or other significant funding commitment towards Phase 2 and Phase 3 of the project.

Program Summary: SouthLight Healthcare

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Aid to Community Agencies	100,000	100,000	250,000	300,000	-	-	-	750,000
Total Uses	100,000	100,000	250,000	300,000	-	-	-	750,000
Funding Sources								
Transfers From General Fund	100,000	100,000	250,000	300,000	-	-	-	750,000
Total Sources	100,000	100,000	250,000	300,000	-	-	-	750,000

Community Capital

Program Summary: SouthLight Healthcare

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital



Wake Health Services

Founded in 1972, Wake Health Services, Inc. is a private-not-for-profit community health center located in Raleigh. The mission of Wake Health Services is to deliver quality, comprehensive primary healthcare - every patient, every time - in response to the needs of Wake County's communities. Wake Health Services was formed with a key purpose to address the primary healthcare needs of the citizens of Wake County who did not have access to care. Since its founding, the organization has grown to five medical practices; two are located in Raleigh and three are located in the communities of Apex, Fuquay-Varina, and Louisburg. Wake Health Services also provides services one day a week at the County's South Wilmington Street Center for homeless men.

The FY 2015-2021 CIP allocates the remaining \$400,000 to partially fund the construction of a new

\$11 million, 29,000 SF, medical office building in Raleigh. There is an unmet need for primary care services for low-income residents not served by Wake County Human Services or private insurance. The target population is those unable to receive subsidies for private insurance and those who do not qualify for Medicaid. Community Health Centers are required to provide the full continuum of primary care services. The new site will provide comprehensive services including primary healthcare for persons of all ages from newborns to the elderly, behavioral and substance abuse counseling, nutrition counseling, diabetes education, pharmacy and prescription assistance services, dental services, healthcare for the homeless services, Medicaid eligibility screening and referral to inpatient and specialty care. All services are offered on a discounted fee plan based on family size and income. Wake Health Services proposes using several measures to demonstrate project effectiveness including reporting on the health status of consumers and the impact of reducing hypertension, obesity, asthma, low birth rates, and diabetes. They will also report on the level of additional persons served, payer mix, and zip codes from which residents are served. The project is estimated to be completed in 2015. Funding is contingent upon Wake Health Services having a successful debt issue, being awarded New Market Tax Credits, and having a successful capital campaign generating \$450,000 from community partners.

Program Summary: Wake Health Services

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Aid to Community Agencies	200,000	150,000	50,000	-	-	-	-	400,000
Total Uses	200,000	150,000	50,000	-	-	-	-	400,000
Funding Sources								
Transfers From General Fund	200,000	150,000	50,000	-	-	-	-	400,000
Total Sources	200,000	150,000	50,000	-	-	-	-	400,000

Community Capital

Program Summary: Wake Health Services

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Element Summary: County Building Improvements

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Minor Building Projects	1,300,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,500,000
Major Building Renovations	2,600,000	1,590,000	3,030,000	2,643,000	2,610,000	670,000	1,130,000	14,273,000
Roofing Projects	373,000	173,000	1,244,000	615,000	754,000	2,342,000	742,000	6,243,000
Crabtree Creek Flood Control Structures	460,000	255,000	862,000	525,000	805,000	613,000	1,145,000	4,665,000
Building Systems Replacements	1,739,000	962,000	1,869,000	937,000	1,779,000	1,291,000	1,145,000	9,722,000
Security Improvements	218,000	177,000	327,000	230,000	239,000	247,000	255,000	1,693,000
County Buildings								
Infrastructure Paving	530,000	554,000	660,000	918,000	172,000	248,000	204,000	3,286,000
Total Uses	7,220,000	4,911,000	9,192,000	7,068,000	7,559,000	6,611,000	5,821,000	48,382,000
Appropriated Fund Balance	184,000	—	—	—	—	—	—	184,000
Transfers From General Fund	6,756,000	4,881,000	8,854,000	7,008,000	7,559,000	6,611,000	5,821,000	47,490,000
Municipalities	280,000	30,000	338,000	60,000	—	—	—	708,000
Total Sources	7,220,000	4,911,000	9,192,000	7,068,000	7,559,000	6,611,000	5,821,000	48,382,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

A total of \$48.3 million is planned for County Building Improvements within the FY 2015-2021 CIP. As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of the Wake County citizens. Funds are allocated for roofing and building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the scope of the County Buildings element was expanded to include multiyear funding for repairs to the Crabtree Creek Watershed flood control structures. For FY 2014, the element was expanded further to cover replacement of paved parking areas and access

roads where the pavement has exceeded its useful life and needs to be replaced.

History/Background

Wake County Government now occupies or has facility responsibility for nearly 175 buildings, totaling over 4.9 million sq. ft.. Because many of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. The County Building Improvements element supports many of the goals of the overall CIP. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers; improve response times to suspicious activities and

County Building Improvements

alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

Facility Master Plan

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan proposed various building renovation projects over the ensuing seven-year period. All County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating, and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence. This master plan has now expired and development of a new plan is a horizon issue for this capital element.

Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the

reviewed building components are given a condition rating based upon: serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems, repair/maintenance, and renewal/ replacement considerations.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments will begin in FY 2016 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

Operating Budget Impact

Since these expenditures primarily represent routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

County Building Improvements

Crabtree Creek Flood Control Structures

The FY 2015-2021 CIP includes \$ 4.7 million for the repair and renovation to the flood structures in the Crabtree Creek Watershed. The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures throughout northwest

Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

Construction and installation of a new siphon control was completed for Site 1, Sorrell's Grove. Construction of a new siphon control for Site 2, Hatchers Grove, is expected to be completed by Summer 2014. Site 3, Bond Lake, and Site 5A, Page Lake, are expected to be constructed by Winter 2015. Funding for the repair and renovation of the remaining 7 sites will continue through FY 2021.

Program Summary: Crabtree Creek Flood Control Structures

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	460,000	255,000	862,000	525,000	805,000	613,000	1,145,000	4,665,000
Total Uses	460,000	255,000	862,000	525,000	805,000	613,000	1,145,000	4,665,000
Funding Sources								
Transfers From General Fund	460,000	255,000	862,000	525,000	805,000	613,000	1,145,000	4,665,000
Total Sources	460,000	255,000	862,000	525,000	805,000	613,000	1,145,000	4,665,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Infrastructure Paving

Wake County maintains and operates nearly 175 buildings, many of which have paved parking areas and access drives. Some of the paving has reached life cycle and is in need of repair and replacement. Infrastructure Paving was added to the CIP as a new County Building Improvement Program beginning in FY 2014.

Pavement assessments were conducted at most of the county facilities. These assessments identified pavement areas that were in disrepair. Further evaluation was done to identify the highest priorities

for facilities that were nearing life cycle and were in the greatest need for pavement repair and replacement.

For FY 2015, \$530,000 is planned for Infrastructure Paving Projects, to include the final phase of parking and access road repair and replacement at Blue Jay Point County Park and paving repair and replacement for Southeast Regional Library in Garner. Funding for FY 2016 - FY 2021 includes an additional \$2.75 million for pavement repair and replacement at eight county facilities.

Program Summary: Infrastructure Paving

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	530,000	554,000	660,000	918,000	172,000	248,000	204,000	3,286,000
Total Uses	530,000	554,000	660,000	918,000	172,000	248,000	204,000	3,286,000
Funding Sources								
Transfers From General Fund	530,000	554,000	660,000	918,000	172,000	248,000	204,000	3,286,000
Total Sources	530,000	554,000	660,000	918,000	172,000	248,000	204,000	3,286,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Major Building Renovations

The FY 2015-2021 CIP includes \$ 14.3 million to undertake major repairs and renovations at various County facilities and to conduct the next cycle of Facility Condition Assessments later in the period.

Typically, a flat level of funding is provided annually, based on a formula to allow for the renovation of approximately 2 percent of the County's square footage per year, except for facilities that have separate renovation funding, such as criminal justice facilities and parks. A portion of these funds have been reallocated to Building Systems projects, for replacement of mechanical, electrical, and plumbing

systems, and to Roofing projects for replacements of roofing systems on various facilities.

The FY 2015-2021 CIP includes funds to make some important improvements. For FY 2015, funding is obligated for: construction of renovations for a new central intake space, relocation of the existing Medicaid and WIC spaces in the Sunnybrook Building; additional funding for life cycle renovations for the Community Services Center; the first phase of a multi-year renovation, occupancy restack and life cycle replacement of building systems in the Wake County Office Building.

Program Summary: Major Building Renovations

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	1,440,000	440,000	1,530,000	1,343,000	1,110,000	170,000	630,000	6,663,000
Professional Services	800,000	50,000	–	–	–	–	–	850,000
Furniture, Fixtures & Equipment	225,000	–	–	–	–	–	–	225,000
Construction in Progress	–	1,100,000	1,500,000	1,300,000	1,500,000	500,000	500,000	6,400,000
Reserves (Budget Entries Only)	135,000	–	–	–	–	–	–	135,000
Total Uses	2,600,000	1,590,000	3,030,000	2,643,000	2,610,000	670,000	1,130,000	14,273,000
Funding Sources								
Appropriated Fund Balance	184,000	–	–	–	–	–	–	184,000
Transfers From General Fund	2,416,000	1,590,000	3,030,000	2,643,000	2,610,000	670,000	1,130,000	14,089,000
Total Sources	2,600,000	1,590,000	3,030,000	2,643,000	2,610,000	670,000	1,130,000	14,273,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

County Building Improvements

Building Systems Replacements

The FY 2015 - 2021 CIP includes \$ 9.7 million to replace mechanical, electrical, and plumbing systems at County facilities. The County contracts with a consultant to assess its HVAC equipment and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs and other relevant factors. The replacement schedule helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and helps prevent "surprise" expenditures. Although

the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient. In addition, plumbing, electrical, and life safety systems projects, identified through the County's Facilities Assessment process, are also included in this category..

FY 2015 projects include replacement of HVAC equipment at Sunnybrook and implementation of first phase of major building systems master replacement plan in coordination with major floor renovations and occupancy restack in the Wake County Office Building.

Program Summary: Building Systems Replacements

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	1,739,000	962,000	1,869,000	937,000	1,779,000	1,291,000	1,145,000	9,722,000
Total Uses	1,739,000	962,000	1,869,000	937,000	1,779,000	1,291,000	1,145,000	9,722,000
Funding Sources								
Transfers From General Fund	1,559,000	962,000	1,869,000	877,000	1,779,000	1,291,000	1,145,000	9,482,000
Municipalities	180,000	-	-	60,000	-	-	-	240,000
Total Sources	1,739,000	962,000	1,869,000	937,000	1,779,000	1,291,000	1,145,000	9,722,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Minor Building Projects

The FY 2015-2021 CIP includes \$8.5 million over the seven year plan. This category includes repairs, replacements, alterations, and renovations that typically cost under \$100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value. These projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various departments rank the alterations/ renovations projects submitted by County departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/cost savings; and 9) Alignment with stated Board of Commissioner priorities. The committee provides project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need.

Program Summary: Minor Building Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Building Maintenance/ Repair	1,300,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,500,000
Total Uses	1,300,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,500,000
Funding Sources								
Transfers From General Fund	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Municipalities	100,000	-	-	-	-	-	-	100,000
Total Sources	1,300,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,500,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Roofing Projects

The FY 2015-2021 CIP includes \$ 6.2 million for roof repairs or replacements at County facilities. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at county buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are done in

accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their useful life.

FY 2015 projects include funds for roof replacements at Oakview Historic Park and planning/design funds for roof replacement at the Physical Plant sections of roof at the General Services Center.

Program Summary: Roofing Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	373,000	173,000	1,244,000	615,000	754,000	2,342,000	742,000	6,243,000
Total Uses	373,000	173,000	1,244,000	615,000	754,000	2,342,000	742,000	6,243,000
Funding Sources								
Transfers From General Fund	373,000	143,000	906,000	615,000	754,000	2,342,000	742,000	5,875,000
Municipalities	-	30,000	338,000	-	-	-	-	368,000
Total Sources	373,000	173,000	1,244,000	615,000	754,000	2,342,000	742,000	6,243,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Security Improvements County Buildings

The FY 2015 - FY 2021 CIP includes \$ 1.7 million for security improvements at county buildings. Projects

scheduled for FY 2015 include core system life cycle replacement SMS and video systems at Green Road Library and Downtown facilities and Service Center Security Desk improvements at some Human Services facilities.

Program Summary: Security Improvements County Buildings

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	218,000	177,000	327,000	230,000	239,000	247,000	255,000	1,693,000
Total Uses	218,000	177,000	327,000	230,000	239,000	247,000	255,000	1,693,000
Funding Sources								
Transfers From General Fund	218,000	177,000	327,000	230,000	239,000	247,000	255,000	1,693,000
Total Sources	218,000	177,000	327,000	230,000	239,000	247,000	255,000	1,693,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Criminal Justice

Element Summary: Criminal Justice

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Detention Facilities	–	–	100,000	100,000	100,000	850,000	2,686,000	3,836,000
Criminal Justice Security	710,000	473,000	490,000	518,000	351,000	382,000	509,000	3,433,000
Existing Courthouse Renovations	2,600,000	–	–	–	–	–	–	2,600,000
Total Uses	3,310,000	473,000	590,000	618,000	451,000	1,232,000	3,195,000	9,869,000
Transfers From General Fund	3,310,000	473,000	590,000	618,000	451,000	1,232,000	3,195,000	9,869,000
Total Sources	3,310,000	473,000	590,000	618,000	451,000	1,232,000	3,195,000	9,869,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$9.9 million over the next seven years. Included in the FY 2015-2021 CIP is \$3.8 million to be invested in FY 2017 through FY 2021 for preliminary design services for a future expansion of the Hammond Road Detention Center.

Funding of \$2.6 million will be used to continue making improvements to the existing Courthouse.

History/Background

The primary goals of the Criminal Justice element are to: Provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court appearance, trial, or sentencing, or who are serving sentences of less than 180 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999. This plan was updated in FY 2005 and endorsed by the Board of Commissioners.

The 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County expressed support for the Justice Facilities Master Plan and recommended that the County proceed with the capital improvement projects identified in the Plan. The Board of Commissioners has affirmed its

support for Criminal Justice capital projects as part of its commitment to ensuring a safe community.

Project Accomplishments

Justice Center: Construction of a new building consisting of 14 levels (2 below grade) containing 577,000 sq. ft. was completed and opened on July 1, 2013. This is the largest project constructed to date for Wake County.

The facility was completed on time and at a cost savings of over \$30 million below the original budget.

Existing Courthouse: Over the past nine years, approximately 90 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a multi-year Courthouse Renovation Plan. This work began in FY 2004 and has been accomplished in phases, while keeping the over-crowded court system fully operational. Demolition activities were completed and renovations began for portions of the 7th, 8th, 9th, 11th, and 12th floors. In addition, planning and design began for renovations to the final phases of the Courthouse, which include the Upper Parking Deck and Salisbury Street Lobby.

Criminal Justice



Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to 2030. This plan, along with a funding strategy for the proposed capital improvements, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long term detention capital improvements needed to meet state mandated jail standards. Wake County owns 25.58 acres of land, comprised of two tracts, on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing

facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 consisting of a two-story building, with capacity for 416 medium security inmates, was completed (known as Phase 1B)

Phase 2, completed in 2012, consisted of a 415,000 sq.ft. addition to the existing building. This resulted in 672 beds being added to the County detention system. Approximately 75 percent of inmates in the system are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site. Kitchen, laundry, and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (beyond 2030) and a 300-car parking deck were built at the Hammond Road site as part of the Phase 2 expansion.

