



# **Adopted Operating Budget and Community Improvement Plan**

**For the Fiscal Year July 1, 2013 through June 30, 2014**

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# **Wake County, North Carolina**

## **Adopted Budget for Fiscal Year 2014**

### **Board of County Commissioners**



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Chairman



**Phil Matthews**  
Vice Chair



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**Clerk to the Board:** Susan Banks

**County Manager:** David C. Cooke    **Deputy County Manager:** Joseph K. Durham  
**Deputy County Manager:** Johnna L. Rogers

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# GFOA Distinguished Budget Presentation Award

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Wake County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morrell* *Giffrey P. Green*

President

Executive Director

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# Budget Message

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May 20, 2013

Wake County Board of Commissioners:

Each spring, it is my pleasure, privilege, and responsibility to present you, the Wake County Board of Commissioners and our citizens, a recommended budget for fiscal year 2014. This spring, it seems, the sky is a bit bluer, the grass and the leaves on the trees a shade greener, and the flowers much sharper in color. Or, maybe it is just because the local economy is better.

What a difference a few years make. In 2008, at the beginning of the recession, we froze positions, stopped capital projects, and began to reduce the spending of county government. Growth in the tax base was minimal and revenues declined year to year. For four years, we asked departments to identify strategies to reduce spending. Our theme during this period was consistent and clear:

- Focus on priorities;
- Realign resources to meet priority needs without raising taxes;
- Maintain a long-term perspective.

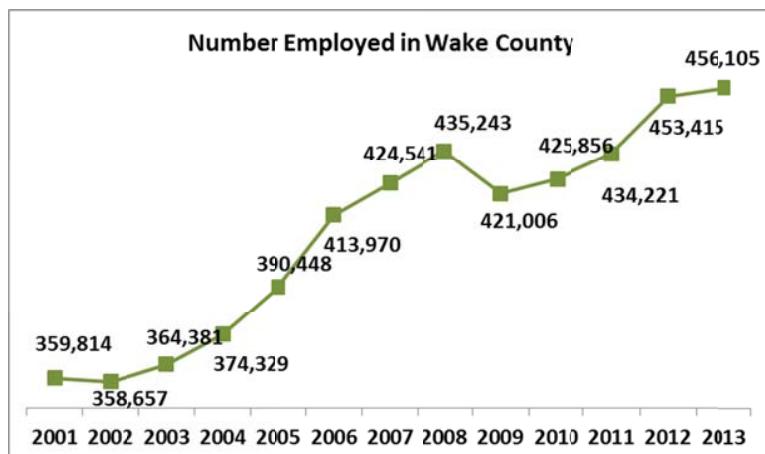
We were taking care of the business of government in a tough economic environment.

During the recession, people continued to move to Wake County. Wake County has grown by almost 100,000 since July 2008. This added some stress to county services and infrastructure. While some departments saw their workloads decline due to real estate and development activity, or inactivity, other departments experienced growing workloads driven by the population increase and those seeking services due to a down economy. Over the years, some capital projects remained on the sideline - primarily libraries - and we focused on just meeting our basic commitments by following those principles. Today, real estate activity has picked up, new job announcements are occurring more frequently, and people continue to move to Wake County.

## Key Trends

Let me begin by highlighting some of the key trends that we monitor as they have a direct impact on our recommended budget.

Job growth has been strong. The number of jobs in Wake County has been increasing and exceeds the level prior to the

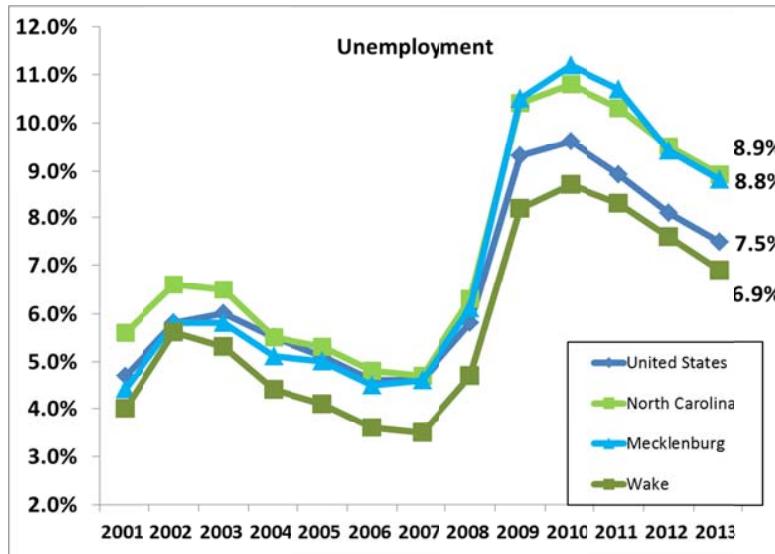


## Budget Message

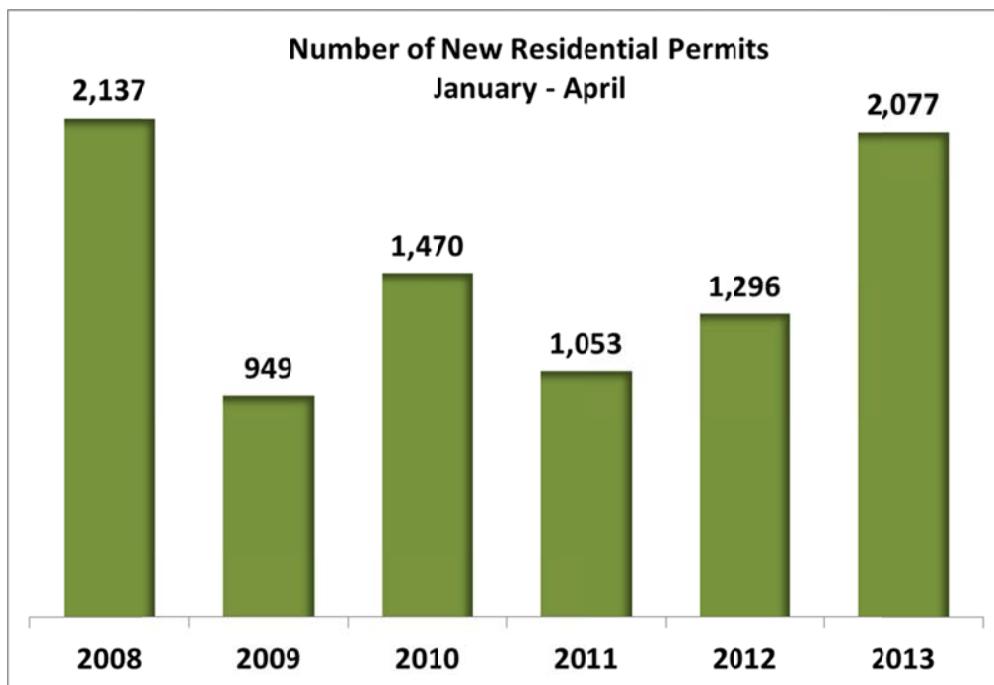
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recession. Job announcements for Citrix, IPreo, Allscripts, and MetLife's plan to bring 1,200 high-paying jobs demonstrate our ability to continue to attract major businesses and grow jobs in Wake County.

The unemployment rate continues to decline, and is at a rate below the state and the country. As unemployment declines and population increases, spending in the community increases and positively impacts revenues generated through local sales taxes. Sales tax revenue growth is expected to exceed 6% for FY 2013 and projected growth for FY 2014 is 3.1%.



Real estate development is showing signs of recovery in new residential building permits with an increase of 60% over the same time period from a year ago. The tax base is also projected to grow at a steady and modest rate of 2.67%. This is more than twice last year's growth rate. It is amazing what we get excited about now - six or seven years ago we would have been bemoaning a growth rate so small.



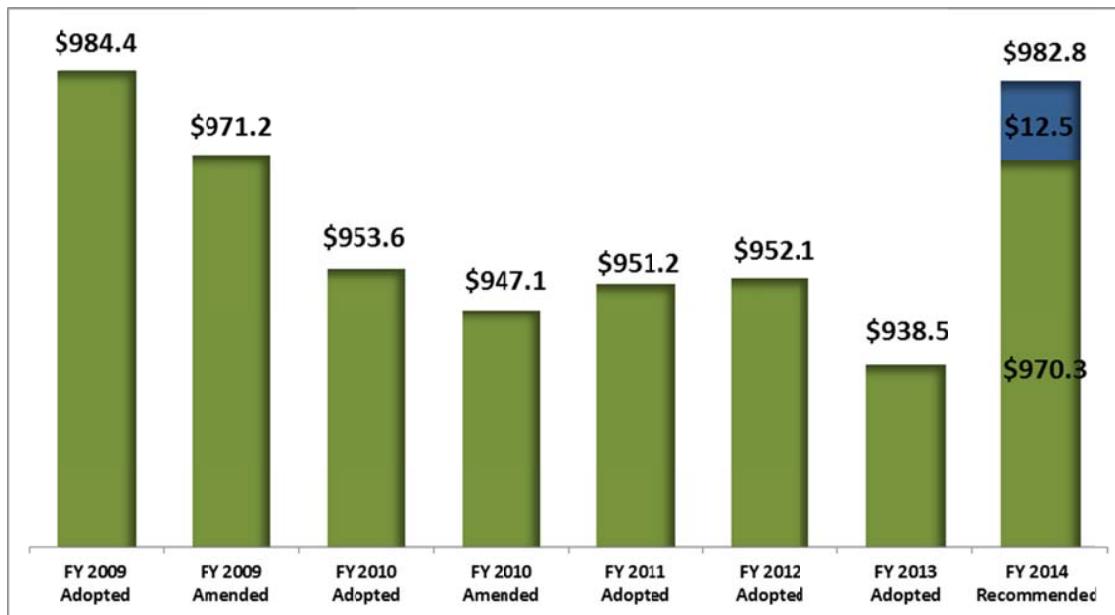
# Budget Message

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## Recommended Budget

The fiscal year 2014 recommended budget maintains the property tax rate for the fifth year in a row and totals \$982.8 million, a 4.7% increase over the current year budget.

Let's start by looking at our revenues.



## Revenues

In total, revenues are growing by \$44.3 million. The main drivers are property and sales tax. Property and sales tax make up over 80% of all revenues. One important point to make is that \$12.5 million of these revenues is one-time revenue in fiscal year 2014 and will not reoccur.

### Property Tax

As mentioned earlier, the property tax base is projected to grow by 2.67%; which will generate \$20 million dollars in new recurring revenue. This growth is approximately double the amount from this year, but is not back to the pre-recession levels of 5% to 6% annual growth.



# Budget Message

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As you know, the new Tag and Tax legislation will impact our revenues. As Marcus Kinrade, our Revenue Director, presented at our last work session, this change in how vehicle property tax will be collected is estimated to bring us \$12.5 million in one-time revenues. As these revenues are one-time, they are not being used to fund recurring needs, but are funding one-time expenditures in the operating budget of \$3.75 million with the remainder being transferred to the County's Capital Improvement Fund to fund capital projects.



## Sales Tax

This is the third year in a row that we are seeing increases in sales tax revenue. Sales tax revenues for FY 2013 are expected to exceed budget and increase 6% over actual collections in FY 2012. The estimate for FY 2014 assumes an overall rate of growth of 3.1%

over the FY 2013 projections and yields \$11.3 million of increased revenues over the 2013 adopted budget.

## Real Property Transfer Tax

Real Property Transfer Tax revenue projections reflect some recovery in real estate activity. While home sales prices are up over the prior year, the major driver of this tax is the volume of transactions which has increased more than 8% for FY 2013. The FY 2014 estimate is expected to increase to almost \$7 million, a 19% increase over the current year budget.



## **Expenditures**

With an improved revenue picture, the challenge of this budget was determining how to allocate the still limited dollars to requests that far exceeded available resources.

# Budget Message

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After several years of significant budget constraints, this year it came down to meeting our commitments, responding to an improving economy and addressing service issues while keeping in mind our priorities of education and public safety, and human services and public health. We are now taking care of the business of government as the economy recovers.

The budget increases can be broken down into five main components: Debt and Capital, Education, Public Safety, Human Services and Public Health, and Employee-related expenses.

## ***Debt and Capital***

In some areas, our policies drive allocation resources with the best example being our dedication of a portion of the property and sales tax revenues to our debt and capital programs. Of the \$44.3 million, \$17.5 million is committed to debt and capital.

Last week we held a work session and discussed the debt and capital finance model and reviewed the 2014 to 2020 Community Improvement Plan, or CIP.

As you know, the County funds its capital and debt service obligations through two major sources, 15.5 cents of our property tax rate plus a portion of sales taxes. The FY14 recommended budget includes an increase of \$8.73 million from these sources to pay for debt service and our capital program and another \$8.75 million in one-time property tax revenue from the tax and tag system change.

We covered the capital plan last week so I will not repeat our discussion other than to emphasize two points.

One, the credit rating agencies reaffirmed Wake County's triple triple-A credit rating this spring. The County continues to meet its debt service fund balance targets and adhere to our other financial policies that are necessary to maintain our triple-A rating. This translates into a lower cost of capital for county, school and community college facilities.

Two, this fall, we plan to hold a bond referendum for schools. Last Thursday, the Board of Commissioners and Board of Education received information about a \$939.9 million school capital improvement plan which includes 16 new schools and 6 existing school renovations, as well as technology and security initiatives. As presented, the program would be funded by a combination of cash and general obligation bonds which allow the County to issue debt at the lowest cost to the taxpayers. The next step in the process is for the Board of Education to present a resolution to the Board of Commissioners approving the capital plan and requesting a school bond referendum be placed on the ballot.

## ***Education***

Let's shift to the operating budget and funding for Education. Education is a critical component of our community and the County is committed to quality education and to the success of Wake Tech and the Wake County Public School System.

# Budget Message

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The appropriation to the Wake County Public School System totals \$327.5 million dollars and is \$9.2 million higher than the current year appropriation. The increase fully funds the Board of Education's request of \$8.3 million in additional county dollars, and is similar to this year's funding methodology in that the school system is receiving a proportional share of the growth in the property tax base. The budget also includes funding for the lease of the Crossroads Administrative building in Cary. This year the amount of funding for the lease totals \$856,820.

For fiscal year 2014 Wake Tech did not request an increase in funding and the recommended budget maintains the current appropriation of \$16.2 million.

## ***Public Safety***

Now to Public Safety. Beginning in June, certain County operations and Criminal Courts will begin moving into the new Justice Center. Planning for the new Justice Center began over a decade ago and the new facility will soon be opening its doors to the public. The recommended budget includes \$1.8 million to fund utility, security, maintenance and housekeeping

### **Sheriff's Office**

The recommended budget for the Sheriff's Office increases by \$3.8 million, or 5.6% over this year. One of the Department's responsibilities is managing our detention facilities. The newly expanded Hammond Road Detention Center opened in April 2012 and after a year of operation, the Sheriff's Office has identified certain areas within the facility where additional staffing is needed. The budget includes 24 new detention officers to staff five additional posts and the control room. Additional funding is also recommended for transportation between mental health facilities. Finally, funding is included to provide an hourly wage increase to 12-hour shift detention officers to create equity in hourly wages between 12-hour and 8-hour shift officers and for one Deputy Sheriff to serve as the School Resource Officer at Rolesville Middle School.

### **EMS**

Over the past four years, EMS call volume has increased by about 11%. This increase requires equipment and staff to keep pace with the demands of providing services in a growing county. Addressing the need requires either new peak-load units to operate during the busiest time of day or the conversion of 24-hour shifts to 12 hours. The budget includes new ambulances and 18 full-time positions for adding or converting units, as well as an additional trainer and supervisor to accommodate the increase in staff. The EMS recommended budget increases by \$3.5 million, or 11.7% over this year.

### **CCBI**

Moving on to the City-County Bureau of Investigation. CCBI is on track to become the second crime laboratory in North Carolina to be accredited under ISO/IEC 17025, which is the gold standard for forensic service provider accreditation. Becoming accredited shows that Wake County CCBI has a quality management system, proficient personnel and reliable scientific analysis. The recommended budget includes increased funding for supplies and materials

# Budget Message

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required for operating an accredited lab and meeting standards for blood alcohol and other crime lab analysis. The budget also includes funding to convert two part-time Latent Print Examiners to full-time to ensure fingerprints are processed in a timely manner.

## ***Human Services and Public Health***

### **Human Services**

Overall, the Human Services budget remains flat year to year. Part of the budget declines due to the complete divestiture of behavioral health services. Increases in the budget are provided to meet workload needs and service gaps.

Human Services continues to work with the State of North Carolina to find efficiencies in order to serve more citizens with the same or fewer dollars. The State Department of Health and Human Services rolled out the NCFAST electronic case management program for Food and Nutrition Services last fiscal year and will continue to roll out the program for Adult Medicaid as well as Child and Family Medicaid in FY 2014. Human Services will rely on temporary personnel and overtime for existing staff in order to convert 79,000 paper case files to the electronic case management system by the end of next fiscal year.

As the population has grown, two of the services needing additional resources are the Child Support Enforcement and Adult Guardianship programs. As in many Human Services programs, caseloads have risen throughout the economic downturn. The recommended budget includes six new staff members for Child Support Enforcement and one for the Adult Guardianship program.

The department will also establish two Human Services Case Manager positions and one Human Services Supervisor position in the Social Services Division to expand the collaboration at WakeMed Health and Hospitals. Wake County has partnered with Wake Med and the state Department of Health and Human Services for the past few years to provide Case Manager positions in Emergency Departments to enroll as many eligible people in the Medicaid programs as possible.

Lastly, the County is divesting of Behavioral Health Services and beginning July 1, 2013, Alliance Behavioral Healthcare will administer behavioral health services for Wake County through contracts with providers. Wake Behavioral Health programs and clients are expected to be transferred to community providers by June 30, 2013. Based on the current divestiture timeline, additional resources are required from July 1<sup>st</sup> to August 31<sup>st</sup> to effectively transition services and make sure all consumers are served.

Funding for behavioral health is recommended at \$25.8 million, an increase of \$836,000. This is equivalent to the amount Alliance Behavioral Healthcare will reimburse the County for start-up expenses.

# Budget Message

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## Environmental Services

The Environmental Services budget increases by approximately \$515,000 or 6.4% over the adopted FY 2013 budget. The increase in costs for FY 2014 reflects maintaining our ability to meet increasing demands in two major service areas; Animal Services and Water Quality. These increases provide necessary funding to protect the health, safety and welfare of the public and provide the utmost care for animals.

The Water Quality division will undertake an initiative to scan and digitize well and septic tank permits, making these easier to access by the public and by county staff. A new position is recommended to work with residents and other agencies concerning contaminated wells and assist in the mitigation of problems associated with ground water contamination.

Also in Environmental Services, the recommended budget includes three positions at the Wake County Animal Care, Control and Adoption Center. These positions will work to continue to improve the care of animals in the center and to decrease the County's euthanasia rate. Specifically, these positions include a conversion of the center's medical director from contracted to full-time; adding an additional animal healthcare technician to better equip the center to treat and manage the animal population; and adding a rescue coordinator who will be dedicated to working with external groups to find homes for animals.

## Other Government Activities

At this point I have covered most of the increases in the budget and there are just a couple of additional items I would like to highlight.

## Real Estate Related Activities

An impact of the recession was a drastic decline in the activities related to real estate development. As the activities diminished, so did the volume of work, and reductions were made in county staff and supporting expenditures to coincide with reduced needs for services. As the economy is now improving, we are seeing demand for service return and are recommending increasing funding in areas that were previously cut to meet the demand for the services. The three areas most impacted were: Register of Deeds, Building Inspections and the Revenue Department.

## Register of Deeds

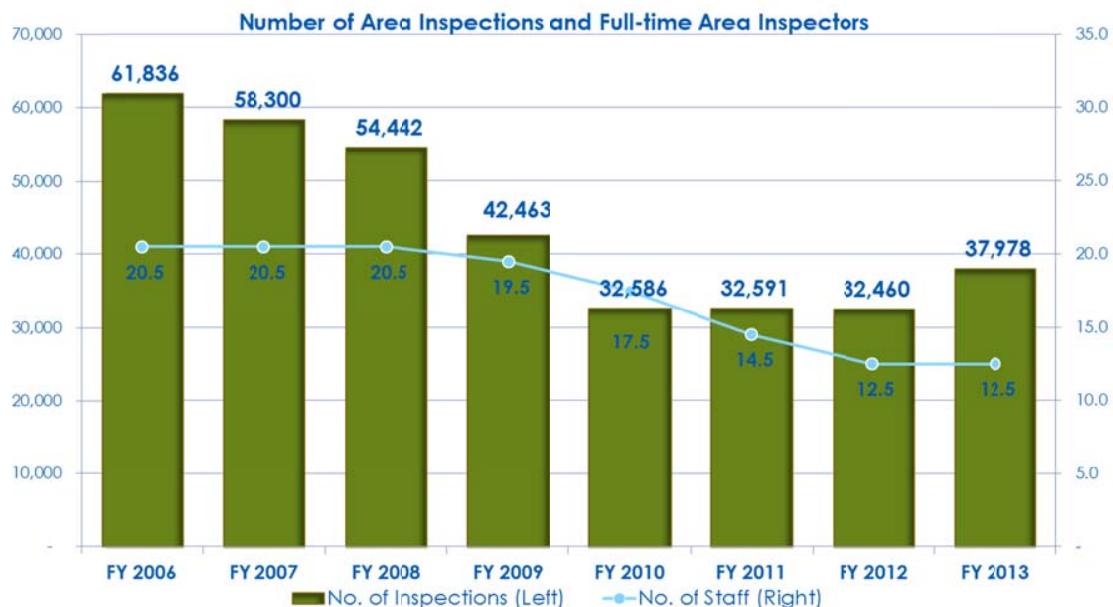
Register of Deeds statistics reflect an increase in volume and transactions, as mentioned in the growth of the real estate transfer fee. Three positions are added in this budget to accommodate those increased real estate-related transactions. The department had eliminated 4 positions during the economic downturn due to a decline in work volume. As we are now seeing volume return, it is necessary to add back positions in order to maintain service levels and meeting customer demand.

# Budget Message

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## Inspections

I have already mentioned the increase in building permits and the increase in deeds being registered. These are indicators that growth within the County has accelerated in the past year as the economic recovery continues. Corresponding with the recovery, the number of inspections has increased by 17%. In order to continue to provide thorough inspections with a satisfactory turnaround time, an additional inspector is necessary. As shown, even with an additional staff member, there will still be seven fewer positions than in 2008 before the economic downturn.



## Revenue

The Revenue Department is making quality assurance a top priority as workload continues to increase. The number of real estate parcels has increased by 104,326 since fiscal year 2001 to a total of 347,757. The Revenue Department has been aggressive in developing automated programs which have helped the Department's productivity in the last seven years; however, people are still required to physically visit properties. Three new positions are recommended as a result of the continually increasing parcel volume. Finally, a Business Auditor is recommended and will be paid with funding previously used for contingency fee audits that are no longer allowed under state law.

## Libraries

The FY2014 recommended budget restores a popular service which was reduced during the recession. Library hours were reduced as a cost savings measure in FY 2010 in response to the economic downturn. Staff has identified the need to provide additional hours through studying door count data and public surveys. The FY 2014 budget increases the operating

# Budget Message

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hours back to the level of service provided before this reduction, for most facilities and adds 5.5 positions to staff the increased hours.

## ***Employee Related Expenses***

When it comes to Wake County employees, they are the backbone of the organization and they have worked through the tough days of the downturn. They have been taking care of business—serving our customers while enduring hiring freezes and staffing reductions—or continuing to serve clients while the services they have provided for years are divested to other community providers—or answering the call, the emergency calls for law enforcement, fire or EMS or the call from a citizen needing assistance, whether it's a library card or in need of financial help. And, even though the recommended budget includes 76 new positions, the total county workforce declines by 163 positions. This is entirely due to the divestiture of behavioral health services.

	FY 2009 Adopted	FY 2013 Amended	FY 2014 Recommended	FY 2014 Recommended less FY13 Amended	FY 2014 Recommended less FY09 Adopted
Public Safety	1,063.5	1,236.5	1,282.5	46.0	219.0
Human Services & Public Health	1,908.8	1,692.5	1,471.5	(221.0)	(437.3)
Real Estate Development Related	162.0	140.0	148.0	8.0	(14.0)
Libraries	219.5	210.5	216.0	5.5	(3.5)
Other Departments	412.9	393.3	391.8	(1.5)	(21.1)
<b>General Fund Total</b>	<b>3,766.7</b>	<b>3,672.8</b>	<b>3,509.8</b>	<b>(163.0)</b>	<b>(256.9)</b>

As you can see in our workforce numbers, we have fewer employees since 2009 and you will also see fewer employees in all areas of county government with the exception of public safety. While the total county workforce has been reduced by over 250 positions since 2009, the public safety workforce has increased by 219 positions.

The recommended budget includes a 2.75% performance based pay increase for employees. Recruiting and retaining top notch employees is our goal and challenge. We consistently evaluate our pay and compensation with other local governments and local employers.

Health insurance is the largest single employee benefit. The County is currently seeing overall medical trend costs that are below national averages but continue to experience a rise in the cost of health care for retirees. The recommended budget includes an increase of \$1.2 million to fund health care costs for retirees and anticipates holding employee premiums flat for plan year 2014.

# Budget Message

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Certain employee related costs are dictated by the state and will require an increase in funding of more than \$1.4 million. To settle the state's obligation with the federal government for Unemployment Insurance, costs are being passed along to all private and public employers. Wake County's share of this cost is \$891,000 in FY 2014. Lastly, the County participates in a state-administered retirement system. In fiscal year 2014, all local governments' contributions are increased by .33%; the cost to the county is estimated at \$530,000.

## **Operating Summary**

In summary, our goal has been to focus on our priorities and address our greatest need – all without raising the property tax rate. Our resources continue to be allocated and sometimes reallocated to our highest priorities, and in this budget that means to public safety, education and human services and public health

## **Special Revenue/Enterprise Funds**

Outside of the budget we have discussed today, the county administers special revenue and enterprise funds, including Solid Waste, the South Wake Landfill Partnership and the Fire Tax District.

### Solid Waste

The Solid Waste budget maintains the household fee at \$20. Revenues generated by the fee 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, and \$36 per ton at the East Wake Transfer Station. This is the first budget year in which the South Wake Landfill will be generating revenue from the landfill gas-to-energy system. Fifty percent of the revenue is recommended to go toward the Solid Waste Enterprise Fund and the other 50% is recommended to be allocated to the General Fund.

### Fire Tax

The Fire Tax District provides fire protection services in the unincorporated areas of Wake County and the Town of Wendell. The Wake County Fire Tax District budget for fiscal year 2014 is \$20.7 million and maintains the existing tax rate at 8 cents. The Fire Tax District tax rate generates approximately \$20.7 million and provides funding to 19 municipal and not-for-profits fire departments. 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. Staff is working with several fire departments in evaluating potential consolidations and those efforts will continue into the next fiscal year.

# Budget Message

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## Summary

In summary, the recommended fiscal year 2014 budget is \$982.8 million and it maintains the tax rate at 53.4 cents. The plan continues the principles applied in the past and strives to take care of the county business at hand.

As you consider the recommended fiscal year 2014 budget, a couple closing thoughts come to mind. One, we prepare a recommended budget without a perfect picture of the future. The budget is a plan and we make our best assumptions about the future. Some of the current conversations down at the legislature may affect our future and impact our budget. Tax reform and changes in how elections will be conducted are two examples. We will follow these conversations closely.

Two, I am reminded how fortunate we are to live here in Wake County. The accolades keep coming in—about being the place for job growth, or to raise a family or being the healthiest county in the State. Those accolades mean jobs and people will continue to come to Wake County and our role and responsibility is to ensure that we continue to provide the infrastructure and the quality level of services that we all have enjoyed since we first arrived to Wake County.

## Closing

Residents are encouraged to offer feedback on the recommended budget. There are a number of ways in which citizens can be involved. Immediately following the conclusion of the budget presentation, the budget document, as well as information on the budget process will be posted online at [www.wakegov.com](http://www.wakegov.com). People can also email comments to [budget@wakegov.com](mailto:budget@wakegov.com), leave a voicemail at 919-856-5433, or speak at one of the two public hearings.

The next step will be for you to hold those public hearings on Monday, June 3, 2013, 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 scheduled for Monday, June 10 at 9 a.m. On Monday, June 17 at the 2 p.m. regular meeting, you will be asked to adopt the fiscal year 2014 budget.

Respectfully submitted,



David Cooke  
County Manager

# **Ordinances**

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**Item Title:** Adoption of the Fiscal Year 2014 Budget and Project Ordinances and the Personnel Authorization Ordinance

**Specific Action Requested:**

**That the Board of Commissioners adopts the following FY 2014 budget related ordinances:**

**A. Fiscal Year 2014 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 20, 2013, the County Manager presented a recommended FY 2014 General Fund budget totaling \$982,800,000 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 3, 2013, the Board of Commissioners held a public hearing regarding the FY 2014 budget in the Commission Chambers and continued the hearing that same day at the Wake Commons Building.

**Changes to Recommended Budget**

At the June 10, 2013 budget work session, County staff identified the following changes to be made:

Grants and Donations Fund – Increase funding by \$82,323 for a Byrne Justice Assistance Grant received by the Sheriff's department revising the Recommended Budget the appropriation from \$3,486,000 to \$3,568,323.

# **Ordinances**

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Housing and Community Revitalization – Increase funding by \$59,000 revising the Recommended Budget appropriation from \$5,656,000 to \$5,715,000 due to lesser impact from sequestration cuts.

Economic Development - The budget has also been amended to include an increase of \$50,000 for Economic Development and has been “reserved” in a non-departmental account. The \$50,000 will be off-set by a reduction in the reserve for health benefits.

## Questions Raised by Board

Included in the FY 2014 budget are proposed fee changes to Animal Shelter Fees. Questions were raised around those for spay or neuter charges to rescue groups. Upon further consideration by Environmental Services, the fees for spay and neuter to charges to rescue groups will remain at the current fee level. The other fee changes remain recommended as presented. A complete fee scheduling, including proposed changes is attached.

## Items Referred to the Budget and Finance Committee

During budget discussions, several items were referred to the Budget and Finance Committee for additional analysis with a recommendation to be brought back to the full Board. The items were:

- Libraries – Revisit the 2003 and 2007 library master plan, the criteria for establishment of library priorities and options for addressing requests put forth by various municipalities.
- Economic Development – Evaluate current economic development strategies in light of changes occurring at the state level and needs throughout Wake County.
- School Health – Evaluate alternatives for increasing the presence of school health initiatives through on-site or mobile health clinics.
- Arts/Non-Profit Funding – Discuss funding levels and criteria for funding arts and other non-profit agencies.

## Budget Ordinances

The attachments include all ordinances necessary to implement the FY 2014 operating, capital, and project budgets.

The totals of each budget (displayed by fund), as recommended by the County Manager on May 20 and amended by the Board of Commissioners on June 17, are:

## **Fund Appropriation Amounts**

<b>Fund</b>	<b>Appropriation Amount</b>
Operating Budgets	
General Fund	\$ 982,800,000
Debt Service Fund	243,360,000
Solid Waste Enterprise Fund	15,540,000
South Wake Landfill Fund	14,159,000

# Ordinances

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Corporate Fleet Internal Service Fund	9,112,000
Capital Improvement Funds	
County Capital Projects Fund	31,367,000
Fire Tax Capital Projects Fund	1,565,000
Major Facilities Capital Projects Fund	1,000,000
Solid Waste Capital Projects Fund	2,425,000
Wake County Public School System Capital Projects Fund	856,820
Wake Technical Community College Capital Projects Fund	3,685,000
Other Funds and Project Ordinances	
Housing & Community Revitalization Fund	5,715,000
Capital Area Workforce Development Fund	6,137,000
Fire Tax District Fund	20,727,000
Grants and Donations Fund	3,568,323
Major Facilities Fund	39,138,000

The Fiscal Year 2014 Operating Budget Ordinance includes an appropriation of \$327,496,020 to the Wake County Public School System by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b). As part of the ordinance, the Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. WCPSS must notify the Board of Commissioners, at a public meeting, any amendment which would increase or decrease the amount of county appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation.

In addition to budget and project ordinances, attached is the General Fund Personnel Authorization Ordinance. This ordinance establishes the Board approved staffing levels (by full-time equivalent or FTE) for every County General Fund department during FY 2014. 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 less than \$7,000 and will be absorbed within the respective department's Fiscal Year 2014 appropriation. The pay band changes are as follows:

- Customer Service Representative from Band 3 to Band 4
- Benefits Specialist from Band 5 to Band 6
- Deputy Sheriff – Master Officer from Band 6 to Band 7
- Deputy Clerk to the Board from Band 6 to Band 7
- Emergency Management Specialist from Band 7 to Band 8
- Deputy Sheriff – Senior Investigator from Band 7 to Band 8
- Deputy Sheriff – Sergeant from Band 8 to Band 9
- Deputy Sheriff – Lieutenant from Band 9 to Band 10
- Environmental Engineer/Consultant from Band 29 to Band 30

# **Ordinances**

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- Pharmacist from Band 32 to Band 33
- All Department Heads placed in Band 36
- Board of Elections Director from Band 32 to Band 00

## **Attachments:**

1. Operating Budget Ordinance for FY 2014
2. Animal Shelter Fee Schedule – Current and Proposed
3. Capital Improvement Fund Project Ordinance for FY 2014
4. Housing and Community Revitalization Project Ordinance
5. Capital Area Workforce Development Project Ordinance
6. Fire District Fund Ordinance
7. Grants and Donations Project Ordinance
8. Major Facilities Fund Ordinance
9. Personnel Authorization Ordinance

# Ordinances

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## OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2014

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

**Section 1:** 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, 2013 and ending June 30, 2014:

### General Government

Board of Commissioners	480,312
County Manager	1,422,466
County Attorney	1,620,430
Board of Elections	3,356,591
Budget and Management Services	749,824
Facilities, Design, and Construction	1,182,837
Finance	2,209,077
Human Resources	1,888,699
Information Services	11,919,647
Register of Deeds	2,608,843
Revenue	7,229,202
Community Services	26,632,444
Environmental Services	8,546,830
General Services	25,498,857
Medical Examiner	204,200
Human Services	181,461,798
City-County Bureau of Identification	5,253,270
Sheriff	72,030,746
Fire and Emergency Management	1,862,913
Emergency Medical Services	33,590,244
Emergency Communications	1,088,981
Education	
Wake County Public Schools (see section 2)	327,496,020
Wake Technical Community College	16,190,938
Non-departmental	
Memberships	451,409
Public Agencies	1,469,251
Non-departmental Services	72,798
Criminal Justice Partnership Programs	898,534
Economic Development	378,815
Cooperative Extension	215,529
Soil and Water Conservation District	424,016
Salary and Benefit Reserve	5,321,000
Health Benefits	5,226,276
Risk Management Cost of Claims	1,374,203
Transfers	

# Ordinances

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Transfer to County Capital Projects Fund	35,564,000
Transfer to Debt Service Fund	193,844,000
Transfer to Wake Tech Capital Project Fund	2,185,000
Interfund Transfer to Revaluation Reserve	850,000
TOTAL GENERAL FUND APPROPRIATION	982,800,000

**Section 2:** The appropriation to the Wake County Public School System 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	\$ 81,803,285
Special Populations Services	28,711,337
Alternative Programs and Services	13,136,573
School Leadership Services	28,588,026
Co-Curricular Services	8,174,800
School-Based Support Services	11,913,775
	172,297,796
System-wide Support Services	
Support and Developmental Services	6,066,196
Special Populations Support and Development Services	3,001,682
Alternative Programs and Services Support and Development Services	1,188,501
Technology Support Services	13,387,168
Operational Support Services (WCPSS Fund 2)	83,682,687
Operational Support Services (WCPSS Fund 4)	3,529,893
Financial and Human Resource Services	16,317,905
Accountability Services	3,056,952
System-wide Pupil Support Services	4,824,770
Policy, Leadership, and Public Relations Services	7,172,391
	142,228,145
Ancillary Services	
Nutrition Services	657
Adult Services	24,011
	24,668
Non-Programmed Charges	
Payments to Other Governmental Units	12,945,411
TOTAL WAKE COUNTY PUBLIC SCHOOLS APPROPRIATION	\$ 327,496,020

**Section 3:** It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

# Ordinances

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Ad Valorem Taxes	\$682,085,000
Sales Tax	132,481,000
Lease/Rental Vehicle Tax	2,550,000
Payment in Lieu of Taxes	1,230,421
Real Property Transfer (Excise) Tax	6,960,000
Federal Shared Revenues	10,443,285
State Shared Revenues	73,270,328
Local Shared Revenues	4,100,100
Licenses and Permits	3,624,386
Charges for Services	61,400,880
Investment Earnings	45,259
Miscellaneous	1,325,201
Transfers from Other Funds	2,434,140
Interfund Transfers	850,000
<hr/>	
TOTAL GENERAL FUND REVENUE	\$982,800,000

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 4:** The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014 for the purpose of paying debt service commitments:

Debt Service Principal, Interest, and Fees	\$ 243,360,000
TOTAL DEBT SERVICE FUND APPROPRIATION	\$ 243,360,000

# Ordinances

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**Section 5:** It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Transfer from General Fund – Ad Valorem	\$ 162,529,000
Transfer from General Fund – Sales Tax	31,315,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District Fund	1,224,000
State Lottery Proceeds	10,000,000
Interest Income	2,941,000
Federal - Other	2,740,984
Appropriated Fund Balance	<u>31,619,016</u>
 TOTAL DEBT SERVICE FUND REVENUE	\$ 243,360,000

**Section 6:** The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Operating Expenses	\$ 10,993,680
Transfer to General Fund	406,320
<i>Administrative</i>	356,320
<i>Landfill Gas</i>	50,000
Transfer to Solid Waste Capital Projects Fund	<u>4,050,000</u>
 TOTAL SOLID WASTE ENTERPRISE FUND APPROPRIATION	\$ 15,450,000

**Section 7:** It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

State	\$ 1,496,690
Charges for Services	7,819,976
Licenses and Permits	6,500
Interest Income	357,000
Miscellaneous	599,310
Sales of Recyclable Materials	1,048,469
Closure/Post Closure Reserve	851,929
Transfer from South Wake Landfill Fund	991,789
Appropriated Fund Balance	<u>2,278,337</u>
 TOTAL SOLID WASTE ENTERPRISE FUND REVENUE	\$ 15,450,000

**Section 8:** 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.

# Ordinances

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**Section 9:** Estimated Landfill Gas revenue will be \$100,000, of which 50-percent will be transferred to the General Fund. In the event actual revenue is less than estimated, only 50-percent of the actual revenues received will be transferred to the General Fund.

**Section 10:** The following is hereby appropriated in the South Wake Landfill Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Operating Expenses	\$ 13,167,211
Transfer to Solid Waste Enterprise Fund	<u>991,789</u>
 TOTAL SOUTH WAKE LANDFILL FUND APPROPRIATION	
	\$ 14,159,000

**Section 11:** It is estimated that the following revenue will be available in the South Wake landfill Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Disposal and License Fees	<u>\$ 14,159,000</u>
TOTAL SOUTH WAKE LANDFILL FUND REVENUE	\$ 14,159,000

**Section 12:** The following is hereby appropriated in the Corporate Fleet Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Operating Expenses	<u>\$ 9,112,000</u>
TOTAL CORPORATE FLEET FUND APPROPRIATION	\$ 9,112,000

**Section 13:** 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	\$ 8,581,041
Sale of Materials	400,957
Other Financing Sources	110,002
Investment Earnings	<u>20,000</u>
 TOTAL CORPORATE FLEET FUND REVENUE	\$ 9,112,000

**Section 14:** 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, 2013, 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	\$ 1,434,001,730	3.87 cents

# Ordinances

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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 \$560,048. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

**Section 15:** 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 16:** The County Manager, or his designee, is hereby authorized to execute contractual documents under the following conditions:

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

**Section 17:** 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 18:** There is hereby levied a tax at the rate of fifty-three and four-tenths cents (53.4¢) per one hundred dollars (\$100) valuation of property that is located within Wake County and listed for taxes as of January 1, 2013. The revenue from this source is included in "Ad Valorem Taxes" in Section 2 of this Ordinance.

# Ordinances

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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 sixteen billion, three hundred forty-five million (\$116,345,000,000) and an estimated collection rate of 99.50%; and (2) 100% of total assessed property tax value of vehicle valuation of eight billion, eight hundred million (\$8,800,000,000) and an estimated collection rate of 93%.

**Section 19:** 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 20:** Operating funds encumbered by the County as of June 30, 2013 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2013 are hereby appropriated to this budget.

**Section 21:** Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2013, are designated for future year expenditures on white goods programs and are hereby appropriated to the Solid Waste Management Fund budget.

**Section 22:** The County Manager shall distribute copies of this Budget Ordinance as appropriate.

**Section 23:** Funding is provided in Section 1 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.

**Section 24:** 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, 2013.

## Animal Adoption and Shelter Fees

Description	Fee
Bird Adoption - Small	\$20
Bird Adoption - Large	\$50
Amphibian Adoption	\$5
Chicken Adoption	\$5
Chinchilla Adoption	\$45
Hedgehog Adoption	\$45
Farm Animal Small (Pig, Sheep, Etc.)	\$25
Farm Animal Large (Cow, Etc.)	\$100
Horse	\$500

## **Ordinances**

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Dog Boarding Fee	\$10/Day
Cat Boarding Fee	\$8/Day
Small Animal Boarding	\$6/Day
Farm Animal Boarding	Charge What Offsite Vendor Charges
Rescue Group Rabies Vaccine	\$2
Rescue Group Microchip	\$7
1st Reclaim Altered	\$50
2nd Reclaim Altered	\$75
3rd Reclaim Altered	\$150
1st Reclaim Intact	\$100
2nd reclaim Intact	\$150
3rd Reclaim Intact	\$300
Expected Revenue	\$481,000
Percent Change	20%

# **Ordinances**

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## **Planning and Development Fees**

<b>Description</b>	<b>Fee</b>
Rezoning Fees	\$1,000
Modification of a Previously Approved Rezoning	\$750
Land Use Plan Amendments	\$1,000
Reinspection Fee Waiver Policy	\$0
Residential Accessory Structures	\$60
Trade Inspection Fee	\$60
Plan Re-review	\$50
Planned Compliance Permit Fee	\$375
Expected Revenue	\$2,552,750
Percent Change	2%

**ADOPTED** this the 17th day of June 2013.

# Ordinances

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## CAPITAL IMPROVEMENT FUND PROJECT ORDINANCE FOR FY 2014

**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:** 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, 2013:

Element:	Affordable Housing	
Program:	Transfer to Housing and Community Revitalization	\$ 830,000
TOTAL AFFORDABLE HOUSING		\$ 830,000

Element:	Automation	
Program:	Computer Equipment	\$ 1,750,000
Program:	Enterprise Infrastructure	1,540,000
Program:	Child Welfare Document Management System	25,000
Program:	DSS Document Management	25,000
Program:	E-Wake Upgrades and Managed Advantage	1,313,000
Program:	Jail Records Management and System Upgrade	25,000
Program:	Planning and Permitting System	4,016,000
Program:	Revaluation	225,000
Program:	ROD Books	377,000
Program:	Telecommunications Infrastructure Improvements	372,000
Program:	Video Conferencing Platform	100,000
Program:	E-Wake Pilot Document Management	<u>225,000</u>
Subtotal: Major Projects		\$ 6,703,000
TOTAL AUTOMATION		\$ 9,993,000

Element:	Community Capital	
Program:	Hospice of Wake County	\$ 250,000
Program:	Reserve for Future Projects	<u>250,000</u>
TOTAL COMMUNITY CAPITAL		\$ 500,000

# Ordinances

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Element:	County Buildings	
Program:	Animal Control (DQ/URI/Intake)	560,000
Program:	Swinburne Intake Renovation	330,000
Program:	Public Health Center Intake and WIC Renovation	<u>100,000</u>
	Subtotal: Major Building Renovations	\$ 990,000
Program:	Building Systems Replacements	675,000
Program:	Minor Building Projects	1,200,000
Program:	Roofing Projects	1,096,000
Program:	Security Improvements County Buildings	211,000
Program:	CCWP Lifecycle Replacements	94,000
Program:	Infrastructure Paving	237,000
	Subtotal: County Building Improvements	\$ <u>3,513,000</u>
TOTAL COUNTY BUILDINGS		\$ 4,503,000
Element:	Criminal Justice	
Program:	Court Displacement	\$ 201,000
Program:	Detention Security	142,000
Program:	Existing Courthouse Renovations	<u>1,100,000</u>
TOTAL CRIMINAL JUSTICE		\$ 1,443,000
Element:	Economic Development	
Program:	Credit Suisse	\$ 102,000
Program:	Novartis	819,000
Program:	NetApp	<u>481,000</u>
	Subtotal: Business Development Grants	\$ 1,402,000
Program:	Nutrient Management Strategy Study	100,000
TOTAL ECONOMIC DEVELOPMENT		\$ 1,502,000
Element:	Libraries	
Program:	Northeast Regional Library	\$ 2,971,000
Program:	Upgrades to Existing Facilities	353,000
Program:	Library Materials & Collection Development	1,400,000
TOTAL LIBRARIES		\$ 4,724,000
Element:	Open Space	
Program:	Land Costs	\$ 520,000
TOTAL OPEN SPACE		\$ 520,000

# Ordinances

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Element:	Parks	
Program:	Existing Parks Facility Improvements	\$ 300,000
TOTAL PARKS		\$ 300,000
Element:	Program-wide Projects	
Program:	Transfers to Other Funds (Wake Tech Capital)	\$ 1,500,000
Program:	Reserve for Future Projects	<u>12,008,000</u>
TOTAL PROGRAM-WIDE PROJECTS		\$ 13,528,000
Element:	Public Safety	
Program:	Brier Creek	1,480,000
Program:	Bay Leaf Station 3	<u>388,000</u>
	Subtotal: EMS Projects	\$ 1,868,000
TOTAL PUBLIC SAFETY		\$ 1,868,000
TOTAL COUNTY CAPITAL PROJECTS FUND EXPENDITURES		\$ 39,691,000

**Section 2:** It is estimated that the following revenues will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2013:

Transfers In - Ad Valorem Tax	\$ 35,564,000
Municipal Reimbursements	520,000
Prior Year Uncommitted Funds	<u>3,607,000</u>
TOTAL COUNTY CAPITAL PROJECTS FUND REVENUES	\$ 39,691,000

**Section 3:** 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, 2013:

Element: Fire / Rescue	
Programs: Fire Apparatus	\$ 395,000
Fire Equipment	533,000
Fire Facilities	156,000
Reserve for Future Fire Projects	<u>296,000</u>
TOTAL FIRE / RESCUE	\$ 1,380,000

**Section 4:** 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, 2013:

Fire Protection	\$ 30,000
Transfers In From Fire Tax District Fund	<u>1,350,000</u>
TOTAL FIRE CAPITAL PROJECTS FUND REVENUE	\$ 1,380,000

# Ordinances

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**Section 5:** It is estimated that \$1,487,000 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 6:** The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2013:

Element:	Major Facilities	
Programs:	Five County Stadium	\$ 460,000
	Marbles/IMAX	440,000
	Green Square	<u>100,000</u>
	TOTAL MAJOR FACILITIES	\$ 1,000,000

**Section 7:** It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2013:

Transfer from Major Facilities Special Revenue Fund	\$ 1,000,000
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND	\$ 1,000,000
REVENUES	

**Section 8:** 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, 2013:

Element:	Wake Technical Community College	
Programs:	General Repairs and Renovation	\$ 500,000
	Minor Capital	1,000,000
	Wake Technical Community College 2012 Building Program	2,185,000
	TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND APPROPRIATION	\$ 3,685,000

**Section 9:** 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, 2013:

Transfer from County Capital	\$ 1,500,000
Transfer from General Fund	2,185,000
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUES	\$ 3,685,000

**Section 10:** 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, 2013:

Element:	Wake County Public School System	
Programs:	WCPSS Administrative Lease Reserve	\$ 856,820
	TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECTS FUND	\$ 856,820

# Ordinances

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**Section 11:** The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2013:

Element:	Solid Waste	
Programs:	Landfill Gas Development	400,000
	South Wake Landfill	5,312,000
	Reserve for Future Solid Waste Projects	<u>3,650,000</u>
	TOTAL SOLID WASTE CAPITAL	\$ 9,362,000

**Section 12:** It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2013:

Transfer from Solid Waste Enterprise	\$ 4,050,000
Closure/Post-closure Reserve	<u>5,312,000</u>
TOTAL SOLID WASTE CAPITAL REVENUE	\$ 9,362,000

**Section 13:** The Finance Department is hereby directed to maintain sufficient specific detailed accounting records for each capital project authorized.

**Section 14:** 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 15:** 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 16:** 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 17:** The County Manager shall distribute copies of this Capital Projects Ordinance as appropriate.

**ADOPTED** this the 17<sup>th</sup> day of June 2013.

# Ordinances

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## 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 2, 4, 6 and 8, 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:** The following amounts are appropriated for the projects of the CDBG Program:

Direct Federal Revenues	\$ 531,027
Federal Program Income	190,000
TOTAL HOME PROGRAM REVENUES	\$ 721,027

**Section 3:** It is estimated that the following revenues will be available to complete projects in the CDBG Program:

Direct Federal Revenues	\$ 1,495,938
Federal Program Income	356,625
Town Match	204,294
TOTAL CDBG REVENUES	\$ 2,056,857

**Section 4:** The following amounts are appropriated for the projects of the HOME Program:

Administration	\$ 53,103
Community Housing Development	\$ 37,243
Affordable Housing Development	630,681
TOTAL HOME PROGRAM APPROPRIATION	\$ 721,027

**Section 5:** It is estimated that the following revenues will be available to complete projects described in the HOME Program:

Administration	\$ 299,188
Homeowner Rehabilitation	587,549
Public Facilities	1,055,120
Affordable Housing Development	115,000
TOTAL CDBG APPROPRIATION	\$ 2,056,857

**Section 6:** The following amounts are appropriated for the projects of the HOPWA Program:

Administration	\$ 15,310
HOPWA	105,012

# Ordinances

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**Section 7:** It is estimated that the following revenues will be available to complete projects described in the HOPWA Program:

Direct Federal Revenues	\$ 510,323
TOTAL HOPWA PROGRAM REVENUES	\$ 510,323

**Section 8:** The following amounts are appropriated for the projects of the County Affordable Housing Program:

Affordable Housing Development	\$ 644,207
Rental Assistance for Mentally Ill	\$ 300,000
Support Circles Staff Position	\$ 56,807
TOTAL COUNTY AFFORDABLE HOUSING APPROPRIATION	\$ 1,001,014

**Section 9:** It is estimated that the following revenues will be available to complete projects described in the County Affordable Housing Program:

Program Income	\$ 170,003
Program Income in Excess of FY 2012 Budget	\$ 1,011
County Funding	\$ 830,000
TOTAL COUNTY AFFORDABLE HOUSING REVENUES	\$ 1,001,014

**Section 10:** The following amounts are appropriated for the projects of the Small Cities Housing Program:

Affordable Housing Development	\$ 20,000
TOTAL SMALL CITIES HOUSING PROGRAM APPROPRIATION	\$ 20,000

**Section 11:** It is estimated that the following revenues will be available to complete projects described in the Small Cities Housing Program:

Federal Program Income	\$ 20,000
TOTAL SMALL CITIES HOUSING PROGRAM REVENUES	\$ 20,000

## **Ordinances**

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**Section 12:** The following amounts are appropriated for the projects of the Shelter Plus Care Program:

Administration	\$ 98,405
Tenant Based Rental Assistance	1,307,374
<b>TOTAL SHELTER PLUS CARE PROGRAM APPROPRIATION</b>	<b>\$ 1,405,779</b>

**Section 13:** It is estimated that the following revenues will be available to complete projects described in the Shelter Plus Care Program:

Direct Federal Revenues	\$ 1,405,779
<b>TOTAL SHELTER PLUS CARE PROGRAM REVENUES</b>	<b>\$ 1,405,779</b>

**Section 14:** The Finance Director is hereby directed to maintain, within the Housing and Community Revitalization Fund sufficient detailed accounting records for each grant or project authorized.

**Section 15:** The County Manager is authorized to transfer appropriations between projects within the Housing and Community Revitalization Fund.

**Section 16:** 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 17:** Copies of this Housing and Community Revitalization Project Ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED this the 17th day of June 2013.**

# Ordinances

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## 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:** Projects are authorized as described in Section 7, 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 state and federal government provide funds for all projects.

**Section 2:** The following amounts are appropriated for the projects of the Capital Area Workforce Development fund:

Fiscal Year 2014 CAWD Program	\$ 6,137,000
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**Section 3:** It is estimated that the following revenues will be available to complete those projects described in section 3:

Federal Shared Revenues	\$ 6,137,000
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**Section 4:** 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.

**Section 5:** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

**Section 6:** The County Manager is authorized to transfer appropriations between projects within the Capital Area Workforce Development Fund.

**Section 7:** 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 8:** In the event that net revenues from Federal Shared Revenues exceeds the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

**Section 9:** Copies of this Capital Area Workforce Development Ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED** this the 17th day of June, 2013.

# Ordinances

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## FIRE TAX DISTRICT FUND ORDINANCE

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

**Section 1:** The following amount is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Contracted Services	17,212,247
Other Operating Expenses	940,753
Transfer to Debt Service Fund	1,224,000
Transfer to Fire Tax District Capital Fund	1,350,000
 TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND APPROPRIATION	 <hr/>
	\$ 20,727,000

**Section 2:** 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	\$ 20,712,000
Interest	15,000
 TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND REVENUES	 <hr/>
	\$ 20,727,000

**Section 3:** 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, 2013, 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-five billion, nine hundred and seven million, one hundred thousand dollars (\$25,907,100,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.5% and upon a collection fee of 0.2%. The property tax valuation does not include delinquent, rebated, or late list payments.

**Section 4:** The Finance Director is hereby directed to maintain within the Fire Tax District Fund sufficient specific detailed accounting records.

**Section 5:** The Finance Director is directed to report annually on the financial status of this Fund.

**Section 6:** 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 7:** The County Manager shall distribute copies of this ordinance as appropriate.

**ADOPTED** this the 17th day of June, 2013.

# Ordinances

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## 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:** Projects are authorized as appropriated in section 2, 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:** The following amounts are appropriated for the projects of the Grants and Donations Fund:

Grants	\$ 3,192,323
Forfeitures	376,000
TOTAL GRANTS AND DONATIONS FUND APPROPRIATION	\$ 3,568,323

**Section 3:** It is estimated that the following revenues will be available to complete those projects described in section 1:

Federal Shared Revenues	\$ 2,125,440
State Shared Revenues	738,258
Local Shared Revenues	703,210
Miscellaneous	1,415
TOTAL GRANTS AND DONATIONS FUND REVENUES	\$ 3,568,323

**Section 4:** 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:** The Finance Director is hereby directed to maintain, within the Grants and Donations Fund, sufficient detailed accounting records for each grant or project authorized.

**Section 6:** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

**Section 7:** 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 8:** Copies of this ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED** this the 17th day of June 2013.

# Ordinances

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## 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:** The following amounts are hereby appropriated in the Major Facilities Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014 for projects and the administration of the tax collection efforts:

Raleigh Convention Center for Operating Support and Debt Service	\$ 18,157,244
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	850,992
Greater Raleigh Convention and Visitors Bureau for Operating Support	4,502,138
Debt Service for Construction of the PNC Arena (formerly RBC Center)	5,209,350
Centennial Authority for Operating Support	2,276,276
Centennial Authority for Capital Projects at PNC Arena (formerly RBC Center)	1,000,000
Transfer to General Fund, Administrative Fee for Occupancy Tax	526,000
Transfer to General Fund, Admin. Fee for Prepared Food and Beverage Tax	645,000
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
<u>Saint Augustine's College Track</u>	<u>100,000</u>
<b>TOTAL MAJOR FACILITIES FUND APPROPRIATION</b>	<b>\$ 39,138,000</b>

**Section 2:** It is estimated that the following revenues will be available in the Major Facilities Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014 to fund those projects described in Section 2:

Occupancy Tax	\$ 17,546,000
Prepared Food and Beverage Tax	21,496,000
<u>Appropriated Fund Balance</u>	<u>96,000</u>
<b>TOTAL MAJOR FACILITIES FUND REVENUES</b>	<b>\$ 39,138,000</b>

**Section 3:** 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 17th day of June 2013.**

# Ordinances

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## PERSONNEL AUTHORIZATION ORDINANCE

**BE IT ORDAINED** by the Wake County Board of Commissioners:

**Section 1:** 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, 2013 and ending June 30, 2014.

<b>Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)</b>	<b>Authorized Full-time Equivalent Positions</b>
Board of Commissioners	3.000
County Manager	11.000
County Attorney	14.000
Board of Elections	19.500
Budget and Management Services	8.000
Facilities, Design & Construction	10.000
Finance	
General Fund	26.000
Debt Service Fund	2.000
Finance Total	28.000
Human Resources	25.000
Information Services	83.750
CIP Fund	1.000
Information Services Total	84.750
Register of Deeds	40.000
Revenue	65.000
Soil and Water Conservation District	5.000
Community Services	
CS Management and Budget	5.000
Parks, Recreation and Open Space	33.000
Veteran Services	3.500
Geographic Information Services	18.000
Libraries	216.000
Planning and Development Services	43.000
Community Services Total	318.500
Environmental Services	
General Fund	
ES Administration	9.000
Environmental Health & Safety	28.000
Animal Care, Control and Adoption Center	40.000
Water Quality Division	28.000
Total General Fund	105.000
Solid Waste Fund	14.000
South Wake Landfill Fund	5.000

## Ordinances

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<b>Department, Division and Fund</b>	<b>Authorized Full-time Equivalent Positions</b>
Environmental Services Total	124.000
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	14.000
General Services Total	140.000
Human Services	
General Fund	
Social Services	449.230
Child Welfare	226.750
Children, Youth and Family	261.650
Public Health	52.561
Health Clinics	162.600
Behavioral Health	4.505
Administrative Operations	209.250
Total General Fund	1,366.546
Grants Fund	17.500
Affordable Housing	7.250
Human Services Total	1,391.296
Emergency Medical Services	246.000
Fire & Emergency Management	
General Fund	19.000
Grants Fund	1.000
Fire & Emergency Management	20.000
CCBI	71.500
Sheriff	
General Fund	
Law Enforcement	423.000
Detention	523.000
Sheriff Total	946.000
Capital Area Workforce Development	28.000
<b>TOTAL FTEs ALL FUNDS PER SYSTEM</b>	<b>3,598.546</b>

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

# Ordinances

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**Section 3:** 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:** The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 1, 2013.

<b><i>NONEXEMPT SCHEDULE - ANNUAL</i></b>			
<b>BAND</b>	<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
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

<b><i>NONEXEMPT SCHEDULE - HOURLY</i></b>			
<b>BAND</b>	<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
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

<b><i>EXEMPT SCHEDULE - ANNUAL</i></b>			
<b>BAND</b>	<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
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
30	\$52,900	\$71,500	\$90,100
31	\$58,500	\$79,000	\$99,500
32	\$64,750	\$87,500	\$110,250
33	\$71,600	\$96,750	\$121,900

# Ordinances

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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: The following non-exempt position classification schedule is hereby established effective July 1, 2013.

Class Title	Class Title	Class Title
<b>Band 1</b>	<b>Band 4 (cont'd)</b>	<b>Band 5 cont'd</b>
Library Page	Identification Technician	Solid Waste Compliance Officer
Park Aide	Interpreter	Teacher/Tutor
Pre-Vocational Aide	Laboratory Technician	Telecommunicator I
Student Assistant	Mechanic	
Swimming Pool Technician	Press Operator	
<b>Band 2</b>	Property/Evidence Clerk	
Animal Shelter Attendant	Vehicle Technician	
Transportation Aide		
<b>Band 3</b>		
Administrative Assistant	<b>Band 5</b>	
Animal Health Care Technician	Administrative Supervisor	CCBI Processing Unit Supervisor
Equipment Operator	Computer Operator	Deputy Sheriff
Library Assistant	Consumer Records Manager	Deputy Sheriff - First Class
Nurses Aide	Detention Officer	Evidence Technician
Park Technician	Detention Officer - Master	Facility HVAC Technician
Pharmacy Technician	Elections Specialist	Firefighter/Driver
Scale House Attendant	Executive Assistant	Forensic Photographer
Utility Worker	Firefighter	Human Services Program Auditor
<b>Band 4</b>		Human Services Senior Case Manager
Accounting Technician	Human Services Case Manager	Medical Technologist
Animal Control Officer	Inmate Activities Coordinator	Nutritionist
Customer Service Representative	Inventory Control Specialist	Paralegal
Dental Assistant	Licensed Practical Nurse	Paramedic
Deputy Register of Deeds	Mail Center Warehouse Coordinator	Payroll Specialist
Emergency Medical Technician	Mapping Technician	Planning Technician
	Master Mechanic	Public Health Educator
	Plans & Permits Technician	Social Worker
	Program Assistant	Soil Scientist

# Ordinances

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Executive Secretary	Revenue Agent	Substance Abuse Counselor
Graphics Specialist	Senior Accounting Technician	Telecommunicator II
Human Resources Technician	Senior Equipment Operator	Trades Specialist
Human Services Technician	Senior Identification Technician	Veterans Services Officer
		X-Ray Technician
Class Title	Class Title	Class Title
Band 7	Band 7 cont'd	Band 8 cont'd
Accountant	Human Services Sr. Practitioner	Forensic Examiner
Advanced Practice Paramedic	Information/Technology Technician	Natural Resource Conservationist
Animal Control Team Leader	Print Shop Coordinator	Nurse
Appraiser		Public Safety Training Specialist
Crime Analyst		Sheriff Academy Training Manager
Band 8		
Deputy Clerk to the Board	CCBI Agent	Trades Supervisor
Deputy Fire Marshal	Chief Deputy Fire Marshal	
Deputy Sheriff - Master	Dental Hygienist	
Deputy Sheriff - Investigator	Deputy Sheriff - Senior Investigator	
Detention Classification Coordinator	Detention Officer - Lieutenant	
Detention Officer - Sergeant	EMS Supervisor	
Environmental Health Specialist	Emergency Management Specialist	
Environmental Program Coordinator	Environmental Health Program Specialist	
Facility HVAC Specialist	Environmental Services Team Leader	
General Inspector	Fire Captain	
Housing Rehabilitation Specialist	Fire/Rescue Responder	Physician Extender

Section 6: The following exempt position classification schedule is hereby established effective July 1, 2013.

Class Title	Class Title	Class Title
Band 26	Band 27 cont'd	Band 28
Administrative Services Coordinator I Librarian I	Human Services Supervisor I Nutritionist Supervisor	Administrative Services Coordinator II Chemist

# Ordinances

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Risk Management Specialist	Park Manager	Criminal Justice Planner	
Workforce Development Specialist	Planner I	Employee Wellness Coordinator	
<b>Band 27</b>	Safety Officer	EMS Quality Assurance Coordinator	
Business Auditor	Telecommunications Supervisor	Housing Rehabilitation Coordinator	
Human Resources Consultant	Video Production Specialist	Human Services Clinician	
Human Services Program Specialist		Human Services Supervisor II	
<b>Class Title</b>	<b>Class Title</b>	<b>Class Title</b>	
<b>Band 28 cont'd</b>	<b>Band 30 cont'd</b>	<b>Band 31 cont'd</b>	
Information/Technology Specialist	Conservation District Administrator	Land Development Administrator	
Lead Inspector	Director of Nursing - Detention	Long Range Planning Administrator	
Librarian II	Detention Officer - Major	Regional Library Supervisor	
Planner II	Environmental Engineer/Consultant	Security Director	
Psychologist	Facilities Engineer		<b>Band 32</b>
Senior Accountant	Financial Systems Administrator	Appraisal/Collection Manager	
Senior Appraiser	Fiscal & Policy Analyst	Assistant Library Director	
Senior Soil Scientist	GIS Analyst	Assistant to the County Manager	
Workforce Development Coordinator	Human Services Program Manager	Community Services Manager	
<b>Band 29</b>	Information Services Customer Service Supervisor	Debt & Capital Director	
Assistant EMS Director	Information/Technology Analyst	Emergency Management Director	
Assistant Register of Deeds	Payroll Manager	EMS Director	
Consumer Records Director	Public Information Manager	Environmental Health & Safety Director	
Detention Officer - Captain	Senior Psychologist	Environmental Services Manager	
Emergency Management Coordinator	Solid Waste Facilities Manager	Financial Services Manager	
Environmental Engineer/Consultant	Watershed Manager	Fire Marshal	
Environmental Health Supervisor		Human Services Division Director	
Environmental Planner	<b>Band 31</b>	Human Services Finance Officer	
Human Services Program Consultant	Animal Services Director	Information/Technology Engineer	
Inspections Supervisor	Assistant Director of Detention	Information/Technology Project Manager	
Internal Auditor	Services	Inspections, Development, Plans & Director	
Investment Analyst	Central Services Director	Internal Audit Director	
Mapping Supervisor	Deputy CCBI Director	Physical Plant Director	
	Deputy Sheriff - Captain		

# Ordinances

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Planner III Web Administrator	Facilities Project Manager Fleet Director Field Services Director Human Resources Manager Human Services Assistant Division Director  Information/Technology Business Analyst	Purchasing Director Radio Systems Manager Risk Manager Senior Facilities Project Manager Special Aide to Sheriff  Workforce Development Director
<b>Band 30</b>		
Business Officer Code Enforcement Complaint Coordinator Computer System Administrator		
<b>Class Title</b>	<b>Class Title</b>	<b>Class Title</b>
<b>Band 33</b>	<b>Band 33 cont'd</b>	<b>Band 36 cont'd</b>
Attorney CCBI Director	Water Quality Director <b>Band 34</b>	Community Services Director Dental Director
Deputy General Services Director	Chief of Staff - Sheriff	Environmental Services Director
Deputy Sheriff - Major	Human Services Deputy Director	Facilities, Design & Construction Director
Director of Detention Services 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
Pharmacist	<b>Band 35</b>	Information Services Director
Planning, Development & Inspections Director	Dentist	Revenue Director
Public Information Director	Deputy County Attorney	<b>Band 37</b>
Solid Waste Management Director	<b>Band 36</b>	Deputy County Manager
	Budget & Management Director	Human Services Director

ADOPTED this the 17th day of June 2013.

# Reader's Guide to the Budget

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## 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, 2013, to June 30, 2014 ("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 2012 actual results; the FY 2013 budget, both adopted and current as of June 2013; and adopted FY 2014 budget. A sample of the format is provided below:

	FY2012 Actual	FY2013 Adopted Budget	FY2013 Amended Budget	FY2014 Adopted Budget
Personnel				
Services				
Operating Expenses				
Capital Outlay				

## Full-time Equivalent Positions

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

## Budget Highlights

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

## 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

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## Multi-year Business Planning Process

Wake County's multi-year business planning process emphasizes strategic planning and target-oriented service delivery efforts. All departments were asked to develop a business plan that incorporates strategic thinking and continuous improvement. The business plan identifies what the department wants to accomplish, how it intends to achieve these accomplishments, the costs and revenues associated with specific plans and the measures that determine whether outcomes are being achieved. The plan clearly defines priorities as a way to focus attention on the most important accomplishments that should be achieved over time.

Because the business plans provide a multi-year roadmap for resource needs and successful management of service delivery, they are an integral part of the budget process. The business plans include the department's prioritization of services. Business plans are updated and refined annually.

## 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 Instruction 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 Instructional 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 2014, 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.

# **Budget Process**

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## **County Manager's Authorization**

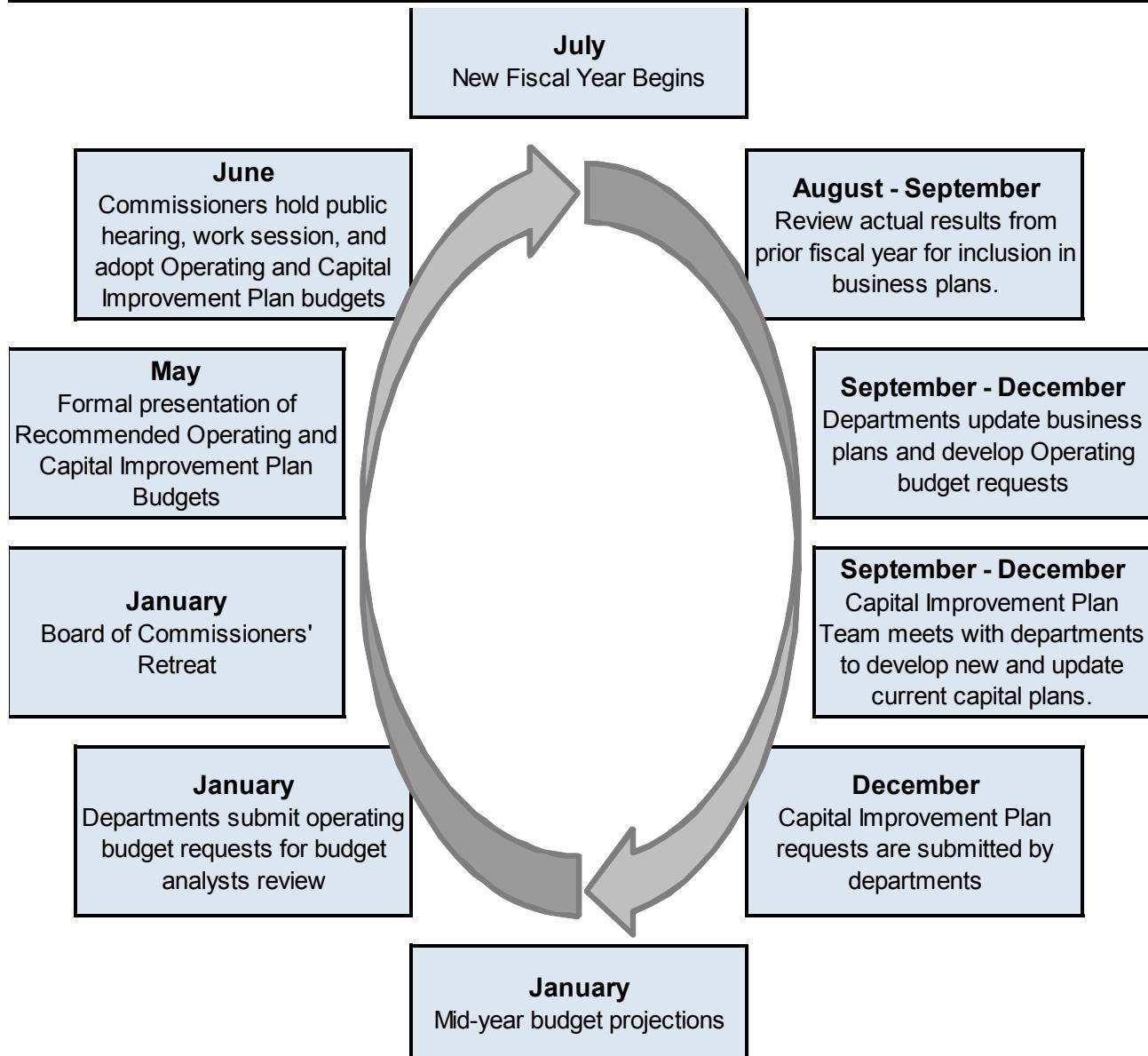
For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and amended as necessary during the fiscal year. The County Manager is authorized to transfer budgeted amounts within any fund; however, any transfers exceeding \$75,000 shall be reported 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. Copies of the Adopted Budget can be found in the County's five regional libraries and may be obtained from Wake County Budget and Management Services. The Adopted Budget is also published online at the County's website: [www.wakegov.com](http://www.wakegov.com).

Unencumbered appropriations lapse at the end of the fiscal year and are returned to fund balance for re-appropriation. The County Manager is responsible for maintaining a balanced budget at all times. If there is an excess of expenditures over revenues, the County Manager will take actions necessary to rebalance the budget.

# Business Planning & Budget Process Cycle



Note: This chart depicts the integration of the annual budget cycle and business planning processes.

# Budget Calendar for Fiscal Year 2014

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Date	Budget Activity
November 8, 2012	Community Improvement Plan (CIP) Kickoff
December 12, 2012	Operating Budget Kickoff with Extended Management Team
February 4, 2013	Departments submit FY 2014 Operating Budget Requests Departments submit FY 2014 Expansion Requests & Reduction Options
February 15, 2013	Board of Commissioners retreat to adopt goals and set priorities for the FY 2014 budget
January - March 2013	Community Improvement Plan Review--Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
May 1, 2013	Board of Education and Wake Technical Community College submit formal budget requests
May 13, 2013	Review of FY 14 - 20 Recommended Community Improvement Plan at Board of Commissioners Work Session
May 20, 2013	Formal presentation of FY 2014 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 3, 2013	Public Hearing on Operating Budget, Community Improvement Plan and any proposed fee or tax changes
June 10, 2013	Special Budget Work Session with Board of Commissioners
June 17, 2013	Adoption of FY 2014 Operating Budget and Community Improvement Plan at regular Board of Commissioners meeting

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# Fund Structure

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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 fire/rescue 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

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## **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 (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 Fund**

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

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Organizational Units	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	M			
Facilities Design and Construction	O						M	M	M							
Finance	O	M			M				M	M	M	M	M			
General Services Administration	O			P		M	P									
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															
Revenue	O															
Sheriff	O			P												
Wake County Public Schools	O										M					
Wake Technical Community College	O											M				

**Key:**

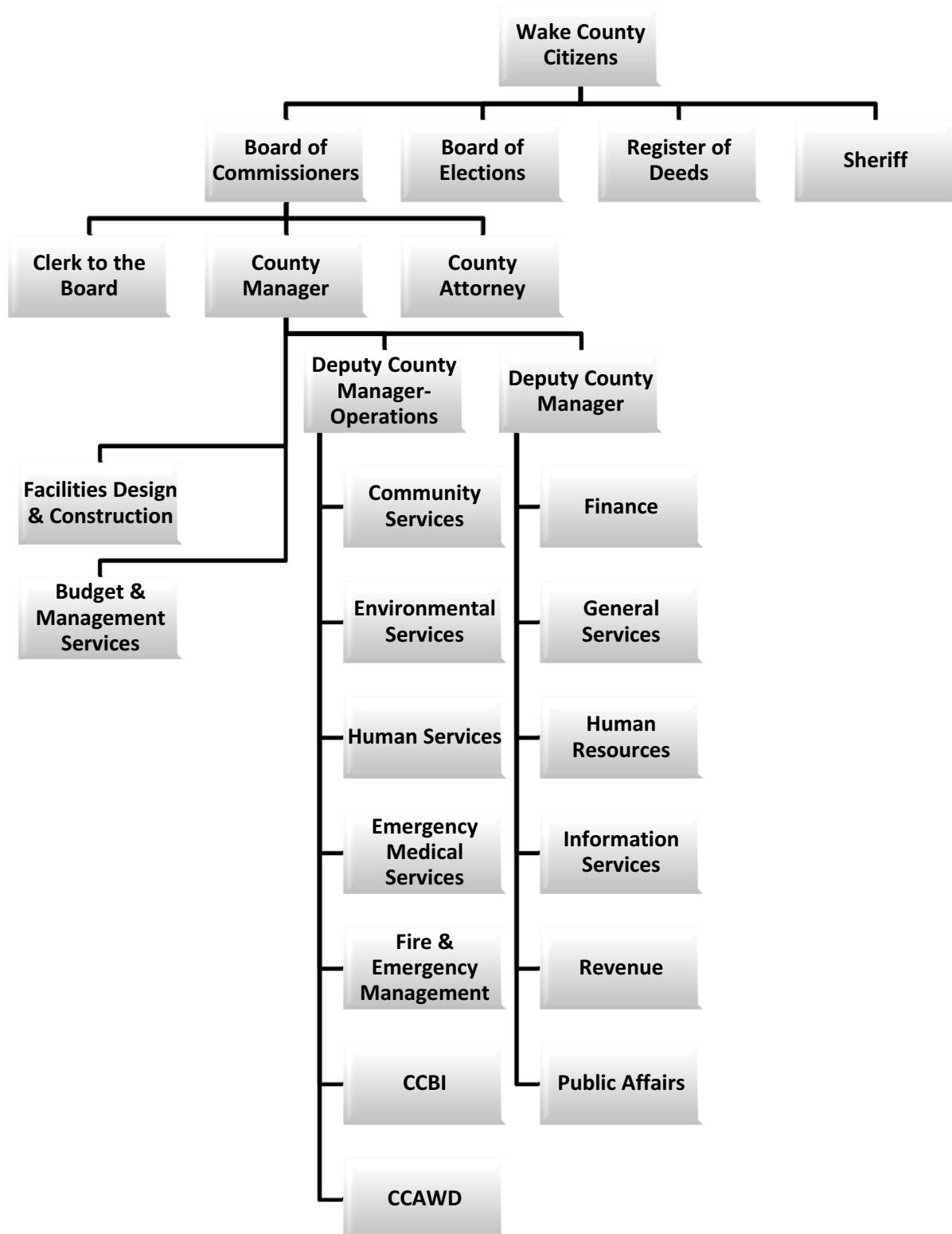
O: All, or most, operating funding for this unit is budgeted in the General Fund

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 2014 Organizational Chart



# Basis of Budgeting and Basis of Accounting

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## Basis of Budgeting

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

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

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

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*Note: This section addresses Wake County's major financial policies governing the budget process and budget implementation. For more detailed information on County financial policies, please visit the following website: [http://we.wakegov.com/finance/policies].*

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 the highest credit ratings possible given prevailing local economic conditions.

## 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

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.

*Revised May 16, 2011.*

## Revenues

The County shall diversify its revenue sources to the extent possible to reduce reliance on the property tax. Periodically, the County will review specific programs and services that are identified to be potential areas for funding through user fees. The Board of Commissioners will determine the level of cost recovery for the program or service. For example, building inspection fees will be set at a level sufficient to recover the full costs of the services and solid waste fees shall be set at a level sufficient to recover the full costs of the solid waste enterprise operations. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

## Capital Improvements

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

# Financial Policies

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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 AAA bond rating.
- ♦ 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 dedicated to the CIP model:
  - ♦ 15.50 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 interest income to the Debt Service Fund, which it uses to account for all its 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 AAA-rated units. When available, statistics are included with ratios from the 38 AAA-rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's Community Improvement Plan.

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

**Guideline 2:** The County's seven-year capital plan should be funded with debt funding comprising 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 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

# Financial Policies

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in the same direction as they react to market conditions. This concept is used by many “AAA” 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 11.1 percent of outstanding general obligation debt and 9.6 percent of all debt outstanding.

**Guideline 4:** The average AAA rated entity repays seventy percent of bond principal within 10 years, one of the factors considered by the rating agencies.

**Guideline 5:** The amount of general obligation net debt (including municipal net debt) per capita should be consistent with other AAA 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 AAA bond rating, Wake County has adopted 2.5% as a guideline.

**Guideline 8:** Wake County’s annual debt service payments should not exceed twenty percent of the

general fund and debt service budget. The County’s annual debt service payment will not exceed twenty percent of the General Fund and Debt Service Fund budgets. (Note: Divide total annual debt service payments by the totals of the General Fund expenditure budget plus the Debt Service Fund expenditure budget, less the transfer between the two funds). This computation is a ratio that rating agencies use to judge the government’s ability to make debt payments and to continue to respond to operating priorities.

## User Fee Policy

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

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

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

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

Fees charged to individuals or organizations for participation in government-regulated activities, such as building permits, land disturbance fees, and

# Financial Policies

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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.

**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 busi-

# Financial Policies

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nesses 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

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## 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 (15.50 cents) 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

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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 18, 2013 regular Board Meeting for the 2013 calendar year the Board of Commissioners adopted six (6) new goals with the theme of strengthening and building partnerships. The Board also reaffirmed six (6) previous goals.

### Strengthening and Building Partnerships

#### 1. Education

A. Work with the Wake County Public School System on a capital program which will be supported by the citizens and voters of Wake County for a scheduled bond referendum in the Fall of 2013.

#### 2. The Economy and Jobs and Investment

A. Develop and approve a budget for fiscal year 2013-2014 that maintains the property tax rate at 53.4 cents.

B. Continue to work with Wake Technical Community College, the Wake Economic Development Program, North Carolina State University and existing businesses to attract new jobs, to retain jobs and to provide training to individuals in transition.

C. Evaluate regulations, fees and/or practices to encourage business investment/re-investment (without sacrificing other public policy objectives).

#### 3. Public Safety

A. Work with the City of Raleigh, the Sheriff's Office and other municipalities to develop a plan to upgrade the existing computer-aided dispatch system and 800 MHz public safety radio communication system.

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

C. Support the work of the Sheriff's Office, the Task Force for Safe Schools in Wake County and other community stakeholders to identify and implement public safety and behavioral health strategies for safe schools in Wake County.

#### 4. Behavioral Health

A. Work with Alliance Behavioral Healthcare and complete the transition of County-operated behavioral health services to UNC Health Care and other community providers.

B. Continue to develop the partnerships with UNC Health Care and Alliance Behavioral Healthcare to maximize the County's funding to yield enhanced services within the mental health continuum of care.

#### 5. New "Infrastructure" Partnerships

A. Develop and implement a "competitive community-wide" process to maximize return on investment for the tourism industry and to allocate up to \$6 million in hotel/motel and prepared food and beverage tax revenues, and maximize return on investment for the tourism industry.

B. Develop and implement a "competitive community-wide" process to allocate Community Capital one-time funds to assist non-profits address community issues.

#### 6. Transit

A. Evaluate Draft Wake County Transit Plan and initiate community discussion on plan elements, alternatives to the plan and assess support for a voter referendum.

**Continuing Goals from Prior Years:** The Board of Commissioners also approved, in March 2013, six (6)

# Long-Range Planning

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goals that were originally established in previous years. The commissioners directed staff to actively pursue these goals, but at a lesser priority than the six (6) goals highlighted above. These remaining goals are on the working lists and project agendas of various County departments. Progress is being made on each of the following goals and they are expected to be achieved by the end of the calendar year 2013:

A. Animal Welfare: Develop and implement cost-effective, life-saving programs and practices, in partnership with public and private organization in the community, to increase the live-release rate of healthy and adoptable animals receiving at the Wake County Animal Shelter.

B. Human Capital:

1. Implement plans to deliver Human Services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.
2. Continue collaboration with partners and stakeholders collaborative development and implementation of strategies to bolster positive youth development prevention, and reduce the prevalence of, gang activity in Wake County.
3. Work in collaboration with community partners and stakeholders to develop the 2013 Community Assessment.

C. Open Space/Farm Preservation

1. Implement the County's priority to environmental stewardship by protecting open space and through partnerships increase access to natural areas through the expansion of greenways in Wake County.
2. Work with Wake County's farm and agribusiness community to facilitate their efforts for farmland preservation and economic viability.

D. Continue to maintain the County's AAA credit rating with all three rating agencies.

E. Annexation and ETJ Criteria: Work with the Planning Board and municipalities to evaluate the impact of recent legislative changes on annexation and the County's policies and criteria for the extension of municipal ETJs.

F. Urban County Leadership: Continue to take a leadership role among the largest urbanizing counties to discuss and promote common issues in the State Legislature, NCACC and NACo.

## 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.

# Long-Range Planning

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

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

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

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

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

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

**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, and stormwater management.

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## Total Revenues By Fund

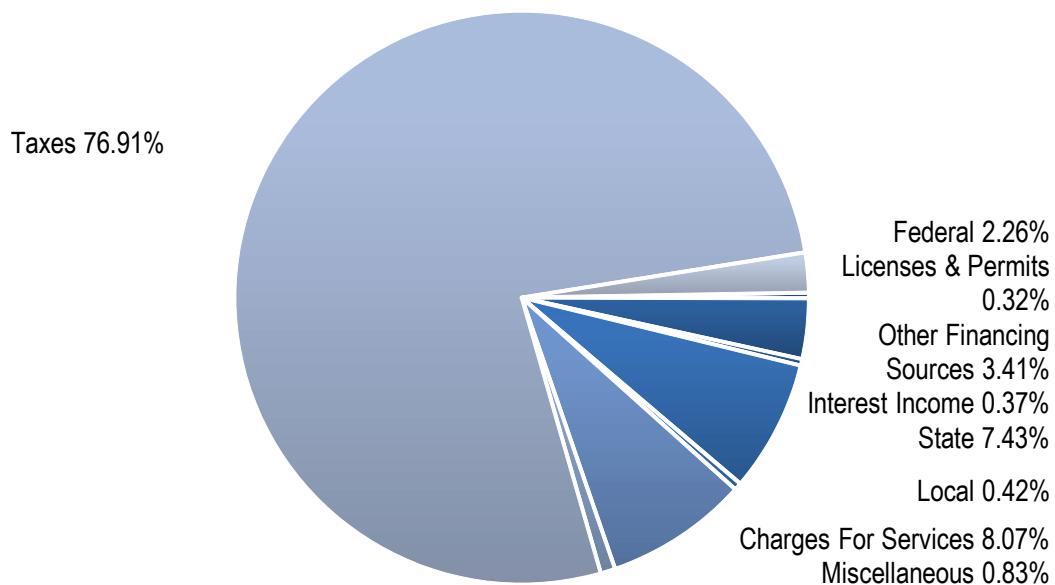
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	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
General Fund	\$ 968,008,002	938,520,000	947,132,623	982,800,000
Debt Service	350,566,132	235,447,000	238,713,902	243,360,000
Special Revenue Funds				
Capital Area Workforce Development	6,986,167	6,888,000	6,887,999	6,137,000
Fire Tax District	20,460,380	20,170,000	20,170,000	20,727,000
Grants and Donations	4,809,565	2,045,000	2,534,895	3,568,323
Housing and Community Revitalization	5,227,801	4,424,000	6,174,103	5,715,000
Major Facilities	35,817,422	36,534,000	38,554,113	39,138,000
Capital Improvement Funds				
County Capital Improvement Fund	29,646,906	37,856,000	28,925,294	39,691,000
Fire Tax District Capital	2,790,568	2,704,000	5,487,169	2,867,000
Major Facilities Capital Trust	6,529,099	1,000,000	1,000,000	1,000,000
Solid Waste Capital	1,434,405	4,425,000	2,972,999	9,362,000
Wake County Public Schools Capital Projects	—	—	—	856,820
Wake Technical Community College Capital Projects	1,500,000	30,750,000	17,244,267	3,685,000
Internal Service Fund				
Corporate Fleet Fund	10,493,150	8,760,000	9,880,514	9,112,000
Enterprise Funds				
Solid Waste Management	12,077,111	12,863,000	12,893,997	15,450,000
South Wake Landfill	20,278,748	14,116,000	14,117,847	14,159,000
<b>Total Revenues</b>	<b>1,476,625,456</b>	<b>1,356,502,000</b>	<b>1,352,689,722</b>	<b>1,397,628,143</b>
Less Interfund Transfers	(266,803,778)	(225,287,000)	(231,509,909)	(246,813,929)
<b>Total Revenues All Funds Net of Interfund Transfers</b>	<b>\$ 1,209,821,678</b>	<b>1,131,215,000</b>	<b>1,121,179,813</b>	<b>1,150,814,214</b>

## Total Revenues By Source

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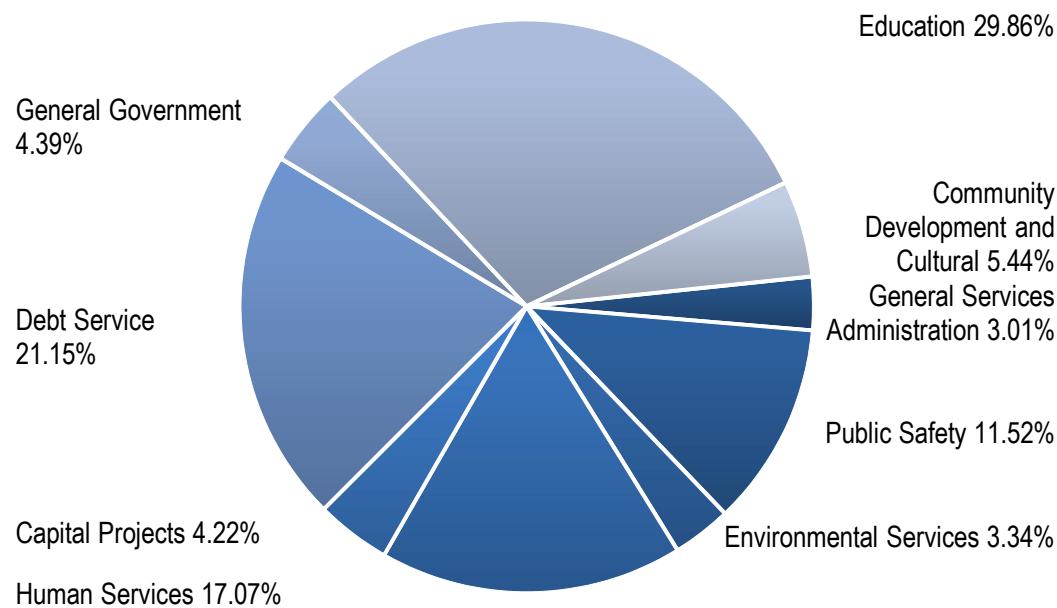
	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
Taxes	\$ 832,684,921	836,084,343	841,718,343	885,060,421
Federal	30,716,609	24,933,515	27,123,746	25,959,231
State	113,411,889	87,865,493	90,415,352	85,505,276
Local	9,449,192	4,545,951	4,898,592	4,803,310
Charges For Services	103,288,784	92,605,839	95,029,917	92,883,375
Licenses & Permits	3,412,649	3,325,955	3,326,955	3,630,886
Fines & Forfeitures	1,745	—	—	—
Interest Income	4,018,322	7,031,139	8,033,270	4,235,079
Miscellaneous	2,614,405	6,957,335	6,032,218	9,539,281
Other Financing Sources	110,223,163	67,865,430	44,601,420	39,197,355
<b>Total Revenues by Source</b>	<b>\$ 1,209,821,678</b>	<b>1,131,215,000</b>	<b>1,121,179,813</b>	<b>1,150,814,214</b>



## Expenditures By Use

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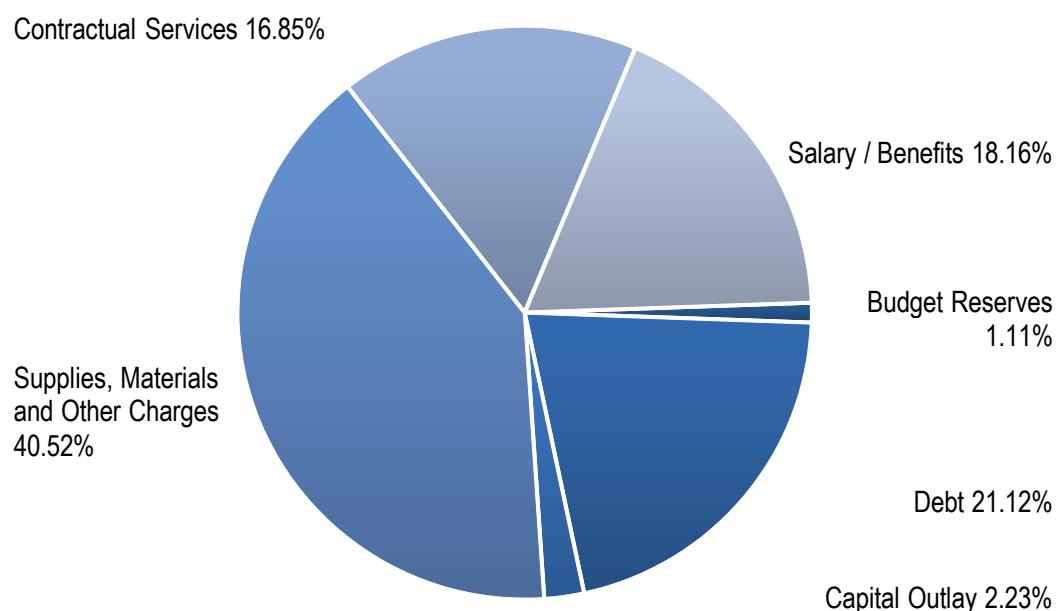
		FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
General Services Administration	\$ 29,545,176	32,013,299	33,290,884	34,610,857	
Human Services	226,219,077	194,697,278	201,664,088	196,425,997	
Debt Service	347,375,157	235,447,000	238,613,902	243,360,000	
General Government	43,519,363	43,283,548	44,219,082	50,499,760	
Public Safety	119,917,512	124,568,940	126,964,522	132,594,477	
Environmental Services	31,695,632	34,992,780	35,808,563	38,419,721	
Community Development and Cultural	58,093,653	59,699,480	61,837,290	62,653,444	
Capital Projects	155,144,188	71,980,000	46,959,823	48,563,000	
Education	330,402,642	334,532,675	334,532,675	343,686,958	
<b>Total Operating Expenses</b>	<b>\$ 1,341,912,400</b>	<b>1,131,215,000</b>	<b>1,123,890,829</b>	<b>1,150,814,214</b>	



## Expenditures By Type

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	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
Salary / Benefits	\$ 211,518,171	213,439,136	213,846,358	208,961,507
Contractual Services	188,550,302	173,496,837	179,822,065	193,916,035
Supplies, Materials and Other Charges	481,695,324	473,499,898	445,889,301	466,335,751
Capital Outlay	112,999,181	33,719,313	43,210,255	25,712,131
FA Gain/Loss	–	–	–	–
Budget Reserves	–	1,839,390	2,735,522	12,807,799
Debt	347,149,421	235,220,426	238,387,328	243,080,991
<b>Total Expenditures by Type</b>	<b>\$ 1,341,912,400</b>	<b>1,131,215,000</b>	<b>1,123,890,829</b>	<b>1,150,814,214</b>



# Summary of Revenues, Expenditures and Changes In Fund Balance

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## General Fund

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Operating Revenues</b>				
Taxes	\$ 776,440,215	779,730,343	783,947,343	825,306,421
Federal	11,972,348	10,794,838	11,140,427	10,443,285
State	98,551,468	75,935,735	78,304,127	73,270,328
Local	8,722,087	4,088,350	4,157,350	4,100,100
Charges For Services	65,471,200	61,687,528	62,108,874	61,400,880
Licenses & Permits	3,413,381	3,319,455	3,320,455	3,624,386
Fines & Forfeitures	—	—	—	—
Interest Income	40,237	49,972	49,972	45,259
Miscellaneous	359,422	493,177	515,454	1,325,201
<b>Total Operating Revenues</b>	<b>964,970,359</b>	<b>936,099,398</b>	<b>943,544,002</b>	<b>979,515,860</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	25,224,320	26,192,547	26,343,295	26,632,444
Debt Service	—	—	—	—
Education	330,402,642	334,532,675	334,532,675	343,686,958
Environmental Services	7,643,371	8,031,780	8,137,977	8,546,830
General Government	43,457,710	43,283,548	44,126,775	50,499,760
General Services Administration	21,081,514	23,253,299	23,405,015	25,498,857
Human Services	211,029,938	181,818,711	187,035,415	181,665,997
Public Safety	101,049,020	106,445,440	108,589,482	113,826,154
<b>Total Operating Expenses</b>	<b>739,888,515</b>	<b>723,558,000</b>	<b>732,170,634</b>	<b>750,357,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>225,081,844</b>	<b>212,541,398</b>	<b>211,373,368</b>	<b>229,158,860</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	3,030,070	2,389,000	2,434,000	3,284,140
Transfers Out	(210,678,316)	(214,962,000)	(214,962,000)	(232,443,000)
Bond Proceeds and other financing transactions	7,573	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>(207,640,673)</b>	<b>(212,573,000)</b>	<b>(212,528,000)</b>	<b>(229,158,860)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>17,441,171</b>	<b>(31,602)</b>	<b>(1,154,632)</b>	<b>—</b>
Fund Balance at Beginning of Year	159,451,859	176,893,030	176,861,428	175,706,796
<b>Fund Balance at End of Year</b>	<b>176,893,030</b>	<b>176,861,428</b>	<b>175,706,796</b>	<b>175,706,796</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

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## Debt Service Funds

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Operating Revenues</b>				
Taxes	10,957	–	–	–
Federal	3,000,584	3,002,174	3,002,174	2,740,984
State	10,960,881	10,000,000	10,000,000	10,000,000
Local	–	–	–	–
Charges For Services	–	–	–	–
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	3,484,159	6,579,000	6,479,000	2,941,000
Miscellaneous	–	–	–	–
<b>Total Operating Revenues</b>	<b>17,456,582</b>	<b>19,581,174</b>	<b>19,481,174</b>	<b>15,681,984</b>
<b>Operating Expenses</b>				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	347,375,157	235,447,000	238,613,902	243,360,000
Education	–	–	–	–
Environmental Services	–	–	–	–
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
<b>Total Operating Expenses</b>	<b>347,375,157</b>	<b>235,447,000</b>	<b>238,613,902</b>	<b>243,360,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(329,918,575)</b>	<b>(215,865,826)</b>	<b>(219,132,728)</b>	<b>(227,678,016)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	222,893,960	190,794,000	193,160,902	196,059,000
Transfers Out	–	–	(100,000)	–
Bond Proceeds and other financing transactions	110,215,590	–	–	–
<b>Total Other Financing Sources (Uses)</b>	<b>333,109,550</b>	<b>190,794,000</b>	<b>193,060,902</b>	<b>196,059,000</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>3,190,975</b>	<b>(25,071,826)</b>	<b>(26,071,826)</b>	<b>(31,619,016)</b>
Fund Balance at Beginning of Year	166,155,376	169,346,351	144,274,525	118,202,699
<b>Fund Balance at End of Year</b>	<b>169,346,351</b>	<b>144,274,525</b>	<b>118,202,699</b>	<b>86,583,683</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

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## Special Revenue Funds

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Operating Revenues</b>				
Taxes	56,232,986	56,254,000	57,771,000	59,754,000
Federal	14,182,913	10,970,503	12,814,921	12,774,962
State	827,499	699,294	799,469	738,258
Local	727,104	457,601	669,397	703,210
Charges For Services	353,309	398,020	1,209,967	372,478
Licenses & Permits	(732)	-	-	-
Fines & Forfeitures	1,745	-	-	-
Interest Income	83,458	5,167	6,452	15,000
Miscellaneous	63,054	1,415	(48,854)	1,415
<b>Total Operating Revenues</b>	<b>72,471,335</b>	<b>68,786,000</b>	<b>73,222,352</b>	<b>74,359,323</b>
<b>Operating Expenses</b>				
Capital Projects	-	-	-	-
Community Development and Cultural	32,869,333	33,506,933	35,493,995	36,021,000
Debt Service	-	-	-	-
Education	-	-	-	-
Environmental Services	51,899	-	128,743	-
General Government	61,653	-	92,307	-
General Services Administration	9,367	-	5,355	-
Human Services	15,189,139	12,878,567	14,628,673	14,760,000
Public Safety	18,868,492	18,123,500	18,375,040	18,768,323
<b>Total Operating Expenses</b>	<b>67,049,883</b>	<b>64,509,000</b>	<b>68,724,113</b>	<b>69,549,323</b>
<b>Revenues Over (Under) Expenditures</b>	<b>5,421,453</b>	<b>4,277,000</b>	<b>4,498,239</b>	<b>4,810,000</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	830,000	830,000	830,000	830,000
Transfers Out	(6,059,778)	(5,552,000)	(5,597,000)	(5,736,000)
Bond Proceeds and other financing transactions	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>(5,229,778)</b>	<b>(4,722,000)</b>	<b>(4,767,000)</b>	<b>(4,906,000)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>191,675</b>	<b>(445,000)</b>	<b>(268,761)</b>	<b>(96,000)</b>
Fund Balance at Beginning of Year	15,798,130	15,989,805	15,544,805	15,276,044
<b>Fund Balance at End of Year</b>	<b>15,989,805</b>	<b>15,544,805</b>	<b>15,276,044</b>	<b>15,180,044</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

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## Internal Service Fund

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	8,431,826	8,174,136	8,174,136	8,581,041
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	13,629	40,000	40,000	20,000
Miscellaneous	374,379	435,862	435,862	400,957
<b>Total Operating Revenues</b>	<b>8,819,834</b>	<b>8,649,998</b>	<b>8,649,998</b>	<b>9,001,998</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	8,454,295	8,760,000	9,880,514	9,112,000
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>8,454,295</b>	<b>8,760,000</b>	<b>9,880,514</b>	<b>9,112,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>365,540</b>	<b>(110,002)</b>	<b>(1,230,516)</b>	<b>(110,002)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	1,673,316	—	—	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>1,673,316</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>2,038,856</b>	<b>(110,002)</b>	<b>(1,230,516)</b>	<b>(110,002)</b>
Fund Balance at Beginning of Year	1,197,059	3,235,915	3,125,913	1,895,397
<b>Fund Balance at End of Year</b>	<b>3,235,915</b>	<b>3,125,913</b>	<b>1,895,397</b>	<b>1,785,395</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

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## Enterprise Funds

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	—	—	—	—
State	1,688,916	1,230,464	1,230,464	1,496,690
Local	—	—	—	—
Charges For Services	22,322,990	21,796,155	21,796,155	21,978,976
Licenses & Permits	—	6,500	6,500	6,500
Fines & Forfeitures	—	—	—	—
Interest Income	304,247	357,000	357,000	357,000
Miscellaneous	1,802,274	2,701,881	2,701,881	2,499,708
<b>Total Operating Revenues</b>	<b>26,118,426</b>	<b>26,092,000</b>	<b>26,092,000</b>	<b>26,338,874</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	22,164,248	24,536,000	24,568,844	24,160,891
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>22,164,248</b>	<b>24,536,000</b>	<b>24,568,844</b>	<b>24,160,891</b>
<b>Revenues Over (Under) Expenditures</b>	<b>3,954,178</b>	<b>1,556,000</b>	<b>1,523,156</b>	<b>2,177,983</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	6,237,432	887,000	887,000	991,789
Transfers Out	(8,041,432)	(2,443,000)	(2,443,000)	(5,448,109)
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>(1,804,000)</b>	<b>(1,556,000)</b>	<b>(1,556,000)</b>	<b>(4,456,320)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>2,150,178</b>	<b>—</b>	<b>(32,844)</b>	<b>(2,278,337)</b>
Fund Balance at Beginning of Year	25,669,416	27,819,594	27,819,594	27,786,750
<b>Fund Balance at End of Year</b>	<b>27,819,594</b>	<b>27,819,594</b>	<b>27,786,750</b>	<b>25,508,413</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

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## Capital Improvement Funds

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Operating Revenues</b>				
Taxes	762	100,000	—	—
Federal	1,560,764	166,000	166,224	—
State	1,383,125	—	81,292	—
Local	—	—	71,845	—
Charges For Services	6,709,459	550,000	1,740,785	550,000
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	92,592	—	1,100,846	856,820
Miscellaneous	15,276	3,325,000	2,427,875	5,312,000
<b>Total Operating Revenues</b>	<b>9,761,978</b>	<b>4,141,000</b>	<b>5,588,867</b>	<b>6,718,820</b>
<b>Operating Expenses</b>				
Capital Projects	155,144,188	71,980,000	46,959,823	48,563,000
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	1,836,114	2,425,000	2,972,999	5,712,000
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>156,980,302</b>	<b>74,405,000</b>	<b>49,932,822</b>	<b>54,275,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(147,218,324)</b>	<b>(70,264,000)</b>	<b>(44,343,955)</b>	<b>(47,556,180)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	32,139,001	30,387,000	34,198,007	45,649,000
Transfers Out	(4,770,000)	(2,330,000)	(5,696,902)	(3,186,820)
Bond Proceeds and other financing transactions	—	42,006,000	15,842,855	5,094,000
<b>Total Other Financing Sources (Uses)</b>	<b>27,369,001</b>	<b>70,063,000</b>	<b>44,343,960</b>	<b>47,556,180</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(119,849,323)</b>	<b>(201,000)</b>	<b>5</b>	<b>—</b>
Fund Balance at Beginning of Year	560,369,640	440,520,317	440,319,317	440,319,322
<b>Fund Balance at End of Year</b>	<b>440,520,317</b>	<b>440,319,317</b>	<b>440,319,322</b>	<b>440,319,322</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

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## All Funds

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>All FundsOperating Revenues</b>				
Taxes	832,684,921	836,084,343	841,718,343	885,060,421
Federal	30,716,609	24,933,515	27,123,746	25,959,231
State	113,411,889	87,865,493	90,415,352	85,505,276
Local	9,449,192	4,545,951	4,898,592	4,803,310
Charges For Services	103,288,784	92,605,839	95,029,917	92,883,375
Licenses & Permits	3,412,649	3,325,955	3,326,955	3,630,886
Fines & Forfeitures	1,745	—	—	—
Interest Income	4,018,322	7,031,139	8,033,270	4,235,079
Miscellaneous	2,614,405	6,957,335	6,032,218	9,539,281
<b>Total Operating Revenues</b>	<b>1,099,598,515</b>	<b>1,063,349,570</b>	<b>1,076,578,393</b>	<b>1,111,616,859</b>
<b>Operating Expenses</b>				
Capital Projects	155,144,188	71,980,000	46,959,823	48,563,000
Community Development and Cultural	58,093,653	59,699,480	61,837,290	62,653,444
Debt Service	347,375,157	235,447,000	238,613,902	243,360,000
Education	330,402,642	334,532,675	334,532,675	343,686,958
Environmental Services	31,695,632	34,992,780	35,808,563	38,419,721
General Government	43,519,363	43,283,548	44,219,082	50,499,760
General Services Administration	29,545,176	32,013,299	33,290,884	34,610,857
Human Services	226,219,077	194,697,278	201,664,088	196,425,997
Public Safety	119,917,512	124,568,940	126,964,522	132,594,477
<b>Total Operating Expenses</b>	<b>1,341,912,400</b>	<b>1,131,215,000</b>	<b>1,123,890,829</b>	<b>1,150,814,214</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(242,313,885)</b>	<b>(67,865,430)</b>	<b>(47,312,436)</b>	<b>(39,197,355)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	266,803,778	225,287,000	231,509,909	246,813,929
Transfers Out	(229,549,526)	(225,287,000)	(228,798,902)	(246,813,929)
Bond Proceeds and other financing transactions	110,223,163	42,006,000	15,842,855	5,094,000
<b>Total Other Financing Sources (Uses)</b>	<b>147,477,416</b>	<b>42,006,000</b>	<b>18,553,862</b>	<b>5,094,000</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(94,836,469)</b>	<b>(25,859,430)</b>	<b>(28,758,574)</b>	<b>(34,103,355)</b>
Fund Balance at Beginning of Year	928,641,480	833,805,011	807,945,581	779,187,007
<b>Fund Balance at End of Year</b>	<b>833,805,011</b>	<b>807,945,581</b>	<b>779,187,007</b>	<b>745,083,652</b>

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# Overview of Changes in Fund Balance

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## Overview of Changes in Fund Balance

For FY 2014, 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 2013 Amended Budget includes \$1.1 million in appropriated fund balance for encumbrance rollover from FY 2012. The FY 2013 General Fund budget does not include any planned use of fund balance.

### Debt Service Fund

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

The County's policy is to maintain a minimum fund balance of 19 percent in the debt service fund and models forecast revenues and expenditures to assure that the dedicated portions of property and sales tax are sufficient for funding the debt. In FY 2014, roughly \$31.6 million of fund balance will be used in accordance with this practice. This amount has been factored into the County's long-range financial model, and the use of fund balance in FY 2014 is part of the long-range capital finance strategy.

## Special Revenue Funds

The Special Revenue Funds are projected to use \$96,000 in fund balance during FY 2014, and this is associated with the Major Facilities Fund. The Fund is expected to use \$96,000 in fund balance and, this amount is associated with appropriations for projects approved by the Wake County Board of Commissioners and Raleigh City Council through an Inter-local Agreement and amendments. 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.

### Internal Service Fund

The Internal Service Fund will be in its fourth year of operations in FY 2014. It is expected that fund balance will decrease by \$110,002. The fund balance is used to accumulate funds for planned replacement of county vehicles.

### Enterprise Funds

The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. The Solid Waste Operating Fund includes appropriation of \$2.3 million in undesignated fund balance, which will be transferred to the Solid Waste Capital Fund.

# Revenue Highlights

## Taxes

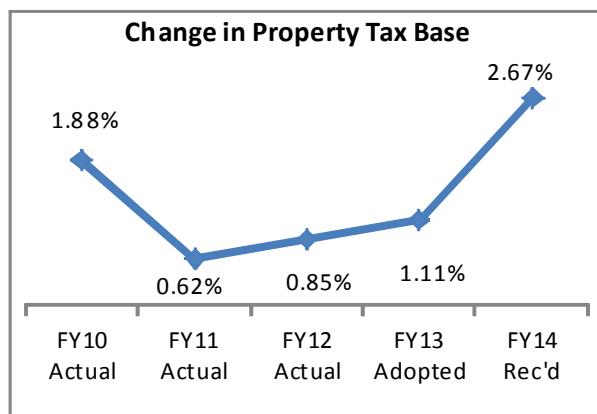
The County receives \$885 million in revenues from taxes - the two largest being property and sales taxes. Of the \$885 million, \$825 million is used in the General Fund; with \$214 million transferred to funds such as the Capital and Debt Services funds.

## 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 2014, growth is anticipated to continue as it is estimated the tax base will grow by 2.67 percent from the FY 2013 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 2013-14 Estimates (in millions)

	FY13	FY14	\$ Change	% Change
Real Property	105,311.0	107,325.0	2,014.0	1.9%
Business Personal	6,173.3	6,220.0	46.7	0.8%
Public Service	2,827.4	2,800.0	(27.4)	-1.0%
Motor Vehicles	8,175.0	8,800.0	625.0	7.6%
Total	122,486.7	125,145.0	2,658.3	2.2%

Each component of the FY 2013 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 2013 estimates to a total of \$107.3 billion in FY 2014. This is an improvement from FY 2013, 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 2014 by 0.8 percent from the FY 2013 projection. Personal property reflects the value of business equipment. This is the result of a small amount of new investment as well as a large number of appeals by large corporate taxpayers (and depreciating nature of this property).

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 2014 valuation is expected to decrease by one percent from FY 2013 projections.

The motor vehicle portion of the tax base is projected in FY 2014 to increase by 7.6 percent from the FY 2013 projection. This is due in part to an increased number of vehicles purchased in the County and the stabilization of used vehicle values.

# Revenue Highlights

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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).

The economic slowdown significantly affected sales taxes; however, in FY 2012 the County has seen a moderate increase in sales tax revenues and is expected to be 6% higher than FY 2013.

### Sales Tax Revenues By Article (in millions)

	FY10	FY11	FY12	FY13 Est.	FY14 Budg.
Article 39	48.6	51.4	53.3	57.8	59.9
Article 40	24.6	25.9	27.5	28.2	28.9
Article 42	28.9	32.6	34.2	36.6	37.7
Article 44	2.2	(0.2)	(0.3)	-0.3	-0.3
Medicaid Hold Harmless					
Total	104.7	114.1	120.8	128.5	132.5
% Change	8.9%	5.9%	6.4%	3.1%	

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 2014, revenues from the State under the hold harmless agreement are expected to exceed \$6 Million.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires Counties to hold municipalities "harmless" for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts 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 2014 budget of \$6.96 million reflects a 19 percent increase from the FY 2013 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 2013.

# Revenue Highlights

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## 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 2014 based on collections during the current fiscal year and historical trend information.

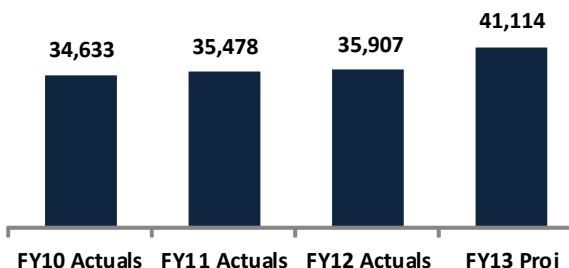
## Beer and Wine Excise Tax

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 2014 amount budgeted is \$877,200.

## Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2014, the County anticipates receiving \$3.63 million in revenue for this category which is an increase of more than nine percent from the FY 2013 Adopted level of \$3.33 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 2014, State shared revenues in the General Fund are expected to decrease from \$75.9 million in the FY 2013 Adopted Budget to \$73.3 million in the FY 2014 budget due to the transfer of behavioral health revenues to Alliance Behavioral Healthcare.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund which total \$70.9 million. This total will decrease to \$68.4 in FY 2014 again due to the transfer of behavioral health revenues to Alliance Behavioral Healthcare. It is also possible that during FY 2014, the County will need to revise its budget downward to compensate for additional State funding reductions.

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, Recre-

# **Revenue Highlights**

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ation, Libraries, and other County services including contracts with the Wake County Public Schools System for all school building inspection and plan review functions. Typically these types of fees finance, in part, the County functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book. Fee and Charges for Services changes in FY 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 2014 budget anticipates \$5.6 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 2014, the department expects to receive \$1,052,715 from charges and fees and \$681,926 through permits. Together, anticipated fee and permit revenue represents an increase of \$236,270, or 16 percent, compared to the FY 2013 Adopted Budget. The budgeted revenue increase is attributed to an increase in fees at the Animal Shelter, a limited 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 2014, Human Services will earn \$20.3 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 2014 budget is approximately \$220,000 less than the FY 2013 Adopted Budget for Human Services fees and charges. Medicaid charges

are projected to increase from \$16 million to \$16.3 million; other client fees and reimbursements will decrease nearly \$195,000.

## **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 2014, jail fees for housing state and federal inmates are anticipated to decline \$300,000, due to lower than budgeted housing of federal and state inmates in FY 2013. Based on these and other minor adjustments to reflect revised estimates, total Sheriff fees and charges for FY 2014 decline by \$300,000, a 6.4 percent decrease from the FY 2013 Adopted level.

## **Other Revenues**

Other revenue includes contributions, reimbursements, sale of surplus property and materials, property rentals, parking fees, fines, and investments. Other revenue is budgeted at just under \$575,000. Revenues from the Public Library Division's annual book sale totals \$210,000.

## **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 \$1.577 million.

The Solid Waste Enterprise Fund will transfer \$406,320 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 \$1.171 million in FY 2014 to the General Fund to cover collection

# **Revenue Highlights**

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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 tax revenue's enabling legislation.

## **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 \$193.84 million. This is comprised of \$162.53 million from property tax revenues and \$31.3 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 2014, the County recommends a tax rate of 8.00 cents, which is no change from the prior fiscal year, and is expected to generate \$20.71 million. The expected revenue is an increase of 0.7% from the FY 2013 projected tax revenues. Despite the limited growth in the tax revenues this fund tends to lag behind the rest of the County tax base due to increased annexation and long-term decreases in the tax base. 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 and HOME federal funds administered by the U.S. Department of Housing and Urban Development. These are expected to total \$2.7 million in FY 2014. 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 2013 (3.0 percent) compared to prior year actuals and are expected to continue to show increases into FY 2014. Occupancy revenues are budgeted with an increase by three percent in FY 2014 over the FY 2013 projections. Prepared food and beverages revenues are expected to increase 4.0 percent in FY 2013 and increase by an additional 4.5 percent in FY 2014. All revenue estimates were generated with significant input from stakeholders during the last interlocal review during 2012.

The Major Facilities Fund in FY 2014 equals \$39.13 million in which \$17.5 million is from occupancy taxes, \$21.5 million is from prepared food/beverage, and \$96,000 is appropriated fund balance.

## **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**

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For FY 2014, the operating budget totals \$15.5 million. The household fee is set at \$20 per household per year which represents 67 percent of the total revenue in the Solid Waste Management Fund (after excluding a \$4.1 million transfer to the Solid Waste Capital 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 2014, the operating budget totals \$14.2 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of in 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.

# User Fee Change Summary

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## User Fee Authorization and Overview

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

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

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

The FY 2014 budget includes changes to fees within the Environmental Services and Community Services Departments. All other fees that are not listed are unchanged in the FY 2014 budget.

## Environmental Services

### Animal Adoption and Shelter Fees

The FY 2014 budget includes animal adoption fee changes that are intended to adjust fees to reflect both the types of animals received by the shelter and the level of care required in caring for them.

The proposal amends fees for various animals, which have been received in greater numbers over the past years. This includes adding fees for various farm animals, reptiles and other small pets. Furthermore, it also distinguishes small animals from large due to large animals requiring different levels of care than the types of pets the shelter routinely cares for.

The proposed fee changes also update fees charged for boarding and those fees which are charged to rescue groups. Finally, these changes increase the reclaim costs for unaltered animals. However, if the owner presents proof that the animal is spayed or neutered within 30 days of reclaim, then the increased fee will be refunded.

Description	Current Fee	Proposed Fee
Bird Adoption - Small	\$20	\$20
Bird Adoption - Large	\$20	\$50
Amphibian Adoption	\$0	\$5
Chicken Adoption	\$0	\$5
Chinchilla Adoption	\$0	\$45
Hedgehog Adoption	\$0	\$45
Farm Animal Small (Pig, Sheep, Etc.)	\$0	\$25
Farm Animal Large (Cow, Etc.)	\$0	\$100
Horse	\$0	\$500
Dog Boarding Fee	\$8/Day	\$10/Day
Cat Boarding Fee	\$6/Day	\$8/Day
Small Animal Boarding	\$0	\$6/Day
Farm Animal Boarding	\$0	Charge What Offsite Vendor Charges
Rescue Group Rabies Vaccine	\$5	\$2

# User Fee Change Summary

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Description	Current Fee	Proposed Fee
Rescue Group Microchip	\$10	\$7
1st Reclaim Altered	\$50	\$50
2nd Reclaim Altered	\$75	\$75
3rd Reclaim Altered	\$150	\$150
1st Reclaim Intact	\$50	\$100
2nd reclaim Intact	\$75	\$150
3rd Reclaim Intact	\$150	\$300
Expected Revenue	\$400,000	\$476,600
Percent Change	--	19%

The WCACCCAC fee changes are considered non-regulatory and are not intended to discourage the use of the services. As such, the proposed fee changes are not planned to recover full costs of the facility and services provided at WCACCCAC. The revenue generated by the new fee structure is expected to increase revenues by \$81,655. The proposed fee changes are compliant with the User Fee Policy.

## Community Services

### Planning and Development

Community Services has proposed a total of seven fee changes for FY 2014. These changes are being proposed for a number of reasons including equity of the fee structure, reducing administrative complexity in the fees, as well as updating the schedule to reflect current administrative costs. The proposed changes for FY 2014 are summarized below.

#### Rezoning Fees:

All zoning fees are being consolidated to the same rate. The existing varying fees can be confusing for customers, and those with lower rates do not cover legal advertising costs. Furthermore, most of the

existing zoning fee categories are not used by customers.

Modification to a previously approved rezoning: This fee reduces the cost for a customer requesting to modify a previously approved rezoning. Otherwise the customer would pay the full rate for a rezoning.

#### Land use plan amendments:

All fees associated with amending the Land Use Plan are being consolidated into the same rate. The existing varying fees can be confusing for customers, the ones with lower rates do not cover the legal advertising costs, and most of the categories for amending the Land Use Plan are not used.

#### Re-inspection fee waiver policy:

To waive one re-inspection fee for any new primary dwelling that has a construction value of \$40,000 or less. For example, if a customer obtains a building permit for their new home that has a construction value at or below \$40,000, the first time a re-inspection is required, the \$60 fee will be waived. However, subsequent re-inspections for that same item or re-inspections for any other item, the \$60 re-inspection fee will apply.

#### Residential accessory structures:

Cost of re-inspections was changed in 2004 from \$46 to \$60 to accurately reflect the cost of inspectors travel and site time for inspections. The Residential Accessory Structure fee is based on a minimum of one trade for each required trade plus \$0.20/ Sq.Ft. The change would increase the trade fee to \$60.00 (increase of \$14) which more accurately reflects cost and matches neighboring municipalities.

#### Trade inspection fee:

To match cost of re-inspection and cost of work performed. Proposed fee is consistent with Raleigh (minimum trade fee \$78.00) and Cary (minimum trade fee of \$60.00). Single trade permits currently

# User Fee Change Summary

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do not cover the cost of permit issuance and inspection/s.

proposed fee changes are compliant with the User Fee Policy.

## Plan re-review:

This new fee will be used to influence customers during the plan review process. Customers that continually fail to prepare adequate plans for review will be charged for the third review and all subsequent reviews.

## Planned compliance permit fee:

This new fee will be used to recover costs associated with legal advertisements during the Planned Compliance Permit phase of a project. Currently there is no fee.

Description	Current Fee	Proposed Fee
Rezoning Fees	\$300; \$300+\$50/Acre; \$1,000+25/Acre; \$1,000 +\$50/ Acre	\$1,000
Modification of a Previously Approved Rezoning	\$0	\$750
Land Use Plan Amendments	\$300, \$500 or \$1,000	\$1,000
Reinspection Fee Waiver Policy	\$60	\$0
Residential Accessory Structures	\$46	\$60
Trade Inspection Fee	\$46	\$60
Plan Re-review	\$0	\$50
Planned Compliance Permit Fee	\$0	\$375
Expected Revenue	\$2,505,000	\$2,552,750
Percent Change		2%

The revenue generated by the new fee structure is expected to increase revenues by \$53,350. The

# Expenditure Highlights

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## General Fund

The FY 2014 General Fund budget is \$982.8 million, \$44.3 million more than the FY 2013 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 a decrease in expenditures to fund upcoming Board of Education and municipal elections, as well as a May primary. This budget decrease is primarily due to the removal of \$1.7 million in one-time expenditures for additional one-stop voting and other activities associated with the 2012 presidential election.

Funding is included in FY 2014 to support a county-wide school bond referendum scheduled concurrently with the October Board of Education and Raleigh/Cary municipal elections, November municipal elections for all other municipalities within Wake County, as well as the 2014 May primary. Funding is also included to support the opening of four one-stop voting sites for nine days in advance of the May primary, as well as several municipal early voting sites fully reimbursed by municipalities. Excluding the removal of funding for one-stop voting associated with the 2012 presidential election, the Board of Elections base budget increased slightly from the FY 2013 level.

## Revenue

The FY 2014 budget for the Revenue Department includes funding for 4.0 FTEs totaling \$225,180. In an effort to focus on quality assurance, Revenue will hire 1 new Appraisal Manager and 2 new Real Estate Appraisers. Additionally, the budget includes 1 Business Auditor because of contingency fee audits no longer being allowed under North Carolina State Law. The cost of the auditor is covered by a reduction in costs associated with contingency fee audits, netting savings to the budget of \$53,633.

The North Carolina General Assembly passed a new law to create a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). In doing so, the new law transfers the

responsibility of motor vehicle tax collection from the 100 counties across the state to the N.C. Division of Motor Vehicles (NCDMV). As a result, the Revenue Department's budget is being reduced by \$252,822.

## Environmental Services

The FY 2014 budget for the Environmental Services Department includes nine expansions and an additional 4.0 FTEs totaling \$484,656. In an effort to provide better care within the Animal Shelter, an additional three positions are recommended for funding. One new Animal Healthcare Technician will support the general care and treatment of the animals. A new Rescue Coordinator will coordinate with external rescue groups to reduce the shelter population, and converting the contract Veterinarian to a full time position will provide greater healthcare and stability within the shelter.

Further emphasis is also placed upon developing a contaminated wells program with the addition of one full-time position. This position will provide the technical expertise necessary to model groundwater conditions at contamination sites, prepare sampling methodology for citizens to participate in voluntary monitoring and assist with educational outreach. Administrative supply and overtime costs are also reflected in the FY 2014 Environmental Services budget. These increases are in response to demand, changes in reporting for Food Inspectors and the increase in required after hour's inspections.

## Community Services

The Community Services FY 2014 budget includes an additional 6.5 FTEs for restoration of services which were reduced in response to the economic downturn; increased development has continued to rebound. Library hours were reduced as a cost savings measure in FY 2010 in response to the economic recession. The increased funding of 5.5 FTEs would increase the operating hours back to the level of service provided before the recession, for most facilities. Staff has identified the need to provide additional hours through studying door counts and through citizen surveys.

# **Expenditure Highlights**

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The addition of one Building Inspector position is also included to reflect increasing workloads due to rebounding development.