Funding is shown in later years of the FY 2015-2021 CIP for design services for a future Phase 3 expansion of the Hammond Road Detention Center. Funding for Detention Facilities Master Planning was added in FY 17 and FY 18 to more fully evaluate the need for future facility expansions based on inmate projections and other factors.

Program Summary: Detention Facilities

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Professional Services	-	-	-	-	100,000	850,000	2,686,000	3,636,000
Preliminary Development	-	-	100,000	100,000	-	-	-	200,000
Total Uses	-	-	100,000	100,000	100,000	850,000	2,686,000	3,836,000

Funding Sources

Transfers From General Fund	-	-	100,000	100,000	100,000	850,000	2,686,000	3,836,000
-----------------------------	---	---	---------	---------	---------	---------	-----------	-----------

Program Summary: Detention Facilities

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Total Sources	-	-	100,000	100,000	100,000	850,000	2,686,000	3,836,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Criminal Justice

Criminal Justice Security

The FY 2015 - 2021 CIP includes \$ 3.4 million for Criminal Justice Security. Projects for FY 2015 - 2021: Life cycle replacement projects include Digital Video Systems; Video Visitation Equipment Replacements; Replacement of Public Safety Center hardline locks;

Backup power replacements; and Upgrading of original security systems installed in the Hammond Road Detention Annex (to standardize access control and surveillance recording systems in all County Detention facilities).

Program Summary: Criminal Justice Security

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	710,000	473,000	490,000	518,000	351,000	382,000	509,000	3,433,000
Total Uses	710,000	473,000	490,000	518,000	351,000	382,000	509,000	3,433,000
Funding Sources								
Transfers From General Fund	710,000	473,000	490,000	518,000	351,000	382,000	509,000	3,433,000
Total Sources	710,000	473,000	490,000	518,000	351,000	382,000	509,000	3,433,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Criminal Justice



Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed. Prior to the completion of the Wake County Justice Center in 2013, there were 31 heavily used courtrooms, along with various support functions of the Tenth Judicial District, located in the Courthouse. Although that number has been reduced with new courtrooms in the Justice Center, occupancy loads in the building nonetheless substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed

multi-year Improvement Plan for the Courthouse. The planned improvements are being implemented in phases to assure the building remains fully operational and can continue to serve as a judicial facility for Wake County. These improvements include removal of asbestos containing materials, installation of fire sprinkler, and alarm systems, bringing the building into substantial compliance with modern high-rise building codes and providing additional building accommodations as required by the Americans with Disabilities Act (ADA). Mechanical and electrical systems are also being upgraded, replaced, or refurbished. Implementation of the Courthouse multi-year Capital Improvement Plan is an essential part of the County's 30-year Justice Facility Master Plan.

In FY 2014, demolition was completed and renovations began for portions of the 7th, 8th, 9th, 11th, and 12th floors, in accordance with the multi-year plan. Over 90 percent of the square footage of the entire building has been renovated, asbestos abated, and spaces have been fully refurbished with long-lasting durable materials. Mechanical, electrical, and fire protection systems in renovated areas have been upgraded or replaced.

In FY 2015, design work, bidding, permitting, and construction will begin for abatement and renovations to the Upper Parking Deck and Salisbury Lobby. These renovations and modernization of the elevators will constitute the final phases to the multi-year Courthouse Improvements Plan.

Program Summary: Existing Courthouse Renovations

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	2,600,000	-	-	-	-	-	-	2,600,000
Total Uses	2,600,000	-	-	-	-	-	-	2,600,000
Funding Sources								
Transfers From General Fund	2,600,000	-	-	-	-	-	-	2,600,000
Total Sources	2,600,000	-	-	-	-	-	-	2,600,000

Criminal Justice

Program Summary: Existing Courthouse Renovations

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Economic Development and Infrastructure

Element Summary: Economic Development and Infrastructure

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Jordan Lake Reclaimed Water Project	—	—	—	2,649,000	—	—	—	2,649,000
Business Development Grants	1,485,000	3,206,000	2,388,000	2,220,000	1,423,000	845,000	815,000	12,382,000
On-site Water and Sewer	—	—	—	300,000	300,000	300,000	—	900,000
Total Uses	1,485,000	3,206,000	2,388,000	5,169,000	1,723,000	1,145,000	815,000	15,931,000
Transfers From General Fund	1,485,000	3,206,000	2,388,000	5,169,000	1,723,000	1,145,000	815,000	15,931,000
Total Sources	1,485,000	3,206,000	2,388,000	5,169,000	1,723,000	1,145,000	815,000	15,931,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

The FY 2015-2021 CIP includes \$15.9 million for water and sewer system upgrades and related economic development business development grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP) and provide payments as approved by the Board of Commissioners for various business development grants.

History/Background

Research Triangle Park Water and Sewer

In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: (1) The County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers.

(2) RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.). (3). Cary will provide water, reclaimed water, and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer, and reclaimed water facilities installed by the County. Over the past twenty years, over 30,000 linear feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Jordan Lake Reclaimed Water

Economic Development and Infrastructure

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. Phase 1 of this project was completed in FY 2013.

Business Development

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 2015-2021 CIP includes estimated business development grant payments for Credit Suisse, Novartis, Red Hat, NetApp and MetLife.

Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of this infrastructure is the responsibility of our municipal or other partners.

Economic Development and Infrastructure

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 2015 - 2021 CIP includes approximately \$12.4 million in anticipated business development grant awards for Credit Suisse, Novartis, Red Hat, NetApp and MetLife.

Credit Suisse has met the requirements as outlined in the November 2004 agreement approved by the Board of Commissioners. As of April 2009, Credit Suisse has created and retained over 600 new jobs with an average annual wage exceeding \$70,000. Credit Suisse added over \$100 million in new investment to Wake County (including a data center which was sold to Fidelity Investments in October 2007). Based on the terms of the agreement, Credit Suisse is eligible to receive a total of approximately \$199,000 in business development payments in the period of FY 2014-2015.

Novartis has met the terms of the approved business development agreement. Per the agreement approved by the Board of Commissioners in July 2006, Novartis was required to create an investment of at least \$100 million by December 31, 2010 and create 350 new jobs. Novartis appears to have met the

terms of the agreement, as of December 31, 2010, with the combined value of building and personal property of more than \$290 million and 350 new jobs created. Novartis could be eligible to receive approximately \$6 million in business development payments in the FY 2014-2018 CIP under the terms of the agreement.

NetApp has met the terms of the approved business development agreement as detailed in the February 20, 2012 agreement approved by the Board of Commissioners. As of February 2012, NetApp added over \$121 million in new investments to Wake County. It is anticipated that NetApp will receive \$1.5 million in business development payments from FY 2014-2018 as they continue to invest in property in Wake County.

As of December 2011, Red Hat committed to the creation and retention of more than 500 jobs and adding over \$30 million in new investments to Wake County. It is anticipated that Red Hat will be eligible to receive the first grant payment in fiscal year 2015, and they will receive a total of \$297,000 in business development payments from FY 2015-2020.

In March of 2013, MetLife committed to a new investment in Wake County of at least \$85 million and the creation of over 1200 jobs. In order to receive a grant payment from the County, MetLife must meet certain performance criteria in the areas of job creation and investments. It is anticipated that MetLife will be eligible for a total of \$1.2 million of business development payments starting in FY 2016 through FY 2020.

Program Summary: Business Development Grants

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Economic Development	1,485,000	3,206,000	2,388,000	2,220,000	1,423,000	845,000	815,000	12,382,000
Total Uses	1,485,000	3,206,000	2,388,000	2,220,000	1,423,000	845,000	815,000	12,382,000
Funding Sources								
Transfers From General Fund	1,485,000	3,206,000	2,388,000	2,220,000	1,423,000	845,000	815,000	12,382,000
Total Sources	1,485,000	3,206,000	2,388,000	2,220,000	1,423,000	845,000	815,000	12,382,000

Economic Development and Infrastructure

Program Summary: Business Development Grants

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Economic Development and Infrastructure

Jordan Lake Reclaimed Water Project

In Wake County received grant awards from the Environmental Protection Agency (EPA) totaling just under \$3.0 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South.

Phase 1 of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers, thereby reducing the need for potable water. The construction of Phase II

of the project will continue south from RTP along Green Level Church Road to Thomas Brook Park and the USA Baseball facilities and will be managed by the Town of Cary. This Phase II was bid by the Town of Cary and is expected to start construction in June 2014 and be completed by April 2015. The final phase of the project will be managed by the County and will provide service to the remainder of the sites located in RTP South. This portion of the project is budgeted in FY 2018 and 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	-	-	-	2,649,000	-	-	-	2,649,000
Total Uses	-	-	-	2,649,000	-	-	-	2,649,000
Funding Sources								
Transfers From General Fund	-	-	-	2,649,000	-	-	-	2,649,000
Total Sources	-	-	-	2,649,000	-	-	-	2,649,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Economic Development and Infrastructure

On-site Water and Sewer

To encourage job creation and economic development, the County has provided funds for the installation of off-site water, sewer, and reclaimed water infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water, sewer, and reclaimed water service up to the property line of the individual sites within RTP. In addition, the Wake County Water, Sewer, and Reclaimed Water Funding Policy specifically provides for assistance with the construction of on-site water, sewer, and reclaimed water lines to industrial tenants within

RTP. The Board of Commissioners has in the past approved funding for the construction of on-site water and sewer lines to within five feet of the building for new and expanding industries in RTP, including Cisco, Biogen, Sony Ericsson, Diosynth, Credit Suisse, and Network Applications. Funding for on-site utilities is considered and approved by the Board of Commissioners on a case by case basis when requested.

The FY 2015 - 2021 CIP includes \$300,000 annually, starting in FY 2018, for future on-site water, sewer, and reclaimed water infrastructure.

Program Summary: On-site Water and Sewer

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	-	-	-	300,000	300,000	300,000	-	900,000
Total Uses	-	-	-	300,000	300,000	300,000	-	900,000
Funding Sources								
Transfers From General Fund	-	-	-	300,000	300,000	300,000	-	900,000
Total Sources	-	-	-	300,000	300,000	300,000	-	900,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries

Element Summary: Libraries

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
North Hills Library	–	–	–	2,707,000	4,763,000	–	–	7,470,000
Wake Forest Library	–	–	–	3,439,000	–	–	–	3,439,000
Library Materials and Collection Development	1,400,000	1,400,000	–	–	–	–	–	2,800,000
Reserved for Future Library Projects	–	–	–	–	34,000	–	–	34,000
Upgrades to Existing Library Facilities	860,000	225,000	650,000	–	–	–	–	1,735,000
Middle Creek Library	295,000	4,640,000	–	–	–	–	–	4,935,000
Morrisville Library	–	–	327,000	5,034,000	–	–	–	5,361,000
Cary Regional Library	100,000	832,000	11,930,000	–	–	–	–	12,862,000
Fuquay-Varina Library	50,000	705,000	4,785,000	–	–	–	–	5,540,000
Total Uses	2,705,000	7,802,000	17,692,000	11,180,000	4,797,000	–	–	44,176,000
Authorized and Unissued	1,305,000	6,402,000	17,692,000	11,180,000	4,797,000	–	–	41,376,000
Transfers From General Fund	1,400,000	1,400,000	–	–	–	–	–	2,800,000
Total Sources	2,705,000	7,802,000	17,692,000	11,180,000	4,797,000	–	–	44,176,000
CIP Operating Impacts	–	1,722,000	2,292,000	2,961,000	4,505,000	4,951,000	4,951,000	21,382,000
CIP Operating Impacts - FTE	–	22	28	43	58	63	63	277

Seven-Year CIP Summary

The FY 2015-2021 CIP includes \$44,176,000 to construct a variety of new, replacement, and expanded libraries. \$1,400,000 is also allocated each year in FY 2014 - FY 2016 for library materials and collection development. The remaining funds are dedicated to projects identified in the County's 2007 Libraries Master Plan, which includes construction of six major library projects and several existing facility upgrade projects, for which library bonds were approved by the voters in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011. A

bond sale is scheduled to take place in the Summer 2014. Following this sale, the remaining major construction projects are planned to begin in FY 2015 and will stretch through FY 2019. This schedule will be evaluated prior to the issuance of bonds.

History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007, reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional

Libraries

libraries identified in the 2002 Libraries Master Plan do not require any significant changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Project Accomplishments

In November 2013, the Board of Commissioners granted approval to resume development of Northeast Regional Library, which had been suspended since 2008, due to the economic recession. Bid documents were repackaged for permitting and bid solicitation during FY 2014, with the goal of breaking ground on construction in late summer of 2014.

An upgrade project was also completed at the Zebulon Community Library. This 5,100 sq. ft. library was originally built in 1997. Renovations included replacements of the roof, HVAC system, lights, windows, entry doors, and installation of new finishes. This library reopened in June 2014.

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.

Libraries

Library Materials and Collection Development

An adequate collection of print books and digital media are a critical component of a successful library system. The citizens of Wake County heavily use the Wake County Public Library System and check out over 11 million print, audio, and e-books annually. In

order to ensure that the County develops and maintains an appropriately sized book collection, staff developed a collection model used to determine the level of funding needed to meet service demands. \$1.4 million is allocated per year in FY 2014 - FY 2016 to fund additional acquisition of print and digital media for the Wake County Public Library System.

Program Summary: Library Materials and Collection Development

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Library Materials	1,400,000	1,400,000	-	-	-	-	-	2,800,000
Total Uses	1,400,000	1,400,000	-	-	-	-	-	2,800,000
Funding Sources								
Transfers From General Fund	1,400,000	1,400,000	-	-	-	-	-	2,800,000
Total Sources	1,400,000	1,400,000	-	-	-	-	-	2,800,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries



Cary Regional Library

The existing Cary Branch Library is 11,800 sq. ft. and is exceeding its circulation capacity. The branch is

operating at the level of a regional facility and is scheduled to be replaced with a 22,000 sq. ft. regional prototype model. The site and building are currently leased from the Town of Cary. The County is working in partnership with the Town of Cary to relocate the library to a site on the east side of South Academy Street, in conjunction with the Town's planned downtown revitalization plan. Planning and design is scheduled for FY 2015 and FY 2016, and construction is currently planned for FY 2017-2018, with completion and opening anticipated in early FY 2019. The replacement library is expected to need approximately twelve new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials (phased in over FY 2018 and FY 2019).

Program Summary: Cary Regional Library

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	–	82,000	9,380,000	–	–	–	–	9,462,000
Professional Services	100,000	750,000	–	–	–	–	–	850,000
Library Materials	–	–	1,750,000	–	–	–	–	1,750,000
Furniture, Fixtures & Equipment	–	–	800,000	–	–	–	–	800,000
Total Uses	100,000	832,000	11,930,000	–	–	–	–	12,862,000
Funding Sources								
Authorized and Unissued	100,000	832,000	11,930,000	–	–	–	–	12,862,000
Total Sources	100,000	832,000	11,930,000	–	–	–	–	12,862,000
CIP Operating Impacts	–	–	–	111,000	972,000	972,000	972,000	3,027,000
CIP Operating Impacts - FTE	–	–	–	8	12	12	12	44

Libraries

Upgrades to Existing Library Facilities

Wake County's facility condition assessment process identified seven (7) library facilities where renovation and repairs are necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, HVAC and energy conservation improvements, and replacement of furnishings, fixtures, and equipment.

The implementation schedule for library upgrade projects has been adjusted slightly from the previous year. For the FY 2015 - 2021 CIP, other upgrades are funded for Southeast Regional Library (\$860,000) in FY 2015, Olivia Raney Library (\$225,000) in FY 2016, and East Regional Library (\$650,000) in FY 2017.

Program Summary: Upgrades to Existing Library Facilities

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	502,000	225,000	467,000	–	–	–	–	1,194,000
Professional Services	48,000	–	68,000	–	–	–	–	116,000
Furniture, Fixtures & Equipment	310,000	–	115,000	–	–	–	–	425,000
Total Uses	860,000	225,000	650,000	–	–	–	–	1,735,000
Funding Sources								
Authorized and Unissued	860,000	225,000	650,000	–	–	–	–	1,735,000
Total Sources	860,000	225,000	650,000	–	–	–	–	1,735,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Libraries

Fuquay-Varina Library

The existing Fuquay-Varina Branch Library is 4,400 sq. ft. and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is scheduled to expand to 8,000 sq. ft.. The Town of Fuquay-Varina is dedicating land adjacent to the existing library to accommodate either expansion or replacement of the current facility. This facility is scheduled to open in FY 2018. The replacement library is expected to need approximately four new staff members. Operating cost estimates shown below include these staff along with funds for supplies and materials.



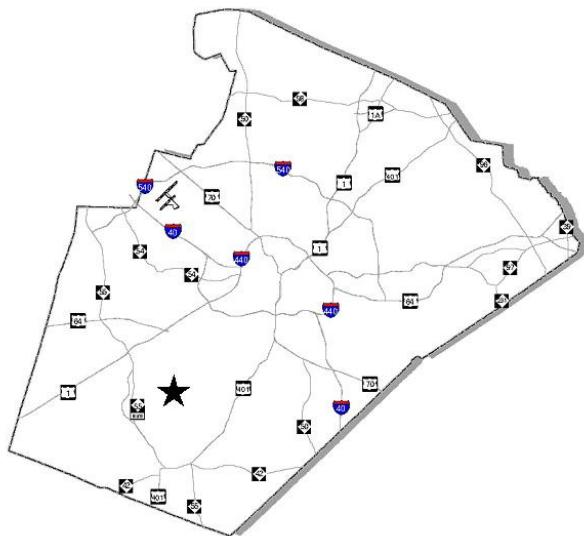
Program Summary: Fuquay-Varina Library

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	–	90,000	3,755,000	–	–	–	–	3,845,000
Relocation/ Moving/ Temporary Facility	–	350,000	–	–	–	–	–	350,000
Professional Services	50,000	265,000	–	–	–	–	–	315,000
Library Materials	–	–	700,000	–	–	–	–	700,000
Furniture, Fixtures & Equipment	–	–	330,000	–	–	–	–	330,000
Total Uses	50,000	705,000	4,785,000	–	–	–	–	5,540,000
Funding Sources								
Authorized and Unissued	50,000	705,000	4,785,000	–	–	–	–	5,540,000
Total Sources	50,000	705,000	4,785,000	–	–	–	–	5,540,000
CIP Operating Impacts	–	–	13,000	279,000	279,000	279,000	279,000	1,129,000
CIP Operating Impacts - FTE	–	–	1	4	4	4	4	17

Libraries

Middle Creek Library

A new community library is proposed for southern Wake County adjacent to Middle Creek High School. The library will be located on an existing open parcel of land at the Middle Creek Public School Campus. The planned library is in an area of increasing population that does not have convenient access to library services. The building is proposed to be 8,000 sq. ft. and is scheduled for opening in FY 2017. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FY 2016 and FY 2017), along with funds for supplies and materials.



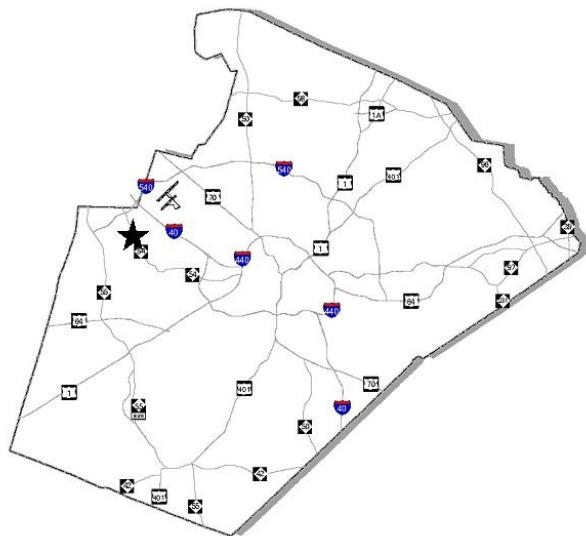
Program Summary: Middle Creek Library

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	–	3,395,000	–	–	–	–	–	3,395,000
Professional Services	295,000	–	–	–	–	–	–	295,000
Library Materials	–	915,000	–	–	–	–	–	915,000
Furniture, Fixtures & Equipment	–	330,000	–	–	–	–	–	330,000
Total Uses	295,000	4,640,000	–	–	–	–	–	4,935,000
Funding Sources								
Authorized and Unissued	295,000	4,640,000	–	–	–	–	–	4,935,000
Total Sources	295,000	4,640,000	–	–	–	–	–	4,935,000
CIP Operating Impacts	–	42,000	599,000	599,000	599,000	599,000	599,000	3,037,000
CIP Operating Impacts - FTE	–	3	8	8	8	8	8	43

Libraries

Morrisville Library

A new community library is proposed for Morrisville as part of a planned downtown commercial complex where the town will dedicate the land for a library. The town is also considering developing a cultural arts facility in conjunction with the new library. Although the planned library is in the vicinity of West Regional Library, there remains an increasing demand for library services in the area. The building is proposed to be 8,000 sq. ft. and is scheduled to be completed for opening in FY 2019. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials.



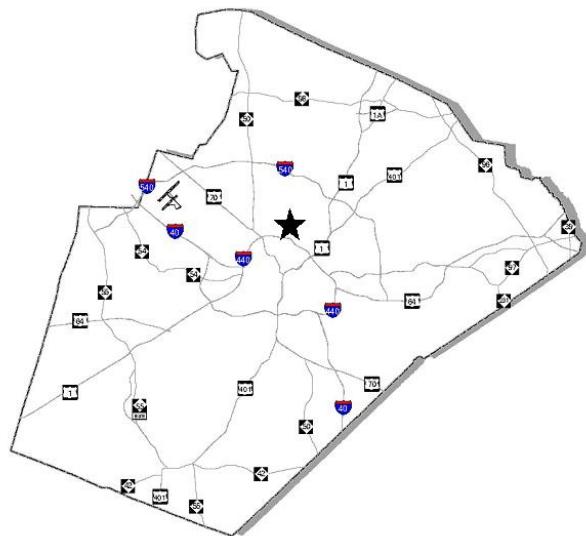
Program Summary: Morrisville Library

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	–	–	47,000	3,788,000	–	–	–	3,835,000
Professional Services	–	–	280,000	–	–	–	–	280,000
Library Materials	–	–	–	916,000	–	–	–	916,000
Furniture, Fixtures & Equipment	–	–	–	330,000	–	–	–	330,000
Total Uses	–	–	327,000	5,034,000	–	–	–	5,361,000
Funding Sources								
Authorized and Unissued	–	–	327,000	5,034,000	–	–	–	5,361,000
Total Sources	–	–	327,000	5,034,000	–	–	–	5,361,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	8	8	8
								24

Libraries

North Hills Library

A new community library is proposed for Raleigh in the area of North Hills Center. This is an area of dense population, which currently has limited library services. The County will consider options including leasing space at the North Hills Center or building its own facility. The building is proposed to be 8,000 sq. ft. and scheduled for opening in FY 2020. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phase in beginning in FY 2020), along with funds for supplies and materials.



Program Summary: North Hills Library

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Land Costs	–	–	–	2,000,000	–	–	–	2,000,000
Construction Costs	–	–	–	432,000	3,518,000	–	–	3,950,000
Professional Services	–	–	–	275,000	–	–	–	275,000
Library Materials	–	–	–	–	915,000	–	–	915,000
Furniture, Fixtures & Equipment	–	–	–	–	330,000	–	–	330,000
Total Uses	–	–	–	2,707,000	4,763,000	–	–	7,470,000
Funding Sources								
Authorized and Unissued	–	–	–	2,707,000	4,763,000	–	–	7,470,000
Total Sources	–	–	–	2,707,000	4,763,000	–	–	7,470,000
CIP Operating Impacts	–	–	–	–	42,000	799,000	799,000	1,640,000
CIP Operating Impacts - FTE	–	–	–	–	3	8	8	19

Libraries

Reserved for Future Library Projects

During November 2007 voters approved a \$45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of the Libraries Master Plan six projects were identified for major construction or renovations. In addition,

several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of \$34,000 will be used as a reserve for future library projects.

Program Summary: Reserved for Future Library Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	-	-	-	-	34,000	-	-	34,000
Total Uses	-	-	-	-	34,000	-	-	34,000
Funding Sources								
Authorized and Unissued	-	-	-	-	34,000	-	-	34,000
Total Sources	-	-	-	-	34,000	-	-	34,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries

Wake Forest Library

The existing Wake Forest Branch Library is 5,200 sq. ft. and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is operating at the level of a large community branch library and is scheduled to expand to 9,000 sq. ft.. The site will accommodate expansion of the existing library, which is located adjacent to the County's Northern Regional Center. The expansion is scheduled to open in FY 2018. The expanded library is expected to need approximately four new staff members and includes these staff along with funds for supplies and materials.



Program Summary: Wake Forest Library

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	-	-	-	2,391,000	-	-	-	2,391,000
Professional Services	-	-	-	73,000	-	-	-	73,000
Library Materials	-	-	-	675,000	-	-	-	675,000
Furniture, Fixtures & Equipment	-	-	-	300,000	-	-	-	300,000
Total Uses	-	-	-	3,439,000	-	-	-	3,439,000
Funding Sources								
Authorized and Unissued	-	-	-	3,439,000	-	-	-	3,439,000
Total Sources	-	-	-	3,439,000	-	-	-	3,439,000
CIP Operating Impacts	-	-	-	292,000	292,000	292,000	292,000	1,168,000
CIP Operating Impacts - FTE	-	-	-	4	4	4	4	16

Open Space

Element Summary: Open Space

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	520,000	3,640,000						
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	520,000	3,640,000						
CIP Operating Impacts	45,986	70,168	70,168	70,168	70,168	70,168	70,168	466,994
CIP Operating Impacts - FTE	1	1	1	1	1	1	1	7

Seven-Year CIP Summary

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties and corridors for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

Since 2001, a total 5,458 acres of land has been acquired and preserved as Open Space for a total cost of \$87.9 million which includes \$62.8 million in County funds. Wake County has ownership (and/or management responsibilities) of 3,985 acres and various partners control the remaining 1,473 acres

along with two additional bonds in 2004, helped fund the County's open space acquisitions. The bond funds associated with the 2000 referendum (\$15 million) and the 2004 referendum (\$26 million) have been expended. On April 9, 2013, Wake County sold the final \$21 million of bonds authorized by the 2007 referendum (\$50 million) and that money is now available for open space purchases.

Over the years, Wake County's open space program has relied on input from the Consolidated Open Space Plan, Watershed Management Plan, Growth Management Plan, and other critical documents to help guide the acquisition process. In 2008, the guiding principles were captured in the Wake County Public Open Space Preservation Program Policy, which staff still uses to make decisions about the direction of the open space program.

In FY 2012 County staff developed a GIS-based model to score and rank all potential open space properties in Wake County. The model uses many criteria including impact on water quality, size of the parcel, location, and species and habitat preservation. Once this data became available, Wake County began its "Solicitation of Interest" process wherein staff mails a letter to all high scoring property owners to see if they are interested in selling their property voluntarily. After the deadline to respond passes, staff can then evaluate all the available properties relative to one another. The shift to this acquisition process has provided staff with much more complete

History/Background

During the 1990's Wake County experienced rapid growth and development in outlying areas that resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, Wake County committed \$1.3 million for open space planning and to provide grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum in 2000. This bond funding,

information and allows for a more effective evaluation process.

Project Accomplishments

Using the new acquisition process described above, Wake has acquired 185 acres of open space and 367 acres of conservation easement for \$3.83 million to date in FY 2014. Staff anticipates the possible acquisition of several additional properties during FY 2014.

Continuing in FY 2015 Wake County will use the balance of the \$21 million in general obligation bonds that were sold in April 2013 to acquire additional open space and proceed with partnerships such as greenways. In addition, these bond funds will also fund the design and construction of three new preserves on Turnipseed, Robertson's Mill Pond, and Procter Farm open space properties.

Operating Budget Impact

Since the inception of the open space program, Wake County has incurred only minor operating costs associated with the stewardship of acquired land. However, as the number of acres under stewardship continues to grow, County staff is continually monitoring and evaluating its land management operations and programs. It is possible that in the future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

Open Space

Open Space

Using the new acquisition process, Wake has acquired 185 acres of open space and 367 acres of conservation easement for \$3.83 million to date in FY 2014. Staff anticipates the possible acquisition of several additional properties during FY 2014.

Another partnership project completed in FY 2014 is the construction of Mingo Creek Greenway Trail in the Town of Knightdale, which was funded in part with County open space bonds.

Continuing in FY 2015 Wake County will use the balance of the \$21 million in general obligation bonds that were sold in April 2013 to acquire additional open space and proceed with partnerships such as greenways. These bond funds will also fund the design and construction for public access of 3 new preserves on Turnipseed, Robertson's Mill Pond, and Procter Farm open space properties. In addition to Open Space Bond funds, the CIP also includes annual reimbursements from the City of Raleigh (\$500,000) and the Town of Wendell (\$20,000) that may be used toward future open space acquisitions.

Program Summary: Open Space

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Land Costs	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	520,000	3,640,000						
Funding Sources								
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	520,000	3,640,000						
CIP Operating Impacts	45,986	70,168	70,168	70,168	70,168	70,168	70,168	466,994
CIP Operating Impacts - FTE	1	7						

Parks

Element Summary: Parks

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
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	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total Uses	550,000	3,850,000						
Transfers From General Fund	550,000	550,000	550,000	550,000	550,000	550,000	550,000	3,850,000
Total Sources	550,000	3,850,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2015-2021 CIP includes \$3.85 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program and \$1.75 million for existing facility improvements at various County parks and school/park facilities.

History/Background

In fall 2002, staff completed a master-planning process to determine the park and recreation facility needs across the county and to define County government's role in meeting those needs. In 2008, staff updated the Master Plan by facilitating a comprehensive review of existing facilities and predicted need for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan.

The 2008 Master Plan confirms the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include: (1) Maintaining the three Core Service areas of open space, recreation and leisure, and environmental and cultural education. (2) Identification of new park facilities that meet current and long-term needs. (3) Continue to partner with the school system and

municipalities in the delivery of parks and recreation services. (4) Continue the high level of maintenance and renovation at existing facilities.