## **General Services**

The General Services Administration budget includes the annualization of a full year's costs for the new Justice Center opened in FY 2013. These costs include full year funding for 6.5 FTEs and service contracts for janitorial services, AV and special systems, facility maintenance, life safety systems, and security screening and services. The annualization also funds a full year of utilities and other operating expenses for the Justice Center including office supplies and vehicle leases and fuel. Lastly, service contracts that were entered into as a result of items coming off warranty at Hammond Road were annualized in the FY 2014 base budget.

New for FY 2014, General Service's budget includes \$3,681 to account for a 2.4% Waste Industries increase in trash and recycling services at 45 facilities. Bay Leaf Fire Station #1 will open in October 2013, leading to an increase of \$17,180 in the General Services budget for facility maintenance, security, and field services.

## **Human Services**

The Human Services budget includes an overall increase of \$3.7 million for the continued implementation of the state mandated NCFAST electronic case management system, funding for annual software maintenance for the Practice Management and Electronic Health Records systems, 6 additional positions for Child Support Enforcement and 1 additional position for the Adult Guardianship programs to meet rising demands for services. Human Services also added 2 new Case Manager positions to be located at Wake Med Health and Hospitals to help provide Medicaid enrollment services in partnership with Wake Med and the North Carolina Department of Health and Human Services (DHHS).

## **City/County Bureau of Identification**

In FY 2013, City/County Bureau of Identification (CCBI) worked to become accredited by Interna-

tional Standards Organization (ISO) as required by North Carolina General Assembly legislation. The accreditation process requires procedural changes and the use of certified standards and supplies. The FY 2014 budget includes a total increase of \$112,929 for the on-going purchase of supplies and new purchase of certified drug standards and toxicology supplies. Part of the increase restores funding for supplies to FY 2008 levels.

Warranties for equipment bought for use at Hammond Road will be expiring at the one-year mark. \$46,000 in contract funding has been provided for the calibration and maintenance of equipment required by the courts and to comply with accreditation standards.

Procedural changes to the way fingerprints are analyzed under accreditation created an increase in workload for two 0.5 FTE Latent Print Examiners on staff. Funding of \$61,776 is included in the FY 2014 budget to increase both of these positions to 1.0 FTE Latent Print Examiners. The increase of a total of 1.0 FTE will maintain current service levels while providing more thorough print examinations.

Finally, the FY 2014 budget also includes a \$20,000 increase for the WC-7 Body Transport contract. The contract will expire at the end FY 2014.

## **Emergency Medical Services**

The FY 2014 EMS expense budget reflects a \$3.5 million increase or 11.7 percent increase from the adopted EMS FY 2013 adopted budget. This increase is primarily due to the department receiving about \$480,000 or 1.6% for typical annual budget increases.

Also, the department has received about \$3 million in new funding to keep up with demand for current services or contractual obligations. The department has received a little over \$2 million and 18.0 FTEs to establish two new peakload ambulance units and convert five 24 hour units to 12 hour units. Both of these items will allow the department to keep up with call volume demand. The department has also received about \$187,000 and 2.0 FTEs (Paramedic Supervisor and Training Officer) to assist with the demands of a growing department. An additional

# **Expenditure Highlights**

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\$306,000 is included to convert part-time positions to full-time positions due to State Retirement System rules. This action resulted in the abolition of 16 temporary positions and creating 16 full-time positions.

Wake County EMS system has also received approximately \$500,000 in additional funding for various requests including: Apex EMS receiving funds to convert part-time positions to full-time positions; Eastern Wake EMS receiving funds to purchase 11 power stretchers; Cary EMS will benefit from a project that will align the Town of Cary CAD system with the County CAD system; and all 3 contract agencies will receive merit increases in line with County departments. Also funded is a request for the 911 Emergency Dispatch operations. There was one reduction item included for Apex EMS in the amount of \$155,626. An analysis done in 2012 determined that if Wake EMS Division provided services in the same footprint it would cost \$155,626 less.

## **Office of the Sheriff**

The Sheriff's Office budget includes the annualization of staffing and operating costs for the Wake County Justice Center, which opens in June 2013, partially offset by one-time costs incurred in FY 2013 associated with the opening of the Justice Center.

The Sheriff's Office budget also includes expansions which include the addition of 20 detention officers to staff five additional posts within the Wake County Detention Center, as well as 4 detention officers within the Wake County Detention Center control room. Additional funding is appropriated within detention to provide for an alternative means of conducting mental health transports, subject to approval of a mental health transport plan by the Board of Commissioners. Finally, funding is included to provide an hourly wage increase to 12-hour detention officers, in order to ensure equity in hourly wages between 12-hour officers and 8-hour officers in detention.

The addition of one Deputy Sheriff position is included to reflect the addition of one School Resource Officer at Rolesville Middle School, fully funded by Wake County.

## **Non-Departmental**

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

## **Risk Management**

The Risk Management budget includes funding for Workers' Compensation and Property Insurance increases. Workers' Compensation rates were renegotiated based on market rate, and insurance for the Justice Center was annualized for a full-year. Funding for property insurance is also needed for the Career and Technical Education (CTE) building purchased in January 2013.

## **Education**

### **Wake County Public School System**

The FY 2014 appropriation for the school system is \$326.6 million; a 2.6% increase over the FY 2013 budget. The recommended appropriation meets the Board of Education's request. In addition to the direct appropriation, \$856,820 will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease for a total FY 2014 budget of \$327.5 million.

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.

### **Wake Technical Community College**

The FY 2014 Budget for Wake Technical Community College is \$16,190,938 of which \$295,000 is appropriated for lifelong learning and community use of schools in conjunction with WCPSS. Wake Technical

# **Expenditure Highlights**

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Community College's appropriation is unchanged from FY 2013.

## **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 million.

In FY 2014 it is anticipated that health insurance costs will increase by \$1,000,000 attributed to increased costs of healthcare for retirees. The county is experiencing a trend well below market averages and will be able to hold employee rates flat for the second year in a row. However, due to the implementation of a new health plan, the County plans to continue to evaluate these numbers through this summer and will provide the Board of Commissioners with any changes.

Increases in the State rates to fund retirement will require the County to an additional \$530,000.

Moreover, the budget reflects \$777,000 in risk management funding shifting from non-departmental to departments. This is to ensure the funding location aligns with the estimated cost location.

## **General Fund Transfers**

The budget includes a dedication of 15.50 cents of the 53.4 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2014 the 15.50 cents represents roughly \$191.528 million. In addition, \$8.75 million of one-time revenues resulting from the State's collection of motor vehicle property taxes at the time of vehicle registration renewal ("Tag and Tax") are also transferred from the general fund to the County CIP for FY 14.

The transfer to Debt Service funded by sales tax revenues increases from \$29 million in FY 2013 to \$31.3 million in FY 2014. This increase is driven by a combination of sales tax growth in Articles 40 and 42.

## **Non-General Fund Expenditures**

### **Fire Tax District**

The County has a consolidated fire tax district created to provide fire protection service to the unincorporated areas of the County and the Town of Wendell. For FY 2014, the Fire Tax District budget is \$20.71 million.

Of the total budget, approximately \$17.2 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 \$2.57 million is to be transferred to capital and/or debt services. The remaining \$940,000 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 2014, the fund equals \$39.13 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: \$4.5 million to the Greater Raleigh Convention and Visitors Bureau, \$2.3 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$850,000 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 2014, significant amounts will be

# **Expenditure Highlights**

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directed to the following agencies: \$18.1 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 2014 budget for the Solid Waste Fund totals \$15.5 million. Of the total budget, \$4.8 million is designated to Convenience Center operations, \$2.6 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs, and \$4.1 million is transferred to the Solid Waste Capital Fund. The remaining balance of \$4.0 million funds education, closure programs, administration, and transfers to the general fund for support services. The FY 2014 budget includes funding for litter clean-up on roads in Wake County which are not interstate roads; this is the first year of this initiative.

## **South Wake Landfill Enterprise Fund**

The Solid Waste Management Division manages the South Wake Landfill 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 2014 budget for the South Wake Landfill Fund totals \$14.2 million. Of the total budget, \$8.2 million is designated to the operation of the South

Wake Landfill, \$4.0 million is for the East Wake Transfer Station in Raleigh, and \$2.0 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 2014 tonnage actuals.

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# New Expenditure Requests Not Funded

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## GENERAL GOVERNMENT \$869,295

### County Attorney \$52,314

- ♦ Paralegal (1.0 FTE)

- ♦ Convert additional 5 units from 24 hour shifts to 12 hour shifts (10.0 FTEs)
- ♦ Building Renovation at Cary EMS

### Board of Elections \$816,981

- ♦ Additional funding requested for increased staffing and operating support for October and November municipal elections
- ♦ Additional days and staffing for one-stop voting compared to the funded level supporting 9 days
- ♦ Additional Elections Specialists (4.0 FTE)

## HUMAN SERVICES \$446,204

- ♦ HS/ES Public Health Educator (0.5 FTE)
- ♦ Additional funding for Cooperative Extension
- ♦ WCHS and WCPSS Health and Human Services Continuum pilot program
- ♦ Child Welfare funding for positions cut by federal decrease (2.0 FTE)

## EMERGENCY COMMUNICATIONS

### \$29,078

- ♦ Establish a replacement reserve for a communications support vehicle

## Environmental Services

### \$402,830

- ♦ Educational Support Position - Contaminated Wells Program (1.0 FTE)
- ♦ Customer Service Representative - Call Center (1.0 FTE)
- ♦ Public Health Educator (0.5 FTE)
- ♦ Food Inspector (1.0 FTE)
- ♦ Additional funding for public private partnerships at the Animal Shelter

## CITY / COUNTY BUREAU OF IDENTIFICATION \$90,000

- ♦ Additional travel and training funds related to Forensic Professional Certification
- ♦ Increase in overtime funding

## GENERAL SERVICES \$560,380

- ♦ Potential Progress Energy rate increase

## OFFICE OF THE SHERIFF \$145,956

- ♦ Administrative Assistants within the Detention Medical Records unit (4.0 FTEs)

## NON-DEPARTMENTAL \$136,657

- ♦ 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 27% of the Expanded Food and Nutrition Education Program
- ♦ Healing Place for Men and Woman funding increase because of growing service population
- ♦ North Carolina Symphony increase to fund more programs
- ♦ United Arts Council increase for more programming

## EMERGENCY MEDICAL SERVICES

### \$2,357,602

- ♦ Community Outreach and Special Events Coordinator (1.0 FTE)
- ♦ Complete role out of Advance Practice Paramedic program (8.0 FTEs)
- ♦ Spare ambulance added to fleet to maintain front-line to spare ratio
- ♦ Additional full-time Scheduler (1.0 FTE)
- ♦ Converting additional Supervisor from 24 hour shift to 12 hour shift (1.0 FTE)
- ♦ Additional Training Officer (1.0 FTE)

## TOTAL REQUESTS NOT FUNDED

### \$5,038,002

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# Personnel Summary

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Department	FY 2013 Adopted	FY 2013 Amended or Transferred Positions	FY 2013 Amended	FY 2014 Amended or Transferred Positions	FY 2014 Reductions	FY 2014 Adopted
<b>General Government</b>						
Board Of Commissioners	3.000	-	3.000	-	-	3.000
County Manager	11.000	-	11.000	-	-	11.000
County Attorney	13.000	-	13.000	1.000	-	14.000
Board Of Elections	19.500	-	19.500	-	-	19.500
Budget and Management Services	-		-	8.000	-	8.000
Facilities Design and Construction	10.000	-	10.000	-	-	10.000
Finance						
General Fund	34.000	-	34.000	(8.000)	-	26.000
Debt Service Fund	2.000	-	2.000	-	-	2.000
Finance Total	36.000	-	36.000	(8.000)	-	28.000
Human Resources	25.000	-	25.000	-	-	25.000
Information Services	82.750	1.000	83.750	-		83.750
Automation Fund	1.000	-	1.000			1.000
Information Services Total	83.750	1.000	84.750	-		84.750
Register Of Deeds	37.000	-	37.000	3.000	-	40.000
Revenue	61.000	-	61.000	4.000	-	65.000
Soil and Water Conservation District	5.000	-	5.000	-	-	5.000
<b>Community Services</b>						
CS Management and Budget	6.000	(1.000)	5.000	-	-	5.000
Parks, Recreation, and Open Space	23.500	9.500	33.000	-	-	33.000
Veterans Services	4.000	(0.500)	3.500	-	-	3.500
Geographic Information Services	18.000	-	18.000	-	-	18.000
Libraries	210.500	-	210.500	5.500	-	216.000
Planning and Development Services	42.000	-	42.000	1.000	-	43.000
Community Services Total	304.000	8.000	312.000	6.500	-	318.500
<b>Environmental Services</b>						
General Fund:						
ES Administration	9.000	-	9.000	-	-	9.000
Environmental Health & Safety	28.000	-	28.000	-	-	28.000
Water Quality Division	26.000	1.000	27.000	1.000	-	28.000
Animal Care, Control and Adoption	35.000	2.000	37.000	3.000	-	40.000
Center						
Total General Fund	98.000	3.000	101.000	4.000	-	105.000
Solid Waste Fund	14.000	-	14.000	-	-	14.000
South Wake Landfill Fund	5.000	-	5.000	-	-	5.000
Environmental Services Total	117.000	3.000	120.000	4.000	-	124.000
<b>General Services Administration</b>						
General Fund:						
Administration/Support	10.000	1.000	11.000	-	-	11.000

# Personnel Summary

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Department	FY 2013 Adopted	FY 2013 Amended or Transferred Positions	FY 2013 Amended	FY 2014 Amended or Transferred Positions	FY 2014 Reductions	FY 2014 Adopted
Central Services	15.000	(.500)	14.500	-	(2.500)	12.000
Field Services	31.000	-	31.000	-	-	31.000
Physical Plant	66.500	(.500)	66.000	-	-	66.000
Security	6.000	-	6.000	-	-	6.000
Total General Fund	128.500	-	128.500	-	(2.500)	126.000
Fleet Fund	14.000	-	14.000	-	-	14.000
General Services Total	142.500	-	142.500	-	(2.500)	140.000

## Human Services

General Fund:

Social Services	411.000	33.000	444.000	9.300	(4.070)	449.230
Child Welfare	233.250	2.000	235.250	0.250	(8.750)	226.750
Children, Youth and Family	239.250	(28.700)	210.550	76.100	(25.000)	261.650
Public Health	129.561	(1.000)	128.561	(76.000)	-	52.561
Health Clinics	156.600	4.800	161.400	1.200	-	162.600
Behavioral Health	178.825	(2.300)	176.525	-	(172.020)	4.505
Administration and Operations	237.050	(1.800)	235.250	0.500	(26.500)	209.250
Local Managing Entity	-	-	-	-	-	-
Total General Fund	1,585.536	6.000	1,591.536	11.350	(236.340)	1,366.546
Grants Fund	17.750		17.750	(0.250)	-	17.500
Affordable Housing Fund	6.750		6.750	0.500	-	7.250
Human Services Total	1,610.036	6.000	1,616.036	11.600	(236.340)	1,391,296

<b>Emergency Medical Services</b>	210.000	16.000	226.000	20.000	-	246.000
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## Fire and Emergency Management

General Fund	19.000	-	19.000	-	-	19.000
Grants Fund	1.000	-	1.000	-	-	1.000
Fire & Emerg Management Total	20.000	-	20.000	-	-	20.000

<b>City-County Bureau of Identification</b>	70.500	-	70.500	1.000	-	71.500
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## Sheriff

General Fund:

Law Enforcement	421.000	1.000	422.000	1.000	-	423.000
Detention	500.000	(1.000)	499.000	24.000	-	523.000
Sheriff Total	921.000	-	921.000	25.000	-	946.000
Capital Area Workforce Development	28.000	-	28.000	-	-	28.000
<b>TOTAL FTEs ALL FUNDS</b>	<b>3,727.29</b>	34.000	<b>3,761.286</b>	76.100	(238.840)	<b>3,598.546</b>

## **Personnel Changes Summary**

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### **Position Changes from FY 2013 Adopted to FY 2013 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**

##### **Information Services: 1.00 FTE**

- ♦ 1.00 FTE - One Information Technology Manager transferred from Human Services

##### **Community Services: 8.00 FTEs**

- ♦ 8.00 FTEs - Eight Park Technician temporary employees made full time equivalents

##### **Environmental Services: 3.00 FTEs**

- ♦ 2.00 FTEs - Two Animal Health Technician temporaries made full time equivalents
- ♦ 1.00 FTE - One Chemist transferred from Human Services

##### **Human Services: 6.00 FTEs**

- ♦ (1.00) FTE - One Information Technology Manager transferred to Information Services
- ♦ (1.00) FTE - One Chemist transferred to Environmental Services
- ♦ 6.00 FTEs - Five Human Services Case Managers and one Human Services Senior Case Manager added due to additional funds from WakeMed
- ♦ 1.00 FTE - One Social Worker added due to additional federal Ryan White funds
- ♦ 1.00 FTE - One Social Worker transferred from the Grants and Donations Fund

##### **Emergency Medical Services: 16.00 FTEs**

- ♦ 16.00 FTEs - Four EMT's and Twelve Paramedic temporaries made full time equivalents

#### **Grants and Donations Fund**

##### **Human Services: 0.00 FTE**

- ♦ (1.00) FTE - One Social Worker transferred to the Human Services General Fund
- ♦ 1.00 FTE - One Social Worker transferred from the Human Services General Fund

#### **TOTAL POSITION CHANGE:**

**34.00 FTEs**

# Personnel Changes Summary

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**\*Departments with no change to FTE  
authorization FY 2013 Adopted to FY 2013  
Amended Budget:**

- ♦ Revenue Department
- ♦ Sheriff
- ♦ Soil and Water Conservation

- ♦ Board of Commissioners
- ♦ Board of Elections
- ♦ Capital Area Workforce Development
- ♦ County Manager
- ♦ City/County Bureau of Identification
- ♦ County Attorney
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ Fire and Emergency Management
- ♦ General Services Administration
- ♦ Housing and Community Revitalization
- ♦ Human Resources
- ♦ Non-departmental
- ♦ Register of Deeds

# **Personnel Changes Summary**

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## **Position Changes from FY 2013 Amended to FY 2014 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**

##### **County Attorney: 1.00 FTE**

- ♦ 1.00 FTE - One General Practice County Attorney

##### **Register of Deeds: 3.00 FTEs**

- ♦ 3.00 FTEs - Three Deputy Register of Deeds to accommodate increased recording, imaging, and indexing of Real Estate documents

##### **Finance Department: (8.00) FTEs**

- ♦ (8.00) FTEs - 8.00 FTEs transferred out of Finance to newly created Budget and Management Services Department

##### **Budget and Management Services: 8.00 FTEs**

- ♦ 8.00 FTEs - 8.00 FTEs transferred from BMS Division within the Finance Department to newly created Budget and Management Services Department

##### **Revenue: 4.00 FTEs**

- ♦ 1.00 FTE - One Revenue Appraisal manager
- ♦ 2.00 FTE - Two Real Estate Appraisers
- ♦ 1.00 FTE - One Revenue Business Auditor

##### **Community Services: 6.5 FTEs**

- ♦ 5.50 FTE - 5.50 FTEs to restore library hours cut during the recession
- ♦ 1.00 FTE - 1.00 FTE General Inspector to accommodate growth in inspections

##### **Environmental Services: 4.00 FTEs**

- ♦ 1.00 FTE - One Medical Director for the Animal Shelter

- ♦ 1.00 FTE - One Animal Healthcare Technician
- ♦ 1.0 FTE - One Hydrogeologist to support a contaminated wells program
- ♦ 1.0 FTE - One Animal Rescue Coordinator to work with external rescue groups

##### **General Services Administration: (2.50) FTEs**

- ♦ (2.00) FTE - Two Press Operator positions abolished due to outsourcing of Reprographics
- ♦ (0.50) FTE - 0.50 FTE Print Shop Coordinator position abolished due to outsourcing of Reprographics

##### **Human Services: (224.99) FTEs**

- ♦ 6.00 FTEs - Two Administrative Assistant and Four HS Senior Case Manager positions for Child Support Enforcement program
- ♦ 0.10 FTE - 0.10 FTE WIC Administrative Assistant
- ♦ 1.00 FTE - One HS Senior Practitioner for Adult Guardianship program
- ♦ 3.00 FTEs - 2.00 HS Case Manager positions and 1.00 FTE HS Supervisor positions to ESS
- ♦ 1.00 FTE - One Social Worker transferred to the General Fund
- ♦ 0.25 FTE - 0.25 FTE HS Senior Practitioner transferred to the General Fund
- ♦ 0.50 FTE - 0.50 FTE to reconcile LME changes
- ♦ (227.59) FTEs - Abolish 227.59 FTEs due to merger with Managed Care Organization (MCO)
- ♦ (8.75) FTEs - 8.75 FTE HS Senior Practitioner positions in Child Welfare abolished due to decreased federal funding
- ♦ (0.50) FTE - 0.50 FTE Nurse transferred to Housing and Community Revitalization

##### **Emergency Medical Services: 20.00 FTEs**

- ♦ 1.00 FTE - One EMS Supervisor

# **Personnel Changes Summary**

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- ♦ 1.00 FTE - One EMS Training Officer
- ♦ 4.00 FTE - Four Intermediate Emergency Medical Technicians
- ♦ 4.00 FTE - Four Paramedics
- ♦ 10.00 FTE - Ten Paramedics.

## **City/County Bureau of Identification: 1.00 FTE**

- ♦ 1.00 FTE - Two .50 Latent Print Examiners to meet increasing service levels

## **Office of the Sheriff: 25.00 FTEs**

- ♦ 20.00 FTEs - Twenty Detention Officers to address staffing needs associated Wake County Detention Center
- ♦ 4.00 FTEs - Four Detention Officers to monitor the Wake County Detention Center control room
- ♦ 1.00 FTE - One Deputy position as School Resource Officer at Rolesville Middle School

## **Grants and Donations Fund**

### **Human Services: (.25) FTE**

- ♦ (1.00) FTE - One Social Worker transferred from the Grants and Donations Fund
- ♦ (0.25) FTE - 0.25 FTE HS Senior Practitioner transferred from the Grants and Donations Fund
- ♦ 1.00 FTE - One FTE for the Drug Court

## **Affordable Housing Fund**

### **Housing and Community Revitalization: .50 FTE**

- ♦ 0.50 FTE - 0.50 Nurse transferred from the Human Services General Fund

## **TOTAL POSITION CHANGE:**

**(162.74) FTEs**

### **\*Departments with no change to FTE authorization FY 2013 Amended to FY 2014 Adopted:**

- ♦ Board of Commissioners
- ♦ Board of Elections
- ♦ Capital Area Workforce Development
- ♦ County Manager
- ♦ Facilities Design and Construction
- ♦ Fire/Emergency Management
- ♦ Housing and Community Revitalization
- ♦ Human Resources
- ♦ Information Services
- ♦ Soil and Water Conservation
- ♦ Soild Waste

## Schedule of Interfund Transfers

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Revenues - Transfers In	From	From	From	From
To Fund	General Fund	Fire Tax District	Major Facilities	County Capital Projects
<b>General Fund</b>	-	-	1,171,000	-
<b>Debt Service</b>	193,844,000	1,224,000	991,000	-
<b>Special Revenue Funds</b>				
Housing and Community Revitalization	-	-	-	830,000
<b>Capital Project Funds</b>				
County Capital Projects	35,564,000	-	-	-
Fire Tax Capital Projects	-	1,350,000	-	-
Major Facilities Capital Proj.s	-	-	1,000,000	-
Solid Waste Capital Projects	-	-	-	-
Wake Tech Capital Projects	2,185,000	-	-	1,500,000
<b>Enterprise Funds</b>				
Solid Waste Management	-	-	-	-
<b>Totals</b>	\$ 231,593,000	2,574,000	3,162,000	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
<b>General Fund</b>	406,320	-	856,820	2,418,140
<b>Debt Service</b>	-	-		196,059,000
<b>Special Revenue Funds</b>				
Housing and Community Revitalization	-	-		830,000
<b>Capital Project Funds</b>				
County Capital Projects	-	-		35,564,000
Fire Tax Capital Projects	-	-		1,350,000
Major Facilities Capital Proj.s	-	-		1,000,000
Solid Waste Capital Projects	4,050,000	-		4,050,000
Wake Tech Capital Projects	-	-		3,685,000
<b>Enterprise Funds</b>				
Solid Waste Management	-	991,789		991,789
<b>Totals</b>	\$ 4,456,320	991,789	856,820	245,947,929

## Schedule of Interfund Transfers

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Expenditures - Transfers Out		To	To	To	To
From Fund		General Fund	Debt Service	Housing and Community Revitalization	County Capital Projects
<b>General Fund</b>		-	193,844,000	-	35,564,000
<b>Special Revenue Funds</b>					
Fire Tax District		-	1,224,000	-	1,350,000
Major Facilities		1,171,000	991,000	-	-
<b>Capital Project Funds</b>					
County Capital Projects		-	-	830,000	-
WCPSS Capital Projects		856,520			
<b>Enterprise Funds</b>					
Solid Waste Management		406,320	-	-	-
South Wake Landfill		-	-	-	-
<b>Totals</b>	\$	<b>2,434,140</b>	<b>196,059,000</b>	<b>830,000</b>	<b>36,914,000</b>

Expenditures - Transfers Out (continued from above)		To	To	To	To	
From Fund		WTCC Capital Projects	Major Facilities Capital	Solid Waste Capital	Solid Waste Enterprise	Total Transfers Out
<b>General Fund</b>		2,185,000	-	-	-	<b>231,593,000</b>
<b>Special Revenue Funds</b>						
Fire Tax District		-	-	-	-	2,574,000
Major Facilities		-	1,000,000	-	-	3,146,000
<b>Capital Project Funds</b>						
County Capital Projects		1,500,000	-	-	-	2,330,000
WCPSS Capital Projects						856,520
<b>Enterprise Funds</b>						
Solid Waste Management		-	-	4,050,000	-	4,456,320
South Wake Landfill		-	-	-	991,789	991,789
<b>Totals</b>	\$	<b>3,685,000</b>	<b>1,000,000</b>	<b>4,050,000</b>	<b>991,789</b>	<b>245,797,929</b>

# General Fund Revenue Summary

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Description	FY 2012 Actual Revenues	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
<b>TAXES</b>					
Property Taxes	\$ 645,725,048	648,962,083	648,962,083	682,085,000	5.1%
Sales Tax	120,834,877	121,137,839	125,254,839	132,481,000	9.4%
Other Taxes	—	—	—	—	—
Lease/Rental	2,506,287	2,550,000	2,550,000	2,550,000	—
Vehicle Tax					
Lease/Rental Heavy Equipment Tax	2,357	—	—	—	—
Payment in Lieu of Taxes	1,251,012	1,230,421	1,230,421	1,230,421	—
Real Property Transfer Tax	6,120,634	5,850,000	5,950,000	6,960,000	19.0%
<b>Subtotal</b>	<b>776,440,215</b>	<b>779,730,343</b>	<b>783,947,343</b>	<b>825,306,421</b>	<b>5.8%</b>
<b>FEDERAL SHARED REVENUES</b>					
Environmental	—	—	—	—	—
Human Services	10,563,598	9,795,832	10,141,421	9,794,279	(0.0)%
Affordable Housing	—	—	—	—	—
Libraries	—	—	—	—	—
Public Safety	713,794	698,176	698,176	348,176	(50.1)%
Transportation	96,000	300,830	300,830	300,830	—
FEMA	469,687	—	—	—	—
Other	—	—	—	—	—
Human Services	129,269	—	—	—	—
<b>Subtotal</b>	<b>11,972,348</b>	<b>10,794,838</b>	<b>11,140,427</b>	<b>10,443,285</b>	<b>(3.3)%</b>
<b>STATE SHARED REVENUES</b>					
ABC 5 Cent Bottle	259,478	255,000	255,000	255,000	—
Beer & Wine	807,650	877,200	877,200	877,200	—
Environmental	74,352	4,000	65,160	74,352	1,758.8%
Human Services	93,147,943	70,939,124	73,376,421	68,380,645	(3.6)%
Libraries	548,324	540,000	540,000	525,000	(2.8)%
Public Safety	471,014	—	—	—	—
Transportation	1,609,132	1,794,911	1,664,846	1,632,631	(9.0)%
Other	1,633,576	1,525,500	1,525,500	1,525,500	—
<b>Subtotal</b>	<b>98,551,468</b>	<b>75,935,735</b>	<b>78,304,127</b>	<b>73,270,328</b>	<b>(3.5)%</b>
<b>LOCAL SHARED REVENUES</b>					
ABC Board	8,433,333	4,000,000	4,000,000	4,000,000	—
Human Services	153,807	9,750	9,750	—	(100.0)%

# General Fund Revenue Summary

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Description	FY 2012 Actual Revenues	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
Libraries	100	—	—	—	—
Public Safety	10,666	—	—	—	—
Other Local	124,181	78,600	147,600	100,100	27.4%
<b>Subtotal</b>	<b>8,722,087</b>	<b>4,088,350</b>	<b>4,157,350</b>	<b>4,100,100</b>	<b>0.3%</b>
<b>LICENSES AND PERMITS</b>					
Licenses	229,018	216,574	216,574	223,032	3.0%
Permits	3,184,364	3,102,881	3,103,881	3,401,354	9.6%
<b>Subtotal</b>	<b>3,413,381</b>	<b>3,319,455</b>	<b>3,320,455</b>	<b>3,624,386</b>	<b>9.2%</b>
<b>CHARGES FOR SERVICES</b>					
Environmental	395,493	400,000	400,000	481,655	20.4%
Solid Waste Fees	—	—	—	—	—
Client Fees	1,230,429	1,356,957	1,262,207	1,115,250	(17.8)%
Insurance	1,097,338	1,168,745	1,108,495	819,500	(29.9)%
Medicaid Fees	21,758,670	16,027,646	16,358,360	15,448,448	(3.6)%
Medicare Fees	258,061	286,379	286,379	28,300	(90.1)%
Pharmacy Fees	—	—	—	—	—
HS Reimbursements	595,563	613,331	732,880	781,483	27.4%
Other	6,885	7,500	7,500	7,500	—
Inspection Fees	485,868	460,626	460,626	517,745	12.4%
Library Fees	535,691	501,000	501,000	486,500	(2.9)%
Parks & Recreation Fees	135,107	130,130	130,130	130,130	—
EMS Fees	21,573,492	22,794,501	22,896,584	22,966,418	0.8%
Facility Use Fees	256,118	251,100	251,100	288,200	14.8%
Fire/Rescue Fees	276,021	239,660	239,660	239,660	—
Sheriff Fees	3,548,336	4,966,978	4,966,978	4,648,900	(6.4)%
Transportation Fees	701,317	507,545	507,545	507,545	—
Planning Fees	328,563	251,010	251,010	354,665	41.3%
Court Facility Fees	1,340,638	1,100,000	1,100,000	1,100,000	—
Parking Fees	667,568	655,000	655,000	655,000	—
Rental/Lease Income	108,351	219,320	219,320	194,320	(11.4)%
Record Fees	5,023,993	4,736,018	4,736,018	5,559,198	17.4%
Reimbursements	2,358,638	2,038,655	2,038,655	1,928,637	(5.4)%
Tax Collection Fees	790,262	783,000	783,000	783,000	—
Vending Income	604,764	670,027	670,027	674,000	0.6%
Other	1,394,033	1,522,400	1,546,400	1,684,826	10.7%
<b>Subtotal</b>	<b>65,471,200</b>	<b>61,687,528</b>	<b>62,108,874</b>	<b>61,400,880</b>	<b>(0.5)%</b>

## General Fund Revenue Summary

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Description	FY 2012 Actual Revenues	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
<b>INVESTMENT EARNINGS</b>	40,237	49,972	49,972	45,259	(9.4)%
<b>MISCELLANEOUS</b>					
Sale of Materials & Fixed Assets	318,786	279,680	279,680	280,674	0.4%
Miscellaneous Revenue	40,635	213,497	235,774	1,044,527	389.2%
<b>Subtotal</b>	<b>359,422</b>	<b>493,177</b>	<b>515,454</b>	<b>1,325,201</b>	<b>168.7%</b>
<b>OTHER FINANCING SOURCES</b>					
Capital Lease/Installment Purchases	7,573	–	–	–	–
Appropriated Fund Balance	–	31,602	1,154,621	–	(100.0)%
<b>Subtotal</b>	<b>7,573</b>	<b>31,602</b>	<b>1,154,621</b>	<b>–</b>	<b>(100.0)%</b>
<b>TRANSFERS</b>	<b>3,030,070</b>	<b>2,389,000</b>	<b>2,434,000</b>	<b>3,284,140</b>	<b>37.5%</b>
<b>TOTAL REVENUE \$</b>	<b>968,008,002</b>	<b>938,520,000</b>	<b>947,132,623</b>	<b>982,800,000</b>	<b>4.7%</b>

# General Fund Expenditure Summary

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County Departments	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
<b>General Government</b>					
Board Of Commissioners	\$ 465,341	477,321	480,707	480,312	0.6%
County Manager	1,325,348	1,418,484	1,417,099	1,422,466	0.3%
County Attorney	1,448,773	1,496,918	1,505,109	1,620,430	8.3%
Board Of Elections	3,905,195	4,851,624	4,894,902	3,356,591	(30.8)%
Budget And Management Services	—	—	—	749,824	—
Facilities Design & Construction	978,194	1,145,929	1,148,705	1,182,837	3.2%
Finance Department	2,731,379	2,864,721	2,894,400	2,209,077	(22.9)%
Human Resources	1,725,484	1,885,209	1,886,056	1,888,699	0.2%
Information Services	11,207,362	11,645,672	11,950,464	11,919,647	2.4%
Register Of Deeds	2,724,684	2,548,037	2,658,716	2,608,843	2.4%
Revenue Department	4,967,463	5,907,639	5,920,243	7,229,202	22.4%
Capital Lease	7,573	—	—	—	—
<b>Subtotal</b>	<b>31,486,794</b>	<b>34,241,554</b>	<b>34,756,401</b>	<b>34,667,928</b>	<b>1.2%</b>
<b>Community Services</b>					
Community Services Management and Budget Office	505,330	613,556	583,665	630,803	2.8%
Parks, Recreation and Open Space	2,330,084	2,310,390	2,505,882	2,407,733	4.2%
Planning, Development and Inspections	3,493,033	3,592,716	3,592,716	3,673,499	2.2%
Veterans Services	222,844	269,710	244,710	247,719	(8.2)%
Geographic Information	1,616,999	1,653,821	1,653,821	1,662,930	0.6%
Libraries	17,056,030	17,752,354	17,762,501	18,009,760	1.4%
<b>Subtotal</b>	<b>25,224,320</b>	<b>26,192,547</b>	<b>26,343,295</b>	<b>26,632,444</b>	<b>1.7%</b>
<b>Environmental Services</b>					
Environmental Services Administration	621,182	788,720	783,483	993,440	26.0%
Environmental Health & Safety	2,051,652	2,077,631	2,093,358	2,096,455	0.9%

# General Fund Expenditure Summary

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County Departments	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
Water Quality	2,308,586	2,323,472	2,428,291	2,555,683	10.0%
Animal Care, Control and Adoption Center	2,661,951	2,841,957	2,832,845	2,901,252	2.1%
<b>Subtotal</b>	<b>7,643,371</b>	<b>8,031,780</b>	<b>8,137,977</b>	<b>8,546,830</b>	<b>6.4%</b>
<b>General Services Administration</b>					
Administration / Support	1,345,309	1,332,966	1,548,900	1,484,555	11.4%
Physical Plant	5,375,933	5,992,632	6,025,682	6,285,073	4.9%
Central Services	3,853,389	4,034,963	4,051,962	4,433,210	9.9%
Security and Safety	2,391,945	2,964,016	2,827,024	2,897,576	(2.2)%
Criminal Justice/ General Government	747,436	794,249	799,629	1,012,282	27.5%
Field Services	2,877,403	3,196,822	3,214,167	3,259,631	2.0%
Utilities/Life Safety/ Environmental	4,490,100	4,937,651	4,937,651	6,126,530	24.1%
County Building Agreements	—	—	—	—	—
<b>Subtotal</b>	<b>21,081,514</b>	<b>23,253,299</b>	<b>23,405,015</b>	<b>25,498,857</b>	<b>9.7%</b>
<b>Human Services</b>					
Social Services	33,128,862	68,532,057	71,168,257	71,292,890	4.0%
Economic Self Sufficiency					
Child Welfare	21,132,877	21,557,514	21,131,208	21,283,816	(1.3)%
Children Youth and Family	49,224,956	13,714,703	13,776,174	16,393,451	19.5%
Public Health	9,429,274	9,698,422	10,097,907	5,207,907	(46.3)%
Health Clinics	15,715,705	15,712,412	15,922,932	15,807,441	0.6%
Behavioral Health	16,247,548	16,708,979	28,579,229	628,915	(96.2)%
Administration and Operations	25,426,155	26,037,674	25,793,705	25,644,819	(1.5)%
Behavioral Health - MCO	—	—	—	25,202,558	—
Local Management Entity	40,511,961	9,652,750	22,277	—	(100.0)%
Human Services Reserves	—	—	339,526	—	—
<b>Subtotal</b>	<b>210,817,338</b>	<b>181,614,511</b>	<b>186,831,215</b>	<b>181,461,797</b>	<b>(0.1)%</b>

## Medical Examiner

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# General Fund Expenditure Summary

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County Departments	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
Medical Examiner	212,600	204,200	204,200	204,200	-
<b>Subtotal</b>	<b>212,600</b>	<b>204,200</b>	<b>204,200</b>	<b>204,200</b>	<b>-</b>
<b>Emergency Medical Services</b>					
Emergency Medical Services	29,068,117	30,071,184	30,725,097	33,590,244	11.7%
<b>Subtotal</b>	<b>29,068,117</b>	<b>30,071,184</b>	<b>30,725,097</b>	<b>33,590,244</b>	<b>11.7%</b>
<b>Fire-Emergency Management</b>					
Fire Services	1,292,505	1,336,411	1,335,210	1,274,130	(4.7)%
Emergency Management	584,578	650,553	671,771	588,783	(9.5)%
<b>Subtotal</b>	<b>1,877,083</b>	<b>1,986,964</b>	<b>2,006,981</b>	<b>1,862,913</b>	<b>(6.2)%</b>
<b>Emergency Communications</b>					
PS Communications	934,220	1,188,379	1,188,379	1,088,981	(8.4)%
<b>Subtotal</b>	<b>934,220</b>	<b>1,188,379</b>	<b>1,188,379</b>	<b>1,088,981</b>	<b>(8.4)%</b>
<b>City-County Bureau of Identification</b>					
Support Services	1,426,323	1,548,780	1,526,575	1,530,467	(1.2)%
Investigations	1,337,418	1,679,486	1,637,716	1,470,309	(12.5)%
Crime Lab	794,425	768,423	790,541	1,242,555	61.7%
Administration	1,149,904	1,019,390	1,060,332	1,009,939	(0.9)%
Forfeitures	-	-	-	-	-
<b>Subtotal</b>	<b>4,708,071</b>	<b>5,016,079</b>	<b>5,015,164</b>	<b>5,253,270</b>	<b>4.7%</b>
<b>Sheriff</b>					
Law Enforcement	34,113,388	35,134,845	35,401,972	36,307,532	3.3%
Detention	30,348,141	33,047,989	34,251,889	35,723,214	8.1%
<b>Subtotal</b>	<b>64,461,529</b>	<b>68,182,834</b>	<b>69,653,861</b>	<b>72,030,746</b>	<b>5.6%</b>
<b>Non-Departmental</b>					
Public Agencies	1,934,251	1,519,251	1,531,251	1,469,251	(3.3)%
Memberships	357,473	356,022	368,075	451,409	26.8%
Non-departmental	6,364,127	1,924,502	2,004,051	7,310,692	279.9%
Health Benefits	2,862,142	4,023,830	3,975,612	5,226,277	29.9%
Risk Management - Cost of Claims	452,922	1,218,389	1,491,385	1,374,203	12.8%
<b>Subtotal</b>	<b>11,970,916</b>	<b>9,041,994</b>	<b>9,370,374</b>	<b>15,831,832</b>	<b>75.1%</b>

# General Fund Expenditure Summary

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County Departments	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	Change from FY 2013 Adopted
<b>Transfers to Other Funds</b>					
Transfers	210,678,316	214,962,000	214,962,000	232,443,000	8.1%
<b>Subtotal</b>	<b>210,678,316</b>	<b>214,962,000</b>	<b>214,962,000</b>	<b>232,443,000</b>	<b>8.1%</b>
<b>Education</b>					
Wake County Public School System	314,411,592	318,341,737	318,341,737	327,496,020	2.9%
Wake Technical Community College	15,991,050	16,190,938	16,190,938	16,190,938	–
<b>Subtotal</b>	<b>330,402,642</b>	<b>334,532,675</b>	<b>334,532,675</b>	<b>343,686,958</b>	<b>2.7%</b>
<b>Expenditure Totals \$</b>	<b>950,566,831</b>	<b>938,520,000</b>	<b>947,132,634</b>	<b>982,800,000</b>	<b>4.7%</b>

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# General Government Budget Summary

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	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Board Of Commissioners	465,341	477,321	480,707	480,312
County Manager	1,325,348	1,418,484	1,417,099	1,422,466
County Attorney	1,448,773	1,496,918	1,505,109	1,620,430
Board Of Elections	3,905,195	4,851,624	4,894,902	3,356,591
Budget And Management Services	-	-	-	749,824
Facilities Design & Construction	978,194	1,145,929	1,148,705	1,182,837
Finance Department	2,731,379	2,864,721	2,894,400	2,209,077
Human Resources	1,725,484	1,885,209	1,886,056	1,888,699
Information Services	11,207,362	11,645,672	11,950,464	11,919,647
Register Of Deeds	2,724,684	2,548,037	2,658,716	2,608,843
Revenue Department	4,967,463	5,907,639	5,920,243	7,229,202
Capital Lease	7,573	-	-	-
<b>Expenditure Totals</b>	<b>\$ 31,486,794</b>	<b>34,241,554</b>	<b>34,756,401</b>	<b>34,667,928</b>

# Board Of Commissioners

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 419,311	429,330	432,716	432,321
Contractual Services	4,463	2,388	2,388	2,388
Supplies, Materials and Other Charges	41,568	45,603	45,603	45,603
<b>Expenditure Totals</b>	<b>\$ 465,341</b>	<b>477,321</b>	<b>480,707</b>	<b>480,312</b>
<b>Revenues:</b>				
<b>Revenue Totals</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## DEPARTMENT PURPOSE AND GOALS

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

The Commissioners establish goals for County government, provide policy direction on specific issues to the County Manager, and ensure 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 that they establish, as well as to other boards established by State legislation. By law, the Board of Commissioners also directly appoints three principal 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 \$941.5 million for FY 2013 without requiring any increase to the County's property tax rate or the use of fund balances.

Issued and sold tax-exempt GO bonds:

\$96.79 million for Wake County Public School System construction at a true interest cost of 2.40%.

Joined with Durham County to create Alliance Behavioral Healthcare to manage behavioral health services in Durham, Cumberland, Johnston and Wake counties.

Continued progress on the 30-year Justice Facilities Master Plan by completing the Wake County Justice Center. The new Justice Center is an 11 story, 577,000 square foot facility that will save taxpayers money through energy efficient design and includes 22 courtrooms, County office space, and the Board of Commissioners' meeting rooms.

The City-County bureau of Identification moved to a new state of the art crime laboratory in the detention center and now offers blood alcohol and blood drug analysis, as well as forensic analysis of evidence.

The Board of Commissioners worked with the Wake County Public School System and Wake Technical Community College to develop operating budget strategies that did not require increasing the property

# **Board Of Commissioners**

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tax rate, yet sustained education as a priority in Wake County. Education funding comprises more than one-third of the county budget. The fiscal year 2013 appropriation for WCPSS and Wake Tech reflect an increase of 1.25% over the fiscal year 2012 appropriation.

Wake County Human Services continues its transformation from a traditional social services model to a human capital development model - focusing on the human side of the economy. Based on these efforts, Wake County was presented with an Achievement Award from the National Association of Counties.

Wake County's Open Space Program, the first of its kind in North Carolina, is working with many partners to protect remaining open space in the County with the objective of protecting as much of the County's land area as permanent open space as possible. A new computer mapping system model was developed to evaluate open space properties. The model, which received a national award, will be used as one of several tools to help prioritize the County's open space acquisitions.

## **FY 2014 DISCUSSION**

The Board of Commissioners' budget increased slightly from the FY 2013 Adopted Budget to reflect current salary and benefit rates and a variety of other minor adjustments.

The Board's Goals are:

Work with the Wake County Public School System on a capital program which will be supported by the citizens and voters of Wake County for a scheduled bond referendum in the Fall of 2013.

Develop and adopt FY 2013-2014 County Budget while maintaining the property tax rate at 53.4 cents.

Continue to work with Wake Technical Community College, the Wake Economic Development Program, North Carolina State University and existing businesses to attract new jobs, to retain jobs and to provide training to individuals in transition.

Evaluate regulations, fees and/or practices to encourage business investment/re-investment (without sacrificing other public policy objectives).

Work with the City of Raleigh, the Sheriff's Office and other municipalities to develop a plan to upgrade the existing computer-aided dispatch system and 800 MHz public safety radio communication system.

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.

Support the work of the Sheriff's Office, the Task Force for Creating Safer Schools in Wake County and other community stakeholders to identify and implement public safety and behavioral health strategies for safe schools in Wake County.

Work with Alliance Behavioral Healthcare and complete the transition of County-operated behavioral health services to UNC Health Care and other community providers.

Continue to develop the partnerships with UNC Health Care and Alliance Behavioral Healthcare to maximize the County's funding to yield enhanced services within the mental health continuum of care.

Develop and implement a "competitive community-wide" process to maximize return on investment for the tourism industry and to allocate up to \$6 million in hotel/motel and prepared food and beverage tax revenues.

Develop and implement a "competitive community-wide" process to allocate Community Capital one-time funds to assist non-profits to address community issues.

Evaluate Draft Wake County Transit Plan and initiate community discussion on plan elements, alternatives to the plan and assess support for a voter referendum.

# **Board Of Commissioners**

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**Animal Welfare:** Develop and implement cost-effective, life-saving programs and practices in partnership with private and public organizations in the community, to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Shelter.

## **Human Capital:**

Implement plans to deliver Human Services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

Continue collaboration with partners and stakeholders and implement strategies to bolster positive youth development.

Work in collaboration with community partners and stakeholders to develop the 2013 Community Assessment.

Implement the County's priority of environmental stewardship by protecting open space and through partnerships increase access to natural areas through the expansion of greenways in the County.

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

Continue to maintain the County's AAA credit rating with all three rating agencies.

**Annexation and ETJ Criteria:** Work with the Planning Board and municipalities to evaluate the impact of recent legislative changes on annexation and the County's policies and criteria for the extension of municipal ETJs.

**Urban County Leadership:** Continue to take a leadership role among the largest urbanizing counties to discuss and promote common issues in the State Legislature, NCACC, and NACo.

## **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.

# County Manager

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,195,732	1,305,804	1,272,919	1,309,786
Contractual Services	90,120	59,937	91,437	59,937
Supplies, Materials and Other Charges	37,589	49,574	49,574	49,574
Debt	1,907	3,169	3,169	3,169
<b>Expenditure Totals</b>	<b>\$ 1,325,348</b>	<b>1,418,484</b>	<b>1,417,099</b>	<b>1,422,466</b>
<b>Revenues:</b>				
Charges For Services	\$ 13	-	-	-
Transfers	12,000	12,000	12,000	12,000
<b>Revenue Totals</b>	<b>\$ 12,013</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>Number of FTE's</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

## 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 (PAO) is part of the County Manager's Office. The PAO was established in FY 2005 to provide public information to citizens and the news media regarding Wake County Government programs and services, on behalf of County Commissioners and County departments. Information is coordinated with County Departments, partner agencies and other

local governments, and provided through a variety of communications tools: news releases, speeches, reports, newsletters and other written documents; media relations and response; emergency and crisis communications; video/television production; event management; response to citizen inquiries; and requests for public records.

The PAO also serves the Wake County Board of Commissioners (BOC) to ensure the goals and objectives of the Board are effectively communicated to the public.

## MAJOR ACCOMPLISHMENTS

The County's AAA credit rating was reaffirmed by all three rating agencies for bond sales during FY 2013.

Completed merger of Local Management Entities with Durham County after State law required local management of medicaid funds. Began mental health divestiture efforts to be completed by June 30, 2013.

Continued progress on a new phase of Hammond Road Detention Center and the new Justice Center complex with both projects estimating early completion dates.

# **County Manager**

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## **FY 2014 DISCUSSION**

The County Manager's Office budget increased by \$3,982 from the FY 2013 Adopted Budget.

In FY 2014, 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 2014 that maintains the property tax rate at 53.4 cents.

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 2014, continued focus will be on the 800 Mhz Radio System, Wake County Transit Plan, LME Merger/Medicaid Waiver Operations, Animal Shelter, Mental Health Service Delivery, and community infrastructure 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 2014, 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 2014, work will continue with the Wake County Public School System and Wake Community College to implement capital programs and implement operating budget strategies that do not

require increasing the property tax rate, yet reflects education as a priority in Wake County.

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 slow 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.

# County Manager

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Average citizen phone calls per month answered and responded to by department staff	675	675	650	650
<b>Effectiveness</b>				
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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of News Media Interactions (collection of data began FY 2012)	N/A	165	180	200
Number of Consulting Hours spent assisting County departments (collection of data began FY 2012)				
Number of internal communications produced, targeted at Wake County employees	162	244	300	400
Number of public records requests compiled and responded to by PAO staff	155	288	250	220
Number of unique TV segments and radio show topics produced by PAO	90	104	100	100

# County Attorney

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,380,333	1,418,849	1,427,040	1,534,131
Contractual Services	–	208	208	208
Supplies, Materials and Other Charges	68,440	77,861	77,861	86,091
<b>Expenditure Totals</b>	<b>\$ 1,448,773</b>	<b>1,496,918</b>	<b>1,505,109</b>	<b>1,620,430</b>
<b>Revenues:</b>				
<b>Revenue Totals</b>	<b>\$ –</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Number of FTE's</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>

## DEPARTMENT PURPOSE AND GOALS

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

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) defend the County in lawsuits; 2) advise the Board of Commissioners on legal matters; 3) assist the County Revenue Department in assessing, collecting, and processing appeals of property taxes; 4) advise County departments on legal matters; 5) negotiate and review contracts; 6) file petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults; 7) represent County in abuse and neglect cases of juveniles and dependent adults; 8) file and try cases involving termination of parental rights; 9) perform title searches for land purchases; and 10) assist in enforcement of County ordinances.

parental rights; 9) perform title searches for land purchases; and 10) assist in enforcement of County ordinances.

## MAJOR ACCOMPLISHMENTS

The County Attorney's Office has successfully performed and will continue to perform the following functions: 1) defend the County in lawsuits; 2) advise the Board of Commissioners on legal matters; 3) assist the County Revenue Department in assessing, collecting, and processing appeals of property taxes; 4) advise County departments on legal matters; 5) negotiate and review contracts; 6) file petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults; 7) represent County in abuse and neglect cases of juveniles and dependent adults; 8) file and try cases involving termination of parental rights; 9) perform title searches for land purchases; and 10) assist in enforcement of County ordinances.

## FY 2014 DISCUSSION

The Attorney's budget increased by \$123,512 from the FY 2013 Adopted Budget to \$1,620,430 which resulted from 3 approved expansions and small adjustments. Of the increase, \$15,034 is due to typical budgetary growth and small adjustments. The rest of the increase is due to approved expansion requests. The department receives \$105,078 for 1 Assistant Attorney position and \$3,400 for 2 small operating requests.

# Board Of Elections

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,185,750	1,178,236	1,178,859	1,205,585
Contractual Services	1,665,865	2,380,236	2,737,464	1,084,171
Supplies, Materials and Other Charges	1,038,580	1,273,202	978,579	1,066,835
Capital Outlay	15,000	19,950	—	—
<b>Expenditure Totals</b>	<b>\$ 3,905,195</b>	<b>4,851,624</b>	<b>4,894,902</b>	<b>3,356,591</b>
<b>Revenues:</b>				
Charges For Services	\$ 466,588	—	—	506,006
Miscellaneous	222	—	—	—
<b>Revenue Totals</b>	<b>\$ 466,810</b>	<b>—</b>	<b>—</b>	<b>506,006</b>
<b>Number of FTE's</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Board of Elections conducts all federal, state, county, municipal, and special elections in accordance with the mandates set by federal and state law and State Board of Elections policy. Its mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters. The major functions of the Wake County Board of Elections are to register eligible voters, maintain accurate voter registration lists, conduct elections and report election results, process provisional ballots, recruit and train precinct officials, secure polling places, 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.

Successfully operated 16 early voting locations for the November 2012 General Election. More than 260,000 voters voted early, more than Election Day and absentee combined.

Processed more than 210,000 new voter registrations and changes to existing voters between July 2012 and January 2013. Processed more than 246,000 delivered and returned voter mailings.

Completed the final stage of processing voter cards from the county wide voter card mailing.

Incorporated new software and procedures in coordination with the Register of Deeds office to access and remove death certificate records for more timely voter record maintenance.

Implemented a new statute that allows Military and Overseas voters to email and fax ballots.

Obtained accreditation for two staff members to serve as certified voting equipment hardware and software technicians. These technicians will manage year-round maintenance and repair of election equipment at a significantly lower cost than a vendor service agreement.

## MAJOR ACCOMPLISHMENTS

Successfully conducted the July 2012 Second Primary in which all 200 precincts were open.

Successfully conducted the November 2012 General Election in which 74% of registered voters participated, including more than 200,000 voters on Election Day and more than 25,000 absentee by mail ballots.

# **Board Of Elections**

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Developed online interactive training courses for election officials reducing the cost of training delivery. Implemented a robust learning management system that provides a platform for online training and instructor-led course registration.

Conducted multiple hearings on voter challenges.

Redesigned Election Day Poll Books to contain a detachable Authorization to Vote form. The redesign allows precinct officials to process voters more accurately and efficiently.

Migrated all content of the Board of Elections website to the new Sharepoint format. Streamlined website content to make it more user-friendly.

Conducted surveys of all 200 polling places to ensure accessibility and full compliance with the Americans with Disabilities Act and State Board of Elections mandates.

Successfully conducted the March 2013 Bond Referendum for the Town of Garner.

Implemented infrastructure and logistical improvements at the BOE operations center to increase security and efficiency. Installation of a secure ballot storage cage maintains the integrity and security of elections. Construction of a vehicular ramp provides for improved election supply distribution processes and deliveries of ballots and major supplies. Purchase of a fork lift allows for maximum utilization of space.

Changed the method of delivery for supplies and equipment to and from early voting locations, resulting in more efficient operations and a significant cost savings.

Began recruiting precinct officials for the 2013-2015 appointment period. Up to 1,000 officials will be appointed.

## **FY 2014 DISCUSSION**

The Board of Elections' total budget decreased by \$1.5 million from the FY 2013 Adopted Budget to \$3.4 million. This decrease primarily reflects the

elimination of \$1.7 million in one-time funding for additional One-Stop Voting Sites and other costs associated with the 2012 Presidential Election.

Funding is included in FY 2014 to support a Countywide School Bond referendum scheduled concurrently with the October Board of Education and Raleigh/Cary municipal elections, November municipal elections for all other municipalities within Wake County, as well as the 2014 May Primary. Funding is also included to support the opening of 4 One Stop voting sites for 9 days in advance of the May Primary, as well as Municipal early voting sites fully reimbursed by municipalities.

Excluding the removal of One-Stop voting associated with the 2012 Presidential Election, the Board of Elections base budget increased slightly from the FY 2013 level.

Conduct municipal and Board of Education elections in October and November 2013 with up to 200 Election Day polling places and up to 4 early voting locations.

File candidates for all Wake County municipalities and Wake County Board of Education for the 2013 elections.

Conduct statewide Primary Election in May 2014 with 200 election day polling places and up to 5 early voting locations.

File candidates for County office for the 2014 Primary Election.

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

Prepare for possible changes in state law that could significantly impact election procedures and costs, increase staff work loads, and require voter education campaigns.

## **Board Of Elections**

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

Issue formal appointments to up to 1,000 precinct officials. Assign and train officials for the 2013 and 2014 elections.

Adjust staff resources in response to a new State Board of Elections requirement that county boards perform regular accuracy checks of voter registration data against DMV data. Voters listed on reports from the State Board of Elections must be contacted in writing and responses by mail, fax, email, and phone must be processed.

Adjust staff resources to manage the more than 500 campaign finance reports that must be audited during municipal election years. Currently there are 95 individuals with active municipal campaigns, and this number will increase as the candidate filing period approaches. Each of which is required to submit 5 reports this year.

Identify a method by which to fill temporary staff in positions that require driving personal or rental vehicles, including polling place telephone testers, remote site election supply collection transportation, and early voting mobile support.

### **HORIZON ISSUES**

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

Continue to research new equipment and software that may improve voting procedures and security, including tablets, electronic poll books, and new models of ballot tabulators and ballot-marking devices for the disabled.

Continue to monitor precinct voter population, and identify strategies to manage increases in voters.

Evaluate legislation that could impact operations, such as voter identification requirements, federal limits on voter wait times, early voting time periods, and in-person registration.

Evaluate staffing levels based on changes in election law, state regulations, and growth in registered voters.

# Budget And Management Services

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ -	-	-	719,422
Contractual Services	-	-	-	2,800
Supplies, Materials and Other Charges	-	-	-	27,602
<b>Expenditure Totals</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>749,824</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Budget and Management Services (BMS) Division moved outside of the Finance Department in FY 2014 and is now a stand-alone department.

BMS provides fiscal planning, fiscal management, management and policy consulting, and debt services 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.

BMS's main responsibility is to organize the annual budget process and compile the annual budget information for all Wake County government services. The division also is responsible for fiscal planning and analysis and maintains the County's long range debt and capital financing model. 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 2013, 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 2013 budget.

The department staffed joint Board of Commissioner and Board of Education meetings to facilitate evaluation of the next building program for WCPSS.

## FY 2014 DISCUSSION

Budget and Management Services (BMS) is now a stand-alone department in FY 2014. It was previously a division within the Finance Department.

The BMS budget of \$749,824 has been moved from the Finance Department. The budget increased by \$25,891 from the FY 2013 adopted budget. The increase is the result of regular base adjustments such as merit increases.

In addition to routine budget development, fiscal management, and debt service and long-term financial planning, BMS will work on several special projects during FY 2014.

## HORIZON ISSUES

Staff will work with WCPSS to prepare a school program referendum and prepare for the appropriation of funds upon approval of such a referendum.

# Budget And Management Services

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## Summary of Services and Performance Measures

### Service Area: Fiscal planning and management

**Description:** Ensure the County's fiscal integrity and health

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Fund Balance as a percent of the General Fund	16	16	16	16

### Service Area: Operating/Capital Budget development

**Description:** Distribute resources to enable service delivery levels per the Board's direction, long range plans, and business plans, as well as ensure the optimum use of available resources.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of GFOA budget awards received	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percent of debt service payments made one business day before is due	100	100	100	100

# Facilities Design & Construction

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 938,582	1,095,433	1,098,209	1,132,341
Supplies, Materials and Other Charges	39,612	50,418	50,418	50,418
Capital Outlay	–	78	78	78
<b>Expenditure Totals</b>	<b>\$ 978,194</b>	<b>1,145,929</b>	<b>1,148,705</b>	<b>1,182,837</b>
<b>Revenues:</b>				
Transfers	\$ 100,000	100,000	100,000	100,000
<b>Revenue Totals</b>	<b>\$ 100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Number of FTE's</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

## 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 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. Finally, 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; and (7) Issue recommendations and decisions regarding funding and development of capital projects based on

# **Facilities Design & Construction**

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

## **MAJOR ACCOMPLISHMENTS**

The Department managed a variety of projects in FY 2013. Accomplishments include:

Continued implementation of Criminal Justice Master Plan as follows: (1) continued implementing 10-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the existing Courthouse; prepared construction documents; completed asbestos abatement and renovations identified for Phase A of Year Ten of the Plan; (2) completed construction of the new 11-story Justice Center in downtown Raleigh, which consists of a high-rise building containing 577,000 SF (includes 162 below grade secured parking spaces). (3) Completed construction of renovations to approximately 60,000 SF of space in the Public Safety Center that was vacated with the opening in 2012 of the Phase 2 expansion of the Hammond Road Detention Center. The project also includes renovation of three lower floors of the building and relocation of the Sheriff's Emergency Communications Dispatch Center from Raleigh's Municipal Center.

Fire and EMS: (1) Awarded construction contracts and began 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. Construction will be completed in Summer 2013. (2) Began design of new EMS Station at existing site at RDU to replace existing metal building structure with County prototype EMS station. Construction proposed to begin in FY 2014. (3) Completed life cycle system repairs of existing EMS station in downtown Zebulon operated by Eastern Wake EMS.

County Buildings Improvements include: (1) Completed Phase 2 of a project to replace aging domestic water system in the Wake County Office Building; (2) Completed Phase 3 of replacement of life safety ventilation systems at Public Safety Center; (3) Completed modernization project for six elevator cabs in the Wake County Office Building; (4) Completed roof replacements at Firearms Education

& Training Center and Library Administration Building.

Library Upgrade Projects include: (1) Completed refurbishing and upgrading Green Road Community Library and Wake Forest Library; (2) completed the design for minor upgrades to Fuquay Varina Library. All planning, design and construction of major library expansion projects continued to be suspended through most of FY 2013. Resumption of the major library projects is anticipated in FY 2014, pending Board approval to resume.

Major Facilities Trust Fund Projects include: (1) Completed replacement of fire alarm system, further electrical upgrades and construction of a box office canopy at Five County Stadium; (2) Completed construction of Phase 2 upgrades to the building envelope, exterior hardscape, finishes, and replacement of aging HVAC equipment at Marbles Kids Museum and associated IMAX Theatre. Also continued planning for Phase 3 upgrades which will include replacement of exterior and interior lighting. Began design 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, and began construction of Phase 2 of the Cape Fear Sanitary Sewer System in RTP, along with negotiation of an Interlocal Agreement with the Town of Cary; (2) Negotiated Incentive Grant Agreement and Infrastructure Agreement with NetApp to serve their new facility in RTP; (3) Began construction of Phase 2 of the Jordan Lake Water Reclamation Project in cooperation with the Town of Cary; (4) 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

# **Facilities Design & Construction**

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Development Block Grants in Fuquay Varina, Garner, Knightdale, Wendell and Zebulon.