Over the years, Master Plans have been developed for each Wake County Park. The most recent Master Plan was completed in 2005. A more current Master Plan is needed for the entire Wake County Park System in order to accurately assess the long term needs for the system and individual park facilities. This updated Master Plan will provide recommendations for updated funding levels that reflect current costs sufficient to fund major maintenance and renovation/build-out projects at existing parks, and also identify funding for the development of new PROS facilities. This endeavor has been identified in FY 2014 Tactical and Strategic Plan for Parks and Open Space.

Funding this master planning work is the first step in creating a more comprehensive understanding of facility needs at existing parks and the appropriate funding strategy. Funding is proposed to be provided through reallocations of savings from existing projects.

Parks

Project Accomplishments

Completed facility improvements at five County parks: American Tobacco Trail, Harris Lake, Blue Jay Point, Crowder District Park, and Historic Oak View.

Completed facility improvements at Fuquay Varina Elementary School Park.

During FY 2014 there was no new funding provided for land acquisition or infrastructure development for Community Use of School Parks. FY 2015-2021 CIP does include funding for land acquisition and infrastructure development.

Parks



sites to identify critical park infrastructure repairs and improvements. The FY 2015 - FY 2021 CIP includes \$1.75 million to address improvements identified through the condition assessment process. Four County Park sites have been identified for renovations for FY 2015: American Tobacco Trail, Historic Oak View County Park, North Wake Landfill District Park, and Crowder District Park. In addition, Fuquay-Varina Elementary School Park has also been identified for shelter structural improvements.

Existing Parks Facility Improvements

The County conducts annual facility condition assessments at existing County Park and School Park

Program Summary: Existing Parks Facility Improvements

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total Uses	250,000	1,750,000						
Funding Sources								
Transfers From General Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total Sources	250,000	1,750,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	-							

Parks



Public School System, municipalities, and non-profit agencies to develop community parks in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters. During FY 2014, there was no new funding available for land acquisition or infrastructure development for Community Use of School Parks. However, the FY 2015-2021 CIP does include funding in future years for land acquisition and infrastructure development.

Community Use of School Parks

The Community Use of Schools Program represents a partnership between Wake County, Wake County

Program Summary: Community Use of School Parks

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Uses	300,000	2,100,000						
Funding Sources								
Transfers From General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Sources	300,000	2,100,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	-							

Program-wide Projects

Element Summary: Program-wide Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Reserve for Future Projects	3,324,000	–	–	–	8,643,000	335,000	10,311,000	22,613,000
Total Uses	4,824,000	1,500,000	1,500,000	1,500,000	10,143,000	1,835,000	11,811,000	33,113,000
Authorized and Unissued	3,324,000	–	–	–	–	–	–	3,324,000
Transfers From General Fund	1,500,000	1,500,000	1,500,000	1,500,000	10,143,000	1,835,000	11,811,000	29,789,000
Total Sources	4,824,000	1,500,000	1,500,000	1,500,000	10,143,000	1,835,000	11,811,000	33,113,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Program-wide Projects

Reserve for Future Projects

To ensure sound financial stewardship, the County maintains capital reserves for future projects. Typically these funds are considered available for future capital projects with sound business cases or cost increases for existing projects with changes in scope.

The FY 2015-2021 CIP includes \$34.6 million for future capital improvement projects, and \$3.3 million of this is appropriated in FY 2015. The \$3.3 million represents reimbursement from the planned August 2014 library bond sales for County uncommitted funds used to fund Northeast Regional Library. The County CIP uses prior year funds as a revenue source in FY 2015 - FY 2018. After FY 2015, the majority of new funding for reserve for future projects is shown in FY 2019 - 2021.

Program Summary: Reserve for Future Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Reserves (Budget Entries Only)	3,324,000	-	-	-	8,643,000	335,000	10,311,000	22,613,000
Total Uses	3,324,000	-	-	-	8,643,000	335,000	10,311,000	22,613,000
Funding Sources								
Authorized and Unissued	3,324,000	-	-	-	-	-	-	3,324,000
Transfers From General Fund	-	-	-	-	8,643,000	335,000	10,311,000	19,289,000
Total Sources	3,324,000	-	-	-	8,643,000	335,000	10,311,000	22,613,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Program-wide Projects

Transfers to Other Funds

The FY 2015-2021 CIP includes a transfer to the Wake Tech Capital Fund of \$10.5 million. These

funds will be used for both current and future general repairs and renovations as well as minor capital projects at Wake Technical Community College.

Program Summary: Transfers to Other Funds

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Interfund Transfers Out	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Total Uses	1,500,000	10,500,000						
Funding Sources								
Transfers From General Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Total Sources	1,500,000	10,500,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety

Element Summary: Public Safety

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Emergency Operations Center	100,000	–	–	–	918,000	9,852,000	1,230,000	12,100,000
CAD Improvements	100,000	4,000,000	175,000	350,000	175,000	350,000	175,000	5,325,000
800 Megahertz System	5,369,000	10,817,000	13,488,000	6,066,000	128,000	–	–	35,868,000
EMS Projects	1,000,000	1,733,000	3,240,000	1,775,000	1,340,000	–	–	9,088,000
EMS Defibrillators	1,586,000	1,614,000	–	–	–	1,586,000	1,586,000	6,372,000
Total Uses	8,155,000	18,164,000	16,903,000	8,191,000	2,561,000	11,788,000	2,991,000	68,753,000
Appropriated Fund Balance	4,831,000	13,260,000	11,169,000	261,000	–	–	–	29,521,000
Transfers From General Fund	3,324,000	4,127,000	4,957,000	7,153,000	2,561,000	11,788,000	2,991,000	36,901,000
Transfers From Special Districts Fund	–	777,000	777,000	777,000	–	–	–	2,331,000
Total Sources	8,155,000	18,164,000	16,903,000	8,191,000	2,561,000	11,788,000	2,991,000	68,753,000
CIP Operating Impacts	–	–	900,000	900,000	900,000	900,000	900,000	4,500,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2015-2021 Community Improvement Plan includes approximately \$56.7 million over the next seven years for Public Safety capital improvements.

Planned projects include:

800 Megahertz Master Plan: This project includes replacing infrastructure; radios; tone, voice, and alphanumeric pagers; and adding simulcast features to a tower in RTP. The portions of the plan related to fire departments are proposed to be funded with Fire Tax District revenue transferred from Fire Tax. This project plan includes a partnership with the Town of Cary.

EMS Facilities: The EMS Facilities Master Plan has a number of projects planned over the course of the FY 2015-21 CIP period. A variety of projects are planned for seven different stations, at least four of which will be co-located with Fire Stations. These

projects include: participation with the Town of Fuquay-Varina for expansion of bay space to house an EMS ambulance and Fire vehicle at Fuquay Station #2, development of a substation in the New Hope area northeast of the City of Raleigh, replacement of an existing station in Wendell, station co-located with a fire and police substation to serve the proposed new Wendell Falls development, replacement of the District Drive station in West Raleigh, due to the anticipated eviction of an existing station from State property in 2017, and co-location with a new fire station north of Fuquay-Varina.

EMS Defibrillators: The FY 2015 - FY 2021 also includes funding for the replacement of EMS defibrillators on a five year replacement cycle.

History/Background

Public Safety projects in the past have included installing generators at emergency shelters, building and renovating public safety related facilities, and

funding technology projects to improve public safety in Wake County. Projects are historically developed through master plans that are reviewed and then used to develop CIP requests.

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and \$2 million was budgeted to seed this project. This plan is evaluated and modified each year based on updated response time data and demographics within the EMS system. The modified plan includes a partnership in the renovation and expansion of the Fuquay Fire Station #2 co-location, the addition of stations at New Hope and Fuquay North to address geographic gaps in coverage, the replacement of the Wendell Main, the addition of a new facility at Wendell Falls based on expected future growth, and finally relocation and replacement of the existing District Drive station to a new location, due to the anticipated eviction of the existing station from State property where it currently resides.

The FY 2015 - FY 2021 CIP includes funding for the second of two rounds of defibrillator replacements. This next round of replacements is scheduled for 2015 and 2016. Funds are budgeted to cover those replacements. A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure and alphanumeric, tone, and voice pagers. The FY 2015-2021 CIP proposes funding portions of this plan.

Project Accomplishments

Bids were solicited and a construction contract awarded for the Brier Creek station, which will replace an outdated, existing metal structure used by EMS on RDU International Airport property.

Operating Budget Impact

The new EMS facilities will require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. With the exception of Fuquay North and Wendell Falls, these new facilities will not require new personnel; rather, they are

proposed to handle new and declustered ambulance units that will come as a result of growth.

Public Safety



800 Megahertz System

Since 2005, the County has operated an 800 MHz radio system for interdepartmental and interagency communication. The system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by solving coverage problems (areas in Wake County where radios could not operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management, and General Services Administration. All municipalities in the county, except Cary, have agencies operating

on the system. Today, over 6,800 mobile and portable radios, 1,900 alphanumeric pagers and 1,200 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS, and other non-public safety Users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that detailed capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. In FY 2013, revisions were made to the original capital funding model including shifting funds allocated for radio replacement (mobiles and portables) out several years to FY 2016 through FY 2018. In addition, end of life replacement projects for the County's paging infrastructure and devices were added to the model in years FY 2018 and FY 2019.

During FY 2013 the Information Services department completed several projects funded through the capital program including performing corrective maintenance on the Wake North and Wake South Radio Tower sites and the procurement and installation of a DiagnosX device to determine if the mobile and portable radios accessing the County radio system are operating to accurate specifications.

Program Summary: 800 Megahertz System

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Purchased Services Construction	5,369,000	10,817,000	13,488,000	6,066,000	128,000	-	-	35,868,000
Total Uses	5,369,000	10,817,000	13,488,000	6,066,000	128,000	-	-	35,868,000
Funding Sources								
Appropriated Fund Balance	4,831,000	9,440,000	10,994,000	261,000	-	-	-	25,526,000
Transfers From General Fund	538,000	600,000	1,717,000	5,028,000	128,000	-	-	8,011,000
Transfers From Special Districts Fund	-	777,000	777,000	777,000	-	-	-	2,331,000
Total Sources	5,369,000	10,817,000	13,488,000	6,066,000	128,000	-	-	35,868,000

Program Summary: 800 Megahertz System

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety

CAD Improvements

The Raleigh-Wake County Emergency Communications Center (RWECC) is the second-busiest 9-1-1 center in the State of North Carolina, last year answering more than 862,000 incoming calls, and dispatching over 507,000 incidents. RWECC is responsible for answering 9-1-1 calls for all of Wake County, with the exception of Cary, Holly Springs, and wire line calls for North Carolina State University. Fire departments are directly dispatched, with the exception of Cary, and Emergency Medical Services are provided countywide.

Wake County and the City of Raleigh have jointly operated the Computer Aided Dispatch (CAD) system that serves the RWECC. The current CAD system is a Motorola (Printrak) Premier CAD version 7.0.0.7.2. Originally installed in 2003, the CAD system was funded through 911 funds distributed to the County, prior to the changes directing these dollars to the state and Primary Public Safety Answering Point (PSAPs). Since implementation, there have been numerous software and hardware upgrades made throughout its life cycle. The last major hardware upgrade was the replacement of the servers in 2009. No major development is being done on the existing line of software as the manufacturer explores a new product line. Motorola has documented the CADs end-of-life date as August 31, 2018.

In late 2012, County and City of Raleigh staff began a project to identify the need for a replacement CAD system, incorporating input from all current customers of the Raleigh-Wake Emergency Communications 911 Center. A business justification recommending replacement of the CAD system was jointly developed during FY 2014 and approved by all participating municipalities and the County.

Initial cost estimates provided by several CAD vendors, combined with staff calculations of hardware, software, implementation and licensing costs indicate that a replacement CAD system will require approximately \$8-10 million for procurement and implementation. In addition, using industry best practice models, staff estimates that the complete procurement and implementation of a replacement CAD system serving RWECC will require approximately 30-36 months for full completion. Based on that timeline, the majority of funding needed for the replacement CAD system occurs in FY 2016.

This is a priority project for both the City and County, however the project is currently unfunded. County and City staff are currently investigating funding sources including 911 funding, and \$100,000 has been included in the FY 2015-2021 plan for further study, analysis, and planning. Staff also continues work associated with the development of the business requirements for a replacement CAD system, which will ultimately be the basis for a request for proposal for acquisition of the new platform.

Program Summary: CAD Improvements

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Purchased Services Construction	100,000	4,000,000	175,000	350,000	175,000	350,000	175,000	5,325,000
Total Uses	100,000	4,000,000	175,000	350,000	175,000	350,000	175,000	5,325,000

Funding Sources

Appropriated Fund Balance	-	3,820,000	175,000	-	-	-	-	3,995,000
---------------------------	---	-----------	---------	---	---	---	---	-----------

Program Summary: CAD Improvements

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Transfers From General Fund	100,000	180,000	–	350,000	175,000	350,000	175,000	1,330,000
Total Sources	100,000	4,000,000	175,000	350,000	175,000	350,000	175,000	5,325,000
CIP Operating Impacts	–	–	900,000	900,000	900,000	900,000	900,000	4,500,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Public Safety

EMS Defibrillators

GS 131E-157 (a) requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The most recent phase of the

scheduled defibrillator replacement cycle was completed in FY 2010 and FY 2011.

The FY 2015 - 2021 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. Funding of \$3.2 million is scheduled for FY 2015 and FY 2016 and funding of \$3.17 million is scheduled in FY 2020 and FY 2021.

Program Summary: EMS Defibrillators

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Purchased Services Construction	1,586,000	1,614,000	-	-	-	1,586,000	1,586,000	6,372,000
Total Uses	1,586,000	1,614,000	-	-	-	1,586,000	1,586,000	6,372,000
Funding Sources								
Transfers From General Fund	1,586,000	1,614,000	-	-	-	1,586,000	1,586,000	6,372,000
Total Sources	1,586,000	1,614,000	-	-	-	1,586,000	1,586,000	6,372,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety



EMS Projects

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are three nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008, which addresses EMS facilities through FY 2021. The plan evaluated

areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future, and facilities are needed to not only store the ambulance, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and to sleep if they are on a 24-hour shift.

An allocation of \$2 million was originally appropriated in FY 2008 to begin funding design and construction of the actual EMS facilities.

The FY 2015-2021 CIP includes continued funding for the EMS Master Plan. The planned facilities in the FY 2015 - 2021 CIP include: FY 2015 - 2016: New Hope Substation; FY 2015 - 2017: Wendell Main and the replacement of District Drive Substation; FY 2016 - 2018: Fuquay North; FY 2017-2019: Wendell Falls co-located facility.

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Program Summary: EMS Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	250,000	1,405,000	1,770,000	1,635,000	1,285,000	–	–	6,345,000
Land Costs	–	150,000	125,000	–	–	–	–	275,000
Professional Services	350,000	178,000	1,345,000	140,000	–	–	–	2,013,000
Purchased Services	400,000	–	–	–	–	–	–	400,000
Construction								
Furniture, Fixtures & Equipment	–	–	–	–	55,000	–	–	55,000
Total Uses	1,000,000	1,733,000	3,240,000	1,775,000	1,340,000	–	–	9,088,000

Public Safety

Program Summary: EMS Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Funding Sources								
Transfers From General Fund	1,000,000	1,733,000	3,240,000	1,775,000	1,340,000	–	–	9,088,000
Total Sources	1,000,000	1,733,000	3,240,000	1,775,000	1,340,000	–	–	9,088,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Public Safety

Emergency Operations Center

Wake County has operated an Emergency Operations Center (EOC) in the lowest level of the Wake County Courthouse since 1988. Due to population growth, increased responsibilities associated with that growth and operational changes in EOC operations, the Existing EOC has outlived its effectiveness. Replacing the EOC with a new facility will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

In 2012, the City of Raleigh began to explore alternative plans for construction of a new 911 Communications Center in the northeastern part of Raleigh. The City then asked the County to consider partnering to relocate the County's Emergency Operations Center into a co-located facility with the City's Emergency Communications Center.