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 beginning detailed site design for City of Raleigh Park operations; (2) Completed design documents for the first phase of a Multi-material Convenience Center.

South Wake Landfill - (1) Completed development and solicitation of public input on a long term master plan for development of the landfill property as each phase of the landfill is closed; (2) Completed repairs to the East Wake Transfer Station.

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 2014 DISCUSSION**

The Facilities, Design and Construction budget increased by \$34,132 over the FY 2013 Adopted Budget. The department filled three much needed vacancies this year.

FY 2013 and 2014 represent transition years for this department. A total of four (4) long time staff members will retire by the end 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. The workload will continue to remain constant even with the completion of the Justice Center and Hammond Road Detention Center.

Other Issues for FY 2014: 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: Ongoing implementation of the Justice Facility Master Plan as follows: (1) Continue implementation of 10-Year Courthouse Improvements Plan - Year 10 Phase A.

Construction schedules for FD&C are: (1) Begin major renovations for the adaptive reuse of an old Coca Cola Bottling Plant in south Raleigh into a vocational high school to be used by both Wake County Public School and the Wake Technical Community College students, a project taken over by Wake County in the middle of FY 2013; (2) Complete construction of Bayleaf Fire Station #1; (3) Continue implementation of the EMS System Master Plan, by completing planning and design for an EMS Station proposed for the Brier Creek area of Raleigh; (4) Continue planning for space that will be vacated at the Wake County Office Building and Courthouse upon occupancy of the new Justice Center; (5) Plan for space in human services facilities that will be vacated as a result of County divestiture of Behavioral Health Services and the Mental Health Local Management Entity; (6) Complete planned upgrade projects at two existing libraries; Begin construction of a new regional library and resume implementation of the Library Facility Master Plan; (7) Continue building envelope and building systems upgrade projects and roof replacements to various County owned buildings as defined in Facility Condition Assessment database; (8) 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; (9) Continue implementation of Master Plan for the North Wake Landfill Borrow Site, in partnership with City of Raleigh and Wake County Public School System; (10) Pending Board approval, participate in partnership with City of Raleigh to develop the Critical Public Safety Facility for co-location of County EOC functions with City Critical Operation functions.

# **Facilities Design & Construction**

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## **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 continued renovations to the Existing Courthouse;

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

Resume review and plan for implementation of Human Services Long Term Facility Master Plan.

Finally, plan for the potential transfer in ownership, land acquisition, planning, design and construction of Wake County Public Schools. This will represent a dramatic change to the operation of this department and will require a clear coherent transition plan and development of a comprehensive strategy for a significant change in staff resources.

# **Facilities Design & Construction**

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## **Summary of Services and Performance Measures**

### **Service Area: Capital Program Planning and Implementation**

**Description:** Capital Program Planning and Implementation.

<b>Key Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Target</b>	<b>Desired Level</b>
<b>Effectiveness</b>				
Percentage of projects completed in accordance with County's CIP schedule	90	90	90	N/A
Percentage of projects within Budget	98	99	100	N/A
Percentage of projects meeting or exceeding County energy efficiency standards	100	100	100	N/A
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	100	100	N/A

### **Service Area: Real Estate and Landrights Management**

**Description:** Real Estate and Landrights Management.

<b>Key Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Target</b>	<b>Desired Level</b>
<b>Effectiveness</b>				
Percentage of real estate/landrights issues resolved within planned time	82	90	100	N/A

# Finance Department

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 2,387,089	2,600,400	2,474,564	1,975,158
Contractual Services	259,961	171,268	305,023	174,628
Supplies, Materials and Other Charges	84,328	93,053	114,813	59,291
<b>Expenditure Totals</b>	<b>\$ 2,731,379</b>	<b>2,864,721</b>	<b>2,894,400</b>	<b>2,209,077</b>
<b>Revenues:</b>				
Charges For Services	\$ 6,475	8,000	8,000	6,650
Interest Income	168	—	—	—
Miscellaneous	147,867	188,997	188,997	176,095
<b>Revenue Totals</b>	<b>\$ 154,510</b>	<b>196,997</b>	<b>196,997</b>	<b>182,745</b>
<b>Number of FTE's</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>26.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Finance Department includes two divisions: Financial Services and Internal Audit; each with distinct responsibilities that ultimately result in ensuring the County is fiscally responsible and accountable. Budget and Management Services (BMS) was previously a division within the Finance Department but will be a stand-alone department in FY 2014.

The Wake County Financial Services Division within the County's Finance Department 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 keeping interest costs low on the County's outstanding general obligation debt; 2) Obtain an unqualified 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, assisting as necessary; 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 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 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 for the thirteenth year in a row. These consistently strong bond ratings are a clear indication of the sound financial condition of the County. The County is one

# **Finance Department**

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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 keeping interest costs low on the County's outstanding general obligation debt. These ratings were last affirmed in March 2013.

The Financial Services Division and its staff continue to excel and be recognized at a national level for this excellence. The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2012. This is the 29th consecutive year that the County has received this recognition.

In addition, 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 ninth 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 April 2013 at the CAPG Spring Conference.

Internal Audit 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. Internal Audit continues to provide advisory and management services to the local Fire Departments and the Fire Commission.

## **FY 2014 DISCUSSION**

The Finance Department budget decreased by \$655,644 from the FY 2013 adopted budget to \$2,209,077. The decrease is the net result of moving Budget and Management Services (BMS) from a division within the Finance Department to a stand-alone department after making other adjustments.

Finance was once again able to enhance County revenues slightly based upon programs implemented

in prior years. These revenue enhancements included a payables rebate for a new program that generated an additional \$72,671 in rebates during fiscal year 2013 but applied to fiscal year 2012 activity. In addition, procurement card rebates rose by more than \$14,727 to \$104,095 during the fiscal year ending June 30, 2013 again for fiscal year 2012 changes in the County's method of paying some of its routinely recurring bills.

Internal Audit will continue implementing 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.

## **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 Manager and supervisors on newly updated policy and procedures; 2) working with staff in other departments to enhance the safety and prevention program with the ultimate goal of reducing risk costs and improving employee loss experience; 3) working with the financial software provider and other departments to implement document imaging within financial processes; and 4) implementing and deploying continuous audit processes which will assist with business process improvements. Internal Audit staff will also be an integral part of the document management system project or the Human Services Department of Social Services.

# Finance Department

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percent of experience modifier annually determined by independent actuary for similar position classifications. The modifier should be less than 75%.	68	68	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.

# Finance Department

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Number of audit adjustments per fiscal year resulting from external financial and single audit.	N/A	N/A	N/A	N/A
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: Investment management

**Description:** Provide investment portfolio management that maintains investments that are safe, liquid and competitive in the marketplace.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	100

## Service Area: Business and internal control enhancement

**Description:** Provide assistance and recommendations to Departments for improved business processes and better internal controls. Modernization of business processes through the use of automation and streamlining of efforts that maximize efficiency while maintaining adequate internal controls for effective implementation of management's goals and objectives.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of major process improvements implemented as a result of Internal Audit work and recommendations	85	85	90	98
Satisfaction survey by auditee	90	90	95	98
Percentage of Audit Plan completed	70	70	90	95

## Service Area: Assistance to external auditors

**Description:** Document Financial and Single Audit business processes for annual audit reports. This includes preparing related schedules as needed. Internal Audit serves as a liaison to external auditors

## **Finance Department**

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including Audit firms, IRS and other regulatory authorities.

<b>Key Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Target</b>	<b>Desired Level</b>
<b>Effectiveness</b>				
Percentage of Audit Plan completed	100	100	100	100

# Human Resources

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,638,707	1,782,412	1,783,259	1,785,902
Contractual Services	616	—	—	—
Supplies, Materials and Other Charges	86,161	102,797	102,797	102,797
<b>Expenditure Totals</b>	<b>\$ 1,725,484</b>	<b>1,885,209</b>	<b>1,886,056</b>	<b>1,888,699</b>
<b>Revenues:</b>				
Charges For Services	\$ 72	—	—	—
Miscellaneous	874	—	—	—
<b>Revenue Totals</b>	<b>\$ 946</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Number of FTE's</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Human Resources Department serves the citizens of Wake County by focusing on attracting, developing and retaining a talented workforce. As strategic partners with Wake County departments, HR is committed to provide high quality customer service to all current, past, and prospective employees. The HR team strives to help make Wake County an employer of choice by encouraging integrity, diversity, flexibility, innovation, and leadership.

## MAJOR ACCOMPLISHMENTS

The County must divest all behavioral health services by the end of FY 2013. The first portion of these services, administered at our WakeBrook Campus, are being divested first via a partnership with UNC. Human Resources has been heavily involved with this process, assisting with the creation of an action plan as well as the implementation of the plan, including Reduction-In-Force services. HR has worked with these employees in group and individual settings to ensure they understand their options and implications to those options with regard to their employment and benefits. Between our WakeBrook Campus and outpatient behavioral health programs, approximately 200 employees will be impacted by divestiture. Due to the size of the employee group impacted and the complexity of the process and

related issues, HR has worked to provide service to these employees, often resulting in continued employment with the County.

Like our colleagues in Finance and Budget, much of our focus this year has been on upgrading Advantage Human Resource Management (HRM) to Version 3.9. This is the first major upgrade since going live with the system in April 2010. HR will begin using employee relations modules for the first time as well as introducing Manager Self Service (MSS) to the organization. Another important aspect of the upgrade is it will be the first time each module; Finance, Budget, HR, and Employee Self Service will be simultaneously going live. The HR System Manager has served as the lead for HR, coordinating a full-team effort. The upgrade was live on April 1, 2013.

Our Benefits Team was awarded the 2012 NACO Achievement Award for the Diabetes Bus Initiative. The Diabetes Bus Initiative was a partnership between Wake County and Diabetes Management Solutions to help county employees manage their diabetes and save on medical costs. Employees attended a series of workshops, improved their health, and saved an estimated \$1,200 per participant per year in medical costs. We have now expanded this initiative, now entitled, Living Well with

# **Human Resources**

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Diabetes, to include services for employees and employee spouses who are pre-diabetic.

We deployed a new supervisory training program, BOSS (Building Organizational Supervisory Success), to the organization in July of 2012. BOSS replaces IM (Interaction Management), our previous supervisory training curriculum. It focuses on helping supervisors to both get results and manage relationships. BOSS is home-grown with success in Wake County as an objective.

Our Training Division went live on time and on budget with our new learning management system, Meridian Global, on June 13, 2012. The system is a registration system, houses training records and transcripts and gives us the ability to deliver on-line training programs. On April 1, 2013, Meridian became fully integrated with Advantage, the County's Enterprise Resource Planning System (ERP).

The County started the Know Your Numbers Campaign this past year. KYN was our way of encouraging and incentivizing our employees to get a basic biometric screening. A biometric screening includes a blood draw to check your blood sugar and cholesterol. The screening also includes a blood pressure check. With employee communication and help from the HR/Payroll Representatives, we were able to reach 91.3% participation rate.

Our Benefits Team revised our New Employee Orientation in 2012. Adding a professional PowerPoint presentation of the information, a new look to the information packets and scaling the time commitment back from a full day to partial day. The team is very proud of this effort and the organization has responded positively.

## **FY 2014 DISCUSSION**

The Human Resources department budget increased by \$3,490 from the FY 13 Adopted Budget due to the annualization of FY 13 merit increases for employees.

Our goal is to open two on-site employee health clinics in FY 14. The clinics will focus on both acute

illness and disease management; services will be at no charge to employees. Adding the clinics is a strategy in our overall plan to contain healthcare costs. However, there are costs associated with the implementation of such a strategy. Funds were approved and secured for the clinics.

As a result of reducing the GoPass budget in the 12-13 Budget and greater than anticipated usage, we will overspend our budgeted dollars of \$12,500.00. The GoPass benefit is a component of our environmental stewardship effort, offering free transportation via area bus transit services. This benefit is offered to each of our regular, benefits-eligible employees.

## **HORIZON ISSUES**

**Employee Clinic:** An issue on the immediate horizon is our goal of opening two on-site employee health clinics in FY 13-14. The clinics will focus on both acute illness and disease management; services will be at no charge to employees. Adding the clinics is a strategy in our overall plan to contain healthcare costs.

**Behavioral Health Divestiture:** This process may extend into FY 14. Resources will need to be available to help employees navigate the process.

**Health Care Reform:** We will continue to make modifications to our health insurance offerings and business processes based on Health Care Reform legislative mandate.

**Salary Compression:** Salary compression exists throughout our two schedule compensation system. While this can occur naturally over time, it is made more significant when an organization fails to fund or underfunds the performance/merit system. We plan to conduct a salary compression study and provide data and recommendations to County Management.

# Human Resources

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## Summary of Services and Performance Measures

### Service Area: Applications, Personnel Files, and Policies

**Description:** Maintain and continue to improve service delivery in recruitment, referral, personnel record keeping, and employment verification. Maintain and continue to improve personal policies to reflect Wake County's values and ethics. Ensure employees are hired as a result of a competitive process and that hiring managers have the resources and skills necessary to conduct sound interviewing and selection processes. Promote Wake

County as an equal opportunity employer who values diversity at all levels of the workplace.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Number of days from time of request to posting	4	4	4	4
Number of days from recruitment close to hire	64	55	50	50

### Service Area: Payroll

**Description:** Provide a mechanism for all Wake County employees to receive a semi-monthly paycheck that correctly reflects their hours worked, or paid time off.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percent of accurately processed checks	99.6	99.7	99.7	99.7

### Service Area: Benefits and Compensation

**Description:** Administers compensation and benefits plans for employees in a way that reinforces the County's performance-based culture. Recommend competitive, market-based compensation and accurate classifications for employee retention, workforce stability and

continuous improvement in service levels. Research and compare market analysis data to continually ensure that Wake County is maintaining competitive salaries and benefits to attract the most qualified candidates.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Number of employees that are 5% above or below midpoint of range	54.5	53.2	56.9	53.2

# Human Resources

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## Service Area: Employee Relations

**Description:** Improve the work environment so that line employees, supervisors, and managers work effectively together to achieve the organization's goals and objectives.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of non-discrimination grievances resolved at department level.	34	80	40	50

## Service Area: Training and Organizational Development

**Description:** Provide training that enhances the relations between employees, supervisors, and managers. The program also strives to assist employees in developing/enhancing skills which will achieve the organization's goals and objectives, promoting professionalism, and maintaining consistency in the application of policies and procedures.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percent of participants indicate that training provided is useful toward their professional development	N/A	N/A	N/A	N/A
The average Participant Ratings of Training Programs (1-4 Scale)	3.7	3.7	3.5	4

## Service Area: Wellness

**Description:** Provide wellness programs and discounts to employees, retirees, disabled employees, and their family members that promote achieving a healthy lifestyle.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of wellness related activities	25	25	25	25
Percentage of insured employee/spouses that completed biometric screening	66.5	91.3	98	100
<b>Effectiveness</b>				
Overall employee participation rate in wellness activities	25	25	30	30

## Service Area: Employee Performance and Recognition

**Description:** Provide an effective tool used to evaluate annual employee performance. Provide employees and supervisors the resources needed to resolve conflict, address performance deficiencies, as well as avenues to formally or informally recognize hard work, excellent customer service, and significant

# Human Resources

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contributions made by employees throughout the County.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average median performance rating	2.6	2.5	2.3	2.3
<b>Effectiveness</b>				
Percent of employees receiving PDMS rating by the deadline	94.4	95	95	100

## Service Area: Employee Relations

**Description:** "The Employee Relations' service area objectives are geared towards improving the work environment by providing support for employees, supervisors and senior managers to work effectively together toward organizational goals and objectives. This is done by providing and enforcing fair and

consistent policies, fostering respect and concern for coworkers, providing coaching/mentoring advice and educating employees on discrimination, harrassment (sexual or otherwise), and workplace violence.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Department utilization of Employee Relations.	85	90	90	100
Percentage of terminated employees that complete the exit interview	35.2	41.9	38.5	90

# Information Services

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 7,930,636	7,848,677	7,906,261	8,051,186
Contractual Services	2,556,076	3,038,053	3,285,261	3,020,444
Supplies, Materials and Other Charges	720,650	758,942	758,942	848,017
<b>Expenditure Totals</b>	<b>\$ 11,207,362</b>	<b>11,645,672</b>	<b>11,950,464</b>	<b>11,919,647</b>
<b>Revenues:</b>				
Charges For Services	\$ 310	-	-	-
<b>Revenue Totals</b>	<b>\$ 310</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	<b>91.75</b>	<b>82.75</b>	<b>83.75</b>	<b>83.75</b>

## DEPARTMENT PURPOSE AND GOALS

Wake County Information Services (IS) serves our citizens by providing innovative, reliable and responsible technology solutions. We are the primary technology provider for County departments. We offer 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, we provide leadership in the areas of business process re-engineering and digital communications and we work together with the County Manager's Office to develop long-term technology strategies.

Information Services has four central goals that guide our work. 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 our customers; and

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

In FY13, the department experienced a transition of senior leadership and a transformation of its management structure. However, this did not slow down forward progress on several major initiatives, as outlined below. We also recognize that as a department, we've got to continue to innovate and adapt in order to maintain our relevancy and value to our customers going forward. Technology trends such as consumerization, mobility and cloud services have dramatically altered the way our customer utilize technology and it is only natural that many of the services we provide must also change. We have established a strong technology foundation from which to build new services, roles and partnerships. In FY14, we will continue to transform our services and delivery in pursuit of our vision: to be recognized and valued for our collaboration and leadership in the delivery of citizen-centric solutions.

## MAJOR ACCOMPLISHMENTS

In 2012, Wake County Government was recognized with several technology awards. The North Carolina Association of Assessing Officers awarded

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Information Services and Revenue departments with the Joseph E. Hunt Distinguished Jurisdiction Award for their work on the online business listing application (OBL). The OBL is a system that allows tax professionals to list and manage business property assets for taxation. Information Services received three Excellence in Communications Awards from the North Carolina Association of Government Information Officers for the launch of the County's new website, [wakegov.com](http://wakegov.com), including 1st place in the website category. For our technology use of government transparency, Wake County was awarded the Digital Government Achievement Award for the Wake Accountability Tax Check (WATCH) portal that allows citizens to view online how their tax dollars are used. Information Services was also recognized as a 2012 Digital Counties Survey Award winner for being ranked in the top ten counties in the United States for use of technology by the Center for Digital Government.

Information Services is committed to continuously aligning our work with the needs of the organization. Our projects are aligned under at least one of our 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 our customers; and 4) Improve access to County information and services.

In FY2012, Information Services completed 83 named initiatives and FY13 began with over 60 active initiatives. Examples of projects in each category follow:

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

**Backup System Replacement:** The current backup product used by Wake County Information Services is targeted to branch offices and smaller data center environments. It has provided many years of

economical tape-based backup protection for the County's data centers. Despite its lower price tag and support costs, it is labor-intensive to operate and does not readily provide many of the features now available in more robust products, such as deduplication, archiving, and other advanced protection features associated with VMware server environments. In FY13 Server Services began the work to update the aging Wake IS backup system. This includes the acquisition and initial implementation of a new backup software platform and additional data storage. The team anticipates completing implementation of archiving and other features into FY14.

**Network Upgrades/Implementations:** In conjunction with the 7-year technical infrastructure planning model maintained by the IS Department, in FY13 Network Services updated core networking equipment in several County facilities. In addition the team oversaw the design, procurement and installation of the network infrastructure for the County's new Justice Center. The team also served in a technical consultation role for the networking aspects of the move of the County's 911 operations for the Sheriff's Office.

**Network Traffic Management:** Also in FY13, the Security Services and Network Services teams collaborated on a joint project to measure and control the communications traffic on specific network links in an effort to avoid network congestion and poor performance across the County's network.

**New Facility/Staff Moves:** The opening of the Justice Center, as well as the realignment of staff relating to Behavioral Health during FY 2013 increases the need for staff relocations. IS will relocate PCs and telecom services for eight departments to the Justice Center, and will work with Humans Services to move their staff impacted by the results of the Behavioral Health outsourcing.

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

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**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 to create an internal capacity for development and support. During FY 2012, the team that supports Revenue's property tax billing and collections system migrated CAMA and Reval to their portfolio and became the sole support for the entire array of Revenue related applications. For FY13 and FY14, the team is examining the CAMA and Reval upgrades which was originally built on early .Net technologies in order to prepare the County for the Revaluation in 2016. The upgraded CAMA, on 4.0 .Net technologies, is targeted for release at the end of FY13. Planning is underway for the upgraded Reval, which leverages several of the CAMA modules. User testing is targeted to begin in 2QFY14.

**Human Services:** A newly formed division to support Human Services initiated significant technical and business improvements in FY 2012 that will be completed in FY 2013. Three of the most important initiatives were the introduction of an electronic document management system for economic support services and the replacement of the health practices system to accommodate electronic health records, modern billing practices, and improved clinical reporting, and the Public Health Accreditation. In early FY 13 we implemented a new Dental Practice Management System and addressed the support requirements for the newly implemented or upgraded State Systems including NC Fast, Xtend, and Crossroads. Additionally, we launched the Document Management initiative for Child Welfare which included an RFP for the back file scanning of the active Child Welfare Case Files.

**Register of Deeds:** In FY13, Information Services completed moving management responsibilities for the Register of Deeds (ROD) IT Unit to the IS department. The move has served to strengthen the link between the department's business strategies and the IT department's system priorities. The primary focus for the ROD department for FY13 included

upgrading the main ROD system 'BOOKS' to adhere to a change in the North Carolina Department of the Secretary of State's statue mandating new indexing's standards for all recorded documents. The new standards were implemented January 14th, 2013.

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

**Mobile Device Management:** In FY13 IS published to the County's employee portal policies, procedures, FAQ's and instructions that govern employee use of mobile devices within the organization. The portal contains information for purchasing, deploying, using, and supporting both Wake County provided and non-Wake County provided mobile devices. The County plans to continue leveraging mobile devices such as cell phones, smartphones and tablets to support core business functions and provide enhanced productivity for staff.

**Messaging/Calendering System:** After extensive case research and customer reviews, Wake County committed to remaining on the Notes IBM messaging/calendering platform. We are however in the process of evaluating the existing Notes Applications and moving them to other platforms as needed. Our key goal is to utilize the platform that suits the application functionality while developing a sustainable strategy long term. Initially, when this effort began we had 327 applications. At this time, we have approximately 250 applications that we are partnering with the business units and other technology groups to develop plans on migration, invest, sustain or retire. Our progress will continue over the next several years. We also are testing version 9.0 of Notes with a vision to begin implementation in FY14.

**ERP Upgrade:** In FY13, the Information Services department in conjunction with our key stakeholder departments began the process of upgrading our existing ERP system, CGI Advantage. With this upgrade, our ERP Environment will move to a 100% hosted model. HR and Finance are targeted for completion in 4Q FY13. The Budget module is

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targeted for implementation to the upgrade in 2QFY14.

**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 had more than 9 million visits by 3 million unique visitors in the past year. WakeGOV provides information about the County Board of Commissioners (BOC), including live video of BOC meetings; news and events; departmental, program and general contact information; and a wide variety of services such as paying taxes, determining eligibility for health and human services, and adopting animals. Several departments use social media tools, including Twitter, Facebook, MySpace, Pinterest, and YouTube, to complement their website pages, as well as promotional websites for significant public information campaigns.

In FY13, IS reshaped both WakeGOV.com and the employee intranet portal with significant technical upgrades using Microsoft's SharePoint 2010. The technology provides modern content management features that allow more staff to create and manage departmental content. The upgrades included improvements in the sites' content by identifying and training County employees to enable them to publish and update content for their department's programs and services. IS provides ongoing support and management for our websites to ensure accurate, consistent and readily accessible ways for citizens and employees to interact and engage with Wake County Government. Both the WakeGOV website and the employee intranet portal (WE) offer anytime, anywhere access to information and online services.

**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 a few hours to several days to collect and review. In an effort to reduce the amount of time the staff spends

on fulfilling these requests and to make our sales data more readily available to the public, Information Services in partnership with Revenue will deploy a downloadable sales data file made accessible on the County website that includes filters and sales attributes so the public can filter and query the data as needed. The file will include sales history back to 2005 and contain parcel based sales information that will be refreshed monthly, therefore providing a quick, simple, comprehensive solution.

## FY 2014 DISCUSSION

The Information Service's budget increased by \$273,975 from the FY 2013 Adopted Budget, although there were no departmental expansion requests. The increase was attributed primarily to the shift of hardware and software license and maintenance charges previously carried in the Register of Deeds budget to the Information Services operating budget as well as cost associated with the opening of the Justice Center.

IS will continue to carry out initiatives in FY 2014 in alignment with our stated business goals. Examples are included below.

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

**Network Upgrades/Implementations:** In FY 2014 several projects are scheduled to replace aging network infrastructure in County facilities that is reaching end of life. This equipment ensures reliable and robust connections exist between County facilities, the County data centers and the internet. Projects scheduled include the replacement of core network infrastructure in the County's primary and backup data centers as well as the replacement of network switches and routers that support several remote facilities.

**Backup System Replacement:** As detailed above, Information Services began the work to replace the aging backup platform used to ensure the availability and recoverability of the County's electronic data. Over the first half of FY 2014 Information Services will focus on completing implementation of the

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platform, including enabling archiving capability into the County's email platform.

**Security:** In FY 2014 several security platforms are slated for replacement or upgrades including the County's SPAM platform and vulnerability management software.

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

**Project Governance:** In FY14, we intend to improve the consistency of our project and portfolio management practices. We want to ensure a consistent approach to project requests, project management and portfolio management to ensure that our limited resources are focused on the priorities of the organization. This will be the next phase in our approach to technology governance to ensure that our work and our priorities align with the needs of the organization.

**Human Services Health Practices Management System:** The current health practice management system in Human Services will be replaced to meet current and imminent requirements for electronic health records, portability of health information, and billing practices. The procurement process for the new Public Health System was initiated in FY2012 with an extensive RFP evaluation. The GE Centricity Practice Management and Electronic Health Record solution was selected and a contract completed in FY 2013. The deployment of the new system, including changes to clinical practices and record management were initiated in FY 2013 with deployment of the Practice Management scheduled for June 2013.

**Lab Management System:** The Human Services IS Team is working with Wake County Public Health Lab Management to bring forth a project for a Lab Information Management System as part of the CIP process. The systems will provide modern lab management technology, reduce manual processes and errors and is needed to retain accreditation for the lab. If funding is approved, we plan to implement the Lab System in FY2014 to include an interface

with the new GE Public Health System, the State STD reporting system and Lab Corp.

**Dental System:** In January 2013, Information Services implemented a new Dental Practice Management System for the Wake County Dental Clinic. The PM System provides scheduling, and billing for the clients. We are currently working on Phase II that will interface the dental tools to the PM system for auto upload of X-Rays and other dental processes. The Dental System will interface to the Public Health System when implemented to provide combined billing and Electronic Health Records.

**Register of Deeds:** In FY14, Information Services will continue to work closely with the Register of Deeds (ROD) department to complete several application upgrades including an update to the vitals platform which provides access to birth, death, and marriage certificates, as well as work to expand electronic recording services to include all document types thus providing a more complete means for customers to perform transactions remotely.

**Land Development System:** In FY13, the County established a cross functional team to lead the effort of replacing our mainframe land development system which will enable us to centrally receive, process and manage permitting, and health and safety inspections and permits. The proposed technology will support the ability to enter, track, and analyze department-related activities of properties and establishments within Wake County. Implementation is targeted to begin in late in FY14.

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

**Call Center Upgrades:** The County released an RFP for a new call center platform in late FY12. A hosted solution was selected, and contract negotiations are underway. The County plans to begin moving existing call center customers to the new platform in July 2013. The new platform offers features, reporting, and management that can be tailored and adapted to their business processes. The platform will

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be scalable (up or down) to accommodate the County's changing processes.

**Desktop/Application Virtualization:** IS completed a proof of concept for desktop/application virtualization, and engaged a vendor for assessment and design work that will be used for implementation. The first priority will be virtualizing the new Human Services Health Practices Management System, to be delivered to 500+ users. Future virtualization initiatives include the public PCs in libraries and staff PCs in detention centers which will increase security and management efficiency. Once the platform is in production, we will have the ability to test feasibility and benefits of other use cases.

**Document Management:** Information Services implemented PRIME - the document management system for the economic support services division of Human Services. The project, which began in 2012, included redesigning business processes to retrieve and digitize mail to allow delivery through the document management system. The technology and changed business processes enable the digital storage, sharing and retrieval of client applications and evidence of eligibility and certification for economic support services. It provides the case managers with current and accurate information about their cases, improved compliance with State and Federal requirements, the ability to access, and share caseloads from any Wake county facility, enables timely and accurate communication with other Human Services economic support programs. The remainder of Phase I implementation is scheduled for completion in FY 2013 with the deployment of the system reporting and a self-help Kiosk at the Swinburne location.

IS is currently working on Phase II of the Human Services Document Management platform for Child Welfare. This phase will provide an electronic record for cases currently in an active status as well as all future cases. This electronic file will provide Case Managers, County Attorneys with immediate access to all active cases, and a more secure method of providing copies of files to the Courts. With the Unity briefcase solution, Case Managers will be able to

download cases and have access to them in the field via secure laptops, use their portable scanners to add documents to the files and upload these new documents, notes, etc. when they reconnect to the County Network.

In FY 2014 Information Services plans to integrate document management with our Enterprise Resource Planning (ERP) system, eWake Advantage, thus connecting the transactions with the "paper" associated with them including creating the transaction documents upon scanning greatly increasing the productivity associated with data entry, routing, and retrieval and practically eliminating copying and filing.

**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, the 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. As a result of the research, the decision to leverage Microsoft Active Directory, which is already in use, is planned to be part of the new solution.

**Record Management initiatives:** The Record Management initiatives continue to expand, complete or build on projects in FY13. Information Services has completed a document management project in economic support services in Human Services and is the process of defining a document management project in the Child Welfare division of Human Resources. This includes technologies to digitize and manage records and changing business processes to enable digital storage and retrieval of client applications, evidence of eligibility, worker notes and certification for support programs. Concurrently, Information Services continues its educational and

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consulting record management initiative with departments to determine legal and business requirements for the retention, release, and disposition of records and creation of action plans to build processes to comply with those requirements.

**Collaboration Sites:** Extending the services available through the SharePoint website technologies, IS will lead efforts with departments to create project, team, and departmental sites to promote collaboration among staff and with outside partners. 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.

**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 our employee's internal communication goals. The new version of SharePoint will allow us to take advantage of newer portal techniques for promoting important news items, policy updates, and upcoming employee events with consideration of how employees connect to information and collaborate with each other online.

## 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.

**Dark Fiber Services:** Wake County currently relies heavily on AT&T Dark Fiber Services (optical fiber infrastructure) for wide area network connectivity. Information Services connects 4 large campus areas using the services and facilities connected by these circuits rely heavily on IT resources which are served across the connections. General Services has 4-5 circuits for their use and they also rely heavily on these connections for facility monitoring and security. AT&T has notified Wake County that they plan to no longer provide Dark Fiber Services in the

future. Wake County IS will investigate replacement options for this service over the next year.

**Document Management for Wake County Child Support Division:** As of June 30, 2012, Wake County Child Support Services number of customers for which the agency was providing services for was 66,786, in 22,760 child support cases. This included 25,236 children. Those core services include locating noncustodial parents, establishing paternity for children born out of wedlock, establishing child support obligations and medical insurance coverage, continuous monitoring those obligations for enforcement, collection, and proper accounting. The overall demand for child support services continues to increase. A Document Management System would provide electronic case files with ease of access, sharing, tracking and updating. It will also eliminate a tremendous storage issue for the current case files. At this time the information maintained in ACTS constitutes the official Child Support Services case record. This record includes participant demographic data; case maintenance activity; documentation of compliance monitoring and enforcement of a support obligation; and payment records, including the date and amount of each payment.

**Public Health Vital Records System:** Vital Records is currently unable to meet multiple data reporting requirements. The local Wake County Registrar is required to enforce all provisions and violations of this statute. For example, a funeral director or person acting as such must submit notifications of death within 24 hours and death certificates within 5 days to the local registrar and physicians must complete a death certificate within 3 days (§ 130A-112, 115 a&d, respectively). Vital Records is unable to meet these requirements because there is no automated system to store and retrieve compliance data. Data and management of records is stored within Excel spreadsheets. Lack of such a system results in delayed reporting to the State Registrar. In addition, data from vital records provides important information needed to recognize public health threats, baselines and trend data for analysis of disease and health outcomes. Staff lacks the ability to accurately store and analyze vital

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records data in order to meet this business need. A new vital records management system would: Enable access to data by multiple authorized users within public health and vital records, enable staff to create reports based on multiple queries and perform data and statistical analysis, have mapping capabilities and generate alerts and other notifications when reports are out of compliance with the Statute.

**School Based Nurses Case Management System:** Currently, School-based Health staff are responsible for creating and managing care plans for students within Wake County schools. Care plans and other supporting documentation/records pertinent to core duties are managed and maintained in paper files. In addition, records are decentralized and not easily accessible by other staff members. State reporting is a manual process and involves staff tallying data from each of the individual case records. Data is then entered into an Excel spreadsheet and totaled. Thorough preventive analysis is an extensive process and limits the ability for staff to be more proactive in addressing school health needs. An automated system is required in order to improve operational efficiency for staff as and service delivery for Wake County students. A new School Health Case Management System would provide: easier management of School-based health service data, interface with Wake County Public Schools Student Information Management System, resulting in less data entry and student data error, centralized storage of School-based health student records, enabling staff to share data more efficiently and securely and improved reporting functionality resulting in less hours spent on manually tally of case data and timely reporting to the State.

**Voice Over IP:** Current telecommunications service is provided using Centrex service, which has been extremely economical and has served the County's needs well. The current State of NC contract for AT&T Centrex service expires in 2017, after which time the availability and pricing will become uncertain. Additionally, Centrex is a legacy platform that is expected to sunset and does not have the feature-rich capabilities available in VoIP platforms. With this knowledge, IS has initiated a project to upgrade the technical infrastructure in our facilities

in order to support a future VoIP solution. IS will also be evaluating potential VoIP service options, including hosted versus premised based systems, PoE (Power over Ethernet), Call Center and Unified Communications integration, and video conferencing.

**Microsoft Office 2013:** Wake County is currently standardized on Microsoft Office 2010 as our office productivity tool. This tool has a mainstream support end of life of 10/13/2015 and an extended end of life date of 10/13/2020. We are beginning evaluation and planning for an upgrade to Microsoft Office 2013. This will include the options for purchasing, decisions about entering an Enterprise Agreement, and viability of implementing the cloud based Office 365 offering.

**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, leveraging a long term strategy, Information Services will begin planning the rewrite of this complex application starting in 2014 going through 2018. The scope includes the addition of several side systems that have been developed for business reasons over the last five years.

**Employee Performance System:** The existing employee performance evaluation system has been in place at the County for over ten years. As with many organizations, changes in how to evaluate employee performance is changing. Wake County is targeting to examine possible system replacement options over the next several years.

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:

**Cultural Transformation:** As the role of technology becomes more integrated into the operations of the County, the IS Department has got to be able to adapt to changing expectations and methods of service delivery. The IS Department has a strong and positive reputation for providing a strong infrastructure for

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our internal customers. Additionally, we have developed several strong business relationships with our customers in support of core applications and services. As technology becomes more commonplace, the IS department has an opportunity to move more into the role of innovation drivers. By partnering more effectively with our current partners and developing new relationships, we can continue to take a more proactive role in the delivery of service.

**Project Management Improvement:** Although the development of a centralized Human Services technology team has led to significant improvements in the automation and improvement of Human Services delivery, it has left a major gap in the IS department's approach to project management. We currently have very few personnel dedicated to general business analysis and project management. This creates gaps and inefficiencies in our project processes. Our first step in trying to manage this is outlined above in our Project Governance summary above. Once we are able to stabilize and streamline our project methodologies, we'll be able to reassess our resources and determine if they are sufficient for the needs of our customers and partners.

**Build, Buy, Rent or Share:** For several years, cloud computing has been a new path for the department to consider when implementing new services and systems. As cloud computing matures and becomes a very comfortable and practical option for our systems, we can begin to formalize our process for selecting the correct path for new systems. Each option (Build, Buy, Rent, Share) comes with inherent pros and cons and each new system must be assessed practically against those options to determine the best individual fit. We will continue to refine our understanding of the value proposition of each of these options.

**Consumerization of IT:** 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 regards to information security, user administration and even technical support. We remain proactive in exploring this trend to ensure that our policies, technology and even our approach to customer service ensures that the County technology resources remain secure and reliable while being flexible enough to accommodate these changes.

**Mobility:** Our workforce and our citizens continue to become more and more mobile. With the mobile devices comes the understandable expectation that our customers can continue to conduct business on the go. We've begun to standardize our procurement language to include mobility considerations in new application packages. We also recognize that many County services (field workers, location-based services) could capitalize extensively on more mobile-specific applications. We continue to explore standard and custom-developed "apps" that take advantage of location-based services.

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## Summary of Services and Performance Measures

### Service Area: Network Services

**Description:** Provide primary and backup internet service, wide area network service, 802.11x and MESH network wireless services, remote access services (VPN) and network design services.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	99	100
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	98	100

### Service Area: Servers

**Description:** Provide file and print services, network resource access management, SAN administration, backup and recovery for all network based resources

and servers, patch implementation for servers and desktops, remote access services (RAS), and enterprise fax service.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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

**Description:** Provide design, management, monitoring and support of security systems and policies. Platforms include anti-virus, firewall log monitoring, email attachment filtering and content inspection, intrusion detection/prevention, web traffic packet inspection, web site filtering and server/desktop patch recommendation.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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.	99	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

**Description:** Manage contracts for the provision of local, long distance, cellular and paging services; provide consultation and implementation services for specialized telecommunications services (call management systems, voice mail, etc.); provision of

telephone sets to customers; manage wiring and cabling service contracts. Install voice and data wiring and manage wiring jobs for County owned and leased facilities.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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	95	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.	99	100	98	100

## Service Area: Desktop Support

**Description:** Provide new, replacement, and repair services on computer hardware, computer equipment moves, remote and on-site diagnostics, and technical system administration.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Computer equipment moves, configuration and install work-meet agreed upon schedule 90% of time.	94	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.	94	95	95	100

## Service Area: Help Desk, Move & Asset Management

**Description:** Provide hardware and software telephone and email based support; desktop technician and other specialists dispatching; access support; software research and procurement support; service request management; moves management; hardware research, procurement, configuration, installation, moving, inventorying and surplussing.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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	99	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.	100	100	98	100

## Service Area: Computer Operations

**Description:** Provide mainframe and mid-range computer system operating system maintenance and support, batch and on-line processing support, application support, mainframe and mid-range system hardware support, software maintenance and licensing services.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
System Availability-Percent of time meeting service level target of 99%, 24x7.	100	99	100	100
CICS Availability-Percent of time meeting service level target of 98%, based on scheduled hours.	99	99	100	100
CICS Response Time-Percent of time meeting service level target of 97% of time 5 seconds or better and 96.5% of time 2 seconds or better.	100	100	100	100

# Register Of Deeds

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 2,004,557	2,065,128	2,066,594	2,200,906
Contractual Services	355,127	319,578	362,128	196,256
Supplies, Materials and Other Charges	365,000	163,331	229,994	211,681
<b>Expenditure Totals</b>	<b>\$ 2,724,684</b>	<b>2,548,037</b>	<b>2,658,716</b>	<b>2,608,843</b>
<b>Revenues:</b>				
Taxes	\$ 6,120,634	5,850,000	5,950,000	6,960,000
Charges For Services	5,148,398	4,836,018	4,836,018	5,678,118
Licenses & Permits	149,680	144,574	144,574	151,032
Interest Income	731	5,218	5,218	505
Miscellaneous	(489)	—	—	—
Other Financing Sources	—	31,602	31,602	—
<b>Revenue Totals</b>	<b>\$ 11,418,954</b>	<b>10,867,412</b>	<b>10,967,412</b>	<b>12,789,655</b>
<b>Number of FTE's</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>	<b>40.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Register of Deeds (ROD) is a customer-driven recording agency that provides numerous functions 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 Wake County public records.

The Department's highest priority is to provide six services required by North Carolina General Statute. The six required services 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 with 24 hours of recording: documents must be fully indexed on the permanent index within 30 days of initial recording. 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

Achieved certification from the North Carolina Department of Secretary of State for exceeding legislative standards for the way county Register of Deeds' offices index real property records.

The new indexing standards provide enhanced search parameters for register of deeds customers, providing citizens with a more thorough and complete search.

Redacted 26 years of citizens' personal identifying information on the registry website. The office has removed over 50,000 items of personal information from various documents covering a 26 range for the years 1979-2004.

Scanned and made available online the oldes Wake County Corporation Books, A-E from November 22, 1882-December 2, 1928. Over 7000 pages of historical documents were scanned and indexed and added to the registry website. All registry documents

# **Register Of Deeds**

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dating back to 1785 are online and viewable on the register of deeds website.

Scanned and indexed Highway Maps and added to the register of deeds website for Wake County surveyors to access.

Continued a comprehensive cross-training program allowing staff to become proficient in a variety of departmental functions.

Backed up all maps and condo maps from 1999-2011 for submission to Division of Archives and History.

Recorded 179,048 recording documents, 13,047 birth records and 5,256 death records: issued 5,961 marriage licenses, 24,785 birth certificates 33,273 death certificates and 10,426 marriage certificates.

Continued a comprehensive cross-training program allowing staff to become proficient in a variety of departmental functions.

## **FY 2014 DISCUSSION**

The Register of Deeds budget increased \$60,806 from the FY 2013 Adopted Budget which resulted from the addition of 3.0 FTE Deputy Register of Deeds and additional postage and office supply funding needed to accommodate an increase in recording, imaging, and indexing volume associated with a strengthening County real estate market.

These increases are partially offset by a decrease in planned ROD Automation expenses based on planned projects in FY 2014.

In addition to expenditure changes, Register of Deeds revenue is projected to increase \$1.92 million above the FY 2013 Adopted Budget due to Real Property Transfer Tax and Record Fee trends seen in FY 2013 and anticipated in FY 2014.

## **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) continuing the redaction of personal identifying information to date back to 1950 and end at 2009: 2) implement eRecording for all document types recorded in the registry: 3) providing online payment option for vital records including births, deaths, and marriages: 4) upgrading the cashiering, administrator and scanning application for the registry system: 5) relocating the registry to the Wake County Justice Center, June 2013.

# Register Of Deeds

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Percent of Real Estate Documents Recorded and indexed within 24 hrs.	100	100	100	100
Total number of documents recorded in fiscal year	179,048	205,000	206,000	207,000

### Service Area: Vital Records and Notaries

**Description:** To fully record 99% 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Percent Vital Records documents mailed within 2 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 increase 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 are striving to transition the department from standard business hours to a 24/7 operation pertaining to system access in working to achieve 99.9% uptime regarding availability.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Major Automation Projects Implemented in the Fiscal Year	8	5	5	5
<b>Effectiveness</b>				
Percent of time customers are able to access ROD systems electronically	99	99	99	99

### Service Area: Information Center

**Description:** To assist walk-in customers within 2 minutes of arrival and to answer incoming by the

third ring. Service computers and printers in the public search area at least twice daily.

## Register Of Deeds

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b> Percent of walk in customers assisted within 2 minutes of arrival, and % of incoming phone calls answered by third ring.	100	100	100	100

# Revenue Department

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 3,580,072	3,639,655	3,652,259	3,988,577
Contractual Services	583,785	1,141,484	1,141,484	958,327
Supplies, Materials and Other Charges	798,022	1,116,867	1,116,867	2,272,665
Debt	5,583	9,633	9,633	9,633
<b>Expenditure Totals</b>	<b>\$ 4,967,463</b>	<b>5,907,639</b>	<b>5,920,243</b>	<b>7,229,202</b>
<b>Revenues:</b>				
Charges For Services	\$ 790,262	783,000	783,000	783,000
Interest Income	18,877	-	-	-
Miscellaneous	1,665	2,000	2,000	2,000
Transfers	1,923,451	1,933,000	1,978,000	2,021,000
<b>Revenue Totals</b>	<b>\$ 2,734,255</b>	<b>2,718,000</b>	<b>2,763,000</b>	<b>2,806,000</b>
<b>Number of FTE's</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>65.00</b>

## 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 administration and collection of the Prepared Food & Beverage Tax, Hotel/Motel Room Occupancy Tax, Rental Vehicle Tax, Heavy Equipment Rental 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.

## MAJOR ACCOMPLISHMENTS

The Revenue Department continued to face ongoing challenges as the economy struggled to recover. Despite that fact, staff exceeded expectations by ending FY12 with a collection rate of 99.10 percent. This is the highest tax collection rate ever achieved in

Wake County and was number one in the State for any County with a population greater than 100,000.

The Department continued to focus on recovering older unpaid tax obligations utilizing the State Income and Lottery Debt Setoff program. Following an increase of almost 400 percent in setoff collection from 2010 (\$194,462) to 2011 (\$666,004), debt setoff collections were increased almost 100% in 2012 (\$1,020,675).

The Revenue and Information Services Departments partnered to receive the Joseph E. Hunt Distinguished Jurisdiction Award of Outstanding Achievement in Tax Administration and Public Service from the North Carolina Association of Assessing Officers. This honor recognizes the enhancement of the Online Business Listing (OBL) application with the addition of a Tax Preparer Profile, which allows tax professionals to better manage the business personal property accounts they service. In the first year of release, more than 250 tax professionals established an online profile. An increase of 19% was seen in online extension requests during that same period. This represents 1,795 accounts where paper requests did not have to be manually processed. Account password resets

# **Revenue Department**

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processed through the profile system totaled more than 600 in the first year. With 68% of all extension requests being automated and password updates being managed through self-service, staff is freed up to perform other less routine functions thus saving the county tax dollars.

As a service to the Town of Morrisville, the Revenue Department designed a process to incorporate a new stormwater cost to the annual tax billing. The successful deployment for FY13 saved the Town from creating and collecting almost 5,000 bills totaling \$410,000.00. Taxpayers and mortgage companies were provided the benefit of having to only make one payment.

## **FY 2014 DISCUSSION**

The Revenue Department budget increased by \$1,321,563 from the FY 2013 adopted budget to \$7,229,202. \$1,345,000 is accounting for vehicle tax collection fees that will be netted from vehicle property tax revenue. When not including vehicle tax collection fees, the Revenue Department budget decreased by a total of \$23,437, the net difference of expansions and reductions.

The budget includes funding for 4.0 FTEs totaling \$225,180. The department will hire 1.0 new Appraisal Manager and 2.0 new Real Estate Appraisers. Additionally, the budget includes 1.0 Business Auditor because of contingency fee audits no longer being allowed under North Carolina State Law.

The Revenue Department budget is being reduced by \$252,822 as a result of the transfer of motor vehicle tax collection from Wake County to the North Carolina Division of Motor Vehicles (NCDMV).

While the new Tag & Tag program will result in reduced government contact for the customer, the first year of the program is expected to increase work and service levels within the department. Our office will be required to maintain dual processing through September 2013 and expects an elevated call volume during the public education phase. Temporary help to adequately sustain the load during this period may be needed for general clerical duties such as mail routing, scanning, and filing.

With the noted increase in new construction as well as the growing number of annual appeals, it is important to maintain the level of quality for real estate valuation and support with the current staffing levels.

## **HORIZON ISSUES**

HB1779, which combines the billing and collection of motor vehicle property tax with registration renewal, will deploy in the first half of 2013. An overlap period of approximately 6 months will occur whereby Revenue staff will be pressed to maintain the current method of billing and collection and support processing within the new application.

# Revenue Department

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## Summary of Services and Performance Measures

### Service Area: Valuation & Listing of Real Property

**Description:** Accurately list and assess all taxable and exempt real property parcels and real property improvements in Wake County. This includes processing all deed transfers, land splits, land recombination, zoning changes, municipal annexations and also processing all applications for exemption, exclusion and present use value. Review

and resolve all valuation appeal requests each year, either at the informal level, at the Board of Equalization and Review, or at the State level if necessary. Review and respond to public requests for data or analysis from taxpayers, the media or other stakeholders.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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.	16	18	20	16

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Real and Personal Property Tax Collection Rate (percent collected)	99	99	99	99

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# Community Services

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 19,342,071	20,061,874	19,560,485	20,455,693
Contractual Services	780,589	647,116	747,606	614,889
Supplies, Materials and Other Charges	5,067,748	5,470,952	5,992,599	5,559,257
Capital Outlay	33,913	12,605	42,605	2,605
<b>Expenditure Totals</b>	<b>\$ 25,224,320</b>	<b>26,192,547</b>	<b>26,343,295</b>	<b>26,632,444</b>
<b>Revenues:</b>				
State	\$ 549,776	541,452	541,452	526,452
Local	100	-	-	-
Charges For Services	962,373	913,330	913,330	941,830
Licenses & Permits	2,145,909	2,223,754	2,223,754	2,399,428
Miscellaneous	231,048	228,180	228,180	229,174
<b>Revenue Totals</b>	<b>\$ 3,889,207</b>	<b>3,906,716</b>	<b>3,906,716</b>	<b>4,096,884</b>
<b>Number of FTE's</b>	<b>303.00</b>	<b>304.00</b>	<b>312.00</b>	<b>318.50</b>

## 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 2014 DISCUSSION

The Community Services budget increased by \$439,897 from the FY 2013 Adopted Budget which reflects the impact of restoring selected pre-recession services and rebounding growth in inspections. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

# Community Services

## Division Summary - Community Services Management and Budget Office

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	497,331	522,468	552,577	539,715
Supplies, Materials and Other Charges	7,998	91,088	31,088	91,088
<b>Expenditure Totals</b>	<b>\$ 505,330</b>	<b>613,556</b>	<b>583,665</b>	<b>630,803</b>
<b>Revenues:</b>				
<b>Revenue Totals</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>

## 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

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## Division Summary - Parks, Recreation and Open Space

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,718,924	1,745,649	1,807,651	1,843,833
Contractual Services	58,020	21,010	129,500	7,000
Supplies, Materials and Other Charges	520,449	543,731	538,731	556,900
Capital Outlay	32,690	—	30,000	—
<b>Expenditure Totals</b>	<b>\$ 2,330,084</b>	<b>2,310,390</b>	<b>2,505,882</b>	<b>2,407,733</b>
<b>Revenues:</b>				
Charges For Services	139,269	130,130	130,130	130,130
<b>Revenue Totals</b>	<b>\$ 139,269</b>	<b>130,130</b>	<b>130,130</b>	<b>130,130</b>
<b>Number of FTE's</b>	23.50	23.50	33.00	33.00

## 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

Used the new "Solicitation of Interest" process to identify six high-scoring open space parcels and two municipal greenway partnerships. Four of the

acquisitions have been approved by the Board of Commissioners and the other four are in various stages of due diligence.

Initiated second Solicitation of Interest process using updated model data to re-score open space properties.

Implemented an online payment method that gives park users the option to pay for facility reservations with a credit/debit card.

Developed a staffing plan that will comply with the North Carolina Local Government Employee Retirement System's "1,000 Hour Rule" governing eligibility for retirement benefits.

Created and filled a new Business Manager position for PROS by reclassifying an existing position.

Engaged in a position swap with the Veterans Service Office to better align staffing with demand for services.

Identified an old tenant house on County open space property that is historically appropriate for Historic Oak View County Park. Moved house to Oak View and have begun renovations so that it can be interpreted for Oak View visitors.

# **Community Services**

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Renewed partnership with Yates Mill Associates at Historic Yates Mill County Park.

Developed new short-term and long-term strategic plans for PROS.

Instituted a Customer Service Training for all full-time and part-time staff.

Converted all PROS webpages to the County's new website format.

Continued conversations with GoApe regarding the development of a tree-top adventure course at Blue Jay Point County Park; initiated formal review process with State of North Carolina and Corps of Engineers.

## **FY 2014 DISCUSSION**

Complete staff review of GoApe project. If review is favorable, develop and execute lease/contract with GoApe so they can begin course construction.

Implement a comprehensive online registration system that would allow park users to browse course and facility options online, sign up electronically, and pay with a credit/debit card.

Implement and adjust new staffing plan to ensure compliance with the North Carolina Local Government Employee Retirement System's 1,000 Hour Rule. Review and revise the internal PTE manual, which provides consistent guidelines for the hiring process of part-time employees for parks.

Begin the process of updating the master plan for each existing park facility.

Develop and execute agricultural leases on County open space properties that are used for farming.

Identify acquisition targets that result from second Solicitation of Interest process and complete due diligence on those properties.

Participate in PRORAGIS benchmarking project with the National Recreation and Park Association and

determine whether the data is useful enough to warrant continued participation.

Conduct a community-wide survey to gauge the attitudes and preferences of both park users and non-users. Previous PROS surveying efforts have focused on park users only.

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.

Initiate conversations with the City of Raleigh Parks Department about the Dunn Rd Community Park, which is adjacent to the North Wake Landfill District Park, to ensure connectivity between parks and greenways and to encourage partnership. Construction is slated to begin in 2013.

## **HORIZON ISSUES**

Begin work on our strategic plan objective: To secure funding for the development of new PROS facilities and renovation of existing facilities.

Collaborate with the City of Raleigh on the Little River Reservoir and its future mitigation needs, and the future Little River County Park.

Planning, funding and development for Lake Myra County Park and Middle Creek [Southeast] County Park.

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.

Assess a variety of staff matters, including developing a staffing model for current and future parks; balancing staffing shortages and the ability to grow or maintain programs; and addressing staff training, retention, and succession planning needs.

Develop new performance measures and benchmarking tools for PROS.

## **Community Services**

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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.

# Community Services

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## Summary of Services and Performance Measures

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Total park system visitation (based on car count)	1,151,530	1,073,000	1,175,000	N/A
Number of open space acres acquired per year by Wake County's Open Space Program	32	98	225	N/A
Total number of open space acres acquired to date by Wake County's Open Space Program	4,718	4,815	5,040	N/A

### Service Area: Environmental and Cultural Education

**Description:** Provide pertinent, accurate, and age appropriate environmental, historical and cultural educational opportunities.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of educational programs	2,404	2,429	2,400	N/A
Number of educational program participants	66,439	65,268	66,000	N/A
Number of Lodge Nights	124	128	125	N/A
Number of Lodge Users	2,596	2,695	2,500	N/A
<b>Efficiency</b>				
Number of program participants per educational program	27.6	26.9	27.5	N/A
Number of Lodge Users per Night	20.9	21	20	N/A

### 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.

# Community Services

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of days boats were available for rent at all parks	65	74	70	N/A
<b>Output</b>				
Number of shelter reservations	549	505	550	N/A
Number of shelter reservation users	33,442	30,131	33,000	N/A
Number of boat rentals (users)	6,348	7,715	7,000	N/A
Number of group camp site rentals	72	75	75	N/A
Number of group camp users	2,960	3,120	3,000	N/A
<b>Efficiency</b>				
Number of shelter users per reservation	60.9	59.6	60	N/A
Number of boat rental users per rental day	97.7	103.9	100	N/A
Number of group camp users per rental	41.1	41.8	40	N/A
<b>Effectiveness</b>				
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	97.5	94.2	95	N/A
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	95.9	90.3	95	N/A
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	96.6	93.6	95	N/A
Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.	97.1	91.4	99	N/A

# Community Services

## Division Summary - Planning, Development and Inspections

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	3,180,344	3,270,711	3,270,711	3,339,516
Contractual Services	26,088	19,943	19,943	19,943
Supplies, Materials and Other Charges	285,378	289,457	289,457	311,435
Capital Outlay	1,223	12,605	12,605	2,605
<b>Expenditure Totals</b>	<b>\$ 3,493,033</b>	<b>3,592,716</b>	<b>3,592,716</b>	<b>3,673,499</b>
<b>Revenues:</b>				
Charges For Services	287,414	282,200	282,200	325,200
Licenses & Permits	2,145,909	2,223,754	2,223,754	2,399,428
<b>Revenue Totals</b>	<b>\$ 2,433,323</b>	<b>2,505,954</b>	<b>2,505,954</b>	<b>2,724,628</b>
<b>Number of FTE's</b>	41.00	42.00	42.00	43.00

## 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. 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.

Continued dissemination of 2010 Census data to various communities throughout Wake County via website, group presentations and television and radio formats.

Continued updates to the draft version of the Wake Transit Plan which includes new and enhanced bus service, commuter rail and light rail.

# **Community Services**

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Continued support of the WCPSS construction program as well as Research Triangle Park and

Raleigh Durham International Airport projects.

Facilitated amendments to the Wake County Unified Development Ordinance to accommodate the newly developed Research Triangle Park Master Plan.

Supported a variety of municipal, county, regional and State strategic planning initiatives including Wake County Human Services Western Wake Regional Services Study; various municipal annexation agreements; development of community health indicators; Wake County Soil and Water Conservation District Keeping the Farm Workshop; CAMPO Area Transportation Studies; and City of Raleigh New Bern and Capital Boulevard Corridor Studies.

Facilitated discussions with all municipalities on long range planning issues related to growth, annexation, and extraterritorial planning jurisdictions

Collaborated with key stakeholders on annual projections for student population.

Applied new infrared mapping data to assess and analyze land cover data. Information is now being used by municipalities for various purposes.

Conducted in-depth budget review on quarterly basis.

Continued analysis of workload measures and performance metrics.

Developed a Response Plan for structural damage assessment in the wake of disasters.

Continued the evaluation of development regulations to encourage business investment/reinvestment. The result has been various changes to the Wake County Unified Development Ordinance. The division was recognized with an award from the Raleigh/Wake County Homebuilders Association for this effort.

Staff collaborated on the development of a new Strategic Plan that identifies goals, objectives and initiatives as part of a new business plan format for the division.

Collaborated on preparation and issuance of the new planning and permitting software system Request for Proposal.

Maintained current continuing education requirements for licensed/registered staff.

## **FY 2014 DISCUSSION**

Continue to respond to construction and development industry recovery as it relates 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, Inspection and Development Services.

## **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. PDI is also entering a new code cycle for all seven codes with major changes in the residential and energy code. Accreditation of the Inspections Services from the International Code Council is a long-range goal for the division.

Updating the Current Planning and Inspections Services software remains a major need of the Development Services teams. The division plans to use the 2013 Fiscal Year to review Request for Proposals for the new Permitting and Inspections software package for all of the development teams within the County. Issue RFP, evaluate and score proposals, attend product demonstrations and onsite visits in preparation of FY 2014 contract.

## **Community Services**

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Assess services provided to other municipalities by the Inspections Section. Continue to provide training opportunities to contractors, builders, realtors, etc. on the new codes.

Explore ways to provide services in a more efficient manner (technology, work schedules, work locations, etc).

Evaluate anticipated municipal ETJ requests.

Land Use Study for Falls Lake: Water supply watershed policies will come into question. The critical need to protect a finite resource, and how the non-urban areas that surround the existing and proposed water supplies should develop, will require the evaluation of current 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. Staff will continue to define demographic dynamics driving the growth in Wake County.

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.

Update demographic and land use forecasts for WCPSS and CAMPO models. Staff will continue to define demographic dynamics driving growth in Wake County.

# Community Services

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## 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 inter-local 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of inspectors assigned to the area inspections team	13.1	12.5	13.5	N/A
Number of inspectors assigned to the special inspections team	3.2	3.5	3.5	N/A
<b>Output</b>				
Number of inspections assigned to the Area Team	32,460	38,900	41,250	N/A
Number of inspections assigned to the Special Team	3,447	3,060	3,250	N/A
<b>Efficiency</b>				
Number of area team inspections per staff per workday	11.5	14.1	14	12
Number of special team inspections per staff per workday	5.1	4	4.1	4
Percent of customers who agree that the inspection turnaround time is acceptable	89.2	95.2	95	N/A
<b>Effectiveness</b>				
Average quality assurance score (100 point scale) by inspectors in quarterly assessments	97	97.7	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.

# Community Services

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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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of plan review staff	2	2	2	N/A
<b>Output</b>				
Number of plan reviews (including County and municipal partners)	3,507	4,210	4,500	N/A
<b>Efficiency</b>				
Number of plan reviews per staff per working day	8.2	9.1	10	N/A
<b>Effectiveness</b>				
Percent of customers who are very satisfied or satisfied with plan review services	83.3	77.1	85	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

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of residential permits (new construction, additions, and remodeling)	1,898	2,400	2,500	N/A
Number of commercial permits (new construction, additions, and remodeling)	261	210	225	N/A
Number of Permits for Plumbing, Mechanical, and Electrical Trades	3,633	3,700	3,900	N/A
Number of Other Permits (Use, Demolition, and Other Structures)	280	315	335	N/A
<b>Efficiency</b>				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	96.9	99.2	95	N/A
Percent of permits issued within two business days after completion of all requirements	100	100	95	N/A
<b>Effectiveness</b>				
Percent of customers who are very satisfied or satisfied with permitting services	83.3	77.1	85	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.

# Community Services

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of analyses or reports completed on demographics data	120	120	120	N/A
Number of Land Use Plan Amendments	2	2	2	N/A
Number of ETJ Requests	1	N/A	1	N/A
Number of Land Use Plan and Corridor Studies	5	3	5	N/A
Number of Historic Preservation Items	11	12	12	N/A
Number of Site Plan reviews for compliance w/ Land Use Plan	20	22	24	N/A

## Service Area: Zoning and Land Development

**Description:** The Zoning Administration staff reviews commercial site plans to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance that was approved on April 17, 2006. The Staff also has to administer the former Zoning Ordinance for projects approved prior

to the adoption of the Unified Development Ordinance. Staff also reviews rezoning requests, special use permits, grave removals, and issues Land Use permits including Home Occupation and Sign Permits. Additionally, the Planning section staffs the Board of Adjustment as well as the Planning Board.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of zoning land use permits	136	125	150	N/A
Number of general use permits issued for zoning and land development	136	160	125	N/A
Number of special use permits or variances in zoning	14	12	8	N/A
Number of rezoning cases	1	2	2	N/A
Number of zoning text amendments	2	2	2	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 has to administer the former Subdivision Ordinance for projects approved prior to June 6, 2005.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of regular subdivision cases	3	1	2	N/A
Number of subdivisions final plats	2	6	5	N/A
Number of minor subdivision cases	25	30	30	N/A
Number of exempt subdivision cases	95	100	75	N/A
Number of subdivision construction plan cases	13	4	4	N/A

# Community Services

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## Service Area: Code Enforcement

**Description:** The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance 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. The staff receives complaints in writing, conducts research, conducts field visits to determine if a violation exist, sends violation letters to the violating party, conducts follow-up field visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of code violations investigated	78	125	100	N/A

# Community Services

## Division Summary - Veterans Services

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	214,759	255,991	230,991	234,000
Contractual Services	–	1,902	1,902	1,400
Supplies, Materials and Other Charges	8,085	11,817	11,817	12,319
<b>Expenditure Totals</b>	<b>\$ 222,844</b>	<b>269,710</b>	<b>244,710</b>	<b>247,719</b>
<b>Revenues:</b>				
State	1,452	1,452	1,452	1,452
Miscellaneous	1,321	–	–	–
<b>Revenue Totals</b>	<b>\$ 2,773</b>	<b>1,452</b>	<b>1,452</b>	<b>1,452</b>
<b>Number of FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>3.50</b>	<b>3.50</b>

## 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

Achieved satisfaction rate on VSO customer service surveys of 92.3 percent.

Obtained State grant of \$1452 as per NC law for the state to assist in funding local county veterans' services office. The Wake VSO assisted veterans in obtaining \$2,599,544 for claims filed in FY12, Continuing to improve data collection via Apricot, a data management and electronic performance measure tool. Refined performance measures for continual performance improvement. Leveraged the demographic and performance data to develop an outreach strategy to inform and encourage veterans to claim available benefits.

Attended County-sponsored professional and technological development seminars such as customer service training. Attended annual NC Division of Veterans Affairs regional schools. Attended bi-annual NC Association of County Veterans Services Officers training conferences.

After analyzing existing volume of service and current measurable demand, reduced a full time Veteran Services Officer position to part time to allow PROS department to fill a higher demand need. Recruited and hired a highly competent and experienced veteran to fill the part time position which will allow for planned outreach activities to increase.

Developed a Strategic Plan for FY13 and FY14 which addresses the key areas of focus for office operations and direction.

## 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.

## **Community Services**

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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

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average number of VSO officers available to provide consultation and claim filing services	1.9	1.5	2	2.5
<b>Output</b>				
Number of consultations	1,020	750	1,000	1,250
Number of claim filings	877	630	850	1,060
<b>Efficiency</b>				
Average number of consultations per officers per year	532	500	500	500
Number of claims filed per one hundred consultations	86	84	85	85

# Community Services

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## Division Summary - Geographic Information

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,443,595	1,479,418	1,479,418	1,488,527
Contractual Services	134,147	121,114	121,114	113,399
Supplies, Materials and Other Charges	39,258	53,289	53,289	61,004
<b>Expenditure Totals</b>	<b>\$ 1,616,999</b>	<b>1,653,821</b>	<b>1,653,821</b>	<b>1,662,930</b>
<b>Revenues:</b>				
Miscellaneous	4,345	3,180	3,180	4,174
<b>Revenue Totals</b>	<b>\$ 4,345</b>	<b>3,180</b>	<b>3,180</b>	<b>4,174</b>
<b>Number of FTE's</b>	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 by providing high-quality geospatial data, applications, infrastructure, and expertise - empowering customers to make more informed and effective decisions.

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 staff 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. During leaner economic times, customers increasingly rely on

geospatial analyses and services to effectively enhance and extend their own services.

## MAJOR ACCOMPLISHMENTS

Collaborated with the City of Raleigh to deploy a Mobile iMAPS application for smart phones and mobile devices.

Worked with the Revenue Department, Information Services, and Geodesy (contractor) to develop an analytical mapping application to support the 2016 Revaluation Project.

Tested, deployed, trained users, and integrated a GIS-based Damage Assessment application for Emergency Management that will enable PDI's inspectors to document property damage and more efficiently conduct building safety assessments, generate damage estimate reports that will be verified by the Revenue Department, and assist in developing a more complete Situational Awareness of an emergency for the Emergency Operations Center.

Coordinated a project that involved the participation of 11 of the County's municipalities to update the 1999 topographic mapping using LiDAR (Light Detection and Ranging) technology.

Worked with Library staff to develop/adopt standardized Library Service Areas and Extended Service Areas and ran an analysis that shows areas of

# **Community Services**

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higher or lower than expected Library participation in relation to population.

Along with Planning/Development/Inspections (PDI), broadened the GIS relationship with Human Services by 1) assisting with the creation of Human Service Zones that follow Census geography, 2) providing additional GIS training for HS staff, 3) participating on the HS INFORM group, and 4) developing a pilot GeoAnalytics portal. The purpose of the portal is for project management and communication and includes a Pilot Viewer for growing the capacity for geospatial data viewing within Human Services.

Completed the annual Human Services Director's Mapping and Analysis Project of clients from 10 of Human Services' Programs. Added census tracts and human service zones to client data records.

Supported Environmental Services' investigation of contaminated wells in the Stony Hill and Mangum Estates subdivision areas.

Collaborated with NC DENR to consolidate and document the potential groundwater contaminant datasets that GIS supports for Wake County Water Quality Division including a Data Catalog and an Executive Summary of the NC DENR contaminant datasets that GIS supports internally for Water Quality analysis.

Participated on the procurement team for a Land Development Solutions application to replace the County's current planning, permitting, and inspections systems.

Completed the annual Fire Response Beat and Run Card update for County and City of Raleigh Fire Departments.

Completed the transition of the MAPS Application users in General Services Administration, Environmental Services, and Planning/Development/Inspections to internal versions of iMAPS that provide additional data that they need.

Developed a Tactical and Strategic Plan for Geographic Information Services.

Provided the US Census Bureau with address and jurisdiction information for the annual Boundary and Annexation Survey.

Worked with PDI to produce impervious surface analyses for the Town of Morrisville for commercial property and for the Town of Apex for property owned by the Town.

Began discussions with the City of Raleigh concerning opportunities to interface with Raleigh's Master Address Repository.

## **FY 2014 DISCUSSION**

Continue to support for the new analytical mapping interfaces and special analyses as requested by the Revenue Department for the 2016 Reval Project.

Continue to contribute to the Land Development Solution Project, including completion of the procurement process (vendors' demos and site visits), implementation planning, and any GIS support needed during the implementation process.

Investigate the feasibility of converting the Library and Human Services portals to SharePoint Team Sites.

Explore the feasibility of County collaboration with the City of Raleigh's Master Address Repository.

Incorporate the 2013 Color Orthophotography into GIS applications, user templates, etc.

Investigate ways that the new County LiDAR (Light Detection and Ranging) data can be used to support environmental, planning and other analyses.

Complete the creation of a county-wide Mobile Home Community Address Point database comprised of approximately 8,000 lots. A comprehensive mobile home database would be used in targeting assistance after significant weather events or emergency incidents.

## **Community Services**

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Work with Harnett County, North Carolina Geodetic Survey, and residents along the Wake / Harnett County Line to locate and survey the county line and document where these residents should / will receive services.

Enhance/revise the 2016 Reval analytical interface to create a more general browser-based application to replace the old MAPS application for use by the Revenue Department and Board of Elections.

Test the ESRI GeoPortal as an enhancement to the GIS Data Download Page.

Continue to develop and support geoprocessing service to be used within applications and as tools used within ArcMap.

Survey Open Source GIS software resources to determine their usefulness for Wake County.

### **HORIZON ISSUES**

Assist Raleigh / Wake Emergency Communications Center and Wake County Public Safety Agencies select and implement a new Computer Aided Dispatching (CAD) system.

Locate and survey the Wake / Granville County Line.

Continue to support to the 2016 Revaluation Project Application.

Develop additional SharePoint Team sites.

Explore new application development technologies.

Investigate GIS software and data in "the cloud".

Develop additional mobile GIS applications.

# Community Services

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of "walk-in" requests for information	732	711	700	N/A
Number of information requests via phone and/or email	6,882	7,645	7,200	N/A
Number of special projects requested by Wake County and/or other government agencies	85	71	75	N/A
Number of special projects requested by the general public	35	44	60	N/A
Number of visits to GIS iMAPS web as well as Planning's and GIS's PDF Webpages	1,105,759	1,095,514	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of parcels mapped	4,051	5,334	6,256	N/A
Number of addresses assigned	309	525	552	N/A
Number of centerline street segments mapped	2,484	1,863	2,200	N/A
Number of annual CAD geofile updates	4	4	4	N/A
<b>Efficiency</b>				
Percent of annexation ordinances mapped as of the effective date of the annexation	100	100	100	N/A

# Community Services

## Division Summary - Libraries

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	12,287,118	12,787,637	12,219,137	13,010,102
Contractual Services	562,333	483,147	475,147	473,147
Supplies, Materials and Other Charges	4,206,579	4,481,570	5,068,217	4,526,511
<b>Expenditure Totals</b>	<b>\$ 17,056,030</b>	<b>17,752,354</b>	<b>17,762,501</b>	<b>18,009,760</b>
<b>Revenues:</b>				
State	548,324	540,000	540,000	525,000
Local	100	-	-	-
Charges For Services	535,691	501,000	501,000	486,500
Miscellaneous	225,382	225,000	225,000	225,000
<b>Revenue Totals</b>	<b>\$ 1,309,497</b>	<b>1,266,000</b>	<b>1,266,000</b>	<b>1,236,500</b>
<b>Number of FTE's</b>	210.50	210.50	210.50	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, 13 community libraries, and the Olivia Raney Local History 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 2012, 95 percent 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 of almost 7.6 million visitors, an annual circulation greater than 11.4 million items, and an annual program attendance is almost 400,000 participants and 70 percent voter bond approval.

## MAJOR ACCOMPLISHMENTS

The Library successfully completed its Annual Customer Service Survey and received a 95 percent 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. In FY13, WCPL efforts in these three areas maintained WCPL status as the busiest and most cost effective library system in NC. Specifically:

WCPL introduced several innovations to our Program of Service this year. WCPL more than doubled its monthly programs to both Adults and Children. Currently, WCPL offers more than 100 adult programs per month and over 600 youth programs per month. WCPL hosted several annual signature Library programs including: the 30th Storytelling Festival, the Moonlight Walk, the African American Festival, the Christmas programming series, the Library Book Sale and Festival of Reading, and Summer Reading Program Kickoff events. The Library developed and launched a new public online

# **Community Services**

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catalog which is more searchable, intuitive, and customer friendly. The Library had a smooth transition to a new WiFi vendor which is more cost effective and provides improved customer use data. WCPL is piloting an Ebook Adobe Server project for NC that has the potential to increase access to Ebooks in a more cost effective manner by managing digital rights on a local level. To insure that WCPL is getting the most value from the current book collection and increased book availability, WCPL developed and conducted a merchandising assessment of all libraries: and implemented a centralized inventory using Collection HQ (an evidenced based stock management software).

Three libraries were reopened in FY13 after renovations of the Green Road Community Library, the Wake Forrest Public Library, and the Wendell Public Library. WCPL hosted a Library Journal Forum and presented at the 2013 NC GIS Conference highlighting the use of geoanalytics in decision making. WCPL participated with CS administration to survey library customer usage based on the principals of Envirosell.

WCPL focus on training and education of its staff is a keystone to our effective customer service. Three of our Librarians attended NCLA's Leadership Institute, "Cultivating and Inspiring NC Library Leaders," with the goal of developing future library leaders. Library Administration hosted a Graduate School Orientation for Library Assistants interested in advancing their library careers that included information on the county's tuition reimbursement program. With the lifting of the hiring freeze, WCPL also developed and launched a probationary review process for employees.

## **FY 2014 DISCUSSION**

WCPL budget focus remains: restore public service hours, restart the Library CIP for new and expanded facilities, and reinstate funding to the Library Book Budget.

With those goals in mind, WCPL continues to refine its internal data collection to improve decision making and product development.

## **HORIZON ISSUES**

The recent economic downturn has increased pressures on service providers, and WCPL is not immune. There is increasing diversity among our customers and growing expectations for more services, the newest technologies, and innovations.

Several issues remain on the Library's radar: Staff is monitoring the effects of the reduction to the Library's Book Budget, and the effects of reduced public service hours have impacted the availability of services. In addition, the Town of Garner would like the Library to consider re-locating the Southeast Regional Library to help revitalize its downtown. Although there will be minimal impact on the Library's operating budget, funding for the construction of a new library has not been identified.

WCPL will continue to review and research future alternatives for a next generation ingrated library system (ILS), ensuring that our business platform is current, robust, and stable.

# Community Services

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## 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](http://www.wakegov.com/libraries). In order to meet the needs of the dynamic and diverse communities, WCPL seeks to develop a book collection of considerable scope and variety. Library staff receive strong member support for a collection that is: current, expertly selected, supports education and employment, meets the needs of the growing international community, supports local interests such as genealogy and the arts, and 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 be responsive to public demand for materials in anticipation of demand.

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

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of materials in the print collection (books)	1,514,046	1,456,064	1,400,000	N/A
Dollars expended on the print collection (books)	1,449,623	1,412,374	1,425,896	N/A
<b>Output</b>				
Number of print material circulations	11,894,461	11,113,840	10,500,000	N/A

### 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 as access to a power source and internet connection inside library facilities. For those who are without such technology, libraries help bridge the technology gap by providing access to public computers with a range of services and are well suited to provide these services with locations throughout the County. Digital services provide adults and children 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.

# Community Services

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of materials available for download (downloadable collection)	N/A	17,200	N/A	N/A
<b>Output</b>				
Hours in which public computers were used by cardholders	1,435,366	1,422,546	1,430,000	N/A
Number of downloadable material circulations	274,661	335,538	403,000	N/A
<b>Effectiveness</b>				
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	79.9	80.1	80	N/A
Percent of members who strongly agreed or agreed that they were able to find a space and plug to use a personal computer they brought to the library	74.5	77.4	75	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Youth Programs	7,493	9,308	9,500	N/A
Number of Adult Programs	1,756	1,364	1,800	N/A
<b>Output</b>				
Youth Program Attendance	270,491	300,064	285,000	N/A
Adult Program Attendance	19,524	13,563	18,000	N/A
<b>Efficiency</b>				
Youth Attendance per Program	36.1	32.2	30	N/A
Adult Attendance per Program	11.1	9.9	10	N/A

# Community Services

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percent of members who strongly agreed or agreed that hours of operation are convenient	83.2	84.1	90	N/A
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	81.7	81.8	80	N/A
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	82.9	76.1	75	N/A
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	97.6	97.6	95	N/A
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	96.2	96.3	95	N/A
Percent of members who strongly agreed or agreed that staff demonstrated a willingness to help	95.6	95.4	95	N/A
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	94.9	95	95	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 is important that libraries are placed well for easy access, that libraries are near where people live, work, and play, that spaces are managed effectively, and that members feel safe during their visit.

To determine the service's effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households, and cardholders who live within a ten-minute non-overlapping drive time area for each facility.

## Community Services

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<b>Key Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Target</b>	<b>Desired Level</b>
<b>Input</b>				
Number of library hours open to the public	57,735	58,626	63,648	N/A
<b>Output</b>				
Library visitation (door count)	8,092,763	7,508,000	7,918,000	N/A
<b>Effectiveness</b>				
Percent of members who strongly agreed or agreed that they felt safe at the library	95.2	95.1	95	N/A
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	93.6	93.7	95	N/A
Percent of County population within a ten minute drive time of a public library	85	85.3	85	N/A
Percent of County households within a ten minute drive time of a public library	86	86.2	85	N/A
Percent of Wake County cardholders within a ten minute drive time of a public library	89	89.5	90	N/A

# Environmental Services

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 6,114,597	6,360,926	6,466,572	6,739,858
Contractual Services	310,601	328,253	328,821	376,883
Supplies, Materials and Other Charges	1,218,173	1,342,601	1,342,584	1,430,089
<b>Expenditure Totals</b>	<b>\$ 7,643,371</b>	<b>8,031,780</b>	<b>8,137,977</b>	<b>8,546,830</b>
<b>Revenues:</b>				
State	\$ 75,102	64,000	65,160	130,352
Local	570	15,000	15,000	15,000
Charges For Services	946,061	856,436	855,436	1,052,715
Licenses & Permits	738,044	641,935	642,935	681,926
Interest Income	(229)	—	—	—
Miscellaneous	32	1,500	1,500	1,500
Transfers	92,000	94,000	94,000	44,320
<b>Revenue Totals</b>	<b>\$ 1,851,579</b>	<b>1,672,871</b>	<b>1,674,031</b>	<b>1,925,813</b>
<b>Number of FTE's</b>	<b>99.00</b>	<b>98.00</b>	<b>101.00</b>	<b>105.00</b>

## 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 Care, Control and Adoption 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 2014 DISCUSSION

The Environmental Services budget increased by \$515,050 from the Fiscal Year 2013 Adopted Budget of \$8,031,780, which resulted from increased funding in response to workload demands. Furthermore, one time funding requests for replacement equipment and an increased emphasis on well safety programs are all reflected in the FY 2014 budget.

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 2014, the Department expects to receive fee and permit revenue of \$1,925,813. This represents an increase of \$252,942 compared to the FY2013 Adopted Budget. The budgeted revenue increase is attributed to a increase in activity in

# **Environmental Services**

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development-related areas and increased restaurant inspections. There are also a number of fee changes within the Animal Shelter which are anticipated to bring in an additional \$81,665 in FY 2014.

## **HORIZON ISSUES**

Looking ahead to FY2014 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

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## Division Summary - Environmental Services Administration

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	572,476	666,617	671,176	674,638
Contractual Services	9,154	9,000	3,154	203,695
Supplies, Materials and Other Charges	39,552	113,103	109,153	115,107
<b>Expenditure Totals</b>	<b>\$ 621,182</b>	<b>788,720</b>	<b>783,483</b>	<b>993,440</b>
<b>Revenues:</b>				
State	750	-	-	-
Charges For Services	58	-	-	-
Transfers	92,000	94,000	94,000	44,320
<b>Revenue Totals</b>	<b>\$ 92,808</b>	<b>94,000</b>	<b>94,000</b>	<b>44,320</b>
<b>Number of FTE's</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## DIVISION PURPOSE AND GOALS

The Administration Division has a staff count of nine 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.

septic permits which are currently stored on paper. This will provide greater access for citizens to research and request specific permits and make these duties more efficient for staff.

## FY 2014 DISCUSSION

The Environmental Services Administration Division budget increased by \$204,720 from the FY 2013 Adopted Budget of \$788,720 which resulted from an expansion and a variety of adjustments. The division received an expansion to digitize and archive well and

# Environmental Services

## Division Summary - Environmental Health & Safety

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,882,958	1,900,083	1,917,968	1,908,967
Contractual Services	1,256	300	5,552	5,552
Supplies, Materials and Other Charges	167,438	177,248	169,838	181,936
<b>Expenditure Totals</b>	<b>\$ 2,051,652</b>	<b>2,077,631</b>	<b>2,093,358</b>	<b>2,096,455</b>
<b>Revenues:</b>				
State	74,352	64,000	65,160	130,352
Charges For Services	114,755	72,210	72,210	89,650
Licenses & Permits	333,800	308,500	308,500	325,500
<b>Revenue Totals</b>	<b>\$ 522,907</b>	<b>444,710</b>	<b>445,870</b>	<b>545,502</b>
<b>Number of FTE's</b>	28.00	28.00	28.00	28.00

## DIVISION PURPOSE AND GOALS

The Environmental Health and Safety (EHS) Division has a total staff count of 27.5 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

FLIS enrolled in the FDA Voluntary National Retail Food Regulatory Program Standards (Program Standards) in 2008. The Program Standards is a voluntary quality assurance program for local jurisdictions to benchmark best practices of a model program. FLIS met Standard 5 (Foodborne Illness and Food Defense Preparedness and Response), Standard 7 (Industry and Community Relations) in FY 2010. Staff completed Standard 9 (Program Assessment) in FY 2011. The 2010 Risk Factor Study (Standard 9) illustrates the occurrence of risk factors in Wake County food establishments, and serves as a baseline of program effectiveness. During FY 2012, in response to the baseline survey, staff developed training videos that address key risk factors.

Staff developed training videos for lead poisoning prevention and asthma trigger prevention.

This Section provides plan review services at each of the towns where zoning services are provided.

PRRS participated in the 2010 Wake County Risk Factor Study, which identified risk factors that contribute to foodborne illness.

The Section developed educational videos for prospective push cart and mobile food unit vendors. These are available on [wakegov.com](http://wakegov.com).

The Section provides plan review services at each of the towns where zoning services are provided.

The Section won the Outstanding Group Award at the 2011 Eastern District North Carolina Public Health Association.

PRSS assessed over 300 pool fences in response to the State's proposed fence safety regulation.

Coordinated the permitting of over 1100 public swimming pools in 2012, and reviewed 58 pool plans.

Posted an on-line customer opinion survey related to its services in January 2013.

# **Environmental Services**

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## **FY 2014 DISCUSSION**

The Environmental Health and Safety budget increased by \$18,824 from the FY 2013 Adopted Budget of \$2,077,631.

## **HORIZON ISSUES**

The State of North Carolina adopted food rules based on the 2009 FDA Food Code in September 2012. Staff and the regulated community will need training to address the new code consistently. There will be some reduction in inspection coverage because of increased inspection durations and time to become proficient with the new code.

The percent of inspection coverage in FY 2012 was 80%; however it is expected to decrease in FY 2013, because of increased numbers of establishments, some vacancies and the complexity of the new state rules. The Division will monitor inspection coverage and determine appropriate staffing levels to meet state requirements.

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Food Establishment Inspections Performed	8,272	7,000	7,500	10,967
Number of Food Establishment Complaints Investigated	552	500	500	N/A
Number of Quality Assurance Visits	97	100	102	102
Number of Environmental Asthma Trigger Investigations	88	90	100	N/A
Number of Confirmed and/or Elevated Lead (Pb) Cases	4	3	N/A	N/A
<b>Efficiency</b>				
Average Number of Inspections per Env. Health Specialist	487	470	470	470
<b>Effectiveness</b>				
Percent of Inspection Coverage for Food Establishments	80	70	75	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.

## Environmental Services

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Swimming Pools Permitted	1,108	1,120	1,120	1,120
Number of Pool Inspections Performed (Calendar Year)	2,380	2,300	2,300	5,000
Number of New Food Plans Reviewed	686	650	690	N/A
Number of Pool Plans Reviewed (Calendar Year)	58	50	50	N/A
Number of Restaurant Construction Visits/ Finals/Field Consultations	925	900	900	N/A
Number of Temporary Food Establishments Permitted	452	450	450	N/A

# Environmental Services

## Division Summary - Water Quality

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	2,078,543	2,056,599	2,148,913	2,187,931
Contractual Services	25,884	23,000	24,162	9,707
Supplies, Materials and Other Charges	204,159	243,873	255,216	358,045
<b>Expenditure Totals</b>	<b>\$ 2,308,586</b>	<b>2,323,472</b>	<b>2,428,291</b>	<b>2,555,683</b>
<b>Revenues:</b>				
Charges For Services	439,904	384,226	383,226	481,410
Licenses & Permits	404,244	333,435	334,435	356,426
Interest Income	(229)	—	—	—
<b>Revenue Totals</b>	<b>\$ 843,919</b>	<b>717,661</b>	<b>717,661</b>	<b>837,836</b>
<b>Number of FTE's</b>	27.00	26.00	27.00	28.00

## 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 quality 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

Develop a Plan to Address Contaminated Groundwater and Wells

Contaminated wells in the Stony Hill and Mangum Estates areas highlighted a critical, public health issue for the County. Contaminants had migrated to wells from nearby groundwater and soil contamination sites. This problem of contaminants migrating to wells may occur in other areas of the County. In response, staff researched potential solutions and developed a five-year program plan to address the issues. The plan was submitted to the Manager during the FY 2014 Budget Process.

Under the Falls Rules, the State will assign to each of the fourteen governments in Falls Watershed nutrient reduction targets to meet by 2020 and by 2041. The cost is expected to be high for most local governments to achieve their State assigned nutrient reduction targets. This year staff developed a model, which is more sophisticated than the State's model, to calculate the County's nutrient reduction targets. The added sophistication in the model will allow more precise calculation of nutrient targets in order to benefit the County financially. The model is now under preliminary review by the State. Staff is also participating in Upper Neuse River Basin Association

# **Environmental Services**

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efforts to foster responsible amendments to the Falls Rules that will lessen the rules' fiscal burdens.

## **Reviewed Business Practices to Encourage Investment/Re-investment.**

This priority was a goal of the County Commissioners. Staff supported the goal by: (1) Changing procedures at the water quality lab to allow 20% faster turnaround on well water samples for businesses, residents, and other customers. (2) Partnering on an inter-departmental project that will allow customers to save time and money by electronically submitting development plans for County approval. (3) Scanning an additional 2,500 septic permits so realtors and property buyers could speed property closings by accessing permits on line. And (4) developing a tool that reduces data entry and enhances planning for stormwater-management.

## **FY 2014 DISCUSSION**

The Water Quality budget increased by \$232,211 from the FY 2013 Adopted Budget. This increase resulted from the addition on 1.0 FTE to support the contaminated wells program, replacement equipment, increased dues costs as well as other various changes.

Key issues for FY 2014 and beyond include: (1) Start-up of a comprehensive program to address contaminated groundwater and wells. (2) Minimizing the future, recurring budget impacts of the State-mandated Falls Rules. (3) Regularly replacing aged equipment at the County's water quality lab. And (4) Scanning paper copies of septic and well permits so businesses and residents can access them through the WEB. Staff developed and submitted to the Manager plans to address each of those issues in FY 2014.

## **HORIZON ISSUES**

The four issues listed immediately above will impact the County in FY 2014 and beyond. In addition to those four issues, staff sees the following on the horizon.

### **Groundwater Quantity**

In calendar year 2012 the County did not have droughts as it has in the recent past. Consider issues in the Norwood Oaks area where in multiple years wells lost water yields, some going dry. 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 population on wells continues to grow and droughts continue to occur staff expects an increasing number of wells to have problems with well yields. This will help 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 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 test well water at least every two years 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 to, and improper maintenance impacts residents, the County will be part of an expanding conversation on monitoring and maintenance.

### **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

# **Environmental Services**

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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.

## Service Area: Watershed Management

Description: The Watershed Management Section protects and enhances water resources in Wake County through the implementation of land use policies, regulations and local ordinances related to stormwater management, floodplain management and erosion and sediment control. In addition, the Watershed Management Section is responsible for a water quality monitoring program which is designed to collect information and data to monitor the health and condition of Wake County's water resources; and (b) monitoring bacteria levels at public beaches and close facilities when bacteria levels exceed County adopted standards.

The Watershed Management Section has interlocal agreements with seven (7) 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.

## 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

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Groundwater Permit Applications	243	300	275	N/A
<b>Output</b>				
Number of Well Construction Inspections	663	830	870	N/A
Number of Private Well Samples	850	860	860	N/A
Number of Investigations/Consultations	106	220	150	N/A

### 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.

# Environmental Services

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Percent of Plan Reviews Completed within Required Timeline	88	74	74	N/A
Number of Site Inspections Per Engineer, Per Year	4,052	3,370	3,370	N/A
Number of Land Disturbing Construction Plans Approved	88	74	74	N/A
<b>Efficiency</b>				
Number of Site Inspections per Month	N/A	N/A	N/A	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

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<b>Key Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Target</b>	<b>Desired Level</b>
<b>Input</b>				
Number of Applications Submitted	1,220	1,370	1,430	N/A
<b>Output</b>				
Number of Final Operation Permits	592	680	660	N/A
Number of Complaint Responses	328	320	300	N/A
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	657	190	190	N/A
<b>Efficiency</b>				
Average Turnaround Time for First Site Visit(days)	8	7	7	N/A
<b>Effectiveness</b>				
Percent of Systems Three Years Old and Properly Functioning	99	99	100	N/A

# Environmental Services

## Division Summary - Animal Care, Control and Adoption Center

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,580,621	1,737,627	1,728,515	1,968,322
Contractual Services	274,307	295,953	295,953	157,929
Supplies, Materials and Other Charges	807,024	808,377	808,377	775,001
<b>Expenditure Totals</b>	<b>\$ 2,661,951</b>	<b>2,841,957</b>	<b>2,832,845</b>	<b>2,901,252</b>
<b>Revenues:</b>				
Local	570	15,000	15,000	15,000
Charges For Services	391,343	400,000	400,000	481,655
Miscellaneous	32	1,500	1,500	1,500
<b>Revenue Totals</b>	<b>\$ 391,945</b>	<b>416,500</b>	<b>416,500</b>	<b>498,155</b>
<b>Number of FTE's</b>	35.00	35.00	37.00	40.00

## DIVISION PURPOSE AND GOALS

The Animal Care, Control and Adoption Division has a total staff count of thirty-five 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.

## MAJOR ACCOMPLISHMENTS

During FY 2012 the Wake County Animal Center has made a number of operational improvements. Examples include:

Doubling the Center's surgery capacity, which helps animals get adopted faster.

Increasing the number of adoptions. From July 1, 2011 through April 30, 2012, 4,268 animal have been adopted from the Wake County Animal Center. This represents an increase of 267 animals, or 7 percent, over the same time period last year.

Decreasing staff turnover, which has allowed greater continuity in shelter operations.

Conducting a final review of proposed renovations and improvements to address items such as safety, security, housekeeping and Heating-Ventilation and Air Conditioning concerns.

Instituted a revised budgetary approach that resulted in increased fiscal accountability.

## FY 2014 DISCUSSION

The Animal Care, Control and Adoption budget decreased by \$59,295 from the FY 2013 Adopted Budget of \$2,841,957 which resulted from expansions and a variety of other adjustments.

Animal Services' budget was increased through an expansion increasing funds for medical supplies and overtime. The funding increase is based on actual experience since the Animal Shelter operation was expanded to accept more animals previously housed by other municipalities.

The Wake County Animal Center anticipates achieving several major goals during FY 2014:

Hiring an Animal Services Director after experiencing some turnover in that position during FY 2013.

# **Environmental Services**

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Working with an outside expert to complete a comprehensive evaluation and assessment of shelter policies and operations. The results of the evaluation will be used to recommend changes where needed and/or validate current operations and policies.

Establishing an Animal Services Community Advisory Committee to allow interested parties to provide input regarding the operation of the Animal Services Division.

Update the Policy and Procedures manual to include process flow and operational guidelines.

Successfully manage the FY 2014 budget and validate the goals and objectives relative to funding.

Interact with special interest groups to increase placement and subsequently reduce shelter population.

Utilize internal Wake County resources to facilitate the optimization of critical business functions such as finance, training and facility maintenance.

## **HORIZON ISSUES**

The horizon issues in the Animal Services Division will be guided in part by the results of the shelter assessment and the input of the Animal Services Community Advisory Committee. However, some issues that are likely to emerge include:

Making adjustments to the Animal Center facility to optimize the movement and handling of animals while minimizing disease transmission.

Investigating preventative strategies that will reduce intake at the Wake County Animal Center, including the provision of low cost spay neuter services throughout the community.

Develop a long range plan that will map the direction to continued and sustained improvement

Maintain relationships with strategic organizations

# Environmental Services

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## 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 Cary, Garner, Holly Springs, and 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Animal Service Calls	7,936	7,700	8,000	N/A
<b>Efficiency</b>				
Number of Service Calls per Officer per year	1,134	1,100	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Animals Impounded	15,513	15,500	15,500	15,500
<b>Output</b>				
Euthanasia Percent Rate	49.1	50	50	44
Animals Moved to Other Facilities	1,288	1,240	1,240	1,860
<b>Effectiveness</b>				
Animal Adoption Percent Rate	32.1	32	32	40
Owner Reclaim Percent Rate	8.9	9	9	12

# General Services Administration

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 8,109,984	8,699,675	8,696,626	8,823,397
Contractual Services	3,786,222	5,370,799	5,327,239	5,315,413
Supplies, Materials and Other Charges	8,939,704	8,891,173	9,058,934	11,301,890
Capital Outlay	188,933	236,775	267,339	49,193
Debt	56,671	54,877	54,877	8,964
<b>Expenditure Totals</b>	<b>\$ 21,081,514</b>	<b>23,253,299</b>	<b>23,405,015</b>	<b>25,498,857</b>
<b>Revenues:</b>				
Charges For Services	\$ 2,240,884	2,008,000	2,008,000	1,995,000
Miscellaneous	47,644	29,000	29,000	32,500
<b>Revenue Totals</b>	<b>\$ 2,288,528</b>	<b>2,037,000</b>	<b>2,037,000</b>	<b>2,027,500</b>
<b>Number of FTE's</b>	<b>123.00</b>	<b>128.50</b>	<b>128.50</b>	<b>126.00</b>

## DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) department manages Wake County owned and leased facilities, the Wake County fleet, provides criminal justice support, 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 organizational service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, (5) physical plant and (6) security and safety services. These service organizations support the four core businesses of GSA: facility management, fleet management, general government and criminal justice support. Additionally, these four core businesses 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 business plans with strategies for accomplishing established goals.

GSA uses an organizational matrix model to provide a broad range of services to Wake County

Government, the 10th Judicial District, and related customers. A matrix organization is one that 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 and asset integrity. 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' business plans and the department's most significant documents, the Corporate Facility Plan 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 Wake County Government. General Government and Criminal Justice Support services are defined solely by business plans and are generally specialized. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing

# **General Services Administration**

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quality, efficient service. These Corporate Plans represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

## **FY 2014 DISCUSSION**

The General Services Administration (GSA) budget increased by \$2,245,558 from the FY 2013 adopted budget to \$25,498,857. The increase is mostly due to annualizing FY 2013 costs related to the Justice Center.

New expenses budgeted for FY 2014 include funds for a 2.4% Waste Industries increase in trash and recycling services at 45 facilities. Waste Industries is the only utility related rate increase budgeted for FY 2014.

The budget also includes a minor increase for facility maintenance, security, and field services related to the opening of Bay Leaf Fire Station #1.

# General Services Administration

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## Division Summary - Administration / Support

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	861,145	796,205	956,702	916,703
Contractual Services	359,090	344,861	394,861	365,784
Supplies, Materials and Other Charges	92,668	182,936	182,936	193,104
Capital Outlay	23,442	—	5,437	—
Debt	8,964	8,964	8,964	8,964
<b>Expenditure Totals</b>	<b>\$ 1,345,309</b>	<b>1,332,966</b>	<b>1,548,900</b>	<b>1,484,555</b>
<b>Number of FTE's</b>		10.00	10.00	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. The department request center, request/work order system, and fleet/fuel information system is managed by this division. The department head discharges court liaison responsibilities and is the staff to the Citizens' Energy Advisory Commission.

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. 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, 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 2013 include:

# **General Services Administration**

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Implemented Utility Bill Payment Audit.

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.

Upgraded the County space inventory system or CAFM (FM Systems) to the latest version.

Analyzed existing and future countywide space vacancy. Data used in the planning for departmental space, for the closure and partial closure of County buildings, and to reduce operating budgets in FY13 and 14.

Assisted with the Accreditation process for Public Health and CCBI.

Assisted Human Services with facility and signage improvements in preparation for site visits to achieve public health accreditation.

Continued to work with the Internal Sustainability Committee to provide utility consumption data for their work to find savings through behavioral changes.

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.

Completed the rollout of the new corporate photo identification design of smart cards and issued contactless smart card IDs to departments and partners.

Supported and implemented the eWake on-boarding project - a joint project with HR, IS and GSA with the goal that new staff receive required space, access, and equipment to perform their work on day one.

Projects across multiple GSA workgroups include Facilitated transition of the Wakebrook Crisis Center & Recovery Center for UNC; Justice Center commissioning and opening; Operated Wake County Detention Center at Hammond Road first full year; Marbles IMAX, facility condition assessment & Restaurant Renovation.

Upgraded the County work order system, Maximo, to the latest version. Major improvement to GSA's web-based work order system. Requests now workflow and/or escalate directly to the GSA workgroup, cutting a significant handoff time in the process. This action gets the work to the service provider quicker and provides the customer feedback on request sooner. These improvements help GSA personnel receive and respond to work requests timelier and prioritize their work more efficiently. Notification of work is more easily managed through this system, i.e. property owners of a leased building, the County occupant, and key customers receive request notifications simultaneously for requested work. Closure of work provides work time and material to the work order.

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.

Added a Business Officer was added to the department to strengthen fiscal stewardship and public funding transparency. This and the establishment of Accounting Technicians in GSA operating divisions improved accounting and fiscal stewardship for disparate groups.

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## **FY 2014 DISCUSSION**

FY 2014 brings the full year operations of the Wake County Justice Center, which represents the addition of a 577,000 square foot facility.

Other goals for FY 2014 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 and Justice Center. GSA strives to minimize the burden on the taxpayer by leveraging private industry, identifying efficiencies, and cost saving opportunities.

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.

Overhaul the inventory management systems associated with maintaining, tracking, and accounting for building assets, equipment, and supply inventory. Pilot outsource initiative underway in Fleet Operations.

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

Conduct a market study of fleet operations to compare and evaluate 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.

# General Services Administration

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Rentable square footage managed	3,250,403	3,620,925	4,085,365	N/A
Gross square footage managed	3,848,929	4,238,952	4,770,597	N/A

# General Services Administration

## Division Summary - Physical Plant

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	3,371,514	3,717,879	3,666,128	3,896,938
Contractual Services	24,220	237,979	243,769	320,822
Supplies, Materials and Other Charges	1,914,590	1,905,422	1,984,433	2,067,313
Capital Outlay	65,608	131,352	131,352	—
<b>Expenditure Totals</b>	<b>\$ 5,375,933</b>	<b>5,992,632</b>	<b>6,025,682</b>	<b>6,285,073</b>
<b>Revenues:</b>				
<b>Revenue Totals</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Number of FTE's</b>	<b>60.00</b>	<b>66.50</b>	<b>66.00</b>	<b>66.00</b>

### 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. Examples include WCDC Implementation (532,000 sq. ft.) and operation; Justice Center commissioning and preparation; HVAC Assessments; Roof Assessments; Facility Condition Assessment; PSC 4th floor mechanical upgrades; PSC major renovation and commissioning.

Processed 20,509 work requests or 63 percent of GSA's Facility Management work orders (32,509).

Managed the Minor CIP projects. Most notable projects include Sunnybrook Dental piping replacement; Swinburne whole generator and backup data center upgrade; Sunnybrook X-ray replacement; Swinburne 1st floor intake and 3rd floor Joblink space planning; PSC washer replacement; WCOB Phase 1 Life Safety improvements.

### FY 2014 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.

# **General Services Administration**

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

## **HORIZON ISSUES**

Open and operate the Wake County Justice Center and Energy Plant.

Increase staffing levels to manage facility and inventory growth.

# General Services Administration

## Division Summary - Central Services

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,030,243	1,072,388	989,387	815,684
Contractual Services	418,268	366,783	366,783	433,956
Supplies, Materials and Other Charges	2,357,171	2,549,879	2,649,879	3,183,570
Debt	47,707	45,913	45,913	—
<b>Expenditure Totals</b>	<b>\$ 3,853,389</b>	<b>4,034,963</b>	<b>4,051,962</b>	<b>4,433,210</b>
<b>Revenues:</b>				
Charges For Services	38,906	53,000	53,000	60,000
Miscellaneous	38,047	25,000	25,000	25,000
<b>Revenue Totals</b>	<b>\$ 76,953</b>	<b>78,000</b>	<b>78,000</b>	<b>85,000</b>
<b>Number of FTE's</b>	<b>16.00</b>	<b>15.00</b>	<b>14.50</b>	<b>12.00</b>

## 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

Prepared bid specifications and awarded the move management services contract for the Justice Center, consisting of over 450 staff and functions from the following areas:

Court System, Revenue, Register of Deeds, County Manager, Budget, Finance, PAO and County Attorney's Office

Provided many staff moves. Some moves of particular interest relate to PSC Renovations, LME, AA Thompson, and Wake Forest & Green Road Library Renovations Behavioral Health.

Bid and awarded contract for Countywide vending services, and transitioned all drink and snack machines totaling (118).

Prepared bid specifications and received proposals for the janitorial services in the downtown region, including the Justice Center.

Prepared bid specifications and awarded the bronze restoration and maintenance services contract for various county facilities.

Prepared bid specifications for the Library book courier services, managed by GSA, to award a new contract.

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.

Outsourced the Reprographics operation with minimal disruption of service to county departments, provided training for staff with new on-site vendor.

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## **FY 2014 DISCUSSION**

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), 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.

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Cleanable square footage maintained	1,784,086	1,810,666	1,828,436	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Pieces of mail processed	826,038	797,300	800,000	N/A

# General Services Administration

## Division Summary - Security and Safety

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,343,741	1,477,283	1,472,614	1,556,431
Contractual Services	1,999,745	2,829,203	2,679,203	2,770,884
Supplies, Materials and Other Charges	(952,006)	(1,365,229)	(1,365,229)	(1,452,498)
Capital Outlay	464	22,759	40,436	22,759
<b>Expenditure Totals</b>	<b>\$ 2,391,945</b>	<b>2,964,016</b>	<b>2,827,024</b>	<b>2,897,576</b>
<b>Revenues:</b>				
Miscellaneous	3,430	4,000	4,000	3,500
<b>Revenue Totals</b>	<b>\$ 3,430</b>	<b>4,000</b>	<b>4,000</b>	<b>3,500</b>
<b>Number of FTE's</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

## 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.

## MAJOR ACCOMPLISHMENTS

Participated, along with Finance, the Attorney's Office and Information Services in the File Handler upgrade for claims management.

Serve 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.

Reformatted and restructured the County's Safety Manual, renamed the Safety, Security & Loss Prevention Manual.

Maintained an average screener score above national standards for the Wake County Courthouse Screeners. On average, 104,775 bags per month, over 1.2 million bags annually and detection of over 16,200 weapons and contraband were screened at the Wake County Courthouse x-ray machines.

With the opening of the newly renovated Wake County Detention Center, provided support by staffing a screener 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 CCBI on safety and security protocol for their area during their accreditation process.

Involved in the Human Services Wakebrook campus transition to UNC Healthcare. Coordinated with UNC Healthcare security on intergrading Smart Card

# **General Services Administration**

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ID Access Badges so access could be achieved on both security systems. Worked with UNC healthcare Security of switching over the electronic security system and contract security officer services to their control. Collected all keys from existing staff and turned them over to UNC healthcare security.

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.

Animal Control Shelter Electronic Security System (EES) upgrade, including exterior fence and interior improvements for better oversight of visitor's, volunteers and staff access privileges.

Wake County Justice Center - construction planning phase opening. Established a key system for the Wake County Justice Center consisting of over 1200 locks and 1700 keys. Conducted locks and hardware punch list prior to issuing keys to designated staff.

Deployed the use of biometric identification system for areas within County facilities identified as high risk with special control requirements.  
(CMBI, 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. Met with staff on several occasions to conduct workplace violence training.

## **FY 2014 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.

Prepare for the opening of the new Justice Center in 2013. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

Roll out the Safety, Security & Loss Prevention Manual to Wake County Employees.

## **HORIZON ISSUES**

Adjust staffing levels to manage facility and inventory growth.

# General Services Administration

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of security incident reports investigated	1,718	1,972	2,150	N/A
Number of seized weapons and/or contraband	15,463	16,200	17,755	N/A
Number of access card holders in system	29,219	31,705	34,558	N/A

# General Services Administration

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## Division Summary - Criminal Justice/General Government

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Contractual Services	236,511	280,783	292,033	501,870
Supplies, Materials and Other Charges	510,726	508,592	497,342	505,538
Capital Outlay	199	4,874	10,254	4,874
<b>Expenditure Totals</b>	<b>\$ 747,436</b>	<b>794,249</b>	<b>799,629</b>	<b>1,012,282</b>
<b>Revenues:</b>				
Charges For Services	2,008,125	1,755,000	1,755,000	1,755,000
<b>Revenue Totals</b>	<b>\$ 2,008,125</b>	<b>1,755,000</b>	<b>1,755,000</b>	<b>1,755,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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.

# General Services Administration

## Division Summary - Field Services

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,503,341	1,635,920	1,611,795	1,637,641
Contractual Services	585,242	556,654	596,054	610,592
Supplies, Materials and Other Charges	689,599	926,458	926,458	989,838
Capital Outlay	99,221	77,790	79,860	21,560
<b>Expenditure Totals</b>	<b>\$ 2,877,403</b>	<b>3,196,822</b>	<b>3,214,167</b>	<b>3,259,631</b>
<b>Revenues:</b>				
Charges For Services	150	-	-	-
Miscellaneous	6,167	-	-	4,000
<b>Revenue Totals</b>	<b>\$ 6,317</b>	<b>-</b>	<b>-</b>	<b>4,000</b>
<b>Number of FTE's</b>	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.

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.

## MAJOR ACCOMPLISHMENTS

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).

FS Sign Graphics completed overall building renumbering, sign package submittal, and review of all signs for the Wake County Justice Center. Many system functions are tied to the numbering of each space within the building.

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. Carver School Park and Penny Road School Park are currently under review.

FS Landscape Maintenance assisted in preparing the exterior landscape for the Detention Center opening. Modifications to teams performing the exterior maintenance adjusted to meet the facility requirements.

GSA Field Services and ES Solid Waste entered into agreement for Field Services to maintain the 10 convenience centers for ES Solid Waste.

Reclaimed Water Use. Construction Services/Irrigation assisted FDC, City of Raleigh to connect the City of Raleigh Sunnybrook Road Reclaimed Water line into Human Services Swinburne existing irrigation system. This is the third irrigation system to be converted to reclaimed water saving natural resources.

# General Services Administration

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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 performed 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 the Justice Center, Detention Center 1-B, Crabtree Creek Watershed Project (Site 1,2,& 3 CIP repairs), PROS CIP renovations and improvements, Brady Jefcoat Pond Dam improvements, Open Space (LARC), North Wake Fuel Site Master Plan, Animal Shelter improvements-automated slider gate, and Historic Oak View Park renovation repairs.

Continued to work with property owners, with assistance from other Departments pertaining to the Little River Reservoir 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 2014 DISCUSSION

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

# **General Services Administration**

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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 1,2,&3) 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, 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

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of acres landscaped	706	706	706	706
Crabtree Creek Watershed Project: Scoring of all 10 Flood Control sites as an average during the annual inspections by NRCS and the Sponsor.	80.5	81.9	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of road name signs new/replaced	2,172	1,506	1,500	1,600

# General Services Administration

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## Division Summary - Utilities/Life Safety/Environmental

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Contractual Services	163,145	754,536	754,536	311,505
Supplies, Materials and Other Charges	4,326,955	4,183,115	4,183,115	5,815,025
<b>Expenditure Totals</b>	<b>\$ 4,490,100</b>	<b>4,937,651</b>	<b>4,937,651</b>	<b>6,126,530</b>
<b>Revenues:</b>				
Charges For Services	9,718	10,000	10,000	10,000
<b>Revenue Totals</b>	<b>\$ 9,718</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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.

## FY 2014 DISCUSSION

The FY 2014 budget reflects an increase of \$1,188,879 which is largely due to the annualization of the Justice Center's FY 2013 utility costs.

# General Services Administration

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of buildings with corporate recycling	47	44	43	N/A
Number of facilities with building control systems	44	46	46	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of facilities with SCADA controls (MOSCAD)	43	44	47	N/A
<b>Effectiveness</b>				
Percentage of facilities free of regulatory violations	99	99	99	N/A

# General Services Administration

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## Division Summary - County Building Agreements

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Expenditure Totals	\$ -	-	-	-
<b>Revenues:</b>				
Charges For Services	183,985	190,000	190,000	170,000
Revenue Totals	\$ 183,985	190,000	190,000	170,000
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

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 103,407,598	98,486,790	98,413,805	82,599,704
Contractual Services	93,619,818	68,970,524	73,552,205	85,603,700
Supplies, Materials and Other Charges	13,039,670	13,230,540	13,542,464	12,331,736
Capital Outlay	750,252	926,657	983,215	926,657
Budget Reserves	—	—	339,526	—
<b>Expenditure Totals</b>	<b>\$ 210,817,338</b>	<b>181,614,511</b>	<b>186,831,215</b>	<b>181,461,797</b>
<b>Revenues:</b>				
Federal	\$ 10,788,867	10,096,662	10,442,251	10,095,109
State	95,021,785	72,927,583	75,294,815	70,210,824
Local	2,076,181	2,053,350	2,122,350	2,055,100
Charges For Services	25,797,001	20,544,679	20,864,942	18,890,202
Interest Income	17,934	23,654	23,654	23,654
Miscellaneous	64,206	39,500	61,777	29,932
<b>Revenue Totals</b>	<b>\$ 133,765,974</b>	<b>105,685,428</b>	<b>108,809,789</b>	<b>101,304,821</b>
<b>Number of FTE's</b>	<b>1,727.84</b>	<b>1,586.04</b>	<b>1,591.54</b>	<b>1,366.75</b>

## DEPARTMENT PURPOSE AND GOALS

The Mission of Wake County Human Services is that in partnership with the community, the department will anticipate and respond to the public health, economic and social needs of Wake County residents. We will coordinate and sustain efforts that assure safety, equity, access and well-being for all.

It is the agency's Vision that all Wake County residents will have full and easy access to high quality and effective health and human services and access to opportunities to improve their quality of life.

Wake County Human Services (WCHS) is dedicated to providing public 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 and transportation for the County. The Agency's goal is to promote and support health and well-being and build human capital

among County residents. 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; women, infants and families in need of health and nutrition services; children or seniors who are at risk of abuse or neglect; those who are homeless or in need of housing assistance; and youth who are at risk.

The Wake County Human Services Strategic Plan is the guiding document for the agency's work. It outlines seven goals, thirteen objectives and a comprehensive set of seventy six strategies for service delivery, finance, work force development, operations/administrations. The Goals show a picture of agency focus for improving the quality of services while operating within existing fiscal realities:

Well-being/Health/Safety - Maximize the well-being, health and safety of individuals and families.

# **Human Services**

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Self Sufficiency/Human Capital - Enhance the ability of consumers to attain and maintain economic independence and self -sufficiency.

Consumer Experience - Enhance the consumer experience with accessible, timely and holistic services.

Internal Operations - Ensure fiscal accountability, data driven decisions and alignment with county, state and national objectives and priorities.

Integrated/Collaborative Solutions - Promote integrated and collaborative solutions for human service needs.

Workforce - Support and maintain a competent and competitive workforce and an environment that fosters professional development, workforce diversity and effective communication.

Technology - Provide innovative technology solutions that support cost-effective automation, e-Services and data management.

## **MAJOR ACCOMPLISHMENTS**

Wake County Human Services is working hard to use technology to increase efficiency in serving clients, striving to become "E-Wake County Human Services." The agency is working to increase accountability and impact by becoming more consumer focused, data driven, and outcome based. Administration, operations, and budget functions have been re-structured to better align with services. There is more focus on training, including the development and implementation of the Human Services Academy. And the agency is working to provide an enriching and enjoyable work environment for employees that allows them to learn, grow, and make better contributions through their jobs and to society. Specific department accomplishments include:

The County's investment of several million dollars in technology projects for public health and social services, in order to better serve the citizens who are eligible for these services.

A partnership with UNC Health Care was established for management of the WakeBrook facility and other behavioral health services.

Wake County won 3 awards from the National Association of County Officials (NACO): one for the Human Services Academy, one for WakeBrook, and one for Second Choice Housing.

The County Health Rankings and Roadmaps program has ranked Wake as the overall healthiest county in North Carolina for the fourth consecutive year. The rankings serve as a score card that inspires all communities in the country to keep improving.

In 2012, twenty-seven (27) community partners were involved in the delivery of Human Capital Development efforts to more than 1,600 individuals in Wake County.

Youth Thrive and the Raleigh Promise collaborated to develop new ways of reaching low income students living in Raleigh and build capacity for success coaching within the community. - Sixty-two (62) community volunteers were trained in coaching to enhance Human Capital Development outcomes.

The Middle Class Express has enrolled 232 people in partnership with community groups such as Step Up Ministries, Dress for Success, 4-H, Wake Tech Community College, and JobLink.

The County participated in a major foster care initiative called "Fostering Brighter Futures" with the Wake Tech Foundation and volunteers. This year the first participants graduated from the program.

The Eastern Regional Center celebrated 10 years of bringing county services and connecting community partners in Knightdale, Zebulon, and Wake Forest, and surrounding areas.

Program Integrity had some noteworthy fiscal accomplishments this year. The Program:

- Collected \$470,084 in paybacks for fraudulently obtained public assistance in FY12.

# **Human Services**

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- Prevented \$1,635,236 in fraud by stopping public assistance payments before they began in FY12.
- Finished as top collecting North Carolina County for Medicaid fraud paybacks at \$89,308 for FY12.

## **HORIZON ISSUES**

The Human Services budget decreased by \$159,327 from the FY 13 Adopted budget of \$181.6 million due to the transfer of revenue from Wake County to Alliance Behavioral Healthcare for the administration of behavioral health services. However, some programs increased individually due to expansion requests for NC FAST related expenditures, the Public Health Practice Management system maintenance, an increase in funding for Long Acting Reversible Contraceptives, 6 new Child Support Enforcement employees, and other funds to meet rising caseloads and needs in existing programs that were not met during the economic downturn.

The Department is in the midst of a major transformation in information technology systems for social services and public health that will allow us to respond to changes in federal and state systems. For example, in the next two years we will be converting over 40,000 files from an "old" social services system to NCFast. The agency is also implementing a Practice Management System and electronic health records. These technology initiatives are necessary, but come with budget implications. The Division of Social Services' (DSS) Food and Nutrition Services Program is now in need of additional resources to staff the conversion to NCFast. DSS - Medicaid will face similar challenges in FY14 with their conversion to NC Fast. Public Health is communicating to the Human Services Budget Office that the roll out of the new PH Practice Management Application will slow down productivity (appointments, etc.) for several months and reduce earned revenues below what is budgeted.

The Wake Behavioral Health divestiture will cost the County an estimated two to three million dollars to transition. In a time where the County budget is beginning to look "cautiously optimistic", Wake County Human Services will have to find a way to

work with the County and community partners to meet these fiscal and technology challenges.

In addition, the agency is closely tracking changes and information from the Affordable Care Act and health care reform for implications to service delivery and the budget. As the year proceeds, fiscal and management staff will use the agency's budget cabinet and other mechanisms to closely monitor all of these challenges.

# Human Services

## Division Summary - Social Services Economic Self Sufficiency

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	21,837,675	23,805,918	23,773,664	25,050,202
Contractual Services	9,449,319	42,726,877	45,340,288	43,822,683
Supplies, Materials and Other Charges	1,841,868	1,999,262	2,054,305	2,420,005
<b>Expenditure Totals</b>	<b>\$ 33,128,862</b>	<b>68,532,057</b>	<b>71,168,257</b>	<b>71,292,890</b>
<b>Revenues:</b>				
Federal	582,651	750,000	750,000	750,000
State	15,541,627	51,342,579	53,535,221	53,082,007
Local	7,687	—	6,000	—
Charges For Services	927,669	972,395	1,174,488	1,191,192
Miscellaneous	10	—	—	—
<b>Revenue Totals</b>	<b>\$ 17,059,645</b>	<b>53,064,974</b>	<b>55,465,709</b>	<b>55,023,199</b>
<b>Number of FTE's</b>	<b>402.50</b>	<b>411.00</b>	<b>444.00</b>	<b>448.50</b>

## DIVISION PURPOSE AND GOALS

The Economic Self Sufficiency Division, also known as the Division of Social Services or DSS, seeks to build human capital and enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals are to: Promote personal responsibility; provide time-limited public assistance; provide energy assistance; offer access to health care; establish and enforce child support obligations; build individual capacity to secure employment; and assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

The Division is comprised of the following programs: Child Support Enforcement; Family Medicaid and Food Assistance; Program and Staff Development; the Energy Program; Vocational Services; and Work First. The Division also includes Adult Services Programs including Adult Protective Services, Adult Guardianship, Adult Economic Services, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect and exploitation of disabled adults.

## MAJOR ACCOMPLISHMENTS

During the Fiscal Year 2012, the Adult Guardianship staff acted as guardians for 605 adult wards deemed incompetent by the court, with an additional 200 cases handled by contract agencies. Adult Economic Services determined eligibility for Medicaid, Food and Nutrition Services, and Special Assistance for over 22,000 senior and disabled adults. Senior and Adult Services monitored 74 Adult Care Homes, 13 Adult Day Care facilities, investigated complaints at these facilities, and provided case management and payee services for senior and disabled adults.

Both the JobLink Centers and Work First were successful in assisting people in finding jobs. During 2012, Wake County's JobLink Centers at the Swinburne Road and Millbrook Road locations recorded 38,432 visits, made 8,303 job referrals through staff, and had 101 job placements. In FY11/12, Work First assisted 637 individuals in gaining employment. 78.89% of those who gained employment and left Work First during the previous 12 months remained off Work First. With expanded capacity of the JobLink at Millbrook, the JobLink Offices at Swinburne and Millbrook are on track to serve over 40,000 job seekers during this fiscal year.

# **Human Services**

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The Volunteer Income Tax Assistance (VITA) program, hosted by Human Services from January through April 15, 2012, filed 838 returns, totaling over \$1 million in federal refunds. Individuals who met certain income guidelines were provided with free tax preparation, including filing for the Earned Income Tax Credit (EITC).

Adult Services partnered with Community Care of Wake and Johnston and the Triangle J Area Agency on Aging to present the Living Healthy program in many locations in our community. This is a chronic disease self-management program which is designed to help people manage their chronic conditions and take charge of their health. These workshops were held in a variety of locations including assisted living facilities, mental health clinics, senior apartment complexes, and senior centers. Training was held for Lay Leaders, which included some WCHS staff, who will participate in leading workshops.

During FY 2012, the Food and Nutrition Services (FNS) program handled 39,063 cases. This was a 9% increase from the previous fiscal year. In FY 2012, FNS averaged 3,000 new applications per month and the number of households receiving FNS benefits grew from 35,809 in FY 2011 to 39,063 in FY 2012. Over \$8 million dollars in FNS benefits are being awarded in Wake County each month.

For FY 2012, the Child Support Enforcement Program established paternity for 1,444 children; established child support obligation for 1,958 cases, and collected \$47,203,393 in child support payments.

## **FY 2014 DISCUSSION**

The ESS division budget increased by \$2.7 million from the FY 2013 Adopted budget of \$68.5 million due to increased funding for NCFAST implementation, Wake Med Case Managers, and the Adult Guardianship program.

Due to the down turn in the economy, the Division has faced a challenging year, with an increased demand for services and a reduction in resources. The implementation of technology with document management systems, a paperless system and the implementation of NC FAST, an electronic internet

case management system, will improve access to clients and improve business processes and efficiencies and in the use of resources.

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.

Effective October 2013, North Carolina residents will be able to apply for health insurance at any DSS office through the Health Benefit Exchange. Although many of the details of the applications for health insurance/expanded Medicaid are not yet known, the NC DHHS has notified counties that prior to October 1, 2013 all Medicaid and Work First staff will be trained to process Health Benefit Exchange applications as part of the NC FAST process.

## **HORIZON ISSUES**

The NC FAST system is being implemented statewide by DHHS and must be used by all county Departments of Social Services. As the NC FAST electronic case management system is implemented, there continues to 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.

Experience with the implementation of NC FAST in the FNS program has demonstrated that it is very important to be as caught up as possible with the current workload before the implementation date. Once Wake County began using the new system, productivity decreased until staff became more proficient and increased their speed and accuracy. Wake County Human Services was given resources and permission by the County to utilize overtime and temporary staff in the FNS program, but did not begin this early enough to prevent a large backlog of work from occurring.

Beginning in October 2013, it is anticipated that North Carolina residents will be able to apply for health insurance at any DSS office through the Health

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Benefit Exchange. Although many of the details of the application for health insurance are not yet known, the North Carolina Department of Health and Human Services has notified counties that prior to October 1, 2013 all Medicaid and Work First staff will be trained to process Health Benefit Exchange applications as part of the NC FAST process.

There has been a 14.3% increase in the number of Child Support cases since FY 2008. As of June 30, 2012, Wake County Child Support Services' total caseload count was 22,760, with the number of customers for which the agency was providing services for at 66,786. While the smaller counties have all seen an increase in general population between 2000 and 2010, Wake County has seen a 43.5% increase based on the census data. As a result of the population boom, the number of customers requesting child support services has also increased. Additional staffing is needed to handle the increase in demand, which brings needed resources to families in Wake County. Another issue for the Child Support Enforcement Program is that In 2011, a technical amendment to the 2011-2012 State budgets granted the Child Support Services (IV-D Program) an exemption from paying filing fees for certain motions filed in cases receiving services from the program. Unless the proposal is considered by the legislature, and exemption is granted for the IV-D agency, payment of filing fees (necessary to conduct regular business) may be required, effective July 1, 2013, and additional funds will be needed.

# Human Services

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of family Medicaid recipients	97,130	126,269	126,269	126,269

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of Food Assistance Individuals	118,431	153,960	153,960	153,960

### Service Area: Energy Assistance

**Description:** A variety of federal and state programs that provide energy crisis assistance to individuals and families in heating or cooling emergency.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of households receiving energy assistance	11,964	15,553	15,553	15,553

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of families that gained employment and effectiveness	637	650	678	678

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of children receiving subsidy services	8,112	7,300	7,300	7,300

## Service Area: Supportive Employment Program (SEP)

**Description:** Assist adults who have severe and persistent mental illness or disabilities obtain and maintain the employment of their choice.