A new 91,000 SF Critical Public Safety Facility is proposed by the City of Raleigh to include an Emergency Communications (911) Center, City Emergency Operations Center, City Information Center, Raleigh Traffic Control Center, and Raleigh Information Service Data Center. However, after further discussions it was determined that the concept explored by the City would not meet County specifications and needs.

The FY 2015-2021 CIP allocates \$100,000 to this project for further study, analysis, and planning. County Management and Emergency Management are currently exploring multiple options for a future site and building design for the EOC. This includes analyzing existing sites, proposing new sites, defining building specifications, and exploring partnership opportunities.

Program Summary: Emergency Operations Center

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Professional Services	100,000	-	-	-	918,000	9,852,000	1,230,000	12,100,000
Total Uses	100,000	-	-	-	918,000	9,852,000	1,230,000	12,100,000
Funding Sources								
Transfers From General Fund	100,000	-	-	-	918,000	9,852,000	1,230,000	12,100,000
Total Sources	100,000	-	-	-	918,000	9,852,000	1,230,000	12,100,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech CIP 2012	61,305,000	41,460,000	—	—	—	—	—	102,765,000
Total Uses	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	113,265,000
Transfers From CP/Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Authorized and Unissued	58,000,000	37,750,000	—	—	—	—	—	95,750,000
Transfers From General Fund	3,305,000	3,710,000	—	—	—	—	—	7,015,000
Total Sources	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	113,265,000
CIP Operating Impacts	—	925,000	667,000	1,301,000	—	—	—	2,893,000
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

The FY 2015-2021 CIP includes \$113.265 million for Wake Technical Community College's 2012 building program, general repairs and renovations and minor capital.

Items to be funded under general repairs and renovations and minor capital include various smaller renovation projects, HVAC replacements and upgrades, miscellaneous carpet and signage upgrades, and various security and computer equipment for the College.

History/Background

On November 6, 2012, Wake County voters approved a referendum for \$200 million in general obligation bonds for Wake Technical Community College (WTCC) to construct, renovate, expand, improve and equip Wake Tech facilities, in addition to funding additional land acquisition or rights of way for the College. An additional \$10.2 million will be funded by cash in the County's capital budget.

The Wake Tech 2012 building program will include additional new buildings at the Northern Wake Campus (\$130.5 million), continued expansion at the Public Safety Campus (\$9.02 million), repairs and renovations at all campuses (\$15.9 million), and the first two classroom buildings and associated infrastructure constructed at the new Research Triangle Park (RTP) Campus (\$54.75 million). \$104.25 million of general obligation bonds were issued in FY 2013 in support of this program; \$95.75 million remains to be issued in FY 2015 and FY 2016.

The Wake Tech 2007 building program is nearing conclusion and the last remaining funding for the 2007 building program was appropriated in FY 2011 and the final projects are underway and the last of the bond funding has been posted to the projects. This funding was approved by referendum on October 9, 2007. It includes \$92 million in general obligation bonds and \$23 million in pay-as-you-go funding for financing the construction and equipment associated with, renovations, additions and various, improvements to existing facilities as well as development of new buildings, including the acquisition of land.

The County provides funding for Wake Tech in accordance with NCGS §115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Funds provided in the FY 2015-2021 CIP are in accordance with the provisions described above. Projects that are funded by bonds not yet authorized or issued are shown in the CIP, but funds are not appropriated as part of the FY 2015 Capital Projects Ordinance.

Operating Budget Impact

Per NCGS 115D-32, the County is required to maintain buildings and grounds and operations of facilities; and purchase of all furniture and equipment not provided for administrative and instructional purposes. The College is able to allocate existing County appropriation to cover additional operating impacts of its current building program for FY 2015.

Wake Tech has identified \$2.9 million of recurring operating impacts associated with the proposed \$210.2 million building program.

Wake Technical Community College

General Repairs and Renovations

Wake Technical Community College has identified specific projects categorized as general repairs and renovations. These projects include HVAC system replacements, lighting retrofits, ADA compliance projects, and various other life cycle replacements.

For FY 2015, Wake Tech has identified miscellaneous improvements at Main Campus including building a canopy outside of Ready Hall Welding lab to accommodate outside welding and providing more

electrical outlets in the Engineering Technology building to accommodate students' power source needs. Also, on the Health Sciences Campus, projects are planned to renovate the Medical Assisting Lab to provide a Medical Office Simulation Suite and lab and a Medical Assisting Classroom. Also renovations at the Health Sciences Library will provide more student work study areas, a large computer training room and upgrades to the restrooms to meet ADA accessibility.

Program Summary: General Repairs and Renovations

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Building Maintenance/ Repair	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	500,000	3,500,000						
Funding Sources								
Transfers From CP/Co Construction	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	3,500,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake Technical Community College

Minor Capital

Wake Technical Community College has identified needs that are categorized as minor capital in the FY 2015 - 2021 CIP. For 2015, the College has

designated funds for the purchase of furniture and equipment to upgrade classrooms to meet ADA and general safety requirements and for general relocations, renovations and building furnishings.

Program Summary: Minor Capital

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Building Maintenance/ Repair	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Uses	1,000,000	7,000,000						
Funding Sources								
Transfers From CP/Co Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Sources	1,000,000	7,000,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake Technical Community College

Wake Tech CIP 2012

Included in the FY 2015 - 2021 CIP is \$113.765 million for the Wake Tech 2012 Building Program. In November 2012, a referendum was approved to allow authorization of \$200 million of general obligations bonds. These general obligation bonds, in addition to \$10.2 million of cash funding, support the \$210.2 million program building.

During FY 2011, Wake Tech finalized the next phase of the Master Plan. The program included six priorities identified by Wake Tech including the completion of North Campus and beginning construction on at Research Triangle Park (RTP).

Included in this building program is \$130.5 million for the continued build out for Northern Wake Campus, \$54.75 million to begin construction at the RTP Campus, \$15.9 million for repairs and renovations collegewide and \$9.02 million to complete the Public Safety Campus. \$104,250,000 of general obligation bonds were issued in FY 2013 in support of the 2013 Building Program; \$95,750,000 remains to be issued. In FY 2015, the CIP appropriates \$3,305,000 of cash funding to be combined with bonds issued in FY 2015 for projects that will be appropriated at future Board of Commissioners meetings.

Program Summary: Wake Tech CIP 2012

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Wake Technical Community College Allocations	61,305,000	41,460,000	-	-	-	-	-	102,765,000
Total Uses	61,305,000	41,460,000	-	-	-	-	-	102,765,000
Funding Sources								
Authorized and Unissued	58,000,000	37,750,000	-	-	-	-	-	95,750,000
Transfers From General Fund	3,305,000	3,710,000	-	-	-	-	-	7,015,000
Total Sources	61,305,000	41,460,000	-	-	-	-	-	102,765,000
CIP Operating Impacts	-	925,000	667,000	1,301,000	-	-	-	2,893,000
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake County Public School System

Element Summary: Wake County Public School System

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
WCPSS Administrative Lease Reserve	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
CIP 2013	390,425,000	406,267,000	143,263,000	–	–	–	–	939,955,000
Total Uses	391,292,466	407,145,054	144,151,574	899,014	909,360	919,604	929,728	946,246,800
Pooled Investments	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
Transfers From General Fund	56,184,000	50,825,000	22,946,000	–	–	–	–	129,955,000
Generic Bond Issuance	334,241,000	355,442,000	120,317,000	–	–	–	–	810,000,000
Total Sources	391,292,466	407,145,054	144,151,574	899,014	909,360	919,604	929,728	946,246,800
CIP Operating Impacts	–	744,898	3,723,518	3,941,516	702,324	–	–	9,112,256
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

History/Background

The FY 2015-2021 CIP includes \$810 million of general obligation bonds approved by the voters on October 8, 2013, and \$129.9 million of cash funding. \$43.8 million of existing funds bring the total building program to \$983.7 million.

The first \$334.2 million of bonds to be issued for the building program are planned to be sold in August 2014. The WCPSS CIP 2013 building program contemplates commitments through fiscal year 2017. It provides for eleven new elementary schools, three middle schools and two high schools. Additionally the plan includes six major renovations, start-up renovation costs at three other schools, life cycle equipment replacement, educational equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

The FY 2015 - 2021 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities. The cumulative operating impact of CIP 2013 is estimated at a tax increase of 0.67 cents.

Wake County Public School System

WCPSS Administrative Lease Reserve

The FY 2015 - FY 2021 CIP reflects funding which will be transferred on an annual basis from the CIP to the Wake County Public School System's operating

appropriation to fund additional operating costs related to the Crossroads Administrative Building lease.

Program Summary: WCPSS Administrative Lease Reserve

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Interfund Transfers Out	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
Total Uses	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
Funding Sources								
Pooled Investments	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
Total Sources	867,466	878,054	888,574	899,014	909,360	919,604	929,728	6,291,800
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake County Public School System

CIP 2013

The FY 2015-2021 CIP includes \$810 million of general obligation bonds approved by the voters on October 8, 2013. These bonds will be combined with \$129.9 million of cash funding for a total of \$939.95 million. The first \$334.2 million of bonds to be issued for the building program are planned to be sold in August 2014. The plan provides for eleven

new elementary schools, three middle schools and two high schools. Additionally the plan includes six major renovations, start-up renovation costs at three other schools, life cycle equipment replacement, educational equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

Program Summary: CIP 2013

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Wake County School Allocations	390,425,00 0	406,267,00 0	143,263,00 0	–	–	–	–	– 939,955,000
Total Uses	390,425,00 0	406,267,00 0	143,263,00 0	–	–	–	–	– 939,955,000
Funding Sources								
Transfers From General Fund	56,184,000	50,825,000	22,946,000	–	–	–	–	– 129,955,000
Generic Bond Issuance	334,241,00 0	355,442,00 0	120,317,00 0	–	–	–	–	– 810,000,000
Total Sources	390,425,00 0	406,267,00 0	143,263,00 0	–	–	–	–	– 939,955,000
CIP Operating Impacts	–	744,898	3,723,518	3,941,516	702,324	–	–	– 9,112,256
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Fire/Rescue

Element Summary: Fire/Rescue

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Fire Apparatus and Vehicles	1,866,000	376,000	628,000	1,092,000	5,220,000	3,009,000	840,000	13,031,000
Fire Facilities	100,000	117,000	248,000	256,000	2,771,000	100,000	100,000	3,692,000
Reserve for Future Projects	302,000	289,000	179,000	100,000	640,000	30,000	1,002,000	2,542,000
Fire Equipment	346,000	1,879,000	1,880,000	2,824,000	955,000	748,000	546,000	9,178,000
Total Uses	2,614,000	2,661,000	2,935,000	4,272,000	9,586,000	3,887,000	2,488,000	28,443,000
Debt to be Authorized	1,260,000	–	–	859,000	7,063,000	1,285,000	476,000	10,943,000
Appropriated Fund Balance	40,000	614,000	856,000	1,165,000	–	514,000	–	3,189,000
Transfers From Special Districts Fund	1,284,000	2,017,000	2,049,000	2,218,000	2,493,000	2,058,000	1,982,000	14,101,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	2,614,000	2,661,000	2,935,000	4,272,000	9,586,000	3,887,000	2,488,000	28,443,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The Fire/Rescue Capital element is designated for capital needs within the Wake County Fire Tax District. The primary goals of the element are to: 1) provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) achieve "seamless" emergency service delivery through nearest station response. To meet these goals, Wake County contracts with 19 fire departments to provide fire protection and emergency services in the county's unincorporated areas and the Town of Wendell.

The Wake County Board of Commissioners levies a fire tax which funds operating, capital and debt uses in the Fire Tax District areas. For FY 2014, the Wake County Fire Commission and County staff recommend a tax rate of 8.00 cents and applying 14.0

percent of the revenue toward capital and debt service.

For FY 2015-2021, funds totaling approximately \$28.44 million are projected for capital appropriation. All fire projects are funded with a combination of Fire Tax District tax revenues, fund balances, debt, municipal reimbursements, and surplus vehicle sales. The seven-year investment plan includes: the replacement of 33 large apparatus (pumper/tankers, tankers, rescue trucks, and an aerial) and 20 small/administrative vehicles; one new fire station, and continued funding for equipment replacement programs. All of these replacements are funded at various cost share portions with other entities. Only the Fire Tax District portion is represented in the 7 year CIP.

History/Background

In FY 2004, the Fire Commission and County staff identified a number of policy issues and capital needs

to address. The FY 2005 budget was approved with the understanding that the Fire Commission and staff would commit to completing a long-range business plan for the Fire Tax District. The issues facing the Fire Tax District were grouped into the following categories: performance standards, apparatus, stations (facilities), staffing, and financial policies. In February 2005, the Fire Commission and staff presented a Long-Range Business Plan (LRBP) to the Board of Commissioners, which the Board accepted. It included detailed recommendations on apparatus and a broad approach for addressing station location. The FY 2006-2012 CIP initiated the apparatus replacement portions of this plan.

In January 2008, the Fire Commission unanimously recommended supplemental sections of the LRBP that incorporated the following: 1) a staffing goal of four firefighters per station per shift for 24 hour coverage, 2) staff compensation, and 3) long-term facility maintenance and repair. The revisions to the LRBP were approved by the Board of Commissioners during FY 2008.

In accordance with the Fire Tax District LRBP, the Fire Commission and County staff have proceeded with actions identified in the plan including station closure evaluations, identifying new station locations and continued monitoring the apparatus replacement plan. The LRBP is currently reviewed each year during the budget process.

Fire/Rescue



Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission and County Staff is charged with coordinating the purchase and replacement of major fire apparatus with Fire Tax District capital revenues and debt proceeds. The committee gathers and

maintains an inventory of fire apparatus with each department in the replacement program. Annually during the budget process, the committee evaluates the inventory and department requests to update the replacement schedule. In addition, the committee develops base specifications for apparatus purchases to ensure quality fire protection equipment and to benefit from competitive pricing.

Types of large apparatus scheduled for replacement include aerials, engines, pumper/tankers, tankers, rescue trucks, and service trucks. Small apparatus include first responder and administrative vehicles. Apparatus not included are other types of ladder trucks, brush trucks, boats, and specialty vehicles.

Program Summary: Fire Apparatus and Vehicles

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Professional Services	39,000	–	–	31,000	45,000	40,000	31,000	186,000
Machinery and Equipment	567,000	376,000	628,000	1,061,000	5,175,000	2,969,000	809,000	11,585,000
Reserves (Budget Entries Only)	1,260,000	–	–	–	–	–	–	1,260,000
Total Uses	1,866,000	376,000	628,000	1,092,000	5,220,000	3,009,000	840,000	13,031,000
Funding Sources								
Debt to be Authorized	1,260,000	–	–	859,000	4,392,000	1,285,000	476,000	8,272,000
Appropriated Fund Balance	40,000	–	–	–	–	514,000	–	554,000
Transfers From Special Districts Fund	566,000	376,000	628,000	233,000	828,000	1,210,000	364,000	4,205,000
Total Sources	1,866,000	376,000	628,000	1,092,000	5,220,000	3,009,000	840,000	13,031,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Fire/Rescue



Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with evaluating current fire

facilities for major maintenance, repairs, renovations, and possible replacement. The committee advises the Fire Commission and Staff regarding the need for new stations or the closure of existing stations. The FY 2015-2021 CIP includes future plans for a new fire station located near the Wendell Falls subdivision. The station is anticipated to be a joint Fire/EMS facility and may include office space for the Wendell Police Department. This station is scheduled to be complete by 2021.