Consumers are assisted in finding competitive employment in the community.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of individuals obtaining employment (initial & replacements)	67	60	60	60

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
New and carryover individuals served via enrollment and job finder club services.	44,047	44,000	44,000	44,000

## 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.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Sales revenue in the Daily Grinds.	95,150	120,000	12,000	120,000

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of collections	47,203,393	47,203,393	48,203,393	48,203,393

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of consumers who will have a medical home.	95	95	95	95
Percentage of consumers that will maintain stable housing.	95	95	95	95

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
% of substantiated complaints in adult care homes.	29	28.5	28	28

## 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.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of adult Medicaid recipients	22,088	23,192	24,351	22,000

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Percentage of clients in safe/affordable housing	95	95	95	95
<b>Effectiveness</b>				
Percentage of clients with a medical home	95	95	95	95

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total Guardianship	417	460	485	440

# Human Services

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## Division Summary - Child Welfare

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	14,221,292	14,641,958	14,206,074	14,006,749
Contractual Services	5,928,950	6,051,266	6,040,321	6,089,875
Supplies, Materials and Other Charges	982,636	864,290	884,813	1,187,192
<b>Expenditure Totals</b>	<b>\$ 21,132,877</b>	<b>21,557,514</b>	<b>21,131,208</b>	<b>21,283,816</b>
<b>Revenues:</b>				
Federal	783,260	749,043	754,043	1,248,712
State	11,398,316	11,492,592	11,492,450	10,085,953
Local	1,000	-	-	-
Charges For Services	709	7,500	7,500	7,500
<b>Revenue Totals</b>	<b>\$ 12,183,285</b>	<b>12,249,135</b>	<b>12,253,993</b>	<b>11,342,165</b>
<b>Number of FTE's</b>	<b>230.75</b>	<b>233.25</b>	<b>235.25</b>	<b>226.00</b>

## DIVISION PURPOSE AND GOALS

Child Welfare has three federally mandated goals.

The first goal is safety - children will be protected from harm from child abuse and neglect.

The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible.

The third goal is well-being - the educational, health and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

a Family Finding initiative to find and engage extended family members of children in foster care to help foster children have safe, permanent homes and to support their wellbeing. In Collaboration with employment services programs, Child Welfare continued implementation of the Child Welfare Employment pipeline, a Human Capital Development project that links Child Welfare parents with employment services.

According to data provided by the state, Wake County exceeds state and national medians on several federal measures of system performance including: stability of foster care placements, timeliness of achieving adoptions, finding permanent homes for older foster youth, and re-entry into foster care.

In collaboration with WorkFirst and the state Child Welfare section, enhancements were made to the process of determining foster children's eligibility for federal IV-E funding. These enhancements are increasing foster care revenues by over \$500,000 annually, and partly offsetting other revenue losses (see Horizon issues discussion).

## MAJOR ACCOMPLISHMENTS

Child Welfare was chosen by Casey Family Programs for a Making it Happen event to engage the community in ongoing partnerships to prevent child abuse and improve outcomes for children and families served by Child Welfare. The event was held May 23, 2013.

In partnership with Children's Home Society and Casey Family Programs, Child Welfare implemented

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## **FY 2014 DISCUSSION**

The Child Welfare division budget has decreased by \$273,698 from the FY 2013 Adopted budget of \$21.5 million due to a decrease in federal IV-E funding.

Changes in rules for accessing federal IV-E funding will result in a loss of revenue to Child Welfare of about \$1.5 million. Child Welfare has responded by increasing other revenues and reducing services.

## **HORIZON ISSUES**

Child Welfare experienced funding reductions early in FY 2013 as a result of a federal Administrative Cost Review of IV-E funding in North Carolina completed last year. Child Welfare chose to implement the cuts by leaving positions vacant and reducing services by instructing staff to refer families in which children had been found to be abused or neglected to CPS In Home Services. CPS also experienced increases in caseloads for CPS assessments and foster care during FY 2013. The total number of CPS assessments and assists is on pace to increase from 4,750 in FY 2012 to 5,200 in FY 2013, and the average number of children in foster care has increased from 570 to over 600.

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of reports accepted for CPS Assessment	4,750	5,000	5,000	5,000

### Service Area: Child MH Service to Child Welfare Children

**Description:** CMH/Child Welfare Services provides evidenced based outpatient therapy utilizing Trauma-Focused Cognitive Behavioral Therapy for children who have been sexually abused and their families who are involved with Child Welfare. Provides Non-Offender Caregiver Group Treatment (for caregivers of sexually abused children.)

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average Decrease post TX Score UCLA PTSD Index	22	22	22	22
Number complete non-off. caregiver grp TX in English &Spanish	45	50	60	60

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average number of children in foster care	574	560	560	560

### 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.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of Adolescents admitted to emergency shelter leaving within 90 days.	81	90	90	90

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of families referred for CPS In-Home Services	729	750	750	750

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average number of Adoptive families of special needs foster children receiving financial assistance	680	1,050	1,050	1,050

# Human Services

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## Division Summary - Children Youth and Family

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	13,577,223	12,413,090	12,358,896	15,123,800
Contractual Services	34,852,889	527,535	555,649	437,732
Supplies, Materials and Other Charges	794,843	774,078	861,629	831,919
<b>Expenditure Totals</b>	<b>\$ 49,224,956</b>	<b>13,714,703</b>	<b>13,776,174</b>	<b>16,393,451</b>
<b>Revenues:</b>				
Federal	4,988,915	4,908,095	4,939,709	4,516,489
State	37,015,588	1,262,461	1,265,388	998,240
Local	3,070	3,100	3,100	3,100
Charges For Services	3,597,687	3,546,226	3,580,696	3,369,522
<b>Revenue Totals</b>	<b>\$ 45,605,260</b>	<b>9,719,882</b>	<b>9,788,893</b>	<b>8,887,351</b>
<b>Number of FTE's</b>	<b>253.35</b>	<b>239.25</b>	<b>210.55</b>	<b>260.65</b>

## DIVISION PURPOSE AND GOALS

The Children, Youth, and Family (CYF) Services Division works with children, youth, adults, and families 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. 1) Families in Wake County create home environments that encourage and support safety, educational success, emotional and healthy development of their children. 2) Individuals, families and community groups choose healthy behaviors and reduce health risks. 3) Low-income individuals build assets that support their economic stability and minimize dependency on government services. 4) Communities promote youth safety and healthy lifestyles. 5) Families, single adults and seniors develop their coping skills and social support networks, reducing social isolation, and family violence.

## MAJOR ACCOMPLISHMENTS

CYF has contributed significantly to the success of individuals, families in the following ways:

For Healthy Birth Outcomes of Wake County:

The "Special Delivery" Maternal Health Home Visiting Nurse Team continues to be recognized as a Best Practice by UNC Maternal and Fetal Medicine.

90% of pregnant moms in the Step by Step program delivered full-term with their babies weighing 5.5lbs or more at birth.

For healthy development and for school readiness of children 0-5:

- Child Service Coordination (CSC) transitioned successfully to Care Coordination for Children (CC4C) by working collaboratively and effectively with Community Care of North Carolina.

- For Injury Prevention, Sheila Frye, MSW, received the North Carolina Child Passenger Advocate of the Year Awarded at the NC Child Passenger Safety Conference.

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- 336 childcare centers in Wake County benefited from Child Care Health and Safety Education to improve safety, nutrition, and fitness for their children enrolled in their centers.

For Educational Success and Youth Development Outcomes:

- 97 percent of youth who received School-based Mental Health services were promoted to the next grade level and 96 percent reported an Improvement in their Mood.

- 4-H Youth Development program represented Wake County in two large collaborative efforts: Youth Thrive and the Raleigh College and Community Collaborative (RCCC).

- 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 team has expanded its efforts in Child Welfare to include teaching life skills to adolescents whose families are required to participate in Parenting Classes offering Youth Clubs and specific independent living skills groups.

- School health program has strengthened our partnership with Wake County Public School System. School Health (SH) has developed and implemented the SH Acuity 2 Business Model. Acuity 2 aligns with shared goals of both systems to ensure the health and safety of 149,000 Wake County school children, promotes educational success, and helps to improve health outcomes for students with chronic illnesses. The Acuity2 Business Model was 1 of 4 initiatives nominated by Human Services for a NaCo award.

For family self-sufficiency:

Family Support Service Program-

- 99% of 931 youths in relative placements stay in the care of their relatives instead of having to enter into the costly foster care system.

- 94% of families met family goals demonstrating economic stability, resolved family crisis, and demonstrated healthy living decisions.

## **FY 2014 DISCUSSION**

The Children, Youth, and Family division budget has decreased by \$1.8 million from the FY 2013 Adopted budget of \$13.7 million due to a transfer of funding for Child Mental Health from this division to Alliance Behavioral Healthcare and a redistribution of the departmental vacancy rate.

Medicaid reimbursable services - Potential increase in the number Medicaid enrolled children and families in Wake County.

Healthcare Reform - accessibility, utilization, and effectiveness of services.

## **HORIZON ISSUES**

Continued growth in school population and number of schools exceeds the ability of WCHS to provide the same level of services. This means that both WCHS and WCPSS, in partnership, will be working in different ways to meet needs. The Acuity Model is one example. In FY2014, WCPSS and WCHS will be working with their boards and leadership to plan for additional public private partnerships and other service delivery models to pilot for efficiency and effectiveness in addressing shared student, family and community outcomes.

Poverty and unemployment continue to increase the need for CYF services. High unemployment, coupled with a slow, but continual rise in the cost of homeownership and rental units has made it difficult for lower income families to access affordable housing. Families need assistance in planning for how they will continue to meet basic needs, and move toward self-sufficiency.

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of low birth weights experienced by newborns (<5 lbs. 9 oz)	8	7.3	7	7

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of identified risks/needs that are resolved at closure, 60 days postpartum:	96	97	98	95

### Service Area: Perinatal Substance Abuse

**Description:** Identification and treatment for women abusing alcohol or drugs during pregnancy to assure healthy births.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Percentage of women who delivered clean at delivery	87	85	85	90
Percentage of women who deliver after 36 weeks of birth	90	85	85	90
Percentage of infants born weighing 5.5 lbs or higher	90	85	86	90

### Service Area: Healthy Child Development and Care Coordination for Children

**Description:** Assist vulnerable families to support their young children's (aged 0-5) health and development and to maximize health outcomes.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Percentage reduction rate of ED visits	6	3	6	6
Percentage reduction in rate of hospital admissions	6	3	6	6
Percentage reduction in rate of hospital readmissions	6	3	6	6
Percent increase in NICU graduates who have their first PCP visit within one month of discharge	6	3	6	6

## Service Area: Youth Services-Community Youth Development

**Description:** Non-school hour programs for vulnerable adolescents.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of at-risk 4-H youth participants demonstrating no recidivism and /or reduced alcohol, tobacco and other drug use	88	88	88	85

## Service Area: Youth Services-School Mental Health

**Description:** Provide Mental Health services to decrease symptoms at school as evidenced by improvement in mood and promotion to next grade level.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of student clients promoted to next grade level	97	95	92	92
Percentage of Clients' improved mood:	96	94	95	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.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Programs must track recidivism, violations of probation, and parental involvement in addition to other measures specific to their program type	1,423	1,450	1,500	N/A

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of youth in relative care	931	870	950	950
<b>Effectiveness</b>				
Percentage of youth with new CPS involvement 12 months after case closure	15	15	10	10
Percentage of youth graduating from high school	75	75	80	80
Percentage of the graduating high school youth that entered secondary educational opportunities	87.5	88	90	90
Percentage of the remaining graduating high school youth that entered into full time employment	12.5	12	12	12
Percentage of families employed at living wage:	94	60	70	80
Percentage of homeless families in stable housing within 6 months:	83	75	80	80

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## Division Summary - Public Health

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	8,097,725	8,245,321	8,237,527	3,857,895
Contractual Services	273,870	236,933	431,317	214,216
Supplies, Materials and Other Charges	1,044,849	1,216,168	1,386,563	1,135,796
Capital Outlay	12,830	—	42,500	—
<b>Expenditure Totals</b>	<b>\$ 9,429,274</b>	<b>9,698,422</b>	<b>10,097,907</b>	<b>5,207,907</b>
<b>Revenues:</b>				
Federal	799,564	819,010	976,962	879,011
State	479,774	512,754	454,699	389,624
Local	2,147	—	1,000	—
Charges For Services	22,861	29,366	29,366	28,266
<b>Revenue Totals</b>	<b>\$ 1,304,345</b>	<b>1,361,130</b>	<b>1,462,027</b>	<b>1,296,901</b>
<b>Number of FTE's</b>	<b>139.31</b>	<b>129.56</b>	<b>128.56</b>	<b>52.56</b>

## 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 fourth 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

The PH Division was nominated for NACo awards for multiple programs this year in HIV Outreach, Health Promotion, and School Health. Also, the state has nominated Immunization Outreach and the Communicable Disease Program for awards.

In 2013 WCHS coordinated and facilitated implementation of the Public Health Community Health Assessment. This is Wake County's first jointly designed and funded community health assessment. Contributing agencies include all Wake hospitals, Wake Health Services, and the United Way of the Greater Triangle as well as over 50 organizations across the county.

On February 20, 2013, The White House Office of National AIDS Policy (ONAP) toured the Wake County Human Services HIV Clinics both at Eastern Regional Center and 10 Sunnybrook Road. This visit was to highlight the collaborations between the North Carolina Department of Health and Human Services, University of North Carolina at Chapel Hill's School of Medicine and local health departments. Wake County Human Services was

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selected as the host site based on its role as a model for the State of North Carolina.

HIV Outreach has forged strong relationships in the community and testing efforts continue to progress; detecting new HIV positive cases and thus reducing further spread of disease. Also, through non-traditional testing we have identified numerous positives for tuberculosis (TB) and those persons have been referred to the TB Nurses in Clinic E for follow-up and/or treatment. Interventions and outreach efforts to decrease Chlamydia and Gonorrhea cases have been effective. Notably, non-traditional counseling and testing staff were trained on Field Delivery Therapy which allows us to deliver results and treatment to infected clients and it has proven successful in decreasing the spread of GC/ Chlamydia. For FY12, 4431 persons were tested for HIV/STD through non-traditional testing sites.

Healthy lifestyle efforts have been highlighted this year. Health Promotion Chronic Disease Prevention (HPCDP) community partnerships, 22 community based organizations, including faith partners, made and/or maintained an average of 9 policy/ environmental improvements for a 3-12 month period, potentially impacting 7,972 individuals. HPCDP also assisted with the completion of the New Bern Avenue Corridor Rapid Health Impact Assessment (research) on safe crosswalks, sidewalks, disability accessibility designs, walkability to schools, and food access.

Initial efforts to formally integrate Health Promotion/ health education services into the Eastern Regional Center (ERC) have started this year. To-date, approximately 70 ERC Staff have completed the Health Promotion Ambassador Training. PHD partnered with the Alice Aycock Poe Center for Health Education, who received a grant from the John Rex Endowment, to expand the PlayWELL Park playground hours and enhance the park's environment to meet ADA standards. This will now allow greater access to all children (and families) regardless of physical ability. And, (HPCDP) provided technical support and created bi-lingual signage promoting Electronic Benefits Transfer (EBT) acceptance at the Western Wake, Raleigh

Downtown, Wendell and Fuquay-Varina Farmers' Markets. Of the 14 known farmers' markets in Wake County, four now provide EBT for Supplemental Nutrition Assistance Program (SNAP) participants, increasing access to healthy and affordable foods for low-income families.

The Immunization Tracking Team (ITT) and Wake County Public Schools collaboration reported that 100% of the 11,675 sixth graders received the required Tdap vaccination in accordance with Public Health Law. ITT and Emergency Management Services provided 2,874 Tdap and Flu immunization services to the public, Wake County Employees and Public Safety personnel (Police and Fire) at community settings in Wake County.

The PH Division strives to detect and control outbreaks as promptly as possible to prevent disease spread and to reduce the severity of disease spread, impact on people, and overall healthcare costs. Our Communicable Disease section recorded 602 reportable diseases and 225 animal exposures. Additional cases were worked that did not meet reportable guidelines on a daily basis.

The Public Health Preparedness Program completed successful Centers for Disease Control and Prevention review of County Strategic National Stockpile Plan. Completed drills included the US Postal Service Biological Response Drill, Harris Biannual Emergency Response FEMA graded exercise, and numerous trainings with staff and community.

In this fiscal year, School Health Services developed and implemented a new business model referred to as Acuity 2 (A-2) to maximize student achievement with limited nursing and dental resources. A-2 aligns shared goals of both systems to ensure the health and safety of 149,000 Wake County school children, maximize educational success, and improve health outcomes for students with chronic illness.

### **FY 2014 DISCUSSION**

The Public Health division budget has decreased by \$4.5 million from the FY 2013 Adopted budget of \$9.7 million due to transferring the School Based

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Public Health program to the Children, Youth, and Family division to consolidate all child related programs in that division.

The role of new payment structures at the State and Federal level cause uncertainty for long range planning in public health. Clear direction from the state 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.

Improved alignment of budgets within the various sections of Public Health Division and Clinics Division is providing improved efficiencies and effectiveness. Also, process analysis to improve outcomes is providing promising budget measures.

## **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.

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.

Recent data has shown a trend in the increase in STI's and HIV among the 15-24 year old population. During Calendar Years 2010-2011, Gonorrhea and Chlamydia caseloads have increased 8.5% and 5% respectively.

The various Public Health and Clinic Divisions are transitioning to an Electronic Medical Record and new practice management system that was implemented in calendar year 2013. Efforts to ensure an integrated system for surveillance and care will be closely monitored.

Meeting the medical needs of the increasing student population in Wake County with limited nursing resources will continue to be a challenge. Moving forward it will be important to continue to evaluate and improve the Acuity 2 Business Model to ensure the safety and well-being of the students.

Public Health will also continue collaboration with community stakeholders to address disparate rates of infant mortality, obesity, HIV/STDs, diabetes, intentional and unintentional injuries in various populations as identified by the 2013 County Health Rankings Report.

# Human Services

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## Summary of Services and Performance Measures

### Service Area: Health Promotion Education

**Description:** Provide a set of chronic disease prevention and management services (including screenings) that address obesity, cardiovascular disease, stroke, diabetes, breast and cervical cancer,

and smoking cessation to at risk populations and communities with existing health disparities.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of breast cancers detected of women screened through the BCCCP and Komen mammography programs	5	9	11	7

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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: 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Percentage of TB investigated/reported within the state mandated time frame	98	98	98	98

### 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.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of deaths processed	4,891	4,904	4,891	4,891
Number of birth records processed	13,560	13,947	14,345	14,754

## Service Area: School Nursing-School Dental

**Description:** Promote health, safety and educational success of the school age child in Wake County by serving students, families and school staff through partnerships, evidence based practice and professional standards of care.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of individual emergency action plans successfully managed for students with asthma, diabetes, severe allergies	N/A	75	90	95
Percentage of proper and safe medication administration	N/A	85	95	100
Percentage of nursing care plans for students identified with chronic illnesses	N/A	75	85	95
Percentage of secured pregnancy care management rate	N/A	80	90	100
Percentage of secure care for students with STI	N/A	50	75	100
Percentage of schools who have implemented specific obesity prevention plan to reduce childhood obesity	N/A	50	60	70

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of public health incidents in which WCHS responded with our partners	4	3	2	1

## 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

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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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of all reportable communicable diseases	719	600	550	550

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of persons testing for HIV, Syphilis, GC, Chalmydia and Hep C seropositivity	3,274	4,200	4,200	4,200
<b>Output</b>				
HIV Positivity rate	N/A	N/A	N/A	N/A
Total number of Housing Vouchers issued	45	55	55	55
Number of individuals who used Prevention and Education services	12,349	21,000	31,500	31,500

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of clients immunized	21,903	22,000	23,000	23,000
<b>Output</b>				
Number of Doses Administered	52,100	48,000	50,000	50,000

# Human Services

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## Division Summary - Health Clinics

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	11,509,697	11,615,583	11,548,974	11,661,373
Contractual Services	1,665,338	1,623,109	1,758,609	1,614,916
Supplies, Materials and Other Charges	2,529,663	2,473,720	2,615,349	2,531,152
Capital Outlay	11,006	—	—	—
<b>Expenditure Totals</b>	<b>\$ 15,715,705</b>	<b>15,712,412</b>	<b>15,922,932</b>	<b>15,807,441</b>
<b>Revenues:</b>				
Federal	1,799,070	1,752,873	1,903,896	1,862,179
State	303,228	260,592	288,441	260,592
Local	33,878	500	62,500	12,000
Charges For Services	10,809,078	9,918,322	10,054,522	10,105,638
Miscellaneous	957	500	500	265
<b>Revenue Totals</b>	<b>\$ 12,946,211</b>	<b>11,932,787</b>	<b>12,309,859</b>	<b>12,240,674</b>
<b>Number of FTE's</b>	146.30	156.60	161.40	162.65

## 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 fourth 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.

On February 20, 2013, The White House Office of National AIDS Policy (ONAP) toured the Wake County Human Services HIV Clinics both at Eastern Regional Center and 10 Sunnybrook Road. This visit was to highlight the collaborations between North Carolina DHHS, University of North Carolina-Chapel Hill School of Medicine and local health departments. Wake County Human Services was selected as the host site based on its role as a model HIV Clinic for the State of North Carolina. This visit focused on HIV Services in rural settings and service integration. The staff from ONAP received input on Ryan White services and gaps in services from a client at Wake County Human Services. In addition to touring HIV Clinics and meeting with clients, their visit also included presentations on HIV services from NC DHHS, WCHS and Durham County Health Department-Lincoln Community Center.

WCHS Child Health Clinics consistently exceeded its year one goal of patients with three care components. Best practice of asthma management includes three care components: assessing daily control of symptoms, assuring patient is on a controller medicine, and assuring a flu vaccine seasonally. The

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Child Health Clinic achieved NCQA accreditation for the period 2012 -2015.

Wake County's Pharmacy is the third largest in the State as a provider of patient assistance medications that have been donated by Pharmaceutical companies. The Patient Assistance Program provides optimal treatment regimens to uninsured citizens, and those uninsured and indigent patients who suffer from a mental illness. In FY2012 the Pharmacy provided an equivalent of \$11,233,000 in patient assistance donated medications

In FY2012, the Maternal Health Clinic continued to provide comprehensive Prenatal care to over 3,000 low-risk, uninsured and underinsured pregnant women. This past year the Maternal Health Clinic successfully participated in the Public Health Quality Improvement 101 Project sponsored by the North Carolina Institute for Public Health. The Clinic's aim was to reduce the length of time of the initial prenatal clinic visit by 10% by January 31, 2013. Using quality improvement tools they identified potential areas for improvement to eliminate waste and non-value added activities, improved work flow and work environment, and enhanced customer relationships and better manage time. They sought improvement in 3 areas:

- Reduction in the length of time of the initial prenatal clinic visit by 10%
- Increase in patient satisfaction as measured against the baseline survey
- Increased staff satisfaction as measured by consistently getting a lunch break at the appropriate time.

The Dental Clinic successfully implemented an Electronic Medical Record and new practice management system in January 2013. These systems are essential for compliance with current and future Federal regulations.

The County's investment of several million dollars in the Public Health Automation Project and other technology projects for public health and social

services, in order to better serve the citizens who are eligible for these services.

## **FY 2014 DISCUSSION**

The Health Clinics division budget has increased by \$95,029 from the FY 2013 Adopted budget of \$15.7 million due to an increase in funding for Long Acting Reversible Contraceptives for the Women's Health Clinic.

## **HORIZON ISSUES**

As a federally identified Essential Community Provider (ECP), Qualified Health Plan's (QHP) that will be participating in the federal marketplace are requesting WCHS to become a participating provider. This will require completion of the QHPs professional credentialing requirements and contract execution in advance of October 1, 2013 (or date set by QHP), for the beginning of open enrollment for the federal health insurance exchange. Determination regarding participation in Qualified Health Plan (QHP) provider networks will be required

We anticipate that Ryan White funding may become more limited, if not eliminated, by the implementation of the Patient Protection and Affordable Care Act. Participation in federal marketplace and future Medicaid managed care as a participating provider will help ensure continued treatment for newly insured and Medicaid insured individuals with HIV/AIDS in Wake County

There continues to be a shortage of preventive services for men without access to health care or health insurance. The provision of basic health screenings and pre-employment physicals could be made available to this population in order to positively impact health and self-sufficiency goals of the department.

Senior citizens in Wake County are experiencing access and availability difficulties in locating medical providers that are accepting new Medicare patients. As more senior residents turn 65 years of age and become eligible for Medicare, it will become increasingly more difficult to find a primary medical

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care provider. This situation is compounded by the number of individuals relocating to Wake County. The health clinics have the potential to deliver needed medical treatment and services to the senior citizens.

The health clinics are transitioning to an Electronic Medical Record and new practice management system that will be implemented in CY 2013. These systems are essential for compliance with current and future Federal regulations.

Clinical Services are designed to positively impact vital statistics related to women of child bearing age in Wake County. These statistics indicate that in FY 2012, 877 teens became pregnant, of whom 26% had at least one child. From 1999 to 2010, 12% of babies were conceived within 6 months of a birth (short interval births) with no reduction over the decade. Fifty nine percent of women with Medicaid surveyed under the Wake County Pregnancy Medical Home program stated their pregnancy was unplanned. Repeat teen pregnancy and short interval births result in more preterm and low-birth weight deliveries. Preterm births are very difficult for families, and very COSTLY (medical costs average \$32,325, but can reach \$500,000 for very preterm babies) (MOD).

Wake County lacks alternative safety net providers for LARC insertion in the community.

The Women's Health Clinic provides care to child-bearing women who seek Family Planning services. The Clinic offers an array of contraceptive choices which include Oral Contraceptives, Implants and Intrauterine Devices. This clinic also serves postpartum patients. Depletion of funding during a fiscal year may cause an increased number of clients who have an interruption in contraceptive use, and negatively impact the progress made in our birth rate statistics. By increasing funds for the Women's Health Program pharmacy budget, we will protect our Medicaid revenues and seek to avoid an increase in abortion rates, teen pregnancy, and preterm births.

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## Summary of Services and Performance Measures

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Well child visits at age-appropriate intervals	63	70	75	90

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Percentage infant Mortality rate for Hispanic live births	4.6	4.5	4	N/A
Percentage infant mortality rate for other live births	8.1	8	8	N/A
Percentage infant mortality rate for African American live births	14.8	14.7	14.5	N/A
<b>Effectiveness</b>				
Percentage Infant Mortality Rate w/white live births	4.8	4.9	4.7	N/A
Percentage Wake County's Infant Mortality Rate w/non white live births	9.5	9	8	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.

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of unduplicated count of clients	9,078	10,504	10,504	10,504
Total number of clinical visits	16,487	15,082	17,000	17,000
<b>Output</b>				
Teen Pregnancy Rate per 1,000 age 15-19	28	28	28	28
Wake County				
Long Acting Reversible Contraceptives (LARC) methods provided	962	1,228	1,400	1,500

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Increasing numbers of sexually transmitted diseases	6,429	6,500	6,500	N/A
Percentage of newly HIV diagnosed individuals have already progressed to AIDS at the time of diagnosis	31	25	25	N/A
Percentage of new clients were racial/ethnic minority	75	75	75	N/A
Percentage of the total clinic population fall below poverty level	69	67	67	N/A
<b>Effectiveness</b>				
Total number of clinic visits w/3% turn away (HIV and STD Clinics).	18,675	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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of overall immunizations given	20,101	17,500	16,800	N/A
Number of clients seen (child,adult,refugee,immigration,travel)	8,073	8,050	7,700	N/A

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of unduplicated patients	6,057	6,400	6,600	6,600

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of prescriptions filled	75,450	78,000	80,000	80,000
Total patient assistance funding	11,222,973	11,379,102	11,500,000	N/A

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of lab tests performed	210,146	215,150	215,150	215,150

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## Division Summary - Behavioral Health

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	14,116,137	14,554,895	15,174,338	222,920
Contractual Services	820,373	349,275	11,580,728	-
Supplies, Materials and Other Charges	1,305,622	1,804,809	1,824,163	405,995
Capital Outlay	5,416	-	-	-
<b>Expenditure Totals</b>	<b>\$ 16,247,548</b>	<b>16,708,979</b>	<b>28,579,229</b>	<b>628,915</b>
<b>Revenues:</b>				
Federal	204,581	271,268	271,268	-
State	2,464,824	2,174,068	2,174,068	-
Local	916,667	1,000,000	1,000,000	-
Charges For Services	1,140,461	1,444,895	1,392,395	-
Miscellaneous	302	-	-	-
<b>Revenue Totals</b>	<b>\$ 4,726,834</b>	<b>4,890,231</b>	<b>4,837,731</b>	<b>-</b>
<b>Number of FTE's</b>	201.13	178.82	176.53	4.13

## 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 are expected to be transferred to Community Providers by June 30, 2013. However, based on the current Wake Behavioral Health Divestiture timeline, additional resources will be 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 will assume 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 will be contracted to the Alliance Behavioral Healthcare for Community Providers.

## MAJOR ACCOMPLISHMENTS

Wake County Human Services has had a proud tradition of offering quality Behavioral Health services to thousands of consumers annually. Several of our programs have received state and national recognition for their innovation and leadership in care for mentally ill individuals and families. For example, Child Mental Health clinicians recently completed a year-long learning collaborative in Parent-Child Interaction Therapy- an evidenced based treatment provided to families involved with Child Welfare to prevent child maltreatment and ameliorate its precursors.

Our employees are among the best for their knowledge, expertise, and willingness to serve in the public sector. We would like to recognize the dedicated staff for their years of service in Wake County.

Closing down a business is always a difficult challenge, especially when so many of Wake's most vulnerable population continues to rely on the

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services. In response to a State mandate to divest of behavioral health outpatient services by June 30, 2013, the Wake Behavioral Health Divestiture Team was formed. The team consists of many talented staff who represent several areas within WCHS and others who come from GSA, IT, Wake Budget & HR, the County Manager's Office and Alliance Behavioral Healthcare. The full Divestiture Team meets weekly; however, many assignments are worked on off-line by subcommittees including Finance/HR, Clinical, RFP, and IT to name a few. This team was vital in planning for the orderly and smooth transition for our clients, staff and community partners.

Programs on the WakeBrook Campus were transitioned to be managed by the University of North Carolina Health Systems.

Crisis Services will remain much the same. The Recovery Center will move to an empty 16 bed unit on the second floor of the Crisis Services building. UNC will up fit the current Recovery Center facility to be a licensed psychiatric hospital. This change will help with the limited bed capacity that now exists, hopefully resulting in consumers spending less time in Crisis Services or local hospital emergency departments waiting for an inpatient bed.

## **FY 2014 DISCUSSION**

The Behavioral Health division budget \$16 million from the FY 2013 Adopted Budget of \$16.7 million due to the transfer of funding for inpatient mental health care from the Behavioral Health division to the Behavioral Health MCO division for contracts with Alliance Behavioral Healthcare. All funds except those necessary for administration of the contract with Alliance Behavioral Healthcare will transfer to the Behavioral Health MCO division for the provision of services through Alliance in FY 2014.

## **HORIZON ISSUES**

The main horizon issue will be transitioning programs and clients with the least disruption and minimum impact to consumers.

# Human Services

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## Summary of Services and Performance Measures

### Service Area: Crisis Services [Crisis and Assessment]

**Description:** Provide screening, triage and assessment for children and adults with mental health, substance and developmental disability problems. Includes emergent, urgent, and routine evaluations, initial treatment, and referrals to treatment providers. These services are provided in a 24/7/365 outpatient crisis unit.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of visits, persons receiving crisis services and referred to hospitalization or residential placements or referred to and receiving outpatient services. NOTE: UNC assume mgmt 2/1/13.	5,137	5,142	N/A	5,200

### Service Area: Inpatient (WakeBrook Recovery Center)

**Description:** Provide short-term (up to 10 days) intensive inpatient treatment for addictions and clients with co-occurring mental illness.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number receiving inpatient admissions medical treatment. NOTE: UNC assume mgmt 4/1/2013.	484	480	N/A	500

### Service Area: Adult MH- Mental Health/Substance Abuse Integrated Services

**Description:** Integrated MHSA services were created through service reorganization in 2005. These services were identified as necessary for WCHS to retain due to MH reform and are closely integrated with or providing key support to other HS programs;

serve as a Behavioral Health presence for Human Services and function as a safety net service in crisis situations. The three services consist of HIV/AIDS MHSA Services, Latino MH services and Regional Center MHSA services.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Target is 90% of clients open to services for more than 6 months will be stable or improved in 6 of the seven factors.	92	90	N/A	90

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## Service Area: Adult MH- Drop In Center

**Description:** The Drop-In Center is a day activity program providing psychosocial and psychoeducationally oriented group and individual

services to help members learn the skills needed to function at their highest level of independence.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average number of clients served per day	46	33	N/A	45
<b>Output</b>				
Average utilization rate based upon target rate of 48 clients per day	96	69	N/A	95

## Service Area: Adult MH- Substance Abuse Team

**Description:** Provides specialized integrated dual diagnosis outpatient services to individuals who are

experiencing both substance abuse and mental health issues.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of clients open for more than six months will demonstrate improvement in at least 4 data factors.	84	82	N/A	85

## Service Area: Adult MH- Deaf Services

**Description:** Deaf MHSA Services is a cross area service program that provides treatment and support services in the region of Wake and Johnston Counties. It is funded entirely by state and federal

funds earmarked for services to deaf, hard of hearing and deaf-blind persons with mental health and/or substance abuse problems.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of clients served	106	104	N/A	N/A
Number of service hours provided	1,529	1,500	N/A	N/A

## Service Area: Adult MH- Workfirst Initiative

**Description:** Provide federally mandated screenings, assessments, referrals, and case monitoring for consumers participating in WorkFirst who screen positive for substance abuse issues, and for Food and Nutrition Services consumers who are Class H or I felons (substance related felonies).

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of clients screened	1,371	1,634	N/A	1,500
Number of clients assessed	315	274	N/A	500
Number of clients referred for treatment	35	32	N/A	50

## Service Area: Adult MH- Adult Treatment Teams

**Description:** WCHS Adult Treatment Teams offer services for adults with severe and persistent mental illness, co-occurring substance dependence, and other serious mental health issues, in a unique niche in the

community level of care service continuum. Other specialty services include Geropsychiatry Program, Forensic Mental Health Program, and the Short Term Assessment and Treatment Team.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
Percentage of clients open to services for more than 6 months will be stable or improved in 6 of the seven factors.	92	80	N/A	90

## Service Area: Child Mental Health

**Description:** Provides MHSA evaluation & evidenced-based treatment for children, adolescents and families having experienced sexual or physical abuse, DV, neglect and involved with Child Welfare

and/or Juvenile Court delinquency. Specialty family treatment for young-child population. Focusing on reducing emotional and behavioral problems.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average number of clients	237	225	N/A	300
Total number of evaluations	432	450	N/A	500

## Service Area: Developmental Disability Services

**Description:** Provides services including Comprehensive Screening and Community Connections (CSCC), Targeted Case Management,

Specialized Psychiatric Services, Bridging, Representative Payee and other value added and safety net functions.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Total number of referrals. Number who are appropriately linked to ongoing services and/or other supports.	591	600	N/A	600

# Human Services

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## Division Summary - Administration and Operations

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	12,915,311	13,210,025	13,114,332	12,676,765
Contractual Services	7,636,077	7,802,779	7,823,016	8,221,720
Supplies, Materials and Other Charges	4,153,767	4,098,213	3,915,642	3,819,677
Capital Outlay	721,000	926,657	940,715	926,657
<b>Expenditure Totals</b>	<b>\$ 25,426,155</b>	<b>26,037,674</b>	<b>25,793,705</b>	<b>25,644,819</b>
<b>Revenues:</b>				
Federal	642,568	846,373	846,373	838,718
State	5,164,991	5,882,537	5,744,030	5,139,408
Local	195,066	49,750	49,750	40,000
Charges For Services	4,170,379	4,625,975	4,625,975	4,188,084
Interest Income	17,934	23,654	23,654	23,654
Miscellaneous	62,938	39,000	39,000	29,667
<b>Revenue Totals</b>	<b>\$ 10,253,877</b>	<b>11,467,289</b>	<b>11,328,782</b>	<b>10,259,531</b>
<b>Number of FTE's</b>	<b>243.75</b>	<b>237.55</b>	<b>235.25</b>	<b>212.25</b>

## DIVISION PURPOSE AND GOALS

The Administration and Operations Division performs support functions for the department and functions as a centralized system for the services divisions. This Division includes administrative functions of the Office of the Director; the Human Services Academy; the Office of Community Affairs, including Consumer Affairs; and Human and Environmental Services Board support. 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 Administration/Operations Division also provides ongoing support and consultation to the

Wake County Human Services Board, and provides leadership with service integration and Human Capital Development.

## MAJOR ACCOMPLISHMENTS

The Human Capital Development Initiative continued to gain momentum within the Department and within the community. In the last twelve months there has been a 73% increase in Middle Class Express Enrollment, a 74% increase in Club CHOICE and 62% increase in the number of community members participating in HCD Orientations. There are now 13 separate HCD projects within the department being delivered to 1419 people.

Similarly, more than 26 community partners are now engaged in the delivery of designated human capital development projects. This past year more than 299 individuals were engaged through partnered HCD models. These efforts are continuing to expand through strategic alignment with Youth Thrive, the Raleigh Promise, Passage Home as the newly designated Community Action Agency and

# **Human Services**

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significant developments within the Faith-based community.

Wake County Human Services, with the assistance of County Finance, continued to refine the fiscal budget to better align with service delivery. This complex task resulted in a more streamlined budget that better aligns with service delivery, will allow for more in-depth monitoring, and makes it easier to track revenue sources and expenditures. A fully functioning Budget Cabinet assists the Finance Office in assuring budget accuracy.

In Fiscal Year 2012-2013, Program Integrity Collected \$470,084 in paybacks for fraudulently obtained public assistance in FY12. The unit also prevented \$1,635,236 in fraud by stopping public assistance payments before they began in FY12. Wake County's Program Integrity finished as top collecting North Carolina County for Medicaid fraud paybacks at \$89,308 for FY2012

The Wake County Human Services Board was restructured in FY2012-2013 due to NC House Bill 438, which removed the mental health, developmental disabilities, and substance abuse responsibilities and related positions from the Board. The new Board is comprised of 19 positions, of which 18 are currently filled. The newly constituted Board focuses on public health (including environmental health) and social services statutory requirements, and plays a vital role in connecting the agency with the public and meeting accreditation benchmarks.

The Wake County Human Services Strategic Plan for FY2013-2014 was published. This document contains 7 departmental goals, 13 departmental objectives, and 76 division objectives. The plan is serving as a guiding document to align and improve service integration leading to better client outcomes; continue to build and support strategic public-private partnerships; continue to plan for and provide technology that improves service delivery; help the agency be data-driven in decision making; and to continue to build a competent workforce.

In Raleigh, the South Wilmington Street Center (SWSC), the largest of the city's eight homeless

shelters, served 1,734 men, with a total of 79,865 overnight stays and 122,657 meals between July 1, 2011, and June 30, 2012.

Of the 4,000 Human Services clients that present for services each day, 850 go to one of the three Regional Centers (SRC, ERC, & NRC) and 220 make use of the Millbrook facility.

During the last fiscal year, in collaboration with County Information Services, each Regional Center established a Facebook presence. This tool has proven very useful in sharing agency-wide and cross-departmental information directly with the communities they serve.

Western Regional Community Advisory Committee was formed in December, 2012. This Committee will assist with service planning and integration, partnership development, and serve as the voice of the community in prioritizing how community resources are organized to meet the unique needs of that region.

The Community Resource and Development Office now has a mechanism for electronic donations. Since donors no longer have to write and mail a check, this should increase the amount of money that the community contributes to seasonal assistance and other programs in the agency.

Information Services and internal partners initiated significant technical and business improvements in FY 2012 that will be completed in FY 2013. Four of the most important initiatives were the introduction of:

- A new web based Child Day Care System
- Electronic Document Management System for the Food and Nutrition Services, Adult Medicaid, Family & Children's Medicaid and Work First Economic Support Services Divisions.
- Replacement of the Public Health Practice Management System. Phase II of the Public Health System will include electronic health records, and improved clinical reporting.

# **Human Services**

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- Public Health Accreditation.

In early FY 13 Information Services implemented a new Dental Practice Management System, and addressed the support requirements for the newly implemented or upgraded State Systems NC Fast Case Management, Xtend, and the new WIC Crossroads Case Management System. And lastly launched the Document Management System initiative for Child Welfare that encompassed an RFP for the back file scanning of the active Child Welfare Case Files and electronic cases.

partnerships will help build stronger alignment with community resources that will be of benefit

- Involvement will be needed from Operations and Finance leadership as the transitioning of behavioral health services is completed. The goal is to assure, as much as possible, minimal disruption to clients.

There is a need to remodel the Swinburne and Sunnybrook buildings to accommodate centralized registration and technology upgrades needed for mandated service delivery.

## **FY 2014 DISCUSSION**

The Administration and Operations division budget has decreased by \$392,855 from the FY 2013 Adopted budget of \$26 million due to budget realignment with other divisions.

## **HORIZON ISSUES**

Continued growth of the County. The US Census estimated that Wake County had 929,780 residents as of July 1, 2011. By 2014 the North Carolina State Demographer estimates that Wake County's population will be 983,754. This continued increase is affecting the need for additional social and public health services, housing and transportation.

Keeping up with changes in funding and policy at the federal and state levels that affect our social services and public health budgets continues to be a challenge. As funding streams are reduced or deleted altogether, the WCHS Finance Office will work closely with County management to mediate negative impact on clients.

On any given night 1,115 persons are homeless, and over the course of a year, at least 3,500 adults and 500 children are homeless in Wake County. The Wake County Public School System reports they enroll at least an additional 1,700 children that are living in doubled-up situations, and they never enter the homeless shelter system.

WCHS will continue to try to build strategic partnerships in the Western Region of the County, where there is currently no regional center. These

# Human Services

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## Summary of Services and Performance Measures

### Service Area: Juvenile Detention Center

**Description:** The Juvenile Detention Center is a state-owned facility, staffed and run by the state. By statute, counties are billed on a monthly basis for 50

percent of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Total number of bed days	5,713	5,500	6,000	N/A
Total number of youth	600	550	600	N/A

### Service Area: Cornerstone/Supported Housing & McKinney

**Description:** Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse, focusing on economic benefits, employment services,

shelters, and affordable housing. Provide 24/7 community support for people who are to live independently in the community.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Case management, housing information and counseling to establish clients in housing.	857	857	862	862

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Homeless disabled people placed in housing.	902	714	719	719
Homeless women and families obtaining permanent housing. Individuals and families obtaining housing.				

### 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.

# Human Services

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Total number of men sheltered nightly	213	225	234	234
Total number of men graduated to permanent housing	106	200	200	200

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of transportation trips	54,483	56,000	56,000	N/A

# Human Services

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## Division Summary - Behavioral Health - MCO

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Contractual Services	–	–	–	25,202,558
<b>Expenditure Totals</b>	<b>\$</b>	<b>–</b>	<b>–</b>	<b>25,202,558</b>
<b>Revenues:</b>				
State	–	–	–	255,000
Local	–	–	–	2,000,000
<b>Revenue Totals</b>	<b>\$</b>	<b>–</b>	<b>–</b>	<b>2,255,000</b>
<b>Number of FTE's</b>	0.00	0.00	0.00	0.00

## DIVISION PURPOSE AND GOALS

Wake County will contract with the Alliance Behavioral Healthcare (the new regional MCO) for 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 2014 DISCUSSION

Wake County will continue to provide funding to support Behavioral Health Services through Alliance Behavioral Healthcare in FY 2014 in addition to monitoring Alliance both fiscally and programmatically.

## 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

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## Division Summary - Local Management Entity

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	7,132,539	–	–	–
Contractual Services	32,993,001	9,652,750	22,277	–
Supplies, Materials and Other Charges	386,421	–	–	–
<b>Expenditure Totals</b>	<b>\$ 40,511,961</b>	<b>9,652,750</b>	<b>22,277</b>	<b>–</b>
<b>Revenues:</b>				
Federal	988,257	–	–	–
State	22,653,436	–	–	–
Local	916,667	1,000,000	1,000,000	–
Charges For Services	5,128,157	–	–	–
Miscellaneous	–	–	22,277	–
<b>Revenue Totals</b>	<b>\$ 29,686,517</b>	<b>1,000,000</b>	<b>1,022,277</b>	<b>–</b>
<b>Number of FTE's</b>	110.75	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. This new MCO will provide the same services as the former LME for Wake County in FY 2013.

Funds expended in FY 2013 were for the close-out of LME related programs that occurred into FY 2014.

# Human Services

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## Division Summary - Human Services Reserves

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Budget Reserves	–	–	339,526	–
<b>Expenditure Totals</b>	\$ –	–	<b>339,526</b>	–
<b>Revenues:</b>				
State	–	–	340,518	–
<b>Revenue Totals</b>	\$ –	–	<b>340,518</b>	–
<b>Number of FTE's</b>	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

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Contractual Services	\$ 212,600	204,200	204,200	204,200
<b>Expenditure Totals</b>	<b>\$ 212,600</b>	<b>204,200</b>	<b>204,200</b>	<b>204,200</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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.

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# Emergency Medical Services

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 14,809,155	14,935,023	15,029,258	16,885,235
Contractual Services	1,596,569	1,695,295	1,695,295	1,775,295
Supplies, Materials and Other Charges	12,611,571	13,434,996	13,994,674	14,463,434
Capital Outlay	45,731	—	—	460,410
Debt	5,091	5,870	5,870	5,870
<b>Expenditure Totals</b>	<b>\$ 29,068,117</b>	<b>30,071,184</b>	<b>30,725,097</b>	<b>33,590,244</b>
<b>Revenues:</b>				
Local	\$ 43,511	20,000	20,000	30,000
Charges For Services	21,570,435	22,794,501	22,896,584	22,966,418
Miscellaneous	(1)	—	—	—
<b>Revenue Totals</b>	<b>\$ 21,613,945</b>	<b>22,814,501</b>	<b>22,916,584</b>	<b>22,996,418</b>
<b>Number of FTE's</b>	<b>219.00</b>	<b>210.00</b>	<b>226.00</b>	<b>246.00</b>

## 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. 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. Over 225 patients have been 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

# **Emergency Medical Services**

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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.

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 centralize 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 in the next fiscal year.

## **FY 2014 DISCUSSION**

The Emergency Medical Services budget increased by \$3,519,060 or 11.7% from the FY 2013 Adopted Budget to \$33,590,244 which resulted from expansions and a variety of other adjustments.

The budget was increased through expansions including funding for the shifting of five 24 hour ambulance units to 12 hour units. All 5 of these units are above the 40 percent utilization level considered to be the threshold to convert units from 24 hours to 12 hours. Several years ago this thrshold was established after a study determined that safety levels were improved when units were converted at 40 percent.

The department has also received funding to establish 2 additional peakload ambulance units. These peakload units will be utilized at various times

of the day when there is a greater demand, based on call volume, for additional ambulance units.

The FY14 budget process represents the second budget process following the transition to a centralized revenue model. The contract agencies conitnued to use the EMS System Budget Manual as the primary basis for their individual submissions. Overall, the budget process worked well with all agencies actively participating. Contract agencies have received the following expansions: Eastern Wake EMS has received funds to purchase power stretchers to improve safety of patients and employees during the transport process. Apex EMS has received funding to convert part time and temporary position funding to 2 full time positions. Cary EMS will benefit from a project designed to allow the Wake County CAD system interface better with the Town of Cary CAD system. The 3 EMS agencies have received funding for a 2.75 percent merit increase. This amount is \$99,941 and matches the percentage that has been provided to County departments.

There was one reduction item approved as well. A financial review indicated that it would cost less for the Wake EMS Division to provide services in the Apex area. Apex EMS requires additional funding for administrative positions that Wake EMS Division would not require. This funding amount of \$155,626 has been reduced from the overall EMS budget for this reason.

## **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.

## **Emergency Medical Services**

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In addition to EMS station needs, the EMS Department has also out grown the current training 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.

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# Fire-Emergency Management

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,605,435	1,635,047	1,633,370	1,555,413
Contractual Services	15,359	5,824	18,753	5,824
Supplies, Materials and Other Charges	253,571	342,474	351,239	298,057
Capital Outlay	—	900	900	900
Debt	2,718	2,719	2,719	2,719
<b>Expenditure Totals</b>	<b>\$ 1,877,083</b>	<b>1,986,964</b>	<b>2,006,981</b>	<b>1,862,913</b>
<b>Revenues:</b>				
Federal	\$ 62,500	62,500	62,500	62,500
Charges For Services	276,021	239,660	239,660	239,660
<b>Revenue Totals</b>	<b>\$ 338,521</b>	<b>302,160</b>	<b>302,160</b>	<b>302,160</b>
<b>Number of FTE's</b>	<b>20.00</b>	<b>20.00</b>	<b>19.00</b>	<b>19.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Department of Fire and Emergency Management includes the Fire Services Division, and the Emergency Management Division. The Department's mission is to preserve the quality of life and property throughout Wake County through activities that build, sustain and improve capabilities that mitigate, prevent, prepare for, respond to and recover from all hazards.

The strategic goals of the Department are to: 1) Provide, coordinate and integrate activities to build, sustain and improve the capability of citizens, governments and critical facilities to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters; 2) Protect life, property and the environment through fire prevention and code enforcement; 3) Prepare public and private agencies that play a role in the public safety system through professional and consistent education, exercises and critical feedback; 4) Provide technological systems to improve the effectiveness and efficiency of the public safety community; 5) Support the efforts of Wake County's emergency response system to promote delivery of efficient and effective emergency services; and 6) Provide and coordinate activities to ensure

compliance with off-site response plans for the Shearon Harris Nuclear Power Plant.

## FY 2014 DISCUSSION

The FY 2014 budget decreases by \$124,051 or 6.2% from the FY 2013 adopted budget. The decrease is primarily due to the shifting of one full-time position to the EMS department to account for all business office positions in EMS. A vacancy within the department also led to lower salary and benefit costs being budgeted.

Provide Code Enforcement services in compliance with NCGS and the NC Fire Code. Success will be measured by complying with the state mandated inspection schedule for Level 1, 2, and 3 Inspections.

The Fire Services Coordinator and other administrators will coordinate activities of the Fire Commission and contracted fire departments. The primary objective will be to 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, Enforcement of the Fire Protection Agreement, and the completion of a

## **Fire-Emergency Management**

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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.

Coordinate all activities and programs relating to emergency mitigation, preparedness, response and recovery within the County. Over the next two years, the focus shall be on plan reviews, program coordination, training, coping with mandated program expansions and special projects. This year will conclude the internal focus (previous 2 year strategy) and the strategy will now turn to an external focus towards the end of FY14. Success will be defined by benchmark/metric progress in defined tactics that support strategies, objectives and the overall strategic goals of the department as they appear in the Business Plan and employee work plans.

# Fire-Emergency Management

## Division Summary - Fire Services

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,229,952	1,227,902	1,226,225	1,206,272
Contractual Services	6,106	5,813	5,813	5,813
Supplies, Materials and Other Charges	53,729	99,077	99,553	58,426
Capital Outlay	—	900	900	900
Debt	2,718	2,719	2,719	2,719
<b>Expenditure Totals</b>	<b>\$ 1,292,505</b>	<b>1,336,411</b>	<b>1,335,210</b>	<b>1,274,130</b>
<b>Revenues:</b>				
Charges For Services	276,021	239,660	239,660	239,660
<b>Revenue Totals</b>	<b>\$ 276,021</b>	<b>239,660</b>	<b>239,660</b>	<b>239,660</b>
<b>Number of FTE's</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

## DIVISION 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/Rescue Administration; (b) Fire Code Enforcement/Fire Prevention; (c) Fire Services Training; (d) Emergency Response; (e) Fire Suppression.

Continued a 100 percent collection rate for fire incident reports for the fifth straight year. Wake County is one of a few counties statewide to collect and submit fire incident reports from all fire departments in the County.

Staff is working with members of the Fire Commission on revisions to Wake County's fire protection agreement to strengthen financial and management accountability of the contracting fire departments. New amended contracts will be considered and approved in FY 13.

## MAJOR ACCOMPLISHMENTS

The fifth Wake County Fire Academy Recruit Class is scheduled to graduate June, 2013. This academy offers an opportunity for career and volunteer firefighters to complete a twenty Five-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.

Fire Services Training assisted with the Wake County Law Enforcement Adventure Kids Camp sponsored by Wake County Sheriff's Office. 120 kids from 12 to 15 years of age attended the fire training center two full days and experienced live fire demonstrations from fire departments and participated in fire safety education training.

## FY 2014 DISCUSSION

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated inspection schedule. The Division is working to achieve compliance with the state mandated inspection schedule. Years of accumulated budget reductions have degraded the Department's capacity to provide fire inspection activities.

# **Fire-Emergency Management**

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Prepare for Wake County Recruit Academy #6. The Fire Training Division anticipates starting Academy #6 in January with graduation anticipated in June 2014.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts.

Evaluate strategies to reduce the number of fire causes listed as "Under Investigation." 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. Strategy options include continued coordination with law enforcement investigators, increase in advanced fire cause determination training, and new tools and techniques to determine fire causes.

Deliver Wake County Fire Investigation School 2014. Fire experts from the United States Bureau of Alcohol, Tobacco and Firearms assisted in the instruction for fire and law enforcement personnel from across the County.

Assist Wake County Law Enforcement Adventure Kids Camp sponsored by Wake County Sheriff's Office. Continue to assist with two full days of live fire demonstrations and fire safety education training for kids.

## **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 may increase the demand on county fire services staff to monitor compliance with the Fire Commission's directives.

Continued municipal 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.

Assessment and Evaluation of fire training programs and facilities in Wake County to determine the most cost effective and efficient service delivery.

# Fire-Emergency Management

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## Summary of Services and Performance Measures

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Daytime Rolesville Responses	779	850	850	850

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of emergency incidents responded to by contracted fire departments	27,646	29,162	30,000	30,000
Number of fire incidents responded to by contracted fire departments	10,451	11,304	12,000	12,000
Number of medical first responder incidents responded to by contracted fire departments	17,195	17,858	18,000	18,000
<b>Effectiveness</b>				
Percent of emergency incidents responded to by contracted fire departments within 9.2 minutes (or less)	90	90	90	90

### 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Fire/Rescue calls and/or responses	191	216	210	210
<b>Effectiveness</b>				
Percent of calls responded to within 45 minutes or less	97	97	90	90
Percent of fire determinations listed as "under investigation"	16	20	30	30

# Fire-Emergency Management

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Percent of One-year Occupancies Inspected	100	100	100	100
Percent of Two-year Occupancies Inspected	60	40	50	50
Percent of Three-year Occupancies Inspected	33	33	33	33
Total Square Footage Inspected Annually (All types)	227,585,788	194,613,630	225,000,000	225,000,000
Total Square Footage Inspected Annually (Public Schools only)	137,977,471	111,561,942	150,000,000	150,000,000
Number of Fire Code Enforcement Activities	4,741	4,200	4,500	4,500
Number of Construction Plan Reviews	619	516	600	600
<b>Efficiency</b>				
Percentage of Schools Buildings Inspected on Schedule	100	100	100	100
Percentage of Plans Reviewed within Seven Calendar Days	93	93	90	90
Percent of Complaints Investigated within Two Business Days	93	100	100	100
<b>Effectiveness</b>				
Percentage of Fire Code Enforcement Activities that are Reinspections	14	20	10	10

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Effectiveness</b>				
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.

## Fire-Emergency Management

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number Student Hours	38,358	24,550	50,000	55,000
Number of Fire Training Course Hours	2,250	1,046	2,500	2,500
Number of Fire Officer Courses	N/A	N/A	N/A	N/A
Number of Maintenance Hours at the Wake County Fire/Rescue Training Center	N/A	N/A	N/A	N/A
<b>Effectiveness</b>				
Percent of Course Attendees that Improved Test Scores after completing Essential Course	91	95	100	100
Number of ICS Courses	N/A	N/A	N/A	N/A

### Service Area: Hazardous Materials Response Program

**Description:** Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of HazMat Team Responses	9	6	5	5

# Fire-Emergency Management

## Division Summary - Emergency Management

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	375,483	407,145	407,145	349,141
Contractual Services	9,252	11	12,940	11
Supplies, Materials and Other Charges	199,843	243,397	251,686	239,631
<b>Expenditure Totals</b>	<b>\$ 584,578</b>	<b>650,553</b>	<b>671,771</b>	<b>588,783</b>
<b>Revenues:</b>				
Federal	62,500	62,500	62,500	62,500
<b>Revenue Totals</b>	<b>\$ 62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>
<b>Number of FTE's</b>	5.00	5.00	4.00	4.00

## DIVISION PURPOSE AND GOALS

The Division of Emergency Management is responsible for 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. The Division partially implemented these measures in FY 2013 and shall continue to implement selected measures in FY 2014.

Streamlined the new structure and design of the Local Emergency Planning Committee (LEPC) developed in 2011 which eliminated unnecessary work being performed by the Committee and staff, refocusing efforts towards mandated functions. Conducted the Business Environmental Safety and Training (BEST) Conference on February 7, 2013. Other accomplishments of the LEPC include: provided recommendations to county agencies on the use of firefighting foam, established a clean up contractor vetting process and accepted the task of rewriting the County's Risk Management Plan template.

Participated in regional homeland security programs which provided the opportunity to seek federal grant funds to fulfill unmet needs of the community. Although the opportunity was eluded to, the seeking of any grant funding was unsuccessful.

Maintained the logistical support program providing equipment and supplies for both disasters and day-to-day public safety functions. Equipment maintained in a "ready state" 88.4% of the time.

Continued maintenance of a logistical support program providing equipment and supplies.

# **Fire-Emergency Management**

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Equipment maintained in a "ready state" 90.14% of the time.

Completed a significant update of the County's Emergency Operations Plan.

Completed the Hazard Identification and Risk Assessment (HIRA) for the county. This document will replace the outdated Hazard Vulnerability Assessment which has not been updated since the early 2000s.

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.

Collected approximately 1125 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 2014 DISCUSSION**

Emergency Management continues to experience difficulty sustaining its program due to a measurable portion of leadership and specialists' time being spent on clerical tasks and continually realigning priorities. Although a temporary position was approved, a longer term, more sustainable solution is needed.

Exploring resolutions to overcome real or perceived shortfalls of the Division identified by our community partners. In general, the list of areas that could be improved include; lack of information sharing, fulfill more requests for assistance in developing and/or conducting exercises and training classes, and participating in existing programs such as the development of the Fusion Center, the FBI's Joint Terrorism Task Force, hazardous materials program, Urban Search and Rescue program, Chemical Facility Anti-Terrorism Project and state-wide projects that would benefit from Wake County's support.

Attempt to maximize space management issues pertaining to the EM managed warehouse. This issue has been increasing in terms of negative impacts and has reached a critical point. Due to the shared nature of the facility and the rapid growth and use by EMS, the current facility is maintained in a "ready state" less than 8% of the time and due to space and organizational issues, at times, the warehouse is a hazardous work environment.

Seek and leverage grant funds to fulfill Business Plan goals, compliment on-going EM programs and objectives including pursuing agency accreditation through the Emergency Management Accreditation Program.

Continued development of WebEOC, an information sharing, web-based software that will extend EM's ability to communicate, collaborate and efficiently achieve goals with our partners. Training with Geographic Information Services software will provide first responders with additional tools to be used in planning, response and recovery activities. Roll out of the platform to community partners will be the next phase of this project. Depending on input and participation, which fluctuates time to time, this may be an extremely heavy work load.

EM successfully conducted a Workshop that brought community partners together to study our standing against the DHS Target Capabilities List. The current challenge is to prioritize the findings of the study in a manner that will successfully bring Wake County up to nationally accepted standards.

As clearly demonstrated during exercises this year, more personnel are in need of incident management training. Community partners have turned to EM in order to facilitate these community-wide training classes but to date, EM has had to decline requests due to staffing limitations.

In October 2012, FEMA and the NRC combined evaluation criteria for off-site nuclear plant support agencies. The impacts of these changes are currently being felt. Due to incomplete contract negotiations with Duke Energy, this issue is not yet resolved. The

# **Fire-Emergency Management**

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current contract expires June 30, 2013 and no concurrences have been established.

## **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. In order to leverage our resources, EM will continue to explore emerging technologies; strengthen our partnerships in the community and explore unique avenues to complete our goals.

For several years, the County has continued to grow in population and industry growth. Due to the program(s) advancement of Homeland Security and legislative actions, there has been an increased workload which, due to steady or decreasing staffing levels, have been neglected. As previously mentioned, EM programs are driven by risk, threat and vulnerability. Without the time to keep pace with the growth and maintaining awareness of risks, EM is unable to accurately assess risk.

Based on discussions with community partners and After Action Reports from exercises, it is abundantly clear that more community-wide, multi-disciplinary incident management and tactical training is needed. EM is interested in the addition of an Exercise and Training Specialist position but understanding the current fiscal health of the county, has chosen to suspend the request. However, once the fiscal health of the county improves, the request for a new position will be a high priority.

The County has maintained an Emergency Operations Center (EOC) since 1990. Since that time, FEMA has revamped emergency response protocols twice. During the first revision (1998) Wake County was able to reorganize the EOC structure to operate in the existing building footprint. In 2005, the response protocols changed from the

status of "guidelines" to "requirements" and, increased staffing positions. In January 2006, the Wake County Board of Commissioners passed a resolution adopting the requirements. In attempting to meet these new requirements, EM was forced to make a decision that removed municipal representation from the county EOC. With a desire to maintain existing community partner expectations, the County should pursue an alternate facility to accommodate the needs of a functional EOC.

In FY 2013, Wake County will be hosting the Ingestion Pathway Zone (IPZ) Harris exercise. This is the first time this exercise has been conducted since the initial licensing exercise in 1989. At that time, there were three FTEs committed to the Harris program. Although there were many other factors that drove the FTE level at that time, it is anticipated that a temporary increase in staffing will be needed for approximately 12 months before the exercise (March 2013) and for approximately three months thereafter. In addition to the IPZ, the Nuclear Regulatory Commission (NRC) has recently adopted increased exercise requirements (NSIR/DPR ISG 01 and NUREG 0654 Supplemental 4) that will begin to impact jurisdictions beginning in 2012. These changes impact the frequency and scope of exercises required by counties hosting nuclear power plant facilities.