Also, included is \$100,000 each year for routine repair of projects including HVAC systems, roofs, and pavement repair.

Program Summary: Fire Facilities

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	—	—	148,000	148,000	2,671,000	—	—	2,967,000
Improvements	100,000	117,000	100,000	108,000	100,000	100,000	100,000	725,000
Total Uses	100,000	117,000	248,000	256,000	2,771,000	100,000	100,000	3,692,000

Funding Sources

Debt to be Authorized	—	—	—	—	2,671,000	—	—	2,671,000
Transfers From Special Districts Fund	100,000	117,000	248,000	256,000	100,000	100,000	100,000	1,021,000
Total Sources	100,000	117,000	248,000	256,000	2,771,000	100,000	100,000	3,692,000

CIP Operating Impacts

CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—
-----------------------------	---	---	---	---	---	---	---	---

Fire/Rescue

Reserve for Future Projects

The Wake County Fire Tax District dedicates a percentage of tax collections and surplus apparatus sale revenues to capital projects. When the amount transferred to capital is greater than the uses in a single fiscal year, the excess amount is placed into reserves. The reserve is used to fund future fire capital projects when the uses are greater than the capital transfer (sources). The use of capital reserves is noted on individual fire capital projects.

Beginning in FY 2012, the program includes the repayment of Garner's municipal share of Garner Fire Station #4 based on an Interlocal Agreement. The Fire Tax District anticipates approximately \$30,000 for ten years. Proceeds from the reimbursement will

be reserved for future projects and may be used in future years.

Beginning in FY 2015, the Fire CIP includes allocations to departments for preexisting departmental debt service on fire apparatus financed in past years by individual departments. This allocation was previously made through the Fire Tax Operating Budget. \$750,000 is included in the FY 2015-2021 to retire these debts. This adjustment aligns Fire Tax fund and Fire CIP budgets with the Fire Tax funding model.

The FY 2015-2021 CIP includes a total of \$1.58 million in reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model, and planned for use in a subsequent fiscal year.

Program Summary: Reserve for Future Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Unallocated Budget CIP	—	—	—	—	610,000	—	972,000	1,582,000
Machinery and Equipment	272,000	259,000	149,000	70,000	—	—	—	750,000
Reserves (Budget Entries Only)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Uses	302,000	289,000	179,000	100,000	640,000	30,000	1,002,000	2,542,000

Funding Sources

Transfers From Special Districts Fund	272,000	259,000	149,000	70,000	610,000	—	972,000	2,332,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	302,000	289,000	179,000	100,000	640,000	30,000	1,002,000	2,542,000

CIP Operating Impacts

CIP Operating Impacts - FTE

Fire/Rescue



Fire Equipment

The Fire Tax District provides, to contracted fire departments, specific types of equipment necessary to protect the lives of firefighters, aid in medical and rescue operations, and reliable communications and/or dispatch services. The Equipment Committee schedules replacements based on the age and condition of equipment. All equipment funded in the FY 2015-2021 CIP have a limited operational life-span for adequate protection. When necessary, the County may replace equipment due to unanticipated damage following fire and/or rescue operations.

Types of equipment that protect firefighters include turnout gear, personal protective equipment, self-contained breathing apparatus (SCBA's), and air bottles. Equipment aiding in medical and rescue operations includes defibrillators for certain heart-related medical calls and thermal imaging cameras, which assist firefighters in locating individuals in areas with low visual indicators and to see "hidden fires" within structures. The County provides resources to develop and maintain multiple and dependable sources of communication and/or dispatch. The FY 2015-2021 CIP includes funding for 800 MHz radio system replacement, 800 MHz subscriber radio replacement, alphanumeric pager replacement, and tone/voice pager replacement.

The Fire Tax District also includes an amount for the replacement of eligible small capital equipment. Examples of eligible equipment include, but are not limited to, hoses, nozzles, automation for training purposes, and other equipment approved by the Equipment Committee. Small capital funds are available proportionally to each participating fire department.

Program Summary: Fire Equipment

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Interfund Transfers Out	-	777,000	777,000	777,000	-	-	-	2,331,000
Machinery and Equipment	346,000	478,000	479,000	1,423,000	955,000	748,000	546,000	4,975,000
Furniture, Fixtures & Equipment	-	624,000	624,000	624,000	-	-	-	1,872,000
Total Uses	346,000	1,879,000	1,880,000	2,824,000	955,000	748,000	546,000	9,178,000
Funding Sources								
Appropriated Fund Balance	-	614,000	856,000	1,165,000	-	-	-	2,635,000
Transfers From Special Districts Fund	346,000	1,265,000	1,024,000	1,659,000	955,000	748,000	546,000	6,543,000
Total Sources	346,000	1,879,000	1,880,000	2,824,000	955,000	748,000	546,000	9,178,000

Fire/Rescue

Program Summary: Fire Equipment

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

This page intentionally left blank.

Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Five County Stadium	350,000	—	—	—	—	—	—	350,000
Reserve for Major Facilities Future Projects	305,000	258,000	804,000	930,000	155,000	415,000	290,000	3,157,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	480,000	777,000	231,000	105,000	880,000	485,000	610,000	3,568,000
Total Uses	1,235,000	1,135,000	1,135,000	1,135,000	1,135,000	1,000,000	1,000,000	7,775,000
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Miscellaneous	235,000	135,000	135,000	135,000	135,000	—	—	775,000
Total Sources	1,235,000	1,135,000	1,135,000	1,135,000	1,135,000	1,000,000	1,000,000	7,775,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

The FY 2015-2021 CIP contains \$7.775 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Current funding priorities include accessibility and general improvements to seating and renovations to the box office canopy. Remaining funds are allocated to Marbles Kids' Museum and IMAX for repairs based on a facility condition assessment which includes lighting and roof improvements, as well as the Green Square project as approved by the Board of Commissioners in April 2011. Remaining funds are appropriated in a reserve to be used for future projects.

History/Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County may levy up to six percent of the gross receipts from the rental of

lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau. The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement, Wake County and the City of Raleigh each receives \$1.0 million from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1.0 million distributions.

Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. Because of this, no projects funded in the FY 2015-2021 timeframe will require operating subsidies from the County.

Major Facilities Capital Trust Fund



Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses and home team and visiting team clubhouses. Also included are a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional

obsolescence. The assessment uncovered deficiencies in building systems and interior finishes compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that required capital outlay within five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the stadium sound system, concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

In FY 2014, projects included the replacement of 1,740 seats in the upper and lower portions of the center of the stadium, sealant and caulking repairs in the upper and lower portions of the center of the stadium, and the installation of a new canopy and canopy lighting.

The FY 2015 budget calls for \$350,000 in major preventative maintenance and significant repair projects related to the remainder of the stadium seating replacement, sealant and caulking repairs, and entry area accessibility improvements.

Program Summary: Five County Stadium

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Building Maintenance/Repair	350,000	-	-	-	-	-	-	350,000
Total Uses	350,000	-	-	-	-	-	-	350,000
Funding Sources								
Transfers From Major Facilities	350,000	-	-	-	-	-	-	350,000
Total Sources	350,000	-	-	-	-	-	-	350,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund

Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, The Nature Research Center in the Green Square project. The Nature Research Center was

constructed in 2013 and is located at 111 West Jones Street. The FY 2015 - 2021 CIP includes \$700,000 that will be provided to the project as part of development incentives if met.

Program Summary: Green Square

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Uses	100,000	700,000						
Funding Sources								
Transfers From Major Facilities	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Sources	100,000	700,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund



Marbles/IMAX

Marbles Kids Museum was constructed in 1999. It is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This 83,000 sq. ft. building is located in the southwest corner of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent to the Marbles Kids Museum. The building houses an IMAX projection system and a 270 seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of

exceptional audio and visual quality. The 28,000 sq. ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, storm drainage repairs, HVAC equipment, and interior and exterior lighting. Repair and replacement of these components was completed in FY 2012 and 2013. Skylights in the museum building were replaced and the first phase of lighting replacements was completed in FY 2014. In addition, construction was completed on a second floor expansion above the museum entry to the lobby to accommodate a new exhibit called Kid's Grid which will be funded through a grant by a private sector company.

The FY 2015 budget calls for \$480,000 for the second phase of a Lighting Replacement Master Plan. In later years, funds are designated for a final phase of lighting replacement and for the replacement of HVAC and roof systems at both the Marbles Museum and IMAX Theatre buildings.

Program Summary: Marbles/IMAX

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	480,000	777,000	231,000	105,000	880,000	485,000	610,000	3,568,000
Total Uses	480,000	777,000	231,000	105,000	880,000	485,000	610,000	3,568,000
Funding Sources								
Transfers From Major Facilities	480,000	777,000	231,000	105,000	880,000	485,000	610,000	3,568,000
Total Sources	480,000	777,000	231,000	105,000	880,000	485,000	610,000	3,568,000

Program Summary: Marbles/IMAX

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

The FY 2015 - 2021 CIP includes \$3.157 million in reserves for future major facility projects over the next 7 years, and this includes \$675,000 in repayment of loans that the County made to Marbles for construction of a new exhibit. These funds are identified through the County's portion of the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

Also included in FY 2015 is \$100,000 in project funding for unplanned projects. This funding will be for projects that will require the external organization reimburse the County for project expenses. There are agreements stipulating what the County and the respective organizations are required to provide in terms of facilities. If the organization request something above and beyond what the County has agreed to provide then the organization will be required to fund the project. There is an offsetting revenue amount of \$100,000 included for that reason.

Program Summary: Reserve for Major Facilities Future Projects

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Building Maintenance/ Repair	305,000	258,000	804,000	930,000	155,000	415,000	290,000	3,157,000
Total Uses	305,000	258,000	804,000	930,000	155,000	415,000	290,000	3,157,000
Funding Sources								
Transfers From Major Facilities	70,000	123,000	669,000	795,000	20,000	415,000	290,000	2,382,000
Miscellaneous	235,000	135,000	135,000	135,000	135,000	—	—	775,000
Total Sources	305,000	258,000	804,000	930,000	155,000	415,000	290,000	3,157,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

This page intentionally left blank.

Solid Waste

Element Summary: Solid Waste

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Multi-material and Convenience Centers	1,752,000	6,089,000	5,106,000	–	–	–	187,000	13,134,000
North Wake	1,030,000	–	–	165,000	–	–	–	1,195,000
South Wake Landfill	759,000	1,164,000	130,000	775,000	3,000,000	–	1,049,000	6,877,000
Landfill Gas Development	–	371,000	–	619,000	–	478,000	–	1,468,000
Total Uses	3,541,000	7,624,000	5,236,000	1,559,000	3,000,000	478,000	1,236,000	22,674,000
Appropriated Fund Balance	3,541,000	7,324,000	5,106,000	784,000	–	478,000	1,236,000	18,469,000
Miscellaneous	–	300,000	130,000	775,000	3,000,000	–	–	4,205,000
Total Sources	3,541,000	7,624,000	5,236,000	1,559,000	3,000,000	478,000	1,236,000	22,674,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The Community Improvement Program includes investments in the County's disposal/recycling infrastructure in the form of improvements and remediation to existing facilities to meet the solid waste demands of the general public and conform to NC Department of Environment and Natural Resources requirements for operating solid waste facilities.

Funding for Solid Waste capital projects is provided by the Solid Waste and the South Wake Landfill (SWLF) Partnership Enterprise Funds. The Solid Waste Enterprise Fund generates revenue through household disposal fees, grants, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

History/Background

Wake County is required to submit and update a comprehensive Solid Waste Management Plan on a regular basis. Wake County submits a consolidated plan that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

The Solid Waste Division with involvement from County management completed a 6 month financial and strategic plan. This effort resulted in an updated financial model. The model incorporates a Solid Waste CIP plan through FY 2035, and the first 7 years of that plan are part of the approved FY 2015- 2021 CIP.

Project Accomplishments

Landfills: The County's North Wake Landfill (NWLF) reached capacity in May of 2008 and was permanently capped in 2009. Starting in 2009, construction of reuse facilities began for park purposes. The park facilities opened in July of 2010. Construction for improving the entrance to the park, vehicular circulation, and the provision of a new convenience center, to replace the existing overused and outdated existing facility, is expected to be completed in Summer 2014. The County also continues to provide necessary environmental remediation activities per NCDENR requirements.

The SWLF began accepting municipal solid waste (MSW) in 2008 through a partnership with almost all of the municipalities within the County. Phase 1A of the landfill was filled during 2010 and Phase 1B was constructed during FY 2010. Construction of Phase 1B was performed by the County's operator of the landfill, Waste Industries, but the County provided the landfill liner soil material. Phase 1B was completed in March of 2010 and began to accept waste in July 2010. 60% CD Documents were completed for the partial closure of Phase 1. Drainage and roadway improvements to the gravel access road around Feltonsville Landfill are expected to be completed in Spring 2014. Construction of Phase 2, by Waste Industries, is expected to be undertaken during calendar year 2014.

Schematic design was completed for the NE District of the SWLF operations area. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, transfer station as well as overall circulation improvements.

Convenience Centers: There are eleven (11) convenience center sites located throughout the County where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, and clear), aluminum containers, steel cans, scrap metal and plastics, as well as facilities for MSW. Many of the convenience centers have been in operation for over 20 years without significant improvement.

Improvements to all of the convenience centers have either occurred over the past 3-5 years or will be occurring within FY 2015 or FY 2016. Major improvements to Convenience Center 7, located at NWLF, are under construction and are expected to be completed by Spring 2014.

Schematic design was completed for Convenience Center 2, located at SWLF. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, and transfer station, as well as overall circulation improvements.

East Wake Landfill: During FY 2010, based upon discussions with NCDENR, this previously closed landfill was determined to need remediation. During FY 2011 and FY 2012, the County conducted numerous studies regarding the environmental impacts of this historic landfill including groundwater, soil and air/ gas sampling, and testing. During FY 2013, NCDENR took over efforts for a large portion of this landfill due to their priority site evaluation process. This work will be ongoing over the next several years. In FY 2014, design was completed and construction was started for the landfill cap repair on the County's portion of the landfill. The County also continues to assist NCDENR's inactive branch with their environmental studies for the NCDENR portion of the landfill.

Gas to Energy: As anticipated, the SWLF began to generate methane gas after a couple of years of landfilling. In FY 2014, the landfill gas to energy project was completed by INGENCO and operations started. County staff coordinated efforts to integrate the new system with the existing landfill gas collection and control system.

Solid Waste



Multi-material and Convenience Centers

The County currently operates two (2) multi-material facilities. One is located at the NWLF and the other is at the SWLF. In addition, each site (NWLF and SWLF) also has a separate convenience center. Per the Solid Waste Plan for Wake County, the County intends to improve the two (2) existing

multi-material sites by converting them into regional recycling centers rather than separate multi-material and convenience centers. During FY 2010, a master plan was developed for the NWLF and during FY 2012 work started on a plan for SWLF. During FY 2014, major improvements to Convenience Center 7, located at NWLF, are under construction and are expected to be completed by Summer 2014. Improvements to the Multi-material and Household Hazardous Waste areas of NWLF are scheduled for FY 2015. The SWLF improvements will be broken into multiple year improvements based upon the master plan and available funding. Design of Phase 1 of these improvements is expected to start in FY 2015.

Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to establish similar facilities in the eastern and western portion of the County. During FY 2014, a financial study and a convenience master plan were completed to help prioritize improvements at various convenience center facilities.

Program Summary: Multi-material and Convenience Centers

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	1,674,000	6,089,000	4,524,000	-	-	-	-	12,287,000
Machinery and Equipment	78,000	-	582,000	-	-	-	187,000	847,000
Total Uses	1,752,000	6,089,000	5,106,000	-	-	-	187,000	13,134,000
Funding Sources								
Appropriated Fund Balance	1,752,000	6,089,000	5,106,000	-	-	-	187,000	13,134,000
Total Sources	1,752,000	6,089,000	5,106,000	-	-	-	187,000	13,134,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Solid Waste



2008-2009. Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that is owned and operated by a third party through an agreement that lasts until 2015.

During FY 2012 and FY 2013 the County installed both an air sparging system and a small gas disposal system for the smaller, unlined landfill that closed in the 1990's. These were considered environmental remediation efforts. During FY 2013 these systems were started up and evaluated for further improvements/remediation.

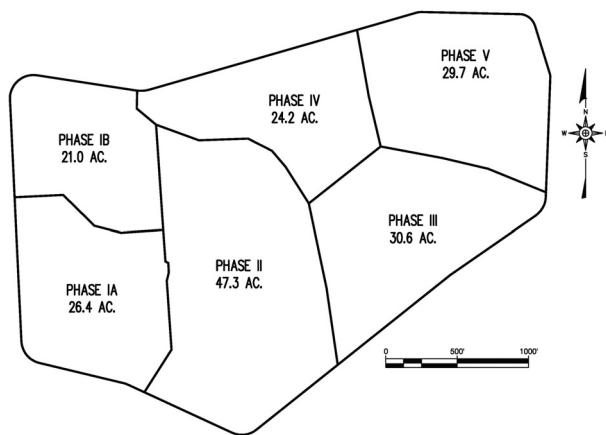
North Wake

The North Wake Landfill (NWLF) was closed to accepting municipal solid waste (MSW) in

Program Summary: North Wake

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Professional Services	1,030,000	-	-	165,000	-	-	-	1,195,000
Total Uses	1,030,000	-	-	165,000	-	-	-	1,195,000
Funding Sources								
Appropriated Fund Balance	1,030,000	-	-	165,000	-	-	-	1,195,000
Total Sources	1,030,000	-	-	165,000	-	-	-	1,195,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Solid Waste



South Wake Landfill

In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste (MSW). Waste Industries was selected by the County Commissioners in June of 2006 to serve as the County's designer, builder, and operator of the SWLF. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the SWLF partnership. First, the County has to provide the soil needed for each phase of construction. The County is also responsible for the final closure of each cell of landfilling. Phase 1A (26 acres) started accepting MSW in 2008 and reached initial capacity in 2010. Phase 1B was constructed during FY 2010 for which the County provided the clay liner material. It was determined during FY 2014, that closure and capping for Phase 1 would not be required until FY 2015. 60% construction documents were completed in FY 2014 in preparation of the closure. Construction of the next phase (Phase 2) will be undertaken by Waste

Industries during calendar year 2014. The County will once again need to provide the clay soil as a liner for the construction of Phase 2, for which funding was set aside in the FY 2013 CIP.

Also in 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. Having a transfer station allows solid waste providers to maximize collections while reducing time needed to transport MSW. The facility was built by the City of Raleigh and the County has an agreement with the City for operating the facility. During FY 2013 repairs were made to the existing structure. In FY 2016, additional funds will be needed for roadway and scalehouse improvements.

During FY 2011, a consultant was selected through the County's RFQ process for the development of a master plan for the SWLF and during FY 2012/2013 this master plan was developed. During FY 2013/2014, further refinements were made to the master plan relative to the existing operational area. During FY 2014, a schematic design was completed for this operational area. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, and transfer station, as well as overall circulation improvements. A financial plan was completed in FY 2014 in conjunction with a convenience center master plan, which will guide the priorities in the upcoming years.

Program Summary: South Wake Landfill

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	100,000	864,000	-	-	-	-	1,049,000	2,013,000
Professional Services	659,000	300,000	130,000	775,000	3,000,000	-	-	4,864,000
Total Uses	759,000	1,164,000	130,000	775,000	3,000,000	-	1,049,000	6,877,000

Funding Sources

Program Summary: South Wake Landfill

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Appropriated Fund Balance	759,000	864,000	–	–	–	–	1,049,000	2,672,000
Miscellaneous	–	300,000	130,000	775,000	3,000,000	–	–	4,205,000
Total Sources	759,000	1,164,000	130,000	775,000	3,000,000	–	1,049,000	6,877,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Solid Waste



Landfill Gas Development

During FY 2011, the County began operating the landfill gas collection and control system. These

facilities are enabling the County to control gas odors at the SWLF as well as seek beneficial reuse of the landfill gas to create energy. On July 7, 2011 a contract was signed with a landfill gas to energy developer (Ingenco). During FY 2014, the landfill gas to energy project was completed by INGENCO and operations were started. County staff coordinated efforts to integrate this new system with the existing landfill gas collection and control system. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Further, the gas collection and control system will need to be expanded as the landfill grows. During FY 2015, an expansion of the gas collection and control system into Phase 1B will occur with the partial closure project.

Program Summary: Landfill Gas Development

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY15-21
Construction Costs	–	371,000	–	619,000	–	478,000	–	1,468,000
Total Uses	–	371,000	–	619,000	–	478,000	–	1,468,000
Funding Sources								
Appropriated Fund Balance	–	371,000	–	619,000	–	478,000	–	1,468,000
Total Sources	–	371,000	–	619,000	–	478,000	–	1,468,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

This page intentionally left blank.

Financial Planning Model

Financial Planning Model

Wake County uses a long-term financial planning model (“the model”) for capital budgeting and issuance of future debt. The financial model included in the FY 2015 recommended budget book has the recommended property tax rate increase of 4.40 cents dedicated to debt and capital in support of the WCPSS CIP 2013 building program. The model also includes the recommended change in the County’s fund balance policy such that the County will maintain a combined general fund and debt service fund total fund balance of at least 30 percent of general fund and debt service fund combined revenues.

The capital and debt model is used to evaluate the impact of capital funding decisions on the County’s financial condition to ensure that policy targets are maintained long-term.

The Capital and Debt Component

The capital and debt component of the Model projects budgets through fiscal year 2024. The model, which uses the County’s seven-year CIP as the major driver, helps policy makers maintain the debt policy objectives necessary to retain the County’s triple-A bond rating. These objectives include:

- ♦ Fund the CIP with dedicated revenue sources;
- ♦ Maintain the mix of cash (“pay-as-you-go”) and debt funding within a range of 75% to 85% debt over the span of the seven year CIP. Currently the model is using a target of no more than 80% debt in any given year;
- ♦ Maintain a fund balance of at least 19% of subsequent year debt service expenditures in the Debt Service Fund;
- ♦ Maintain a fund balance of at least 30% of general fund and debt service fund combined revenues; and,
- ♦ Project debt repayment schedules that observers expect of triple-A rated counties.

Capital and Debt Component

Assumptions

Assumptions for the capital and debt component of the Model are as follows:

Dedicated Revenue Sources

Property Taxes: The County allocates a portion of the property tax rate specifically for debt service and cash funding for capital. The tax rate for FY 2015 is recommended at 57.8 cents with 19.90 cents recommended to be dedicated for capital and debt service. This is an increase of 4.40 cents, all of which is dedicated to debt and capital in support of WCPSS CIP 2013. The County has an eight-year revaluation cycle for residential property. In the year of revaluation, FY 2009, the assessed value of property was increased to reflect current market rates and the tax rate is, at first, assumed to be revenue neutral.

For the next eight-year revaluation, which takes effect in FY 2017, the model assumes a revenue neutral rate will be calculated and the capital/debt portion of the tax rate will remain at the same relative percentage as prior to the revaluation.

Sales Taxes: State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds come from the local half-cent sales and use tax authorized July 1, 1984 (Article 40) and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 (Article 42) are required to be used for school capital outlay, capital projects, and/or school debt service.

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

Property Tax Assessed Value Growth: FY 2014 serves as the base. Growth projections are 1.77% in FY 2015, 2.5% in FY 2016, 3.0% in FY 2017, and 3.5% in FY 2018 and thereafter.

Financial Planning Model

Sales Tax Growth: FY 2014 actuals growth serves as the base. Growth projections are 4.9% in FY 2015 and 4% in FY 2016 and thereafter.

Interest rate on Future Debt Issuance: The August 2014 sale is based on an average coupon of 4.26% and premium for a TIC of 3.35%. Future interest costs for all future fixed rate general obligation debt is based on 4.5% Coupon and premium for a TIC of 4.0% over the average life of the debt.

Cash Funding for Capital: A percentage of property tax revenues is allocated to the Debt Service fund to ensure that the Debt Service Fund Balance does not fall below 19% of the following year's estimated debt service expenditures and the combined fund balance of the general fund and the debt service fund does not fall below 30% of general fund and debt service combined revenues during the full horizon of the Model (2016-2024). The model calculates 14 percent of property tax revenue dedicated to debt and capital and allocates those funds for cash funding of County capital projects. Cash funding allocated to Wake Tech and WCPSS is calculated at an amount such that the County does not exceed 80 percent debt in any given year for the combined total of County, WCPSS and Wake Tech Capital projects.

Other Assumptions

The Financial Planning Model included in the FY 2015 Recommended Budget Book is an excerpt of the debt and capital model that includes an increase in the property tax rate of 4.40 cents in support of WCPSS CIP 2013 building program. The model also calculates the debt and cash capacity that can be funded without an increase in the property tax rate in FY 2018 - FY 2024. These amounts are not approved but are included for illustrative purposes to guide decision making for future building programs.

COUNTY CAPITAL

(in thousands)	2015	2016	2017	2018	2019	2020	2021	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)	4,629	6,402	17,692	11,180	4,797	-	-	44,700
Bonds - issued (Libraries)	-	-	-	-	-	-	-	-
Bonds - authorized/unissued (Open Space)	-	-	-	-	-	-	-	-
Grants/Other	-	-	-	-	-	-	-	-
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Municipal Reimbursement - Other	280	30	338	-	-	-	-	648
Transfer In - Property Tax	27,418	28,096	28,942	29,958	31,009	32,098	33,224	210,745
Transfer In - Fire Tax	-	777	777	777	-	-	-	2,331
Prior Year Uncommitted Funds	5,978	13,260	11,169	261	-	-	-	30,668
Total County Sources	38,825	49,085	59,438	42,696	36,326	32,618	33,744	292,732
Percent Debt Funded	12%	13%	30%	26%	13%	0%	0%	15%
USES:								
Affordable Housing	830	1,000	1,000	1,000	1,000	1,000	1,000	6,830
Automation	8,726	10,459	8,603	6,460	6,522	7,437	6,541	54,748
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	7,220	4,911	9,192	7,008	7,559	6,611	5,821	48,322
Criminal Justice	3,310	473	590	618	451	1,232	3,195	9,869
Economic Development	1,485	3,206	2,388	5,169	1,723	1,145	815	15,931
Libraries	2,705	7,802	17,692	11,180	4,797	-	-	44,176
Open Space	520	520	520	520	520	520	520	3,640
Parks & Recreation	550	550	550	550	550	550	550	3,850
Public Safety	8,155	18,164	16,903	8,191	1,643	1,936	1,761	56,753
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	35,501	49,085	59,438	42,696	26,765	22,431	22,203	258,119
Reserved for Future Capital Projects	3,324	-	-	-	9,561	10,187	11,541	34,613
Total County Uses	38,825	49,085	59,438	42,696	36,326	32,618	33,744	292,732
UNCOMMITTED FUNDS (County CIP)								
Beginning of Year	28,319	25,665	12,405	1,236	975	10,536	20,723	
Project Closeouts	-	-	-	-	-	-	-	
Reserved for Future Projects Appropriation	3,324	-	-	-	9,561	10,187	11,541	
Use of Uncommitted Funds	(5,978)	(13,260)	(11,169)	(261)	-	-	-	
End of Year	25,665	12,405	1,236	975	10,536	20,723	32,264	

WCPSS CAPITAL

(in thousands)	2015	2016	2017	2018	2019	2020	2021	Total
SOURCES:								
Bonds- unauthorized/unissued	334,241	355,442	120,317	-	-	-	-	810,000
Bonds- issued	-	-	-	-	-	-	-	-
Transfer from County Capital Projects	-	-	-	-	-	-	-	-
Transfer from General Fund	56,184	50,825	22,946	-	-	-	-	129,955
Transfer for Administrative Lease	867	878	889	899	909	920	930	6,292
Total Sources	391,292	407,145	144,152	899	909	920	930	946,247
USES:								
WCPSS Building Program	390,425	406,267	143,263	-	-	-	-	939,955
Interest	867	878	889	899	909	920	930	6,292
Total WCPSS Uses	391,292	407,145	144,152	899	909	920	930	946,247

WAKE TECH CAPITAL

(in thousands)	2015	2016	2017	2018	2019	2020	2021	Total
SOURCES								
Bonds - unauthorized/unissued	58,000	37,750	-	-	-	-	-	95,750
Bonds - issued	-	-	-	-	-	-	-	-
Transfer from County Capital Projects	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Transfer from General Fund	3,305	3,710	-	-	-	-	-	7,015
Total Sources	62,805	42,960	1,500	1,500	1,500	1,500	1,500	113,265
USES:								
Wake Tech 2012 Building Program	61,305	41,460	-	-	-	-	-	102,765
Wake Tech Minor Capital	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Wake Tech General Repairs/Renovations	500	500	500	500	500	500	500	3,500
Subtotal	62,805	42,960	1,500	1,500	1,500	1,500	1,500	113,265
Total Wake Tech Uses	62,805	42,960	1,500	1,500	1,500	1,500	1,500	113,265

FUTURE CAPITAL PROJECTS

(in thousands)	2015	2016	2017	2018	2019	2020	2021	Total
SOURCES:								
Bonds - to be authorized (GO)	-	-	-	100,000	195,000	230,000	305,000	830,000
Transfer In - Ad valorem tax	-	-	-	6,100	16,200	26,000	40,000	88,300
Interest Income - capital projects	-	-	-	-	-	-	-	-
Total Sources	-	-	106,100	211,200	256,000	345,000	918,300	
Percent Debt Funded	-	-	-	94%	92%	90%	88%	90%
USES:								
Future Projects	-	-	-	106,100	211,200	256,000	345,000	918,300
Subtotal	-	-	-	106,100	211,200	256,000	345,000	918,300

FUTURE CAPITAL PROJECTS

(in thousands)	2015	2016	2017	2018	2019	2020	2021	Total
Total Uses	-	-	-	106,100	211,200	256,000	345,000	918,300