# Fire-Emergency Management

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## Summary of Services and Performance Measures

### Service Area: Emergency Management Administration

**Description:** The Division of Emergency Management is responsible for 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 manmade disasters.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Full-time Employees Required to Provide Administrative Support	3	2	4	2
Number of Full-time Employees Required for Internal Application Development and Maintenance of Information Services/Technology	N/A	N/A	10	N/A
<b>Output</b>				
Number of Responses by Emergency Management Staff	1	1	2	1
Number of Program Objectives Completed in Pursuit of the Emergency Management Accreditation	N/A	N/A	24	N/A
Number of Emergency Notifications provided by Communicator	5,000	1,200	1,752	2,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	N/A	N/A	N/A	N/A
Number of Activations of the Geocast Notification System	150,000	2,500	236	6,000
Number of Responses by Emergency Management Staff	N/A	N/A	N/A	N/A
<b>Effectiveness</b>				
Number of Emergency Management Program Coordination Interactions with Municipalities	12	12	12	12

### Service Area: Preparedness Program

**Description:** Engage all levels and segments of society in improving preparedness

# Fire-Emergency Management

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Requests Received for Equipment Loans from Partnering Agencies	123	150	150	150
Promote geocast web self registration portal for residents to register	236	2,500	6,000	150,000
<b>Output</b>				
Maintain the county's shelter equipment	1,752	1,200	2,000	5,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	3	12	15	22
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	29	20	52	52
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	29	20	52	52

## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Agencies Trained for Compliance with HNPP Exercise and Master Training Schedule	79	100	100	175
Number of Equipment Replaced/Exchanged Prior to Expiration or Calibration Date	1,652	1,652	1,652	1,652
Number of Primary Plan and Standard Operation Guideline Updates	30	12	12	30
<b>Effectiveness</b>				
Percent of Coordination and participation activities with the Harris Task Force regarding information provided to the Public within the EPZ.	65	80	80	100
Percentage of verified updated databases, containing population and facilities information related to Harris Nuclear Plant.	100	100	100	100

# Fire-Emergency Management

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Assign at least one FTE that is appropriately trained and educated to address the issues of EPCRA	1,660	1,700	2,025	2,550
Number of sites that require Quality and Assurance checks on Tier II reports submitted by required facilities.	1,972	1,670	1,668	1,700
<b>Output</b>				
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.	1,561	1,601	2,026	2,451
Number of EHS sites that received Outreach and assistance within Wake County	150	130	150	338
Number of Sites with Hazardous Materials On-site Audited for Wake County Records Compliance	N/A	N/A	N/A	N/A
<b>Effectiveness</b>				
Number of complaints received from Wake County LEPC	138	104	119	124

## 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.

# Fire-Emergency Management

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Staff Hours Committed to Participating in North Carolina Regional Planning	48	60	120	191
<b>Output</b>				
Number of Domestic Preparedness Task Force Meetings with Staff Participation	12	6	6	6
Percent of Objectives Completed in the MMRS Grants Program	100	100	80	80
Number of sectors of the Vital Facility survey and Vulnerability Assessment Study addressed.	19	5	N/A	N/A
Evolve the Tier program	25	N/A	N/A	N/A
<b>Efficiency</b>				
Number of programs to assure preservation of secure information	2	2	2	2
<b>Effectiveness</b>				
Number of objectives completed regarding coordinating the efforts of the entire Domestic Preparedness Task Force	4	4	4	4

## 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.

# Fire-Emergency Management

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Output</b>				
Number of Emergency Operations Center Staff Receiving Required Training	79	10	116	116
Number of Wake County Emergency Management Plans and Standard Operating Procedures Updated Annually	38	14	40	48
Number of Community Exercises that Provide Support to Requesting Agencies.	2	2	2	8
Percent of Personnel able to Provide and/or Arrange for Public Safety Training	5	5	10	100
Percent completion of a Hazard Vulnerability Assessment Addressing Man-made and Natural Hazards.	N/A	N/A	100	100
<b>Efficiency</b>				
Number of Templates Generated by Staff to Assist with Special Event Planning	N/A	1	1	1
<b>Effectiveness</b>				
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	86	90	100	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.

# Fire-Emergency Management

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Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of Requests Received for Equipment Loans from Partnering Agencies	141	192	75	125
<b>Output</b>				
Ensure that no more than 5% of a response's expenses are not reimbursable by North Carolina or FEMA.	N/A	95	95	95
Conduct an annual exercise of the EOC which sufficiently stresses team skills and rotates personnel. All exercise functions must be compliant with the Homeland Security Exercise and Evaluation Program (HSEEP).	1	N/A	2	2
Complete EOC operational checklists once per month with a 90% pass rate	90	90	90	100
Number of Emergency Operations Center Staff Receiving Required Training	79	83	116	116
Evaluate the space afforded to the EOC and make it as efficient as possible.	25	25	50	100
Present briefing(s) to the County Management Office and Board of Commissioners on the County's command and control plans, Harris emergency response plan and other topics by request.	N/A	N/A	3	3
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	85	90	100	100
Within 2 hours of EOC activation, provide situational reports, develop IAPs and reports to the state	N/A	2	2	2
Develop an incident management team program to provide 4 teams for deployment	N/A	N/A	4	4
<b>Efficiency</b>				
Percent of Time Equipment Assigned to Emergency Management was "In Service"	93	88	90	100
<b>Effectiveness</b>				
Percent of Warehouse Readiness to Support Response Efforts	38	5	90	100

# Emergency Communications

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Contractual Services	\$ 379,810	425,167	425,167	429,678
Supplies, Materials and Other Charges	494,928	684,212	684,212	587,303
Capital Outlay	59,481	79,000	79,000	72,000
<b>Expenditure Totals</b>	<b>\$ 934,220</b>	<b>1,188,379</b>	<b>1,188,379</b>	<b>1,088,981</b>
<b>Revenues:</b>				
Charges For Services	\$ 1,096,585	1,188,379	1,188,379	1,088,981
Interest Income	1,511	-	-	-
<b>Revenue Totals</b>	<b>\$ 1,098,096</b>	<b>1,188,379</b>	<b>1,188,379</b>	<b>1,088,981</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

Emergency Communications is responsible for the coordination of public safety platforms including the 800 MHz radio 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 a tone and voice paging system. 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 personnel both paid and volunteer. Today, over 6,800 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

Retaining or improving interoperable communications remains a Wake County core principle. With that goal in mind, Wake County Information Services completed the following projects during FY 2013:

- Performed corrective maintenance on the Wake North and Wake South Radio Tower sites. Every three years, The County performs inspections and routine maintenance as part of the 800 MHz system infrastructure upkeep. The additional corrective maintenance action for these towers was identified during the last routine inspection.
- Completed the procurement and installation of an over-the-air radio waveform analyzer that monitors radio frequency performance to determine whether individual radio units are functioning properly and meeting Federal Communications Commission performance requirements.
- 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.
- Executed an Interlocal agreement with Wake Technical Community College regarding the use of the County's 800 MHz radio system. Wake Tech Campus Police requested use of the County's radio system to improve its ability to interoperate with other jurisdictions such as the Wake County Sheriff's Office and the City of Raleigh Police Department.

# **Emergency Communications**

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## **FY 2014 DISCUSSION**

The Emergency Communications budget decreased slightly from the FY 2013 Adopted Budget. Reduced expenditures and revenues reflect an increase of County users and events as a share of the 800 MHz and CAD total. Other savings resulted from decreased utility and insurance costs for the 800 MHz radio platform.

## **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 fully supported from a hardware and software perspective.

To assist with developing a long-term replacement strategy for the County's existing 800 MHz platform, the County engaged RCC Consultants Inc. to perform an analysis of the current system (coverage, performance, etc.), and to evaluate and develop upgrade/replacement strategies for the County's aging platform. The County received a comprehensive report from RCC in early 2012 which detailed three upgrade/replacement options. In early FY 2013, the County convened a steering committee comprised of key radio system stakeholders to help evaluate the consultant's report to ensure that we have uncovered and addressed all issues facing the County related to the platform replacement. The steering committee is also tasked with evaluating the upgrade/replacement options documented in the RCC report and with recommending a replacement option including detailed funding requirements to the County. It is the goal of the County to have this work completed in calendar year 2013 so the County's capital funding model can be updated to accommodate the project.

# City-County Bureau of Identification

## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 3,891,450	4,331,780	4,225,935	4,408,822
Contractual Services	194,763	160,784	182,146	180,784
Supplies, Materials and Other Charges	618,803	518,661	602,229	658,810
Debt	3,054	4,854	4,854	4,854
<b>Expenditure Totals</b>	<b>\$ 4,708,071</b>	<b>5,016,079</b>	<b>5,015,164</b>	<b>5,253,270</b>
<b>Revenues:</b>				
Charges For Services	\$ 1,055,225	1,030,000	1,030,000	1,030,000
Miscellaneous	(80)	-	-	-
<b>Revenue Totals</b>	<b>\$ 1,055,145</b>	<b>1,030,000</b>	<b>1,030,000</b>	<b>1,030,000</b>
<b>Number of FTE's</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>71.50</b>

## 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 and process crime scenes and collect and analyze physical evidence; 2) determine whether drug samples are controlled substances; 3) analyze fingerprints and footwear impressions; 4) fingerprint, photograph, and create computerized files on all Wake County arrestees; 5) the collection of post-arrest DNA; 6) provide fingerprinting and criminal background checks for citizens upon their request; 7) digital evidence analysis; and 8) DWI blood alcohol/blood drug analysis.

## MAJOR ACCOMPLISHMENTS

Crime Scene Agents investigated 6,778 crime scenes in 2012.

CCBI created four Crime Scene Technician positions for the sole purpose of conducting crime scene investigations on property related crimes.

In 2012, CCBI effected 1,033 potential suspect identifications as a result of finger and palm-prints collected from crime scenes. Calendar year 2012 was the fifth consecutive year CCBI identified in excess of 1,000 potential suspects.

CCBI became accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) on March 26, 2011. CCBI is scheduled for a first reaccreditation review in the summer of 2013.

In April 2012, CCBI relocated to a state-of-the-art facility that houses administrative offices, investigations division, and a crime laboratory.

Upon moving into the new facility the Crime Laboratory expanded its services to include: DWI blood alcohol/blood drug analysis and added two chemists to the drug analysis unit.

CCBI received and filled a Computer Systems Administrator position funded and approved for FY 2013. This position will be responsible for the management and administration of all data entry systems utilized by CCBI.

# **City-County Bureau of Identification**

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## **FY 2014 DISCUSSION**

The City-County Bureau of Identification (CCBI) budget increased by \$237,191 from the FY 2013 adopted budget to \$5,253,270. The increase is a result of expansions and other adjustments.

The supplies budget was increased for the on-going purchase of supplies and new purchase of certified drug standards and toxicology supplies. Part of the increase restores funding for supplies to FY 2008 levels.

Funding increased for the calibration and maintenance of equipment due to warranties for new equipment bought for use at Hammond Road expiring.

Salaries and benefits increased due to the addition of 1.0 FTE. The increase will be used to bring two part-time Latent Print Examiners to full-time. Two examiners will maintain current service levels while providing more thorough print examinations.

Also included in the FY 2014 budget is an increase for the WC-7 Body Transport contract as outlined in the agreement. The contract will expire at the end FY 2014.

## **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.

Accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). CCBI's Investigation & Crime Laboratory Divisions will seek Accreditation from ASCLD/LAB.

It is the intent of CCBI to acquire and provide facial recognition technology to the law enforcement community of Wake County.

# Sheriff

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 52,277,253	56,239,143	57,136,101	58,833,841
Contractual Services	3,343,503	3,355,935	3,655,935	3,700,524
Supplies, Materials and Other Charges	8,802,130	8,393,396	8,667,465	9,108,145
Capital Outlay	38,642	194,360	194,360	24,300
Budget Reserves	—	—	—	363,936
<b>Expenditure Totals</b>	<b>\$ 64,461,529</b>	<b>68,182,834</b>	<b>69,653,861</b>	<b>72,030,746</b>
<b>Revenues:</b>				
Federal	\$ 651,294	635,676	635,676	285,676
State	(7,434)	—	—	—
Local	1,725	—	—	—
Charges For Services	4,411,507	5,815,525	5,815,525	5,520,300
Licenses & Permits	300,411	237,192	237,192	320,000
Interest Income	222	100	100	100
Miscellaneous	10,684	4,000	4,000	4,000
<b>Revenue Totals</b>	<b>\$ 5,368,409</b>	<b>6,692,493</b>	<b>6,692,493</b>	<b>6,130,076</b>
<b>Number of FTE's</b>	<b>902.00</b>	<b>921.00</b>	<b>921.00</b>	<b>946.00</b>

## 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. The public safety of citizens is a high priority for any local government. Wake County is no exception to this view. 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.

# Sheriff

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## Division Summary - Law Enforcement

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	27,156,355	28,395,268	28,388,326	29,083,507
Contractual Services	408,577	450,765	450,765	588,079
Supplies, Materials and Other Charges	6,509,814	6,094,452	6,368,521	6,611,646
Capital Outlay	38,642	194,360	194,360	24,300
<b>Expenditure Totals</b>	<b>\$ 34,113,388</b>	<b>35,134,845</b>	<b>35,401,972</b>	<b>36,307,532</b>
<b>Revenues:</b>				
Federal	93,403	85,676	85,676	85,676
State	(7,434)	—	—	—
Local	1,725	—	—	—
Charges For Services	2,711,642	2,633,184	2,633,184	2,693,700
Licenses & Permits	300,411	237,192	237,192	320,000
Interest Income	222	100	100	100
Miscellaneous	10,684	4,000	4,000	4,000
<b>Revenue Totals</b>	<b>\$ 3,110,653</b>	<b>2,960,152</b>	<b>2,960,152</b>	<b>3,103,476</b>
<b>Number of FTE's</b>	404.00	421.00	422.00	423.00

## 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

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picketing permits in the unincorporated areas of the County.

## MAJOR ACCOMPLISHMENTS

Provided law enforcement experience for 130 middle school students in the 8th 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.

Law Enforcement, Sworn, and Civilian staff completed more than 60,000 training hours.

The Firearms Education & Training Center (FETC) held 64 firearms training courses for the public. The FETC also sold close to 9,000 hours of range time and added over 2,300 new members.

Continued the Project Lifesaver Program with a total of 30 members; and continued the Citizens' Well-Check Program with a total of 85 members.

Continued renovation of the Firearms Education and Training Center to include installation of a new roof, turning target system, and steel walls installation

Completed the 21st Basic Law Enforcement Training Academy with 21 graduates.

Continued renovations on the Public Safety Center (PSC) to include moving of the communications center from Raleigh City Hall to the PSC.

Completed quarter mile running track at the Law Enforcement Training Center (LETC).

The FETC provided training space for 24 outside law enforcement agencies.

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.

Successfully completed and passed the Sheriff's Training and Standards Agency Profile Audit.

Successfully completed and passed the Sheriff's Training and Standards In-Service Compliance Audit.

Installed 16 Valor light bars for high coverage suitable for vehicle stops and other emergency situations on all marked vehicles as well as added new in car videos and radars.

Successfully implemented a second special response team with a state of the art bearcat vehicle.

Added additional canines to the K9 unit as dogs retire.

Added sonars on all boats and a new super duty tank for the boat team.

## FY 2014 DISCUSSION

The FY 2014 budget reflects an increase of \$1.2 above the FY 2013 Adopted Budget level of \$35.1 million. This increase reflects the annualization of salaries and operating costs associated with positions added in FY 2013 for the opening of the Justice Center in June 2013. Also included in the Law Enforcement division is the addition of \$106,151 in one-time vehicle, equipment, and ongoing salary and operating costs for 1.0 FTE School Resource Officer to cover Rolesville Middle School, as well as \$87,182 in telecommunications cost increases associated with the dispatch of 911 and non-emergency calls handled by the Sheriff's dispatch center.

The Sheriff's Office has identified the following activities for FY 2014:

Continue renovations on Public Safety Center.

## HORIZON ISSUES

Analyze need for deputies dedicated to the transport of mental health patients.

Replace canines as they age out.

## **Sheriff**

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Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

# Sheriff

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## Summary of Services and Performance Measures

### Service Area: Patrol

**Description:** Patrol units respond to calls for service, provide routine security checks of businesses, churches, or residences, investigate break-ins, serve warrants, and enforce traffic regulations.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Numbers of calls for service	54,663	57,159	57,000	57,000
Number of community and security checks	74,433	66,843	66,000	66,000
<b>Effectiveness</b>				
Response time (received to dispatch) in minutes	3	3	3	3
Response time (dispatch to arrival) in minutes	9	9	9	8

### Service Area: Criminal Investigations Division (CID)

**Description:** Criminal investigation detectives investigate crimes against persons, identity theft, narcotics, and property crimes. Special operations officers include the Special Response Team, K-9 team, and highway drug interdiction team.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of registered sex offenders	564	565	565	565
<b>Output</b>				
Number of concealed handgun permits processed	4,322	6,160	6,200	6,200
Number of pistol permits processed	17,525	21,163	22,000	22,000

### Service Area: Judicial Services

**Description:** Judicial service officers serve judicial notices, warrants, and domestic protection orders. This unit also provides courthouse security.

Key Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Number of warrants, summons and arrest orders	8,200	7,650	8,200	8,200
<b>Output</b>				
Number of civil papers for service received and processed	96,089	93,318	90,000	90,000

# Sheriff

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## Division Summary - Detention

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	25,120,899	27,843,875	28,747,775	29,750,334
Contractual Services	2,934,926	2,905,170	3,205,170	3,112,445
Supplies, Materials and Other Charges	2,292,316	2,298,944	2,298,944	2,496,499
Budget Reserves	—	—	—	363,936
<b>Expenditure Totals</b>	<b>\$ 30,348,141</b>	<b>33,047,989</b>	<b>34,251,889</b>	<b>35,723,214</b>
<b>Revenues:</b>				
Federal	557,891	550,000	550,000	200,000
Charges For Services	1,699,865	3,182,341	3,182,341	2,826,600
<b>Revenue Totals</b>	<b>\$ 2,257,756</b>	<b>3,732,341</b>	<b>3,732,341</b>	<b>3,026,600</b>
<b>Number of FTE's</b>	498.00	500.00	499.00	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 two Detention Academies with a total of 42 graduates.

Opened the medical observation unit at the Wake County Detention Center. This has reduced costs for

referring inmates to hospitals for additional medical care.

Completed the transition of major processes, such as jail intake, kitchen operations, and classification, to the Hammond Road facility.

Completed transition to kiosk services for inmates.

## FY 2014 DISCUSSION

The FY 2014 budget reflects an increase of \$2.7 million and 24.0 FTEs above the FY 2013 Adopted Budget level. FY 2014 reflects a full-year of operating costs associated with the Wake County Justice Center, which opens in June 2013. This amount also includes the addition of \$1.1 million for 20.0 detention officers to staff five additional posts within the Wake County Detention Center, as well as \$0.2 million for 4.0 FTE detention officers within the Wake County Detention Center control room. The addition of \$0.2 million is required to fund contractual increases associated with food service within detention facilities.

Additional funding of \$0.4 million is appropriated within detention to provide for an alternative means of conducting mental health transports, subject to approval of a mental health transport plan by the Board of Commissioners. Finally, \$0.8 million is included to provide a an hourly wage increase to

# **Sheriff**

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12-hour detention officers, in order to ensure equity in hourly wages between 12-hour officers and 8-hour officers in detention.

Hold at least three detention officer academies.

## **HORIZON ISSUES**

Evaluate delivery of medical services in detention facilities, as well as the feasibility of implementing an electronic medical records system.

# Sheriff

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Average daily inmate population	1,279	1,227	1,250	1,250
<b>Efficiency</b>				
Average length of stay of inmate population in days	23	100	90	30

# **Non-departmental**

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## **Public Agencies**

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Aid To Community Agencies	365,000	—	—	—
North Carolina Symphony	27,604	27,604	27,604	27,604
Wake County Arts Council	284,161	284,161	296,161	284,161
East Wake Education Foundation	40,594	40,594	40,594	40,594
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	750,000	700,000	700,000	650,000
<b>Expenditure Totals</b>	<b>\$ 1,934,251</b>	<b>1,519,251</b>	<b>1,531,251</b>	<b>1,469,251</b>

## **DIVISION PURPOSE AND GOALS**

Wake County contributes to not-for-profit organizations that provide services to the public. 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.

# **Non-departmental**

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## **Memberships**

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Raleigh-Durham Airport Authority	12,500	12,500	12,500	12,500
Triangle J Council of Governments	183,441	183,899	183,899	166,793
CAMPO (Capital Area Metro Planning Organization)	-	-	-	93,636
Institute Of Government	85,795	85,795	97,848	102,779
National Association Of Counties	11,253	11,253	11,253	12,941
NC Association Of County Commissioners	64,484	62,575	62,575	62,760
<b>Expenditure Totals</b>	<b>\$ 357,473</b>	<b>356,022</b>	<b>368,075</b>	<b>451,409</b>

## **DIVISION PURPOSE AND GOALS**

The County takes part in various organizations wherein membership dues are charged for participation and organization 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 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

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## Non-departmental

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Historic Preservation	129,532	132,118	132,118	127,566
Women's Commission	5,654	5,607	5,820	5,912
Non-departmental	4,025,419	80,000	158,936	80,000
Salary & Benefit Reserve	—	—	—	5,321,000
Combined Campaign	902	—	—	—
Chamber of Commerce	340,140	328,815	329,428	378,815
Criminal Justice	1,369,567	898,534	898,534	898,534
Sustainability Task Force	319	—	—	—
Indirect Reimbursements	(111,444)	(140,680)	(140,680)	(140,680)
FCS Home/Family/Leadership Agent	72	—	—	—
FCS Nutrition/Health Agent	6,116	—	—	—
April 2011 Tornadoes	4,264	—	—	—
<b>Expenditure Totals</b>	<b>\$ 5,770,542</b>	<b>1,304,394</b>	<b>1,384,156</b>	<b>6,671,147</b>

## 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.

Sustainability Task Force - This group is comprised of external advisory members that focus on

## **Non-departmental**

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improvements that can be made to reduce energy, waste and water use at County facilities and be better stewards of the environment.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

### **FY 2014 DISCUSSION**

In FY 2013, the County was able to provide a merit pay increase of 2% to county employees. Due to continued strong financial planning and to ensure county employees are compensated fairly; the FY 2014 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 \$836,000 in revenue based on the debt payback schedule outlined in the Multi-County Area Authority agreement.

# Non-departmental

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## Soil & Water Conservation District

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	408,429	415,423	415,423	392,263
Supplies, Materials and Other Charges	24,627	26,753	26,753	31,753
<b>Expenditure Totals</b>	<b>\$ 433,056</b>	<b>442,176</b>	<b>442,176</b>	<b>424,016</b>
<b>Revenues:</b>				
State	25,500	25,500	25,500	25,500
<b>Revenue Totals</b>	<b>\$ 25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>

## 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 applied conservation practices to 482 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 2012. The

## **Non-departmental**

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Department also developed conservation plans on 1,563 acres to reduce soil erosion and improve soil quality. In livestock agriculture, the Department assisted farms with pasture renovations and applied 37 acres of nutrient management to improve water quality preventing runoff of animal waste to creeks and streams.

To assist landowners with conservation actions, the Department matches projects with outside funding sources. During FY 2012, the Department reimbursed landowners \$105,871 for conservation projects from federal and state funds. The Department encumbered \$234,317 of federal and state funds into contractual agreements with landowners for future conservation work. Through partnerships, the Department Conservationists administered \$75,819 of federal funds, which was encumbered to local governments to develop stream assessment plan for Williams Creek in Cary. The Department visited 353 farms or problem sites in FY 2012.

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 2012 contracts prevented the loss of 1,248 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 2012, 2,590 volunteers removed 28,937 lbs. (14.5 tons) of litter from 27 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.

Wake Soil and Water Conservation Department's Environmental Educator conducted public outreach to 5,808 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 six 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 2014 DISCUSSION**

The Soil and Water Conservation District budget decreased by \$18,160 from the FY 2013 Adopted Budget of \$442,176 which resulted from on time cost expansions approved in FY 2013 and a variety of adjustments. The department's budget was increased through expansions in operating line items.

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.

# **Non-departmental**

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## **HORIZON ISSUES**

Wake County has 186 square miles of farm and forestry parcels that are greater than 10 acres. It also has an additional 73 square miles of 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 2012, over 150 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. This is a 25% increase from 2011.

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.

# Non-departmental

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## Cooperative Extension

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Contractual Services	149,883	155,633	161,720	190,793
Supplies, Materials and Other Charges	10,646	22,086	15,999	24,736
<b>Expenditure Totals</b>	<b>\$ 160,529</b>	<b>177,719</b>	<b>177,719</b>	<b>215,529</b>
<b>Revenues:</b>				
Charges For Services	240	20,000	20,000	7,000
<b>Revenue Totals</b>	<b>\$ 240</b>	<b>20,000</b>	<b>20,000</b>	<b>7,000</b>

## DIVISION PURPOSE AND GOALS

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) aligns its programs with Wake County government priorities, outcomes and impacts. In early 2011, NCCE-WCC's budget was divided into a Human Services budget line and an independent budget category referred to as "non-governmental." NCCE-WCC initiatives align well to address new paradigms. Competition for natural resources among municipalities and counties, a waning agriculture sector, vivid and rapid change in program direction and audiences necessitates these substantial changes. Some of these new approaches will require the nurturing of new relationships with county departments and local municipalities while at the same time sustaining and building new partnerships with business/industry, all governmental agencies and non-profits, as well as leveraging old and new resources. A challenge remains that many citizens are unaware of the consequences of their everyday actions such as applying fertilizer and pesticides, disposing of yard wastes inappropriately, proper landscape irrigation techniques, and how to control storm water runoff from their farms, landscapes, and the ever expanding urban areas of the county. To affect change in environmental ethic, landowners, homeowners, landscapers, farmers, city planners, professional engineers, landscape architects, educators, students and business owners alike must be knowledgeable of their actions, their effect on the environment, and effective conservation and management practices.

## MAJOR ACCOMPLISHMENTS

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) reported with recent droughts and over 50% of potable drinking water in some North Carolina communities used to irrigate lawns and landscapes during the summer months, homeowners, landscapers, engineers and municipalities are looking for practical solutions to reduce potable water consumption. To address these issues, North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) has teamed with landowners, municipalities, NCSU Biological and Agriculture Engineering Department, NC A&T University, NC DOT, and local Soil and Water Conservation Districts to establish rainwater harvesting system demonstration sites across North Carolina. To date, over 25 systems have been installed across the state with 12 located in Raleigh and Wake County. These 12 systems were installed at fire and EMS stations through a grant from NC Clean Water Management Trust Fund. To date, over 12 workshops have been held targeting homeowners, engineers, conservation districts, landscapers and students. Combined, these systems are capable of collecting over 100,000 gallons of runoff with every 1-inch of rain. This equates to over 4 million gallons of potable water saved annually.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) provides educational programs that achieve goals of the Wake County Environmental Stewardship Agenda (ESA) by encouraging the adoption of science-based, cost-effective, and environmentally sound practices.

## **Non-departmental**

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In addition NCCE-WCC provides farmers, green industry managers, and developers with information and training designed to preserve our natural resources and maintain economic viability. Specifically, NCCE-WCC is responsible for increasing the number of professionals utilizing the environmental expertise and education opportunities, an increase in scientific and environmental knowledge of Wake County citizens and an increase in partnerships and coalitions formed. Results of this include but are not limited to reduction in nutrients, sediments, and other pollutants entering water, open space protection, improved water quality, development of alternative agricultural opportunities, improvement in wildlife habitat, reduced use of pesticides, improvement in water quality and reduced use of fertilizers.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) teamed up with fit testing professionals to get 30 landowners in compliance with the new EPA law requirements regarding Soil Fumigation. NCCE-WCC taught the farmers how to write their soil fumigant management plans and about the importance of following the new law that was put in place. Some in attendance received complaints from the general public about them applying soil fumigants. North Carolina Department of Agriculture made a visit to each farm to make sure they were in compliance with the new laws. All had their plans in place and were compliant as a result of implementing practices learned in this training saving over \$10,000 in fines.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) reported in 2010 that medical costs associated with adult obesity exceed 2 billion dollars with costs increasing every year. NCCE-WCC's Expanded Food and Nutrition Education Program (EFNEP) used a series of 22 lessons from its "Families Eating Smart, Moving More" curriculum to educate Women, Infants and Children (WIC) eligible participants. Evaluations reflected 85% of participants intended to read labels to lower fat and salt in their diets and that participants would prepare healthier meals. This curriculum was also taught to numerous groups around Wake County. 80% of 103 EFNEP graduates

showed a positive dietary change in food groups at the end of the training.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) used social media to educate stakeholders on Ecosystem protection. To streamline information and education delivery to growing numbers of clientele state-wide over 30 short and subject specific instructional videos have been placed on YOUTUBE.com. Subjects include: backyard stream repair, rain water harvesting and rain gardens. Since its inception, over 16,000 individual views of the videos have been seen. Feedback from viewers has been 100% positive. Although it is difficult to determine the level of adoption of this practice, we are quite certain that a high awareness level of education has been met.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) collaborated with Smart Start and Wake Technical Community College to provide a second annual early Childhood Education Academy that allowed Wake County childcare providers the opportunity to earn contact hours that would be applied to their professional development requirement. A total of 253 providers attended receiving 4.5 training hours each totaling approximately 1140 credit hours.

### **FY 2014 DISCUSSION**

The Cooperative Extension budget increased by \$37,810 from the FY 2013 Adopted Budget of \$177,719 which resulted from increased costs associated with salary and benefit funding for NCSU contracted staff.

### **HORIZON ISSUES**

Urban expansion caused by population growth will further strain natural resources.

The number of state and federally mandated environmental programs continues to increase, requiring additional staff and client education.

63% of Wake County watersheds are considered degraded and require on-going and increasing attention and resources.

## **Non-departmental**

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Pollutants in urban runoff are a primary water pollution source and demands increased public education efforts.

Localized stream bank erosion is problematic.

The 80,000 existing on-site wastewater systems and the growing new systems installed annually place demands on proper installation and maintenance of these systems.

# Non-departmental

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## Health Benefits

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Healthcare - County Share	(19,716,284)	(19,634,563)	(19,634,563)	(19,443,000)
Dental - County Share	(1,164,534)	(1,250,000)	(1,250,000)	(1,250,000)
Health - Employee Share	(4,791,789)	(5,154,876)	(5,154,876)	(5,342,000)
DNTL/Fringe Adj/Employee Share	(943,183)	(833,000)	(833,000)	(833,000)
Temporary Agency Services	2,055	4,000	4,000	-
Contracted Services - Diabetes Bus	34,561	-	18,561	-
Contracted Services	90,149	100,000	100,000	151,000
Health Self Insurance Admin Costs	2,039,967	1,587,001	1,587,001	1,720,000
Health Self Insurance Claims	16,766,615	18,201,425	18,134,646	18,468,277
Dental Self Insurance Claims	1,769,844	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs	121,826	95,000	95,000	95,000
Health - Retiree Claims	3,664,573	3,272,354	3,272,354	3,428,000
Stop Loss and Othe Reimbursements	(21,610)	(100,000)	(100,000)	(148,000)
Other Healthcare claims	-	-	-	8,000
RX/Administration	-	5,629,834	57,266	95,000
RX/Claims	3,748,743	57,266	5,629,834	4,176,000
Stop Loss Premium	184,536	567,816	567,816	773,000
Rx Reimbursements	(436,686)	(380,319)	(380,319)	(349,000)
Medicare D Subsidy	(143,832)	(140,168)	(140,168)	(157,000)
FSA Administration	67,897	90,060	90,060	70,000
COBRA Administration	8,006	18,000	18,000	11,000
Dental Ins/Prior Vendor Runout	5,064	-	-	-
RX Claims - Retirees	1,564,222	-	-	1,859,000
Medical Supplies	12,000	12,000	12,000	12,000
<b>Expenditure Totals</b>	<b>\$ 2,862,142</b>	<b>4,023,830</b>	<b>3,975,612</b>	<b>5,226,277</b>

## DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. Prior to FY 2009, these funds were accounted for in the Risk Management Fund. Beginning with FY 2010, a separate division has been established within non-departmental to account for the major types of expenditures related to health and dental costs. 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.

# Non-departmental

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## Risk Management - Cost of Claims

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
IT Software Setup Fees	–	2,500	2,500	2,500
Legal Fees/Litigation Services	32,134	–	–	–
Actuarial Fees	14,500	35,000	35,000	15,500
Brokerage Fees	–	40,000	40,000	42,500
Consulting Fees	–	5,000	5,000	–
Claims Administration Expense	96,061	–	–	–
Contracted Services	13,046	65,000	65,000	75,000
Xerox/Duplicating/Printing Supplies	702	–	–	–
Risk Mgmt - Chgs to 800mz	–	(42,000)	(42,000)	–
Risk Management - Property/Theft Claims	(170,244)	–	–	–
Risk Management - Vehicle Claims	(364,609)	(302,291)	(302,291)	(443,105)
Risk Management - Liability Claims	(72,051)	–	–	–
Risk Management - Workers Comp Claims	(1,898,638)	(1,674,709)	(1,674,709)	(2,041,407)
Purchased Insurance & Bonding	727,451	685,889	685,889	807,215
Self Insurance Claims	3,022,641	2,404,000	2,404,000	2,916,000
Health care claims/year-end adjustment	(1,000,000)	–	–	–
Vehicle Replacements	51,929	–	272,996	–
<b>Expenditure Totals</b>	<b>\$ 452,922</b>	<b>1,218,389</b>	<b>1,491,385</b>	<b>1,374,203</b>

## 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 2014.

Additionally, in FY 2013 \$777,000 was distributed to departments from non-departmental to align Risk

Management appropriation location with the location of estimated costs.

## FY 2014 DISCUSSION

The Risk Management budget is increasing by \$155,814 from the FY 2013 adopted budget to \$1,374,203. The increase is a result of renegotiating the workers' compensation rate and annualizing a full-year of property insurance for the Justice Center. Also included is an increase to self-insurance claims.

# Non-departmental

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## Transfers

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Transfer To C/P Co Construction Fund	25,556,000	25,449,000	25,449,000	35,564,000
Transfer To Debt Service (property tax)	155,331,000	159,641,000	158,641,000	162,529,000
Transfer To Fleet Internal Service	1,673,316	–	–	–
Transfer To Wake Tech Capital Fund	–	–	1,000,000	2,185,000
Intrafund Transfers	850,000	850,000	850,000	850,000
Transfer To Debt Service (sales tax)	27,268,000	29,022,000	29,022,000	31,315,000
<b>Expenditure Totals</b>	<b>\$ 210,678,316</b>	<b>214,962,000</b>	<b>214,962,000</b>	<b>232,443,000</b>

## DIVISION PURPOSE AND GOALS

The budget includes a dedication of 15.50 cents of the 53.4 cents of property tax rate for pay-as-you-go capital funding and debt service. For FY 2014, the 15.50 cents represents roughly \$200.3 million. The transfer to Debt Service funded by sales tax revenues increases from \$29 million in FY13 to \$31.3 million in FY14. This increase is driven by a growth in sales tax Articles 40 and 42. State statutes require a portion

of each of the articles to be set aside for school construction.

The transfer to the Capital Projects Fund includes a one-time amount of \$8.75 million, the source of which is one-time revenues resulting from the transition to the state's collection of vehicle property tax revenues with vehicle registration renewals.

# Non-departmental

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## Non Departmental Revenue Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Revenues:</b>				
Property Taxes	\$ 645,725,048	648,962,083	648,962,083	682,085,000
Sales Tax	120,834,877	121,137,839	125,254,839	132,481,000
Lease/Rental Vehicle Tax	2,506,287	2,550,000	2,550,000	2,550,000
Lease/Rental Heavy Equipment Tax	2,357	—	—	—
Payment in Lieu of Taxes	1,251,012	1,230,421	1,230,421	1,230,421
FEMA	469,687	—	—	—
Beer & Wine	807,650	877,200	877,200	877,200
Public Safety	471,014	—	—	—
Other	1,633,576	1,525,500	1,525,500	1,525,500
ABC Board	6,600,000	2,000,000	2,000,000	2,000,000
Other	702,991	670,000	670,000	702,000
Licenses	79,338	72,000	72,000	72,000
Interest	1,024	21,000	21,000	21,000
Miscellaneous Revenue	(144,251)	—	—	850,000
Appropriated Fund Balance	—	—	1,123,019	—
Transfers From	200,000	250,000	250,000	250,000
<b>Revenue Totals</b>	<b>\$ 781,140,608</b>	<b>779,296,043</b>	<b>784,536,062</b>	<b>824,644,121</b>

# **Wake County Public School System**

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## **Department Summary**

	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Amended</b>	<b>FY 2014 Adopted</b>
<b>Expenditures:</b>				
Wake County Schools Allocations	314,411,592	318,341,737	318,341,737	327,496,020
Direct Appropriation	314,411,592	318,341,737	318,341,737	327,496,020
Debt Service	297,724,731	180,396,848	180,196,848	178,370,095
<b>Expenditure Totals</b>	<b>\$ 612,136,323</b>	<b>498,738,585</b>	<b>498,538,585</b>	<b>505,866,115</b>

## **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, 34 middle schools, 27 high schools, and four special/optional schools.

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 2014 DISCUSSION**

The FY 2014 appropriation for the school system is \$326.6 million; a 2.6% increase over the FY 2013 budget. The recommended appropriation meets the Board of Education's request. In addition to the direct appropriation, \$856,820 will be transferred from the Capital Improvement Plan to the operating

budget for the Crossroads Administrative building lease for a total FY 2014 budget of \$327.5.

In FY 2014, the appropriation to the Wake County Public School System will be allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 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 15 percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

The FY 2014 budget also includes \$178.4 million for debt service in support of WCPSS' CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 1.1 percent decrease from FY 2013.

### Other Issues:

In 2013-2014, WCPSS expects membership of 152,684, an increase of 3,176 students or a 2.1 percent increase from the 2012-2013 20th day student enrollment of 149,508. After taking into consideration the change in kindergarten enrollment in the 2009-2010 school year, enrollment is projected to grow at the same rate as the prior three school years.

During the 2012-2013 school year, 6,229 students were enrolled in charter schools. The legislation providing for charter schools requires WCPSS to remit to each of the charter schools the local current

# **Wake County Public School System**

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expense per pupil funding for those students residing in Wake County. WCPSS estimates charter school enrollment for the 2013-2014 school year to be 6,830 students, a 9.6 percent increase over the 2012-2013 school year.

WCPSS will open Rolesville High School during FY 2014 and will add approximately 530,189 additional square feet.

## **HORIZON ISSUES**

During 2012-2013, the Board of Commissioner's and the Board of Education held joint meetings to plan a Fall 2013 School Building Program Referendum. If approved by the Wake County citizen's the capital program would include operating cost increases.

# **Wake Technical Community College**

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## **Department Summary**

	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Amended</b>	<b>FY 2014 Adopted</b>
<b>Expenditures:</b>				
Wake Technical College Allocation	15,696,050	15,895,938	15,895,938	15,895,938
Communities In Schools	295,000	295,000	295,000	295,000
Direct Appropriation	15,991,050	16,190,938	16,190,938	16,190,938
Debt Service	10,886,045	13,916,298	13,916,298	23,267,898
<b>Expenditure Totals</b>	<b>\$ 26,877,095</b>	<b>30,107,236</b>	<b>30,107,236</b>	<b>39,458,836</b>

## **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 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 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 for the future RTP campus.

Wake Technical Community College priorities include: (1) promote economic growth and development 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 design started construction for a new Classroom/Office Building. Started the design for the renovation and conversion to classroom space of Holding Hall. Health Sciences Campus - completed the construction for the Health Sciences 2 Building and started offering classes there. Northern Wake Campus- completed construction of Building E and started classes there; completed construction of Parking Deck 1, Success Way and Parking Lot G; started the design for four projects; Building F, Building L, Building M and Parking Deck 2. Public Safety Education Campus - started the design of the Phase III renovation of the Public Safety Education Building.

**Instruction:** Served more than 66,000 students in Wake County; Curriculum (for-credit) Education launched first-of-its-kind Business Analytics A.A.S. degree, which served as the center piece for a \$2.9 million DOL-TAA grant; received approval to initiate

# **Wake Technical Community College**

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new associate of applied science degrees in Computer Technology Integration and Health and Fitness Science as well as the Associate in Fine Arts with concentrations available in art and music; added a diploma in Data Storage and Virtualization built through a collaboration with local corporate partner NetApp; created certificates to meet local employer needs, including certificates in Advanced Computer Programming, Advertising and Graphic Design, Android Applications, Biopharmaceutical Technology, Cisco Security, GIS Mapping, International Marketing, Red Hat Security, and Simulation and Game Development; established articulation agreements for our graduates to complete bachelor's degrees with St. Augustine's University in Business Administration and Criminal Justice, with Barton College in Early Childhood Education, and with Johnson and Wales in Culinary Arts and Baking and Pastry Arts; expanded opportunities for high school students to earn college credit through the Career and College Promise. Wake Tech's Dental Assisting/Dental Hygiene and Early Childhood programs earned accreditation from their professional organizations. Continuing Education expanded short-term JobsNow training programs for the unemployed.

**Collegewide:** Wake County voters approved a \$200 million bond referendum with a 73% approval. Wake Tech was named the second fastest-growing community college in the nation by Community College Week magazine in the category of colleges with 10,000 or more students. WTCC was the 11th fastest-growing community college the previous year. An increase in the number of students graduating required four ceremonies in May 2013. The college started its second ever major gifts campaign called "The Ripple Effect" with a goal of \$12.5 million.

## **FY 2014 DISCUSSION**

The FY 2014 Budget for Wake Technical Community College is \$16,190,938 of which \$295,000 is appropriated for lifelong learning and community use of schools in conjunction with WCPSS. Wake Technical Community College will absorb costs associated with opening new facilities and related operation and maintenance increases.

**Facilities:** Due to the economic recession, the number of students turning to Wake Tech for training has steadily increased. Further, the rate of FTE (full-time equivalent) growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. For the past three 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. The College has revised its master plan and has determined it needs to 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. Student success efforts 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 join the Cooperating Raleigh Colleges (CRC), a consortium of all the Raleigh colleges and universities, which will provide opportunities and resources to Wake Tech students and faculty/staff at these institutions. The College continued its individual Applied Benchmarking program for all full-time employees as a means to gain insight on best practices nationwide. The College continues to develop ways to keep personnel motivated when there are limited prospects for salary increases; explore additional funding streams from the Federal Government and private foundations to help offset reductions in State and County budgets; seek resources to expand "green technology" training and to incorporate sustainability into all curriculum and continuing education programs.

## **HORIZON ISSUES**

**Facilities:** Accelerate completion of projects funded by the 2012 successful Wake Tech bond referendum and the early sale of bonds in 2013, including; Complete the design for Building F, Building L and Parking Deck 2 on the Northern Wake Campus; and

# **Wake Technical Community College**

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complete construction for the new Classroom/Office Building and the design for the renovation of Holding Hall into a classroom building on Main Campus; complete the design and start construction for the Phase III Renovation of the Public Safety Education Building; start the design for the new RTP Campus. Work with the Board of Commissioners and the County Budget Office to manage funding for the 2012 Wake Tech Building Program.

Instruction: Curriculum Education will continue to emphasize hardware and educational simulations to train a greater number of students; focus on increasing the number of student completers, especially through initiatives related to multiple reform efforts and grants, and provide increased assistance to these students for job placement; keep students informed of new and expanded financial aid options available to them. To continue to provide opportunities to high school students to improve their college and career readiness, Wake Tech is moving ahead on the partnership with Wake County and WCPSS to develop a Career Technical Education High School to be housed in the renovated Coca Cola bottling plant on South Wilmington Street in Raleigh; through this school, 11th and 12th graders will have the opportunity to earn college credit and credentials in 10 Wake Tech applied technology, health, and occupational programs. As part of the College's innovation efforts, Curriculum Education will continue to support the individual benchmarking initiatives of all employees.

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# Debt Service

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## Department Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Debt Service Principal	\$ 164,498,331	145,633,944	145,633,944	152,292,218
Debt Service Interest	86,324,567	88,399,085	88,399,085	89,522,289
Debt Service Fees	2,237,358	1,101,000	1,101,000	1,226,000
Refunding Bonds	94,006,298	—	—	—
Salary / Benefits	207,265	214,718	214,718	221,240
Contractual Services	99,313	95,600	95,600	95,600
Supplies, Materials and Other Charges	2,026	2,653	2,653	2,653
Transfers Out	—	—	100,000	—
<b>Expenditure Totals</b>	<b>\$ 347,375,157</b>	<b>235,447,000</b>	<b>235,547,000</b>	<b>243,360,000</b>
<b>Revenues:</b>				
Taxes	\$ 10,957	—	—	—
Federal	3,000,584	3,002,174	3,002,174	2,740,984
State	10,960,881	10,000,000	10,000,000	10,000,000
Interest Income	3,484,159	6,579,000	6,479,000	2,941,000
Other Financing Sources	110,215,590	25,071,826	26,071,826	31,619,016
Transfers	222,893,960	190,794,000	193,160,902	196,059,000
<b>Revenue Totals</b>	<b>\$ 350,566,132</b>	<b>235,447,000</b>	<b>238,713,902</b>	<b>243,360,000</b>
<b>Number of FTE's</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## Debt Service Expenditures by Entity

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
WCPS Debt Service	297,724,731	180,396,848	180,196,848	178,370,095
WTCC Debt Service	10,886,045	13,916,298	13,916,298	23,267,898
Criminal Justice Debt Service	20,954,783	28,455,394	31,822,296	28,115,585
Open Space Debt Service	1,637	—	—	—
Other Debt Service	16,817,022	12,678,460	12,778,460	13,606,422
Debt Service/5 County Stadium	990,939	—	—	—
<b>Expenditure Totals</b>	<b>\$ 347,375,157</b>	<b>235,447,000</b>	<b>238,713,902</b>	<b>243,360,000</b>

## Debt Service

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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 "AAA" 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, 2013 the outstanding general obligation principal indebtedness of the County totaled \$1.624 billion and the County's total outstanding debt, totaling general obligation bonds, limited obligation bonds, and installment purchases totaled \$1.922 billion.

In November 2012, Wake County voters authorized \$200 million general obligation bonds, to be combined with \$10.2 million of cash funding, to support Wake Technical Community College's 2012 Building Program. In FY 2013, the County issued \$104.250 million in general obligation bonds authorized by the November 2012 referendum. These proceeds will be used for projects at the Wake Tech Northern Campus, the Public Safety Center Phase 3, and renovations at the main campus.

Also in FY 2013, Wake County competitively bid and sold \$51.165 million in fixed-rate general obligation bonds using the County's two-thirds authorization authority. Funds will be used towards the construction of the new career and technical education high school and for a jump start on projects for WCPSS' next building program.

The County also sold \$21 million of Open Space general obligation bonds in FY 2013; with this sale, all of the \$50 million of Open Space bonds authorized by the voters in the October 2007 referendum have been issued.

The County will continue to review market conditions and update its financial model prior to

issuing additional long term general obligation debt. On June 4, 2013, the Board of Education adopted a resolution requesting and petitioning the Board of Commissioners to take all necessary steps by the issuance of bonds or otherwise to provide funding for WCPSS capital projects. It is proposed that a \$939.9 million program of new funding be financed by a combination of \$129.955 million of cash and \$810 million of general obligation bonds. The tax impact of the overall plan is 5.53 cents; 4.86 cents is required for debt and capital and 0.67 cents is the operating impact. The Board of Commissioners is scheduled to take action in July 2013 to place the referendum on the October 8, 2013 ballot. Bond sales are scheduled for August 2014, after the tax increase would be in effect, instead of Winter or Spring of 2014.

The County has \$200 million of variable rate debt, or 10.4 percent of its debt portfolio. The \$200 million is backed by a liquidity agreement that expires March 30, 2014. County staff will issue a RFP in late Fall 2013 to solicit responses to address expiring liquidity facilities on variable rate general obligation bonds and will continue its analysis of the County's variable rate debt portfolio.

The budget for debt service payments and related expenditures for FY 2014 totals approximately \$243.36 million. Consistent with the County's debt service policies, fund balance is used as a source of funds for the FY 2014 debt service budget. The FY 2014 debt service budget does reduce the federal interest subsidy for the County's Recovery Economic Development Bonds, Build America Bonds, and Qualified School Construction Bonds by approximately \$261,000 from the FY 2013 budgeted amount. This reduction represents the impact of sequestration; however the reduction in interest subsidy does not negate the significant savings the County is realizing by having issued the ARRA authorized bonds in 2010.

More information related to projected future years debt service expenditures may be found under the Financial Model section of the recommended budget book.

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# Debt Service

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## Legal Debt Margin Information

### Historical Information

	Fiscal Years 2007	2008	2009 (Note)	2010	2011	2012
Assessed Value of Property	\$78,844,604,531	\$83,122,951,280	\$116,610,525,50	\$119,158,250,199	\$119,535,621,641	\$120,555,400,651
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	\$6,307,568,362	\$6,649,836,102	\$9,328,842,040	\$9,532,660,016	\$9,562,849,731	\$9,644,432,052
Amount of Debt Applicable to Limit General Obligation Bonds	\$1,505,200,000	\$1,434,595,000	\$1,772,370,000	\$1,794,370,000	\$1,831,620,000	\$1,831,620,000
General Obligation Commercial Paper	-	-	-	-	-	-
Other Long Term Debt	9,413,588	9,943,655	10,664,659	313,263,004	311,595,642	311,595,642
Bonds Authorized not Issued	1,058,390,000	911,000,000	514,500,000	391,870,000	239,070,000	65,700,000
Total net debt applicable to limit	2,573,003,588	2,355,538,657	2,297,534,659	2,499,503,004	2,382,285,642	2,208,915,642
Legal Debt Margin	<u>\$3,734,564,774</u>	<u>\$4,294,297,447</u>	<u>\$7,031,307,381</u>	<u>\$7,003,157,012</u>	<u>\$7,180,564,089</u>	<u>\$7,435,516,410</u>
Total net debt applicable to limit as a percentage of debt limit	40.79%	35.42%	24.63%	26.22	24.91%	22.90%

### 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

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## SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2012

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2011	Net Additions (Retirements)	Debt Outstanding June 30, 2012
<b>GENERAL OBLIGATION BONDS:</b>						
2002 Public Improvement Bonds	03/01/02	4.00-4.75%	188,000,000	8,500,000	(8,500,000)	-
2003A Public Improvement Bonds	04/01/03	3.00-5.00%	122,890,000	16,000,000	(8,000,000)	8,000,000
2003B Public Improvement	04/08/03	variable	55,000,000	55,000,000	-	55,000,000
2003C Public Improvement	04/08/03	variable	45,000,000	45,000,000	-	45,000,000
2003 Criminal Justice Facilities	11/01/03	3.00-5.00%	8,000,000	800,000	(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	04/01/04	3.00-5.00%	130,000,000	30,000,000	(10,000,000)	20,000,000
School 2004A	04/21/04	variable	67,000,000	67,000,000	(67,000,000)	-
School 2004B	04/21/04	variable	57,000,000	57,000,000	(57,000,000)	-
Refunding Series 2004	11/01/04	4.00-5.00%	114,380,000	48,945,000	(23,870,000)	25,075,000
Refunding Series 2005	04/01/05	3.00-5.00%	33,020,000	32,580,000	(105,000)	32,475,000
2005 School Bonds	11/01/05	3.25-5.00%	41,000,000	6,000,000	(1,500,000)	4,500,000
2007 Public Improvement Bonds	03/08/07	4.25-5.00%	455,000,000	138,000,000	(23,000,000)	115,000,000
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	48,000,000	(6,000,000)	42,000,000
2009B Public Improvement Bonds	04/01/09	4.00-5.00%	300,000,000	268,000,000	(10,000,000)	258,000,000
2009C Refunding	04/01/09	4.00-5.00%	66,320,000	51,560,000	(12,285,000)	39,275,000
2009D Refunding	04/01/09	3.00-4.00%	168,980,000	168,980,000	(6,545,000)	162,435,000
2010A Public Improvement Bonds	03/30/10	3.00 -5.00%	86,295,000	79,620,000	(6,635,000)	72,985,000
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	-	383,420,000
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	18,945,000	(1,890,000)	17,055,000
2010F Public Improvement	08/05/10	4.15%-5.40%	17,055,000	17,055,000	-	17,055,000
2011 Public Improvement	3/30/11	3.00-5.00%	116,800,000	116,800,000	(6,100,000)	110,700,000
2012A School Bonds	02/08/12	3.00-5.00%	96,790,000	-	96,790,000	96,790,000
2012B Refunding	02/08/12	5.00%	75,290,000	-	75,290,000	75,290,000
Total General Obligation Bonds				1,831,620,000	(76,750,000)	1,754,870,000

OTHER LONG-TERM DEBT:

## Debt Service

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### SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2012

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2011	Net Additions (Retirements)	Debt Outstanding June 30, 2012
Installment Purchase				6,961,421	(1,267,700)	5,693,721
Limited Obligation Bonds				303,480,000	(6,185,000)	297,295,000
Qualified Zone Academy Bonds				980,772	(163,461)	817,311
Capitalized Equipment Leases				173,449	(41,422)	132,027
Compensated Absences				11,161,131	306,794	11,467,925
Other Post-employment Benefits				47,524,452	17,782,526	65,306,978
Total Other Long-term Debt				370,281,225	10,431,737	380,712,962
TOTAL GOVERNMENTAL LONG-TERM DEBT				\$2,201,901,225	\$(66,318,263)	\$2,135,582,962

# Debt Service

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## SCHEDULE OF LONG-TERM DEBT MATURITIES AND ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES

As of June 30, 2012

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2013	112,684,560	177,163,458	17,275,440	27,179,946	129,960,000	204,343,404
2014	110,717,982	170,520,392	16,717,018	25,829,503	127,435,000	196,349,895
2015	111,054,160	166,666,335	16,170,840	24,526,860	127,225,000	191,193,195
2016	129,584,375	181,007,517	16,170,625	23,764,602	145,755,000	204,772,119
2017	127,118,574	174,008,905	16,566,426	23,401,771	143,685,000	197,410,676
2018	117,187,650	158,424,160	14,167,350	20,218,222	131,355,000	178,642,382
2019	118,603,583	154,938,787	13,411,417	18,780,276	132,015,000	173,719,063
2020	106,260,755	137,666,963	13,574,245	18,291,484	119,835,000	155,958,447
2021	84,124,852	110,634,146	16,185,148	20,242,624	100,310,000	130,876,770
2022	96,665,876	118,950,797	15,564,124	18,869,545	112,230,000	137,820,342
2023-2027	379,368,799	433,158,158	48,196,201	55,052,571	427,565,000	488,210,729
2028-2032	50,235,377	54,350,983	7,264,623	7,842,426	57,500,000	62,193,409
Total Bonded Debt	1,543,606,543	2,037,490,601	211,263,457	283,999,830	1,754,870,000	2,321,490,431

### OTHER LONG-TERM DEBT:

Total limited obligation bonds, qualified zone academy bonds, installment purchases, notes payable, and capitalized leases:

2013	163,461	163,461	13,507,743	27,528,411	13,671,204	27,691,872
2014	163,461	163,461	13,549,414	27,112,669	13,712,875	27,276,130
2015	163,461	163,461	13,589,212	26,667,153	13,752,673	26,830,614
2016	163,461	163,461	12,710,009	25,282,110	12,873,470	25,445,571
2017	163,467	163,467	12,638,366	24,745,431	12,801,833	24,908,898
2018-2022	-	-	61,221,004	113,572,120	61,221,004	113,572,120
2023-2027	-	-	60,700,000	98,286,169	60,700,000	98,286,169
2028-2032	-	-	60,700,000	83,306,688	60,700,000	83,306,688
2033-2037	-	-	54,505,000	62,040,500	54,505,000	62,040,500
Total Other Long-Term Debt	817,311	817,311	303,120,748	488,541,251	303,938,059	489,358,562

## **Debt Service**

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TOTAL LONG-

TERM DEBT	<u>\$1,544,423,854</u>	<u>\$2,038,307,912</u>	<u>\$514,384,205</u>	<u>\$772,541,081</u>	<u>\$2,058,808,059</u>	<u>\$2,810,848,993</u>
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On the Statement of Net Assets as of June 30, 2012, the amounts reported as liabilities for general obligation bonds - schools and limited obligation bonds also includes premiums on issuance of bonds of \$159,676,428 and \$20,403,480, respectively which will be amortized over the life of its related debt.

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# Capital Area Workforce Development

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,735,628	1,825,593	1,822,287	1,191,744
Contractual Services	4,159,271	4,878,487	3,490,192	3,979,249
Supplies, Materials and Other Charges	1,042,095	183,920	930,333	966,007
Capital Outlay	—	—	—	—
Budget Reserves	—	—	645,190	—
Transfers Out	—	—	—	—
<b>Expenditure Totals</b>	<b>\$ 6,936,994</b>	<b>6,888,000</b>	<b>6,888,002</b>	<b>6,137,000</b>
<b>Revenues:</b>				
Federal	6,937,326	6,888,000	6,894,371	6,137,000
State	27,745	—	—	—
Local	(224)	—	200	—
Charges For Services	18,996	—	(6,572)	—
Miscellaneous	2,324	—	—	—
Transfers	—	—	—	—
<b>Revenue Totals</b>	<b>\$ 6,986,167</b>	<b>6,888,000</b>	<b>6,887,999</b>	<b>6,137,000</b>
<b>Number of FTE's</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>

## 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.

# **Capital Area Workforce Development**

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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**

Seventy six (76) percent of adults exiting the Workforce Investment Act (WIA) program entered full time employment.

Eighty Five (85) percent of dislocated workers exiting the Workforce Investment Act (WIA) program entered full time employment.

Sixty One (61) percent of the youth exiting the Workforce Investment Act (WIA) program received a degree or credential.

Seventy Five (75) percent of youth exiting the Workforce Investment Act (WIA) program entered employment or post-secondary education.

## **FY 2014 DISCUSSION**

THe Capital Area Workforce Development department budget decreased by \$751,000 from the FY 2013 Adopted budget of \$6.8 million due to decreased allocations.

Sequester will impact the Workforce Investment Act Budget resulting in a reduction in funding to States for workforce WIA programs.

## **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, 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 . The State will reimburse Wake County for a proportionate share of all cost.

# Fire Tax District

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	—	—	—	—
Contractual Services	16,527,573	16,793,243	16,797,048	17,212,247
Supplies, Materials and Other Charges	794,619	883,662	883,662	864,261
Budget Reserves	—	15,095	11,290	76,492
Transfers Out	2,883,000	2,478,000	2,478,000	2,574,000
<b>Expenditure Totals</b>	<b>\$ 20,205,192</b>	<b>20,170,000</b>	<b>20,170,000</b>	<b>20,727,000</b>
<b>Revenues:</b>				
Taxes	20,418,006	20,165,000	20,165,000	20,712,000
Charges For Services	259	—	—	—
Interest Income	42,115	5,000	5,000	15,000
Miscellaneous	—	—	—	—
Other Financing Sources	—	—	—	—
<b>Revenue Totals</b>	<b>\$ 20,460,380</b>	<b>20,170,000</b>	<b>20,170,000</b>	<b>20,727,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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

In January 2005, the Fire Commission unanimously recommended the first version of the Wake County Fire Tax District Long-Range Business Plan (LRBP) to the Board of Commissioners, which adopted the

plan in February 2005. In January 2008, the Fire Commission developed and recommended the supplementary sections to the LRPB including facility and staffing components.

In FY 2009, the Fire Commission began implementing components of the staffing plan subject to available funding sources and placed ten new entry-level firefighter positions in various departments throughout Wake County. In FY 2010, two more entry-level firefighter positions were added at Fairview and Fuquay-Varina Fire Departments. Fairview Fire Department used the funding for a new position and converted existing part-time positions to create two Driver/Operator positions. The Town of Fuquay-Varina agreed to fund an additional firefighter position. Therefore, the Fire Tax District was able to leverage funding for two positions into the creation of four new positions, improve response time and service levels.

In FY 2011, the Fire Tax District added a total of 16 new positions. Nine entry-level firefighter positions were distributed to existing fire departments; three

# **Fire Tax District**

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positions at Bay Leaf, three at Fairview, and three at Stony Hill Fire Departments.

The LRPB identified a crucial need to construct and operate a fire station in the southeastern Wake County. Located on Spaceway Court near Raynor Road, Garner Station #4 was completed and opened in November 2010. The station provides fire services to unincorporated areas, some of which was outside of a rated insurance district. The opening of Garner #4 includes the creation of seven new positions needed to provide fire prevention services.

As a result of priorities identified in the LRPB and funding availability, the Fire Tax District has been able to create and/or leverage approximately 30 new positions since FY 2008.

Members and County Management need to address the long term management and planning of the Fire Tax District. To address this, in late FY 2013 the Fire Commission and Staff have set up a new Sustainability Committee to address future issues and opportunities. The Committee already has met several times to develop strategies to address the long term sustainability.

## **FY 2014 DISCUSSION**

The FY 2014 Fire Tax District revenue increases by \$557,000 or 2.7% from the FY 2013 adopted budget, and this increase is due to improved personal property values and vehicle values. However, the FY 2014 Budget increases by about \$162,000 or 0.8% over the FY 2013 projected revenue.

The Fire District Special Revenue Fund provides contractually funded departments with operating funds to provide services in their respective insurance boundary. The FY 2014 operating budget is \$17,212,246 for all 19 departments. The operating budget of the Fire Tax District FY 2014 budget includes new funding for a merit increase for full time employees. This is the same percentage budgeted for Wake County employees.

Also included is an increase of \$88,935 to departments for operating expenses. This amount is based on a significant line item review of all

departmental budgets. While some line items received reductions the overall impact was an increase for multiple items for numerous 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 \$940,753 for FY 2014. Also budgeted is a transfer to the Debt Service Fund in the amount of \$1.224 million to pay for existing debt on apparatus. Finally, \$1.350 million in revenues is transferred to the Fire CIP to provide funds for cash funded purchases of 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 add a lot of new 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 its Funds from a long term perspective as opposed to a short term outlook that exists.