TOTAL ALL PROJECTS

(in thousands)	2015	2016	2017	2018	2019	2020	2021	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)	4,629	6,402	17,692	11,180	4,797			44,700
Bonds - authorized/unissued (Open Space)	-	-	-	-	-	-	-	-
Bonds - unauthorized/unissued (WCPSS)	334,241	355,442	120,317					810,000
Bonds - unauthorized/unissued (Wake Tech)	58,000	37,750			-	-	-	95,750
Bonds - unauthorized and unissued (Future Projects)				100,000	195,000	230,000	305,000	830,000
Transfer In - Ad Valorem Tax	86,907	82,631	51,888	36,058	47,209	58,098	73,224	436,015
Grants/Other	-	-	-	-	-	-	-	-
Other funds	-	-	-	-	-	-	-	-
Municipal Reimbursement	800	550	858	520	520	520	520	4,288
Transfer In Fire Tax	-	777	777	777	-	-	-	2,331
Interest	867	878	889	899	909	920	930	
Prior Year Uncommitted Funds	5,978	13,260	11,169	261	-	-	-	30,668
Interfund Transfers	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Total All Sources	492,922	499,190	205,090	151,195	249,935	291,038	381,174	2,270,544
Percent Debt Funded	81%	80%	67%	74%	80%	79%	80%	79%

USES:

County	35,501	49,085	59,438	42,696	26,765	22,431	22,203
Future Projects	-	-	-	106,100	211,200	256,000	345,000
WCPSS	391,292	407,145	144,152	899	909	920	930
Wake Tech	62,805	42,960	1,500	1,500	1,500	1,500	1,500
Subtotal							
Reserved for Future Capital Projects	3,324				9,561	10,187	11,541
Total All Uses	492,922	499,190	205,090	151,195	249,935	291,038	381,174

UNCOMMITTED FUNDS (County CIP)

Beginning of Year	28,319	25,665	12,405	1,236	975	10,536	20,723
Project Closeouts	-	-	-	-	-	-	-
Reserved for Future Projects Appropriation	3,324		-	-	9,561	10,187	11,541
Use of Uncommitted Funds	(5,978)	(13,260)	(11,169)	(261)	-	-	-
End of Year	25,665	12,405	1,236	975	10,536	20,723	32,264

PROPERTY TAXES

<i>(in thousands)</i>	2015	2016	2017	2018	2019	2020	2021
Tax base	127,365,000	130,549,125	134,465,599	139,171,895	144,042,911	149,084,413	150,147,985
Annual growth rate	1.77%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%
Tax increase (cents) - Operating (Schools)	-	0.06	0.28	0.28	0.05	-	-
Tax increase (cents) - Operating (County)	-	-	-	-	-	-	-
Tax increase (cents) - Capital	4.40	-	-	-	-	-	-
Tax rate (cents)	57.80	57.86	58.14	58.42	58.47	58.47	58.47
Levy After Collection Rate	730,400	749,272	775,535	806,691	835,699	865,019	895,365
Levy per penny	12,637	12,950	13,340	13,808	14,293	14,794	15,313
Capital tax rate	19.90	19.90	19.90	19.90	19.90	19.90	19.90
Ad valorem tax - capital program	251,470	257,711	265,467	274,786	284,428	294,407	304,735
Percent change - ad valorem tax	31.30%	2.48%	3.01%	3.51%	3.51%	3.51%	3.51%
Ad valorem tax allocation:							
Debt Service Fund	164,563	175,081	213,579	238,728	237,219	236,310	231,512
County Capital Projects Fund	27,418	28,096	28,942	29,958	31,009	32,098	33,224
WCPSS Capital Projects	56,184	50,825	22,946				
Wake Tech Capital Projects	3,305	3,710					
Future Capital Projects				6,100	16,200	26,000	40,000
Total	251,470	257,711	265,467	274,786	284,428	294,407	304,735

DEBT SERVICE FUND

<i>(in thousands)</i>	2015	2016	2017	2018	2019	2020	2021
Sales tax annual growth rate	4.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Investment rate	0.25%	0.50%	0.75%	1.00%	1.50%	2.00%	2.00%
Tax-exempt variable interest rate (with fees)	0.52%	0.57%	0.84%	1.18%	1.56%	1.90%	1.90%
DEBT SERVICE REVENUES							
Ad valorem tax	164,563	175,081	213,579	238,728	237,219	236,310	231,512
Sales Tax: Article 40 & 42	34,211	35,579	37,003	38,483	40,022	41,623	43,288
Transfer from Major Facilities Fund	991	79				-	-
Transfer from Fire Tax District	624	35	35			-	-
Transfer in for fire trucks debt service	783	785	783	679	383	269	270
Lottery Proceeds	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Federal Subsidy (QSCB, BAB, RZEDB)	2,786	2,786	2,786	2,786	2,786	2,786	2,786
Premium - Bond	30,861	16,822	6,270	4,220	8,229	9,706	12,871
Interest income - WCPSS, WTCC, and County bond proceeds	195	736	706	509	1,233	2,035	2,640
Interest income - General fund & Capital Projects	1,175	2,350	3,525	4,700	7,050	9,400	9,400
Plus interest income - debt service fund	342	693	887	991	1,469	1,978	2,253
Total Debt Service Revenues	246,531	244,946	275,574	301,096	308,391	314,107	315,020

DEBT SERVICE FUND

<i>(in thousands)</i>	2015	2016	2017	2018	2019	2020	2021
DEBT SERVICE EXPENDITURES							
G.O. debt service (DS)	212,854	235,526	265,694	273,884	279,639	273,632	266,148
QSCB Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
QSCBs Principal	1,893	1,852	1,812	1,772	1,732	1,691	1,651
Debt Service Justice Center	12,350	12,172	11,993	11,780	11,902	11,309	11,011
Debt Service Jail	12,763	12,484	12,218	11,944	11,638	11,336	11,028
Fire truck debt service	783	785	783	679	383	269	270
Five County Stadium financing agreement	991	79	-	-	-	-	-
Misc. fees and costs	1031	348	353	358	363	369	374
QZAB debt service	163	163	163	-	-	-	-
Total Debt Service Expenditures	244,608	265,189	294,796	302,197	307,437	300,386	292,262
Revenues in excess (less than) expenditures	1,923	(20,245)	(19,222)	(1,102)	954	13,721	22,757
Fund Balance - beginning of year	136,609	138,532	118,287	99,065	97,963	98,917	112,638
Fund Balance - end of year	138,532	118,287	99,065	97,963	98,917	112,638	135,395
Ending balance as % of next year's							
G.O. DS	52.3%	40.2%	32.8%	31.9%	33.0%	38.6%	42.2%
Combined GF and DS Fund Balance as % of Current Year Revenues	33.0%	31.7%	30.2%	30.1%	30.0%	31.0%	32.6%

This page intentionally left blank.

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 974,289 residents (July 1, 2013 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, educational opportunity, environmental quality and community quality-of-life. A well-rounded combination of business and industry, higher education, historic preservation, arts and culture, and trees, greenways and lakes offers Wake County residents a quality lifestyle with excellent job and educational opportunities, whether they prefer rural or urban settings.

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

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

Wake Med Health and Hospitals, GlaxoSmithKline, Pinkerton and Burns, SAS Institute, Rex Healthcare, Progress Energy, Wake County Government, and the City of Raleigh.

Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art (both located in Raleigh). Wake County is home to the Carolina Mudcats, a double-A affiliate of the Cincinnati Reds baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions.

Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2013 Population (1)	974,289
Municipalities	Population (2)
Angier	106
Apex	40,420
Cary	144,184
Fuquay-Varina	19,929
Garner	26,732
Holly Springs	26,865
Knightdale	12,724
Morrisville	20,591
Raleigh	422,078
Rolesville	4,263
Wake Forest	31,991
Wendell	6,155
Zebulon	4,610
Unincorporated areas of Wake County	191,503

Wake County Facts

(1) July 1, 2013 is the most recent release of U.S. Census Bureau county population estimates. Released March 2014

(2) July 1, 2012 Census is the most recent release of U.S. Census Bureau city and town population data. Released May 2013.

Wake County has experienced explosive growth over the last 20 years. The US Census Bureau reported that Wake County had 974,289 residents as of July 1, 2013. The county gained 73,271 residents from 900,993 that were reported in April 1, 2010. That growth placed the Raleigh-Cary MSA the 8th fastest growing metro in the United States from April 1, 2010 to July 1, 2013 growing 7.4%. Wake County is the 46th largest county in the United States up from 56th in April 1, 2010.

Wake County continues to experience significant growth and become a more diverse community. Many factors have influenced the growth in diversity within Wake County. In 2000, the US Census estimated the county's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2012, the Hispanic/Latino increased to 95,010 which comprised 10% of the total population. This increase amounted to a 180% growth rate in Hispanic/Latino residents between 2000 and 2012. During the same period the Asian population grew by 147%: 52,386 residents (6% of the total population).

Wake County's population over age 65 has increased in the last decade by 90%. In 2000, 46,815 or 7.4% of the population was over age 65. In 2012 the number had reached 87,984 or 9.2% of the total population. This number is expected to increase over the next decade as many of the baby boomers reach that age bracket. The NC State Demographer has projected 137,549 residents over the age of 65 for 2020 within Wake County. The projection would mean an increase of roughly 82% for those over age 65 in Wake County.

Wake County had 618,006 residents over the age of 25 in 2012 according to the American Community

Survey. Of which 48% had obtained a bachelor's degree or higher.

Educational Attainment (over age 25)	618,006
Less than 9th Grade	22,529
9th - 12th Grade, no diploma	27,862
High School Graduate (includes equivalency)	106,596
Some College, no degree	115,203
Associates degree	52,226
Bachelor's degree	193,253
Graduate or Professional degree	100,337

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2002	661,472	101,432	14,942
2003	681,498	104,461	15,238
2004	702,440	108,969	16,407
2005	725,334	114,068	17,015
2006	757,346	120,504	17,465
2007	793,401	128,072	16,899
2008	831,537	134,002	18,899
2009	866,438	137,706	21,193
2010	892,409	139,599	22,860
2011	900,993	143,289	24,814
2012	928,693	146,687	26,248
2013	952,143	149,508	26,248
2013	974,289	153,300	unavailable

(4) North Carolina Employment Security Commission. 2000-2010. *March 2014 Unemployment Rate-5.1% percent.

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

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

(2) North Carolina Department of Public Instruction. Wake County Public Schools 20th Day Membership Counts.

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

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2001	4.0%	37,143
2002	5.6%	36,383
2003	5.3%	36,307
2004	4.4%	37,921
2005	4.1%	39,503
2006	3.6%	41,556
2007	3.5%	42,697
2008	4.7%	43,540
2009	8.2%	40,664
2010	8.7%	41,440
2011	8.3%	42,555
2012	7.5%	44,839
2012	6.2%	unavailable from this source

This page intentionally left blank.

Glossary of Budget Terms

Alcohol Beverage Commission (ABC): The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Adopted Budget: The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

Appropriation: The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

Assessed Valuation: The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

Glossary of Budget Terms

CAP: Capital Area Preservation.

Capital Budget: A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

Capital Outlay: Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than \$5,000, less than \$100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CCBI: City-County Bureau of Identification.

Character of Expenditure: The broadest classification of expenditures used to describe the nature of goods and services purchased. Examples include personnel services, current expenses, capital outlay, and interdepartmental charges.

CIP: Community Improvement Plan.

Clerk to the Board: The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

Community Improvement Plan: A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

Comprehensive Annual Financial Report (CAFR): Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and

all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Contingency Account: An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

Current Budget: Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt Reduction Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the State at two-thirds of the previous year's net debt reduction.

Debt Service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Fund: A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

Division: A functional unit within a County department.

Glossary of Budget Terms

EBT: Electronic Benefit Transfer.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain

objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.5 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as 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 govern-

Glossary of Budget Terms

mental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICS: Incident Command System.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LME: Local Managing Entity.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Glossary of Budget Terms

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.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities

in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation and Open Space.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

ROD: Register of Deeds.

RTP: Research Triangle Park.

Salary Adjustment Reserve: A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

Glossary of Budget Terms

SEIMS: Statewide Election Information Management System.

Self-insurance: A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

SRC: Southern Regional Center.

Statute: A law enacted by the state legislature.

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple units of data over time.

Taxing Authority: When a legislative body has the legal ability to impose a tax on its citizens.

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, Infant 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.

Index

A

- Administration / Support 225
Administration and Operations 277
Animal Care, Control and Adoption Center 219

B

- Basis of Budgeting and Basis of Accounting 67
Behavioral Health 276
Behavioral Health - MCO 282
Board Of Commissioners 124
Board Of Elections 132
Budget And Management Services 137
Budget Calendar for Fiscal Year 2008 62
Budget Message 7
Budget Process 60

C

- Capital Budget Process 373
Central Services 231
Child Welfare 254
Children Youth and Family 258
Community Services 177
Community Services Management and Budget Office 178
County Attorney 131
County Building Agreements 244
County Manager 128
Criminal Justice/General Government 237

D

- Debt Service 338
Demographic Statistics 513
Detention 314

E

- Emergency Communications 305
Emergency Management 298
Emergency Medical Services 287
Environmental Health & Safety 209
Environmental Services 205
Environmental Services Administration 207
Expenditure Highlights 97

F

- Facilities Design & Construction 139
Field Services 238
Finance Department 144

- Financial Models 73
Financial Planning Model 503
Financial Policies 68
Fire Services 291
Fund Structure 63
Fund Structure Charts 65

G

- General Services Administration 223
Geographic Information 194
GFOA Distinguished Budget Presentation Award . 5
Glossary of Budget Terms 515

H

- Health Clinics 270
Horizon Issues 380
How to Read the Community Improvement Plan 376
Human Resources 149
Human Services 245
Human Services Reserves 284

I

- Information Services 155
Introduction and Highlights 369

L

- Law Enforcement 312
Libraries 198
Local Management Entity 283
Long-Range Planning 74

M

- Medical Examiner 285
Miscellaneous
 Community Services Management and Budget Office 178
 Detention 314
 Geographic Information 194
 Law Enforcement 312
 Libraries 198
 Parks, Recreation and Open Space 180
 Planning, Development and Inspections 184
 Veterans Services 192

O

- Other Financing Sources

Index

Administration / Support	225
Administration and Operations	277
Behavioral Health	276
Behavioral Health - MCO	282
Central Services	231
Child Welfare	254
Children Youth and Family	258
County Building Agreements	244
Criminal Justice/General Government	237
Field Services	238
Health Clinics	270
Human Services Reserves	284
Local Management Entity	283
Physical Plant	229
Public Health	264
Security and Safety	234
Social Services Economic Self Sufficiency	248
Utilities/Life Safety/Environmental	242
Overview of Changes in Fund Balance	89

P

Parks, Recreation and Open Space	180
Physical Plant	229
Planning, Development and Inspections	184
Public Health	264

R

Raleigh/Wake City-County Bureau of Identification 307	
Reader's Guide to the Budget	59
Register Of Deeds	168
Requests Not Funded	103
Revenue Department	172
Revenue Highlights and Fee Changes	90

S

Security and Safety	234
Sheriff	311
Social Services Economic Self Sufficiency	248

T

Transfers	
Animal Care, Control and Adoption Center ..	219
Emergency Management	298
Environmental Health & Safety	209
Environmental Services Administration	207
Fire Services	294
Water Quality	213

U

Utilities/Life Safety/Environmental	242
---	-----

V

Veterans Services	192
-------------------------	-----

W

Wake County Facts	511
Wake County Government Fiscal Year 2015 Organizational Chart	66
Water Quality	213