# Fire Tax District

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## FY 2014 Fire Tax Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Budget
<b>Fire Tax Revenue</b>				
Operating	17,151,125	17,341,900	17,341,900	17,812,000
Pre-Existing Debt Service	357,195	344,635	344,635	327,000
Capital	2,909,686	2,478,465	2,478,465	2,573,000
<b>Subtotal, Taxes</b>	<b>20,418,006</b>	<b>20,165,000</b>	<b>20,165,000</b>	<b>20,712,000</b>
Apparatus Sales (a)	-	-	-	-
Appropriated Fund Balance	-	-	-	-
Interest	42,115	5,000	5,000	15,000
Other Revenue	259	-	-	-
<b>Total Revenues</b>	<b>20,460,380</b>	<b>20,170,000</b>	<b>20,170,000</b>	<b>20,727,000</b>
<b>Expenditures</b>				
Department Appropriations				
Personnel and Operating	16,170,378	16,448,608	16,452,413	16,885,195
Department Debt Service	357,195	344,635	344,635	327,052
<b>Subtotal, Department Appropriations</b>	<b>16,527,573</b>	<b>16,793,243</b>	<b>16,797,048</b>	<b>17,212,247</b>
Systemwide Costs				
800 MHz Fire Costs	123,719	128,683	128,683	125,075
CAD Fire Costs	9,305	10,452	10,452	8,663
County-owned Station Utilities	0	12,500	12,500	12,500
Fire Service Training	338,219	357,345	357,345	360,918
Food for Fire Commission	3,188	-	-	-
HAZMAT Program	73,807	87,746	87,746	89,789
Equipment	2,841	-	-	-
NC Forestry - Wildfire Prevention Programs	64,386	75,086	75,086	67,362
Pager & Radio Maintenance	17,317	47,328	47,328	17,665
RWCC Dispatch Services	161,837	164,522	164,522	182,289
Future Appropriation or Contingency	-	15,095	11,290	76,492
<b>Subtotal, Systemwide Costs</b>	<b>794,619</b>	<b>898,757</b>	<b>894,952</b>	<b>940,753</b>
Capital				
Appropriation to Capital	1,743,000	1,338,000	1,338,000	1,350,000
Transfer to Debt Service Fund	1,140,000	1,140,000	1,140,000	1,224,000

### NOTES:

(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.

(b) If the difference is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years.

# Fire Tax District

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## FY 2014 Fire Tax Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Budget
<b>Subtotal, Capital</b>	<b>2,883,000</b>	<b>2,478,000</b>	<b>2,478,000</b>	<b>2,574,000</b>
<b>Total Expenditures</b>	<b>20,205,192</b>	<b>20,170,000</b>	<b>20,170,000</b>	<b>20,727,000</b>
<b>Difference (b)</b>	<b>\$ 255,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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NOTES:

(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.

(b) If the difference is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years.

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# Fire Tax District

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## Summary of Appropriations by Department

### Fund Summary

<b>Department</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Amended</b>	<b>FY 2014 Adopted</b>
Bay Leaf FD	1,476,402	1,505,172	1,505,172	1,535,189
Durham Highway FD	721,994	730,372	730,372	745,314
Eastern Wake FD	1,555,291	1,612,411	1,612,411	1,638,034
Fairview FD	1,124,652	1,129,995	1,129,995	1,141,926
Falls FD	305,354	—	—	—
Garner FD	1,590,971	1,600,159	1,600,159	1,650,766
Hopkins FD	683,324	708,363	708,363	722,842
Rolesville FD	535,283	548,872	548,872	559,803
Stony Hill FD	979,287	991,922	991,922	1,007,648
Swift Creek FD	483,565	483,565	483,565	486,939
Wake Forest FD	397,705	691,405	691,405	699,366
Wake-New Hope FD	1,057,483	1,069,624	1,069,624	1,095,054
Wendell FD	1,398,131	1,424,247	1,424,247	1,445,902
Western Wake FD	564,888	566,089	566,089	566,089
<b>Total - Rural</b>	<b>12,874,330</b>	<b>13,062,196</b>	<b>13,062,196</b>	<b>13,294,872</b>
Apex FD	673,789	686,400	686,400	707,525
Cary FD	54,396	55,067	58,872	70,000
Fuquay Varina FD	1,328,728	1,354,914	1,354,914	1,389,098
Holly Springs FD	393,677	409,466	409,466	422,737
Morrisville FD	762,239	775,842	775,842	794,122
Zebulon FD	440,414	449,358	449,358	533,893
<b>Total - Municipal</b>	<b>3,653,243</b>	<b>3,731,047</b>	<b>3,734,852</b>	<b>3,917,375</b>
<b>TOTALS:</b>	<b>16,527,573</b>	<b>16,793,243</b>	<b>16,797,048</b>	<b>17,212,247</b>

# Grants and Donations

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,115,052	1,043,292	1,002,520	1,041,295
Contractual Services	1,865,396	514,000	967,975	1,864,848
Supplies, Materials and Other Charges	1,032,092	220,208	402,433	288,180
Capital Outlay	257,624	267,500	267,500	374,000
Debt	2,718	—	—	—
Budget Reserves	—	—	(105,533)	—
Transfers Out	702,618	—	—	—
<b>Expenditure Totals</b>	<b>\$ 4,975,501</b>	<b>2,045,000</b>	<b>2,534,895</b>	<b>3,568,323</b>
<b>Revenues:</b>				
Federal	3,208,103	886,523	1,134,385	2,125,440
State	799,753	699,294	799,469	738,258
Local	727,328	457,601	669,197	703,210
Charges For Services	2,455	—	—	—
Licenses & Permits	(732)	—	—	—
Fines & Forfeitures	1,745	—	—	—
Interest Income	6,306	167	1,452	—
Miscellaneous	61,250	1,415	(69,608)	1,415
Other Financing Sources	—	—	—	—
Transfers	—	—	—	—
<b>Revenue Totals</b>	<b>\$ 4,806,208</b>	<b>2,045,000</b>	<b>2,534,895</b>	<b>3,568,323</b>
<b>Number of FTE's</b>	<b>22.25</b>	<b>18.75</b>	<b>18.75</b>	<b>18.50</b>
<b>Summary by Source and Department</b>				
Department	Grants	Forfeitures	Totals	
Community Services	\$45,000		\$45,000	
Fire and Emergency Management	\$147,000		\$147,000	
Human Services	\$ 2,908,000	-	\$2,908,000	
Sheriff	\$92,323	\$376,000	\$468,323	
<b>Totals</b>	<b>\$3,192,323</b>	<b>\$376,000</b>	<b>\$3,568,323</b>	

# Grants and Donations

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## Planned Use of Funds in FY 2014

Revenue Source	Description	FY 2014 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.	\$376,000
Subtotal, Forfeitures		\$376,000
Grants		
Community Services		
Parks - Unallocated grants	Funds will be used for systemwide park projects.	20,000
Library - Unallocated grants	Funds will be used for systemwide programming.	25,000
Fire and Emergency Management		
Progress Energy	Progress Energy funds one position and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plan.	147,000
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.	74,987
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.	383,969
John Rex Foundation	This grant supports the Child Health Development Program through the John Rex Endowment Foundation. This is a continuation of the prior year grant and supports 1 FTE.	55,000
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.	165,011
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.	12,000
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,	562,478
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.	104,300
Appalachian State University	Parents Matter! is an evidence-based prevention program for parents of pre-teens (9-12). This community-level family prevention program is designed to enhance protective practices and promote parent-child discussions about sexuality and sexual risk reduction.	1,415

# Grants and Donations

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## Planned Use of Funds in FY 2014

Revenue Source	Description	FY 2014 Budget
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.	8,000
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
Private Donations	The Foster Care Book Bag Drive Fund is supported by donations and external contributions received to provide school supplies for youth in foster care.	6,000
Private Donations	Donations received to support the East Wake Gang Prevention Partnership.	473
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	The Kid First Fund is supported by donations and external contributions to provide childcare assistance to eligible families in Wake County.	6,750
Private Donations	School Buddies provides book bags and school supplies to low income families throughout Wake County right before the beginning of the school year. Book bags and supplies are donated by the public.	200
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.	5,375
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	1,177,617

## Grants and Donations

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### Planned Use of Funds in FY 2014

Revenue Source	Description	FY 2014 Budget
Project Lifesaver	Project Lifesaver is a rapid response program that locates people with brain disorders (i.e., Alzheimer's, Autism, Down's Syndrome, and Dementia) who wander away from their caregivers.	10,000
2013 Byrne Justice Assistance Grant	The 2013 Edward Byrne Memorial Justice Assistance Grant is a formula grant program from the US Department of Justice and the County previously has funds every year since 2011. Wake County Sheriff's Office will use these grant funds to purchase specialized equipment for law enforcement officers.	82,323
Subtotal, Grants		\$3,192,323
<b>FUND TOTAL</b>		<b>\$3,568,323</b>

# Housing and Community Revitalization

## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	420,856	454,080	497,951	582,486
Contractual Services	5,232,494	3,912,300	5,594,274	5,079,385
Supplies, Materials and Other Charges	47,875	57,620	61,124	53,129
Capital Outlay	-	-	-	-
Budget Reserves	-	-	20,754	-
<b>Expenditure Totals</b>	\$ 5,701,225	4,424,000	6,174,103	5,715,000
<b>Revenues:</b>				
Federal	4,034,127	3,195,980	4,786,165	4,512,522
State	-	-	-	-
Local	-	-	-	-
Charges For Services	364,870	398,020	537,184	372,478
Interest Income	(677)	-	-	-
Miscellaneous	(519)	-	20,754	-
Transfers	830,000	830,000	830,000	830,000
<b>Revenue Totals</b>	\$ 5,227,801	4,424,000	6,174,103	5,715,000
<b>Number of FTE's</b>		<b>6.75</b>	<b>6.75</b>	<b>7.25</b>

## 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 and Community Revitalization

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**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 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 2014 DISCUSSION

The FY 2014 HCR budget increased by \$1.3 million from the FY 2013 Adopted budget of \$4,424,000 due to moving the Shelter Plus Care funding from the Human Services department to the Housing and Community Revitalization department to consolidate HUD funding under one department.

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.

# Major Facilities

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Carolina Ballet	–	–	–	–
Cary Hold Harmless - Occupancy	786,849	791,364	826,191	850,992
Cary Sports Venues	–	400,000	400,000	1,000,000
Centennial - Debt Service	5,205,189	5,207,715	5,207,715	5,209,350
Centennial Authority Facility Improvements	1,000,000	1,000,000	1,679,355	1,000,000
Centennial Authority Operation 7%	2,081,794	2,100,735	2,189,121	2,276,276
Convention Center	15,964,643	16,176,116	17,174,526	18,157,244
Greater Raleigh Convention And Visitors Bureau	4,181,493	4,204,070	4,378,205	4,502,138
Green Square	900,000	800,000	800,000	200,000
NC Museum of Art	916,667	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	679,956	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	586,741	593,342	617,000	645,000
Transfer to GF-Occ Admin	486,711	489,658	511,000	526,000
Unallocated and Other	–	–	–	–
Wake Annual Transfer To CIP	1,000,000	1,000,000	1,000,000	1,000,000
<b>Expenditure Totals</b>	<b>\$ 35,881,042</b>	<b>36,534,000</b>	<b>38,554,113</b>	<b>39,138,000</b>

## Revenues:

Carolina Ballet	–	–	–	–
Cary Hold Harmless - Occupancy	786,849	–	–	–
Cary Sports Venues	–	–	–	–
Centennial - Debt Service	5,207,756	–	–	–
Centennial Authority Facility Improvements	1,000,000	–	–	–
Centennial Authority Operation 7%	2,081,794	–	–	–
Convention Center	15,962,498	–	679,355	–
Greater Raleigh Convention And Visitors Bureau	4,181,493	–	–	–
Green Square	–	–	–	–
Interests on Monthly Prepared Food/Occup	(31,113)	–	–	–
NC Museum of Art	1,000,000	–	–	–
Non-departmental	1,677,715	–	–	–
Occupancy Rev Allocation Out	(17,273,684)	–	–	–
Occupancy Rev and 3% Adm	16,507,645	16,317,000	17,035,000	17,546,000
Prepared Food & Beverage Tax Div	19,274,064	19,772,000	20,571,000	21,496,000
Prepared Food Distribution Amounts	(20,608,025)	–	–	–
Raleigh Annual Distribution - \$1M	1,000,000	–	–	–
Raleigh Hold Harmless - Occupancy	679,956	–	–	–
St. Augustine's	100,000	–	–	–

# Major Facilities

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
Transfer To Debt Service	991,000	—	—	—
Transfer to GF-Food Admin	586,741	—	—	—
Transfer to GF-Occ Admin	486,711	—	—	—
Unallocated and Other	2,883,739	445,000	268,758	96,000
Wake Annual Transfer To CIP	1,000,000	—	—	—
<b>Revenue Totals</b>	<b>\$ 37,495,137</b>	<b>36,534,000</b>	<b>38,554,113</b>	<b>39,138,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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 an Interlocal Agreement and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, seventeen amendments have been approved to determine the use of uncommitted funds.

Projects that have received or scheduled to receive funds include: the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, and Yates Mill Pond Park.

## FY 2014 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 2010)" 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.

# Major Facilities

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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 require approval of the Raleigh City Council and the Wake County Board of Commissioners and consideration is expected in June 2012. The

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 recommendations that will affect FY 2013.

## Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (April 2010)

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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	1,679,000	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,000,000	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	-	-	-	-	5,500,000	-	-
2022	-	-	-	-	321,000	-	-
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

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	866,337	874,490	874,490	992,448
Contractual Services	221,896	301,563	301,563	197,774
Supplies, Materials and Other Charges	4,458,023	4,162,697	4,167,887	4,492,719
Capital Outlay	2,908,038	3,164,688	4,280,012	3,164,688
Debt	—	—	—	—
Budget Reserves	—	256,562	256,562	264,371
<b>Expenditure Totals</b>	<b>\$ 8,454,295</b>	<b>8,760,000</b>	<b>9,880,514</b>	<b>9,112,000</b>
<b>Revenues:</b>				
Charges For Services	8,431,826	8,174,136	8,174,136	8,581,041
Interest Income	13,629	40,000	40,000	20,000
Miscellaneous	374,379	435,862	435,862	400,957
Other Financing Sources	—	110,002	1,230,516	110,002
Transfers	1,673,316	—	—	—
<b>Revenue Totals</b>	<b>\$ 10,493,150</b>	<b>8,760,000</b>	<b>9,880,514</b>	<b>9,112,000</b>
<b>Number of FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

## 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. It is called the Blue Seal of Excellence Recognition Program. 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.

Final phase replacement of 4 vehicle lifts that were at life cycle.

# **Corporate Fleet Fund**

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Increased AIM unit installation on 30% of fleet. AIMs allow tracking of vehicles fuel use, mileage, idle time and engine performance.

Worked with EMS to develop specifications to perform Midlife reconditioning of Medium Duty ambulances, allowing us to add an additional year to the vehicle lifecycle.

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.

## **FY 2014 DISCUSSION**

Communicate Fleet Management information with our partnering departments.

Share vehicle idle data collected by our Fuel AIM system to give departments opportunity to develop their own fleet idle policy and goals.

Work with results of Market Analysis on suggested actions in regards to GPS, Pool vehicle systems, etc.

## **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**

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## **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.

<b>Key Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Target</b>	<b>Desired Level</b>
<b>Input</b>				
Number of gallons of fuel consumed	993,443	1,070,974	1,016,686	N/A
Number of vehicles per mechanic	116	118	106	100
Number of vehicles owned by County	871	885	885	N/A
Number of vehicles leased to County departments and partners	771	785	785	N/A

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# Solid Waste Management

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## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	921,680	1,142,555	1,142,555	1,209,781
Contractual Services	7,018,553	8,867,404	8,801,401	8,699,339
Supplies, Materials and Other Charges	1,165,611	974,233	1,071,233	1,036,985
Capital Outlay	7,421	96,800	96,800	42,300
Debt	5,126	5,275	5,275	5,275
Budget Reserves	–	220,733	220,733	–
Transfers Out	1,804,000	1,556,000	1,556,000	4,456,320
<b>Expenditure Totals</b>	<b>\$ 10,922,391</b>	<b>12,863,000</b>	<b>12,893,997</b>	<b>15,450,000</b>
<b>Revenues:</b>				
Federal	–	–	–	–
State	1,688,916	1,230,464	1,230,464	1,496,690
Charges For Services	7,495,314	7,679,828	7,679,828	7,819,976
Licenses & Permits	–	6,500	6,500	6,500
Interest Income	238,578	357,000	357,000	357,000
Miscellaneous	1,802,303	2,702,208	2,702,208	2,499,708
Other Financing Sources	–	–	30,997	2,278,337
Transfers	852,000	887,000	887,000	991,789
<b>Revenue Totals</b>	<b>\$ 12,077,111</b>	<b>12,863,000</b>	<b>12,893,997</b>	<b>15,450,000</b>
<b>Number of FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

## 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 Department of Environmental Services of North Carolina. 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

# **Solid Waste Management**

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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.

## **MAJOR ACCOMPLISHMENTS**

During FY 2013 the Solid Waste Division issued Request for Proposal/Bids/Quotes for a number of existing services with expiring contracts. Contracts for new engineering consultants were established. New service providers for closed landfill maintenance, Multi-material operation, Household Hazardous Waste operation were all procured. New services were offered at Wake County facilities for the collection of rigid plastic items, pallets and rechargeable batteries. Collection of Styrofoam and plastic bags/film were investigated and may be added in the near future. The 86-it campaign was able to have a strong presence at the 2012 State Fair and spread the anti-litter message. 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 construction. Solid Waste staff assisted the FD&C Department in the development of designs for the new Convenience Center #7 at the North Wake Landfill.

## **HORIZON ISSUES**

During the upcoming fiscal year, the Solid Waste Division will continue to investigate new potential sources of revenue for recycling collection. A public involvement campaign will be pursued relative to the convenience center program, which will set the course for the program for the next 5-10 years. Studies related to green waste and food waste will be conducted to consider how the County may (or may not) pursue such in the future. Construction of the Gas to Energy plant at the SWLF will complete construction and begin to produce revenue.

# Solid Waste Management

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Efficiency</b>				
Dollars Collected through the Sale of Recyclable Materials	641,274	996,753	1,400,000	1,500,000
<b>All Sites Operations Cost Per Ton</b>				
	70	70	70	70
<b>Effectiveness</b>				
Number of Days Open for Household Hazardous Waste (HHW) Collection	305	305	305	305
Tons of Recyclables Diverted from Landfill	30,000	30,000	30,000	50,000
<b>Input</b>				
Tons Collected at Convience Centers (including recyclables and solid waste)	68,810	70,000	72,000	80,000
Tons Collected of Household Hazardous Waste (HHW)	850	850	850	1,000
Tons Collected of White Goods (Large Appliances)	504	505	505	505

# South Wake Landfill

## Fund Summary

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted
<b>Expenditures:</b>				
Salary / Benefits	230,082	223,044	223,044	235,682
Contractual Services	9,258,569	9,146,137	9,147,984	9,028,574
Supplies, Materials and Other Charges	3,557,205	3,859,819	3,859,819	3,902,955
Debt	-	-	-	-
Budget Reserves	-	-	-	-
Transfers Out	6,237,432	887,000	887,000	991,789
<b>Expenditure Totals</b>	<b>\$ 19,283,289</b>	<b>14,116,000</b>	<b>14,117,847</b>	<b>14,159,000</b>
<b>Revenues:</b>				
Charges For Services	14,827,675	14,116,327	14,116,327	14,159,000
Interest Income	65,669	-	-	-
Miscellaneous	(29)	(327)	(327)	-
Other Financing Sources	-	-	1,847	-
Transfers	5,385,432	-	-	-
<b>Revenue Totals</b>	<b>\$ 20,278,748</b>	<b>14,116,000</b>	<b>14,117,847</b>	<b>14,159,000</b>
<b>Number of FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## 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.

## MAJOR ACCOMPLISHMENTS

During FY 2013 the Solid Waste Division developed and issued Request for Proposals for the operation of the recently renovated East Wake Transfer Station and selected a new vendor. Presentations were made to the Technical Advisory Committee (TAC) and the Solid Waste Advisory Committee (SWAC). Discussions were conducted with the South Wake Landfill operator regarding some various contractual issues including the use of tarps and consideration of new fees associated with some odd or bulky waste items received at the landfill. A master plan for the South Wake Landfill was completed by FD&C with Solid Waste's assistance. Solid Waste also assisted FD&C with the renovation of the East Wake Transfer

Station as well as started design of the 1st phase of closure at the South Wake Landfill.

## HORIZON ISSUES

The new East Wake Transfer Station operator will begin operation in the new fiscal year. Design will be completed on the 1st phase of closure at the South Wake Landfill and construction will begin. Waste Industries will pursue the construction of Phase 2 of the landfill while FD&C will progress with construction of the partial 1st phase closure. Solid Waste will be intimately involved in both projects in a support role, but will oversee the construction of Phase 2. Solid Waste will have to acquire appropriate clay material for the construction of the Phase 2 project.

# South Wake Landfill

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## 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 2012 Actual	FY 2013 Estimated	FY 2014 Target	Desired Level
<b>Input</b>				
Tons Received at South Wake Landfill	414,157	404,000	400,000	500,000
Number of Trucks across East Wake Transfer Station Scales	39,732	37,892	37,397	50,000
Number of Trucks across South Wake Landfill Scales	37,702	36,777	36,414	45,000
Tons Received at East Wake Transfer Station	259,610	247,588	244,351	270,000

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# Introduction and Highlights

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## 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 2014 - 2020 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 \$457.9 million. The FY 2014 - 2020 CIP represents a continuum of projects. The FY 2014 capital budget, or \$57.46 million, represent funded commitments. The remaining projects shown in FY 2015 - 2020 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 include those where 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 Commissioner's 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 2014 - 2020 CIP includes 15.50 cents of the 53.4 cents property tax rate dedicated to debt and capital. For FY 2014, \$26.814 million of property tax revenue is transferred from the general fund to County Capital Projects and \$2.185 million is

transferred to Wake Technical Capital Projects for cash funded capital projects. In addition, one-time revenue of \$8,750,000 is transferred from the general fund to the County CIP to reflect one-time revenues resulting from the transition the collection of vehicle property taxes at the time of vehicle registration.

Market events during Fall 2008 continue to influence appropriations in the FY 2014 - 2020 CIP. Wake County continues to not 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.

The FY 2014 - 2020 CIP maintains the County's strategic, long-term approach to capital facilities. The FY 2014 - 2020 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 2014 - 2020 CIP is a funded CIP; future debt funded projects, such as schools, which may require a tax increase to fund the additional debt service costs, are not included in CIP. Once the revenue source is implemented to fund the projects, the CIP will include the planned projects.

## Highlights of the FY 2014 - 2020 CIP

The \$457.9 million FY 2014 - 2020 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements Element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of Northeast Regional Library. Most non-routine capital projects in the FY 2014 - 2020 CIP are driven by the County's rapid growth.

# **Introduction and Highlights**

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Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

## **Wake County Public School System**

The Wake County Public School System (WCPSS) is the largest local education agency in North Carolina, and while the rate of enrollment growth has slowed in the past three years, enrollment is still projected to grow by 3,176 students for the 2013-2014 school year. Total enrollment, excluding charter school students, is estimated at 152,684 students for 2013-2014. Updated student population projections show a total of approximately 181,500 students in the system by fall 2020.

The FY 2014 - FY 2020 CIP is a funded plan. As all general obligation bonds authorized by the voters in November 2006 in support of CIP 2006 have been sold, no more bond authorization remains. The FY 2014 - 2020 CIP allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

During the 2012-13 year, the Board of Commissioners and Board of Education held joint meetings to plan a school building program. On May 16, 2013, the Boards considered a \$939.9 million school capital improvement plan which includes 16 new schools and 6 existing school renovations, as well as technology and security initiatives. If the referendum anticipated for Fall 2013 is approved by the voters a plan would be reflected in the CIP next year.

## **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 2014 - 2020 Community Improvement Plan includes \$115.45 million for Wake Technical Community College, the

remaining cash and bonds not yet issued nor appropriated in support of the building program. The FY 2014 - 2020 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 2014 - 2020 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 the Planning and Permitting System, Telecom Infrastructure, video conferencing, ROD Books, Revaluation, and dollars for eWake.

## **County Buildings**

The FY 2014 - 2020 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, for minor renovations, and for improvements identified in facility condition assessments. Included in the CIP are dollars for the construction of intake renovations at Human Services Swinburne and funds for intake and WIC renovations at Sunnybrook. Renovations at the Animal Care and Control Center are also funded. The FY 2014 - 2020 CIP also includes a new program for infrastructure paving projects; the first project to be funded is paving at Blue Jay Point County Park beginning in FY 2014.

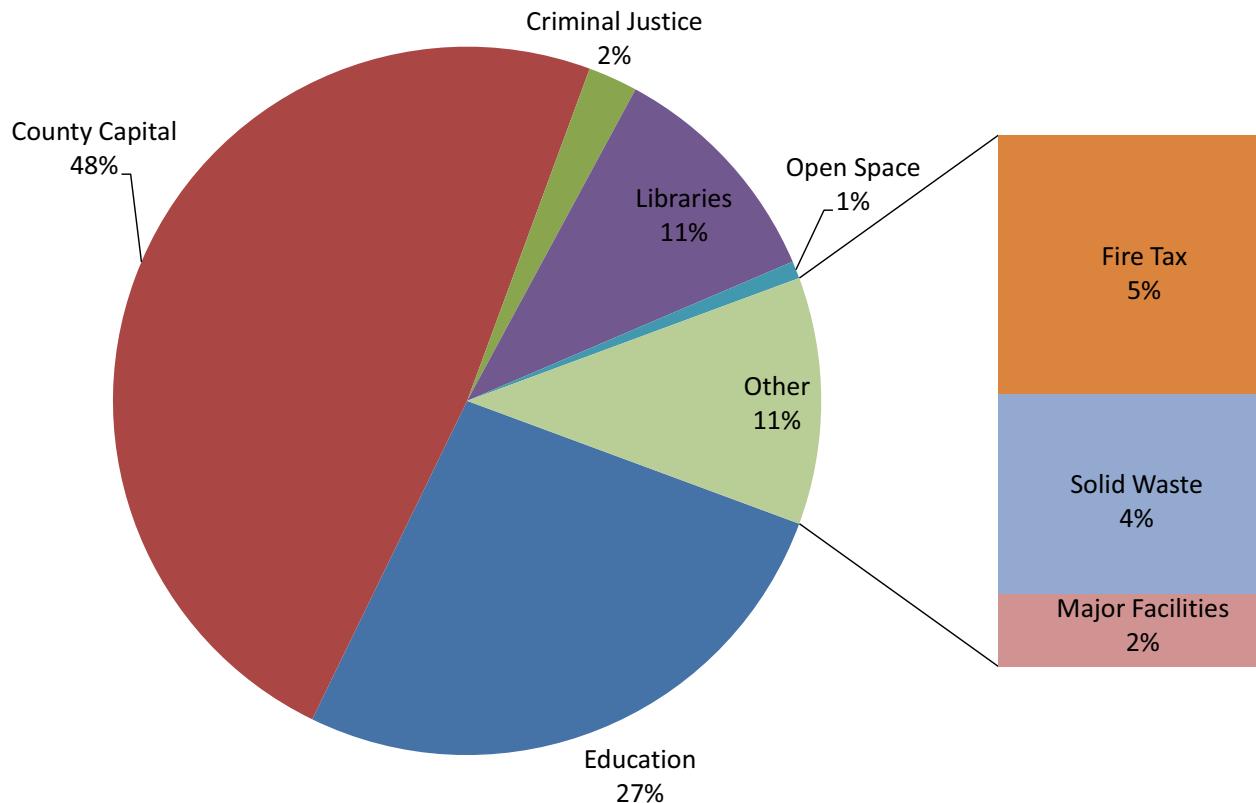
## **Criminal Justice**

The County's rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY 2014 - 2020 CIP continues to implement the Criminal Justice Master Plan. Funding is provided in FY 2014 for Existing Courthouse Renovations, Detention Security, and the final year of funding of Court Displacements.

# Introduction and Highlights

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## FY 14 - 20 Capital Improvement Plan: \$457.9 Million



### Libraries

The FY 2014 - 2020 CIP includes bond funds in support of new library projects. For FY 2014, funds are allocated to construct the last remaining commitment from the 2003 referendum - Northeast Regional Library. County uncommitted CIP funds will be used to fund the remaining dollars needed to construct the library and will be reimbursed with the library bond sale scheduled for August 2014. Also included in FY 2014 are facility condition improvements at Zebulon and \$1.4 million towards library collection development (also funded in FY 15 and FY 16). After Northeast Regional Library, six major projects and three facility condition projects remain. Library projects shown in FY 2015 - 2020 will be evaluated yearly. The remaining operating impacts, after Northeast total \$3.9 million. Without a tax increase, operating costs must be covered by new revenue growth or other choices and trade-offs.

### Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

During November 2007 the voters of Wake County approved a \$50 million bond referendum to continue the program's efforts and maintain exemplary status as one of the nation's best Open Space preservation initiatives. In Spring 2013, the remaining \$21 million of general obligation bonds authorized by the 2007 referendum were issued. It is anticipated that these bonds will be used for Open Space projects that will be appropriated by the Board of Commissioners at future Board of Commissioners meetings. The FY 2014 - 2020 CIP includes annual reimbursements from the City of Raleigh (\$500,000) and Town of Wendell (\$20,000).

# **Introduction and Highlights**

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## **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 2014 - 2020 CIP plans to address these issues with the planned addition of stations or renovations in Brier Creek, Hilltop, 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, with the County receiving Federal COPS Grants funding to offset much of the cost associated with equipment used by Law Enforcement personnel.

Prior CIP funding supported an analysis of the current system (coverage, performance, 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. Based upon the analysis, the FY 2014 - 2020 includes the exploration of options for replacement of the 800MHz infrastructure. The FY 2014 - 2020 CIP 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.

# **Capital Budget Process**

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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 2014 - 2020 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 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. One example of a project added to the CIP through this process are the renovations at the Wake County Animal Care and Control Center.

## **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**

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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 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 debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

## **Capital Budget Process**

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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

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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 2014 appropriation (a financial commitment by the Board of Commissioners), FY 2015-2020 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2015-2020 will be refined as design, engineering, and cost studies are completed during FY 2014 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 2013**

**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**

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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 2014 - 2020 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 renovate an intake area at Swinburne 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.

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# Operating Budget Impact

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## New General Fund Operating Impact

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
<b>County Capital Elements</b>								
Automation	\$10,000	\$273,000	\$13,000	\$6,000				\$302,000
County Building Improvements								
Criminal Justice	\$2,267,000							\$2,267,000
Libraries		\$1,680,000	\$43,000	\$613,000	\$682,000	\$1,656,000	\$799,000	\$5,473,000
Public Safety								
Wake Technical Community College		\$429,000	\$847,000	\$611,000	\$1,301,000			\$3,188,000
Fire Tax District*								
Solid Waste*								
<b>Total Operating Budget Impact</b>	<b>\$2,277,000</b>	<b>\$2,382,400</b>	<b>\$903,000</b>	<b>\$1,230,000</b>	<b>\$1,983,000</b>	<b>\$1,656,000</b>	<b>\$799,000</b>	<b>\$11,230,000</b>

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 2014 - 2020 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 the Wake County Justice Center requires new operating budget dollars for both staff and facility maintenance which have been inculded in the FY 2014 Adopted 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.

The Wake Technical Community College FY 2013 - 2016 Master Plan, and associated referendum which passed in November 2012, has a cumulative operating impact of \$3.2 million.

## **Horizon Issues**

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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; more discussion of horizon issues may be found on some of the respective element pages.

Element	Project	Cost Estimate
Automation	Telecom Improvements AT&T Dark Fiber Replacement Child Support, School Health & Vital Records Document Management System E-Wake Document Management System Topographic Mapping and Aerial Photography Identity and Access Management Laboratory Information Management System	\$13,000,000 1,600,000 3,300,000 2,850,000 1,000,000 1,200,000 300,000
County Building Improvements	Western Regional Center Board of Elections Permanent Space Wake County Office Building Renovations	7,688,000 2,000,000 TBD
Open Space	Open Space Land Acquisitions	TBD
Parks	Future Park Construction	26,300,000
Public Safety	Zebulon Main EMS Renovation Knightdale South EMS Station	1,300,000 1,600,000
Education	Wake County Public School System Building Program	939,955,000

# Community Improvement Plan Projects

## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

The FY 2014 - 2020 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2014 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 2014 - FY 2020 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 June 18, 2013 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.

### Fund: 4100 County Capital Improvement Fund

#### Department 62 Automation CIP

##### Division 6210 Major Automation Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
210A	Major Systems - Property Tax	\$185,000.00	\$0.00	\$185,000.00	\$71,967.32	\$71,967.32	\$113,032.68
237A	DSS Document Management	\$1,345,000.00	\$0.00	\$1,345,000.00	\$1,039,223.90	\$1,144,746.62	\$200,253.38
238A	Public Health System Replacement	\$3,410,500.00	\$0.00	\$3,410,500.00	\$783,632.27	\$2,186,855.76	\$1,223,644.24
240A	eWake Upgrade	\$2,762,065.94	\$0.00	\$2,762,065.94	\$2,714,791.15	\$2,714,791.15	\$47,274.79
241A	CCBI Lab Information Management System	\$200,000.00	\$0.00	\$200,000.00	\$0.00	\$0.00	\$200,000.00
243A	Automated Call Distribution Platform Replacement	\$532,000.00	\$0.00	\$532,000.00	\$0.00	\$0.00	\$532,000.00
244A	Jail & Records Management System Upgrade	\$110,790.00	(\$5,790.00)	\$110,790.00	\$51,662.93	\$51,662.93	\$53,337.07
246A	ROD Books	\$500,000.00	\$0.00	\$500,000.00	\$364,298.70	\$387,458.88	\$112,541.12
247A	Reval Projects	\$400,000.00	\$0.00	\$400,000.00	\$490,433.26	\$490,433.26	\$309,566.74
264A	Dental Practice Management System	\$156,500.00	\$0.00	\$156,500.00	\$128,391.73	\$129,039.73	\$27,460.27
278A	Planning & Permitting System	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
279A	DSS Document Management - Child Welfare	\$1,400,000.00	\$0.00	\$1,400,000.00	\$754,856.85	\$1,094,614.00	\$305,386.00
280A	Email Archiving	\$110,000.00	\$0.00	\$110,000.00	\$110,000.00	\$110,000.00	\$0.00
281A	Aerial Photography	\$60,000.00	\$0.00	\$60,000.00	\$52,554.60	\$60,000.00	\$0.00
282A	EMS Data Analytics	\$100,273.00	\$0.00	\$100,273.00	\$0.00	\$100,000.00	\$273.00
Total Division 6210 Major Automation Projects		\$11,372,128.94	(\$5,790.00)	\$11,372,128.94	\$6,561,812.71	\$8,541,569.65	\$3,224,769.29

##### Division 6220 Business Applications

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
052A	WCSO Automation Upgrades	\$902,929.00	\$0.77	\$902,929.00	\$875,027.28	\$902,089.98	\$839.79
204A	Risk Management System	\$110,400.00	\$0.00	\$110,400.00	\$106,858.75	\$108,945.00	\$1,455.00
Total Division 6220 Business Applications		\$1,013,329.00	\$0.77	\$1,013,329.00	\$981,886.03	\$1,011,034.98	\$2,294.79

##### Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
059A	General Computer Equipments Replacement	\$546.51	\$0.00	\$546.51	\$546.20	\$546.20	\$0.31
265A	New Equipment 2013	\$1,660,000.00	\$0.00	\$1,660,000.00	\$1,568,763.19	\$1,621,031.77	\$38,968.23
266A	Maintenance Libraries 2013	\$20,000.00	\$0.00	\$20,000.00	\$3,135.58	\$3,135.58	\$16,864.42
267A	Maintenance Upgrade 2013	\$10,000.00	\$0.00	\$10,000.00	\$6,375.74	\$6,375.74	\$3,624.26
268A	Maintenance Repairs 2013	\$10,000.00	\$0.00	\$10,000.00	\$7,729.33	\$7,729.33	\$2,270.67
269A	Telephone Equipment 2013	\$50,000.00	\$0.00	\$50,000.00	\$25,595.14	\$40,786.14	\$9,213.86
Total Division 6230 Computer Equipment		\$1,750,546.51	\$0.00	\$1,750,546.51	\$1,612,145.18	\$1,679,604.76	\$70,941.75

##### Division 6240 Enterprise Network

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
085A	Enterprise Network General	\$17,806.70	\$0.00	\$17,806.70	\$17,806.33	\$17,806.33	\$0.37
188A	Security Strategy Implementation	\$198,420.84	\$0.00	\$198,420.84	\$98,410.66	\$98,410.66	\$100,010.18
224A	Application Hardware/Software 2011	\$403,000.00	\$0.00	\$403,000.00	\$389,631.42	\$389,631.42	\$13,368.58
254A	CCBI and Sheriff Infrastructure 2012	\$97,000.00	\$0.00	\$97,000.00	\$3,422.85	\$97,000.00	\$0.00

# Community Improvement Plan Projects

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## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

The FY 2014 - 2020 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2014 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 2014 - FY 2020 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 June 18, 2013 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.

258A	Network Services 2012	\$223,000.00	\$0.00	\$223,000.00	\$196,268.34	\$219,785.27	\$3,214.73
270A	Application Hardware/Software 2013	\$225,000.00	\$0.00	\$225,000.00	\$67,281.06	\$67,281.06	\$157,718.94
271A	CCBI and Sheriff Infrastructure 2013	\$25,000.00	\$0.00	\$25,000.00	\$4,200.00	\$25,000.00	\$0.00
272A	Telecom/Desktop/Helpdesk Tools 2013	\$5,500.00	\$0.00	\$5,500.00	\$845.74	\$2,860.59	\$2,639.41
273A	Database Operations 2013	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$50,000.00
275A	Network Services 2013	\$134,400.00	\$0.00	\$134,400.00	\$61,891.33	\$61,891.33	\$72,508.67
276A	Security Services 2013	\$95,000.00	\$0.00	\$95,000.00	\$91,888.79	\$91,888.79	\$3,111.21
277A	Server Services 2013	\$902,531.95	\$0.00	\$902,531.95	\$770,024.52	\$782,137.14	\$120,394.81
<b>Total Division 6240 Enterprise Network</b>		<b>\$2,376,659.49</b>	<b>\$0.00</b>	<b>\$2,376,659.49</b>	<b>\$1,701,671.04</b>	<b>\$1,853,692.59</b>	<b>\$522,966.90</b>
<b>Total Department 62 Automation CIP</b>		<b>\$16,512,663.94</b>	<b>(\$5,789.23)</b>	<b>\$16,512,663.94</b>	<b>\$10,514,934.96</b>	<b>\$12,777,901.98</b>	<b>\$3,728,972.73</b>

## Department 64 Community Capital Projects

### Division 6400 Community Capital Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
001C	General Community Planned Projects	\$355,000.00	\$0.00	\$355,000.00	\$0.00	\$0.00	\$355,000.00
007C	Hospice of Wake County	\$1,750,000.00	\$0.00	\$1,750,000.00	\$1,500,000.00	\$1,500,000.00	\$250,000.00
<b>Total Division 6400 Community Capital Projects</b>		<b>\$2,105,000.00</b>	<b>\$0.00</b>	<b>\$2,105,000.00</b>	<b>\$1,500,000.00</b>	<b>\$1,500,000.00</b>	<b>\$605,000.00</b>
<b>Total Department 64 Community Capital Projects</b>		<b>\$2,105,000.00</b>	<b>\$0.00</b>	<b>\$2,105,000.00</b>	<b>\$1,500,000.00</b>	<b>\$1,500,000.00</b>	<b>\$605,000.00</b>

## Department 66 County Building Improvements

### Division 6610 Major County Building Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
019B	Facilities Condition Assessment	\$624,148.28	\$0.00	\$624,148.28	\$610,570.15	\$622,990.01	\$1,158.27
151B	FIREARMS ED TRAINING CTR IMPROVEMENTS	\$300,000.00	\$0.00	\$300,000.00	\$298,823.22	\$298,823.22	\$1,176.78
188B	Facility Condition Upgrades	\$87,065.65	\$0.00	\$87,065.65	\$87,053.63	\$87,053.63	\$12.02
200B	Mental Health Continuum	\$24,000,000.00	\$0.00	\$24,000,000.00	\$23,171,164.91	\$23,770,088.41	\$229,911.59
233B	PSC Tower Elevator Modernization	\$942,438.99	\$0.00	\$942,438.99	\$902,907.17	\$938,899.66	\$3,539.33
247B	Board of Elections Upfit	\$133,430.72	\$0.00	\$133,430.72	\$131,484.72	\$133,430.72	\$0.00
248B	WCOB Tower Elevator Modernization	\$338,297.81	\$0.00	\$338,297.81	\$197,503.81	\$326,877.81	\$11,420.00
249B	Community Services Center Renovation	\$310,000.00	\$0.00	\$310,000.00	\$0.00	\$0.00	\$310,000.00
250B	Restack Renovations and Upgrades	\$104,000.00	\$0.00	\$104,000.00	\$20,639.73	\$45,769.73	\$58,230.27
281B	Board of Elections	\$105,000.00	\$0.00	\$105,000.00	\$0.00	\$0.00	\$105,000.00
282B	WCOB Life Safety/Egress Renovations	\$517,000.00	\$0.00	\$517,000.00	\$0.00	\$0.00	\$517,000.00
283B	Animal Control Center	\$393,000.00	\$0.00	\$393,000.00	\$31,449.00	\$72,654.00	\$320,346.00
284B	Swinburne Intake Area Renovation	\$243,000.00	\$0.00	\$243,000.00	\$0.00	\$0.00	\$243,000.00
285B	Public Health Center	\$52,000.00	\$0.00	\$52,000.00	\$3,178.25	\$5,178.25	\$46,821.75
286B	Cornerstone	\$166,000.00	\$0.00	\$166,000.00	\$0.00	\$28,190.00	\$137,810.00
<b>Total Division 6610 Major County Building Projects</b>		<b>\$28,315,381.45</b>	<b>\$0.00</b>	<b>\$28,315,381.45</b>	<b>\$25,454,774.59</b>	<b>\$26,329,955.44</b>	<b>\$1,985,426.01</b>

### Division 6630 County Building Security Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
222B	Security Improvements - Phase 7	\$315,090.93	\$0.00	\$315,090.93	\$276,822.84	\$315,090.93	\$0.00
255B	Security Improvements-Phase 8	\$318,814.83	\$0.00	\$318,814.83	\$124,750.19	\$318,465.65	\$349.18
280B	Security Improvements - Ph 9	\$208,000.00	\$0.00	\$208,000.00	\$8,324.00	\$142,759.24	\$65,240.76
<b>Total Division 6630 County Building Security Projects</b>		<b>-----</b>	<b>-----</b>	<b>-----</b>	<b>-----</b>	<b>-----</b>	<b>-----</b>

# Community Improvement Plan Projects

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## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

The FY 2014 - 2020 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2014 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 2014 - FY 2020 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 June 18, 2013 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.

### Division 6640 Minor CIP Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
037B	General Bid Renov - Minor-General	\$346,191.26	\$0.00	\$346,191.26	\$0.00	\$0.00	\$346,191.26
045B	GSA Vehicle Exhaust System Modification/Repairs	\$70,572.42	\$0.00	\$70,572.42	\$70,572.42	\$70,572.42	\$0.00
148B	Willow Springs FD Well, Pump & Tank	\$28,525.37	\$0.00	\$28,525.37	\$19,025.37	\$19,025.37	\$9,500.00
194B	GSA Mechanical Replacement Design	\$53,129.87	\$0.00	\$53,129.87	\$40,681.51	\$42,961.51	\$10,168.36
240B	PSC Data Center UPS Life Cycle Replacement	\$80,000.00	\$0.00	\$80,000.00	\$4,050.00	\$11,500.00	\$68,500.00
262B	AR - 10 Sunnybrook Intake/WIC Feasibility Study	\$25,682.82	\$0.00	\$25,682.82	\$25,682.82	\$25,682.82	\$0.00
263B	RR - WCOB PH1 Life Safety Improvements	\$118,765.00	\$0.00	\$118,765.00	\$92,849.67	\$118,765.00	\$0.00
266B	RR - PSC Laundry Commercial Washer Replacement	\$96,000.00	\$0.00	\$96,000.00	\$57,419.14	\$60,819.14	\$35,180.86
267B	RR - WCOB Automatic Induction Unit Swithover	\$58,990.00	\$0.00	\$58,990.00	\$0.00	\$58,990.00	\$0.00
268B	RR - WCOB Boiler Room Sump Pump Replacement	\$63,905.00	\$0.00	\$63,905.00	\$0.00	\$9,905.00	\$54,000.00
269B	RR - WCOP Exterior Waterproofing	\$23,500.00	\$0.00	\$23,500.00	\$0.00	\$0.00	\$23,500.00
271B	RR - WCOB Water Cooler Replacement Project	\$21,000.00	\$0.00	\$21,000.00	\$20,136.41	\$20,136.41	\$863.59
287B	RR - PSC Sump Pump Replacement	\$48,583.00	\$0.00	\$48,583.00	\$48,583.00	\$48,583.00	\$0.00
289B	AR - Swinburne JobLink FF&E and HVAC	\$121,532.34	\$0.00	\$121,532.34	\$19,002.34	\$59,832.50	\$61,699.84
290B	AR - Animal Control Workflow Modifications (Securit	\$99,360.00	\$0.00	\$99,360.00	\$0.00	\$0.00	\$99,360.00
291B	RR - Blue Jay Environmental Edu Carpet Replaceme	\$31,260.00	\$0.00	\$31,260.00	\$0.00	\$0.00	\$31,260.00
292B	RR - FY13 Multi-site Paving Replacement	\$90,000.00	\$0.00	\$90,000.00	\$0.00	\$82,773.60	\$7,226.40
294B	RR - PSC VAV Replacement - Floors 1 & 2	\$96,000.00	\$0.00	\$96,000.00	\$85,256.00	\$85,256.00	\$10,744.00
295B	RR - WCOB Life Safety/Fire/ADA/Elevator Improveme	\$96,000.00	\$0.00	\$96,000.00	\$0.00	\$0.00	\$96,000.00
296B	RR - Sunnybrook Mechanical Test and Balance	\$23,200.00	\$0.00	\$23,200.00	\$0.00	\$0.00	\$23,200.00
297B	RR - PSC Domestic Water Booster Pump Replaceme	\$65,000.00	\$0.00	\$65,000.00	\$4,626.00	\$9,435.00	\$55,565.00
298B	RR - WCOB Basement Interior Finishes Upgrade	\$41,280.00	\$0.00	\$41,280.00	\$0.00	\$0.00	\$41,280.00
299B	AR - AA Thompson/HSBH Relocation	\$97,261.00	\$0.00	\$97,261.00	\$86,635.05	\$90,635.05	\$6,625.95
300B	RR - PSC Underslab/Kitchen Condesate Piping Repl:	\$65,000.00	\$0.00	\$65,000.00	\$65,000.00	\$65,000.00	\$0.00
302B	RR - Cornerstone Fire Alarm Replacement	\$45,000.00	\$0.00	\$45,000.00	\$0.00	\$7,740.00	\$37,260.00
Total Division 6640 Minor CIP Projects		\$1,905,738.08	\$0.00	\$1,905,738.08	\$639,519.73	\$887,612.82	\$1,018,125.26

### Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
080B	Mechanical, Electrical & Plumbing - Gen	\$66,984.15	\$0.00	\$66,984.15	\$6,045.85	\$6,045.85	\$60,938.30
246B	Swinburne Emergency Power	\$1,035,964.51	\$0.00	\$1,035,964.51	\$1,000,717.52	\$1,006,882.96	\$29,081.55
252B	PSC Life Safety Ventilation Replacement	\$1,507,400.00	\$0.00	\$1,507,400.00	\$1,507,363.88	\$1,507,363.88	\$36.12
253B	GSA Fleet Area A/C	\$275,000.00	\$0.00	\$275,000.00	\$240,225.37	\$247,854.98	\$27,145.02
274B	ECM Lighting Replacements	\$310,000.00	\$0.00	\$310,000.00	\$104,260.55	\$288,100.85	\$21,899.15
275B	Eastern Regional Center	\$86,000.00	\$0.00	\$86,000.00	\$43,807.38	\$82,762.69	\$3,237.31
276B	Library Admin Building	\$2,775.42	\$0.00	\$2,775.42	\$1,942.92	\$2,775.42	\$0.00
277B	Community Services Center - Elec/Fire Alarm	\$254,000.00	\$0.00	\$254,000.00	\$0.42	\$0.42	\$253,999.58
278B	Southern Regional Center HVAC	\$138,224.58	\$0.00	\$138,224.58	\$102,423.97	\$136,297.54	\$1,927.04
Total Division 6650 Mechanical, Electrical And Plumbing		\$3,676,348.66	\$0.00	\$3,676,348.66	\$3,006,787.86	\$3,278,084.59	\$398,264.07

### Division 6660 Roofing Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
098B	Roof Replacements - General	\$33,827.35	\$0.00	\$33,827.35	\$1.83	\$1.83	\$33,825.52
217B	Courthouse Roof Replacement	\$544,914.89	\$0.00	\$544,914.89	\$538,065.05	\$544,914.89	\$0.00
237B	CSC Roof Repairs	\$32,500.00	\$0.00	\$32,500.00	\$31,139.73	\$31,139.73	\$1,360.27

# Community Improvement Plan Projects

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## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

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<b>254B</b>	Library Administration Roof Repair	\$540,653.40	\$0.00	\$540,653.40	\$487,773.60	\$487,773.60	\$52,879.80
<b>270B</b>	WCOB 11th Floor Roof	\$140,512.75	\$0.00	\$140,512.75	\$130,410.83	\$140,354.53	\$158.22
<b>279B</b>	Firearms Education Center Roof	\$929,000.00	\$0.00	\$929,000.00	\$818,751.67	\$876,344.86	\$52,655.14
<b>Total Division 6660 Roofing Projects</b>		<b>\$2,221,408.39</b>	<b>\$0.00</b>	<b>\$2,221,408.39</b>	<b>\$2,006,142.71</b>	<b>\$2,080,529.44</b>	<b>\$140,878.95</b>

## Division 6680 Crabtree Creek Flood Control Structures

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
<b>256B</b>	Site 1 - Sorrell's Grove	\$129,500.00	\$0.00	\$129,500.00	\$15,518.26	\$18,600.00	\$110,900.00
<b>257B</b>	Site 2 - Hatcher's Grove	\$129,500.00	\$0.00	\$129,500.00	\$11,684.87	\$31,150.00	\$98,350.00
<b>258B</b>	Site 3 - Bond Lake	\$129,500.00	\$0.00	\$129,500.00	\$640.87	\$5,600.00	\$123,900.00
<b>259B</b>	Site 20A - Brier Creek	\$20,000.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$20,000.00
<b>Total Division 6680 Crabtree Creek Flood Control Structu</b>		<b>\$408,500.00</b>	<b>\$0.00</b>	<b>\$408,500.00</b>	<b>\$27,844.00</b>	<b>\$55,350.00</b>	<b>\$353,150.00</b>
<b>Total Department 66 County Building Improvements</b>		<b>\$37,369,282.34</b>	<b>\$0.00</b>	<b>\$37,369,282.34</b>	<b>\$31,544,965.92</b>	<b>\$33,407,848.11</b>	<b>\$3,961,434.23</b>

## Department 68 Criminal Justice CIP

### Division 6810 Detention Facilities

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
<b>007J</b>	Detention Phase 2 Hammond Site	\$144,933,097.59	\$0.00	\$144,933,097.59	\$144,848,934.37	\$144,848,934.37	\$84,163.22
<b>Total Division 6810 Detention Facilities</b>		<b>\$144,933,097.59</b>	<b>\$0.00</b>	<b>\$144,933,097.59</b>	<b>\$144,848,934.37</b>	<b>\$144,848,934.37</b>	<b>\$84,163.22</b>

### Division 6820 Detention Security

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
<b>009J</b>	General Detention Security	\$0.00	\$0.00	\$0.05	\$0.00	\$0.00	\$0.00
<b>013J</b>	Programmable Controller	\$936,901.07	\$0.00	\$936,901.07	\$465,256.99	\$861,950.56	\$74,950.51
<b>054J</b>	Detention and Security Assessment Improvements	\$792,249.13	\$0.00	\$792,249.13	\$496,099.96	\$670,458.22	\$121,790.91
<b>Total Division 6820 Detention Security</b>		<b>\$1,729,150.20</b>	<b>\$0.00</b>	<b>\$1,729,150.25</b>	<b>\$961,356.95</b>	<b>\$1,532,408.78</b>	<b>\$196,741.42</b>

### Division 6830 Judicial Facilities

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
<b>018J</b>	General Judicial Facilities Planned Proj	\$765,096.75	\$0.00	\$765,096.75	\$709,069.56	\$743,439.50	\$21,657.25
<b>031J</b>	Davie St Parking Deck	\$29,743,397.73	\$0.00	\$29,743,397.73	\$29,660,568.40	\$29,660,568.40	\$82,829.33
<b>034J</b>	CTHS Elevator Upgrade/Refurbishment	\$613,066.55	\$0.00	\$613,066.55	\$36,307.55	\$36,307.55	\$576,759.00
<b>041J</b>	Justice Facilities Displacements	\$7,878,000.00	\$0.00	\$7,878,000.00	\$7,475,428.59	\$7,868,290.08	\$9,709.92
<b>042J</b>	Justice Center	\$182,922,269.55	\$0.00	\$182,922,269.55	\$160,584,229.89	\$173,152,647.90	\$9,769,621.65
<b>043J</b>	CTHS Partial Renov - Fl. 7,8,9&12	\$5,200,577.00	\$0.00	\$5,200,577.00	\$94,740.71	\$418,575.21	\$4,782,001.79
<b>058J</b>	Courthouse Caulking	\$857,649.21	\$0.00	\$857,649.21	\$768,679.57	\$826,071.80	\$31,577.41
<b>061J</b>	Courthouse 6th Floor Renovation	\$2,055,000.00	\$0.00	\$2,055,000.00	\$1,972,470.30	\$2,037,840.66	\$17,159.34
<b>064J</b>	Floors 1-5 Minor Renovations	\$250,000.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$250,000.00
<b>065J</b>	Skywalk Repair	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
<b>062J</b>	Upper Parking Deck Abatement	\$110,000.00	\$0.00	\$110,000.00	\$14,962.00	\$35,000.00	\$75,000.00
<b>Total Division 6830 Judicial Facilities</b>		<b>\$230,463,479.79</b>	<b>\$0.00</b>	<b>\$230,463,479.79</b>	<b>\$201,316,456.57</b>	<b>\$214,778,741.10</b>	<b>\$15,684,738.69</b>

# Community Improvement Plan Projects

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## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

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### Division 6840 Public Safety Center

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
060J	Public Safety Center Renovations	\$8,665,474.96	\$0.00	\$8,665,474.96	\$6,411,464.33	\$8,498,284.86	\$167,190.10
<b>Total Division 6840 Public Safety Center</b>		<b>\$8,665,474.96</b>	<b>\$0.00</b>	<b>\$8,665,474.96</b>	<b>\$6,411,464.33</b>	<b>\$8,498,284.86</b>	<b>\$167,190.10</b>
<b>Total Department 68 Criminal Justice CIP</b>		<b>\$385,791,202.54</b>	<b>\$0.00</b>	<b>\$385,791,202.59</b>	<b>\$353,538,212.22</b>	<b>\$369,658,369.11</b>	<b>\$16,132,833.43</b>

### Department 70 Public Libraries CIP

#### Division 7000 Library Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
003L	Master Libraries	\$126,940.69	\$0.00	\$126,940.69	\$83,206.38	\$84,565.13	\$42,375.56
009L	Northeast Regional Library	\$6,094,685.77	\$0.00	\$6,094,685.77	\$2,069,857.72	\$2,181,948.84	\$3,912,736.93
014L	Northeastern Regional Library - Books	\$2,907,001.00	\$0.00	\$2,907,001.00	\$1.01	\$1.01	\$2,906,999.99
023L	Wake Forest Library	\$327,155.85	\$0.00	\$327,155.85	\$272,136.20	\$327,155.85	\$0.00
028L	Harrison Library FCA	\$1,663,142.56	\$0.00	\$1,663,142.56	\$1,660,242.56	\$1,663,142.56	\$0.00
029L	Olivia Raney Library FCA	\$510,000.00	\$0.00	\$510,000.00	\$0.00	\$0.00	\$510,000.00
036L	Green Road Library FCA	\$529,000.00	\$0.00	\$529,000.00	\$510,348.08	\$510,348.08	\$18,651.92
039L	Wake Forest Library FCA	\$200,000.00	\$0.00	\$200,000.00	\$110,311.69	\$165,572.38	\$34,427.62
040L	Fuquay Varina Library FCA	\$150,000.00	\$0.00	\$150,000.00	\$6,161.12	\$45,328.33	\$104,671.67
<b>Total Division 7000 Library Projects</b>		<b>\$12,507,925.87</b>	<b>\$0.00</b>	<b>\$12,507,925.87</b>	<b>\$4,712,264.76</b>	<b>\$4,978,062.18</b>	<b>\$7,529,863.69</b>
<b>Total Department 70 Public Libraries CIP</b>		<b>\$12,507,925.87</b>	<b>\$0.00</b>	<b>\$12,507,925.87</b>	<b>\$4,712,264.76</b>	<b>\$4,978,062.18</b>	<b>\$7,529,863.69</b>

### Department 72 Open Space

#### Division 7200 Open Space

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
036G	Unallocated Open Space	\$0.00	\$2,092,635.24	\$0.00	\$0.00	\$0.00	\$2,092,635.24
046G	Little River Reimbursement - Raleigh	\$1,500,000.00	\$0.00	\$1,500,000.00	\$0.00	\$0.00	\$1,500,000.00
047G	TOW - Open Space Loan Agreement	\$20,000.00	\$3,733.45	\$20,000.00	\$0.00	\$0.00	\$23,733.45
049G	Neuse River Greenway	\$8,900,000.00	\$0.00	\$8,900,000.00	\$8,833,361.08	\$8,833,361.08	\$66,638.92
050G	Pond Dam Rehabilitation	\$450,000.00	\$0.00	\$450,000.00	\$204,809.77	\$326,318.79	\$123,681.21
053G	Knightdale/Mingo Creek Greenway	\$465,000.00	\$0.00	\$465,000.00	\$61,475.77	\$465,000.00	\$0.00
054G	Morrisville/Crabtree/Hatcher Creek Greenway	\$570,000.00	\$0.00	\$570,000.00	\$0.00	\$570,000.00	\$0.00
055G	Mitchell Open Space Tract	\$190,000.00	\$0.00	\$190,000.00	\$185,764.98	\$185,785.98	\$4,214.02
056G	Beach Open Space Tract	\$565,000.00	\$0.00	\$565,000.00	\$541,877.67	\$541,877.67	\$23,122.33
100G	Open Space Administration	\$75,000.00	\$0.00	\$75,000.00	\$11,364.60	\$41,489.60	\$33,510.40
999G	Open Space Bond/BAN revenue	\$0.00	\$21,711,376.25	\$0.00	\$0.00	\$0.00	\$21,711,376.25
<b>Total Division 7200 Open Space</b>		<b>\$12,735,000.00</b>	<b>\$23,807,744.94</b>	<b>\$12,735,000.00</b>	<b>\$9,838,653.87</b>	<b>\$10,963,833.12</b>	<b>\$25,578,911.82</b>
<b>Total Department 72 Open Space</b>		<b>\$12,735,000.00</b>	<b>\$23,807,744.94</b>	<b>\$12,735,000.00</b>	<b>\$9,838,653.87</b>	<b>\$10,963,833.12</b>	<b>\$25,578,911.82</b>

# Community Improvement Plan Projects

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## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

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### Department 74 Parks And Recreation CIP

#### Division 7410 County Parks

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
035R	Southeast Regional Wake Co Park	\$2,566,089.64	\$0.00	\$2,566,089.64	\$2,022,865.83	\$2,022,865.83	\$543,223.81
074R	Randleigh Farm	\$25,000.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$25,000.00
<b>Total Division 7410 County Parks</b>		<b>\$2,591,089.64</b>	<b>\$0.00</b>	<b>\$2,591,089.64</b>	<b>\$2,022,865.83</b>	<b>\$2,022,865.83</b>	<b>\$568,223.81</b>

#### Division 7420 Community Use Of School/Parks

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
076R	Rolesville Middle School (M-6)	\$250,000.00	\$0.00	\$250,000.00	\$242,930.17	\$250,000.00	\$0.00
<b>Total Division 7420 Community Use Of School/Parks</b>		<b>\$250,000.00</b>	<b>\$0.00</b>	<b>\$250,000.00</b>	<b>\$242,930.17</b>	<b>\$250,000.00</b>	<b>\$0.00</b>

#### Division 7430 Other Park Projects

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
033R	Recreation Fees	\$0.00	\$1,673,243.36	\$0.00	\$0.00	\$0.00	\$1,673,243.36
<b>Total Division 7430 Other Park Projects</b>		<b>\$0.00</b>	<b>\$1,673,243.36</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,673,243.36</b>

#### Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
052R	PARK FACILITY IMPROVEMENTS	\$2,147,085.72	\$0.00	\$2,147,085.72	\$1,512,067.08	\$1,798,805.82	\$348,279.90
<b>Total Division 7490 Existing Park Facility Improvements</b>		<b>\$2,147,085.72</b>	<b>\$0.00</b>	<b>\$2,147,085.72</b>	<b>\$1,512,067.08</b>	<b>\$1,798,805.82</b>	<b>\$348,279.90</b>
<b>Total Department 74 Parks And Recreation CIP</b>		<b>\$4,988,175.36</b>	<b>\$1,673,243.36</b>	<b>\$4,988,175.36</b>	<b>\$3,777,863.08</b>	<b>\$4,071,671.65</b>	<b>\$2,589,747.07</b>

### Department 76 Public Safety CIP

#### Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
044P	Sprint/Nextel - Rebanding Project	\$589,731.00	(\$268.59)	\$589,731.00	\$208,610.20	\$423,682.57	\$165,779.84
052P	800Mhz Infrastructure Study	\$100,000.00	\$0.00	\$100,000.00	\$71,783.75	\$74,003.75	\$25,996.25
062P	North & South Radio Tower Repairs	\$50,000.00	\$0.00	\$50,000.00	\$45,620.50	\$45,620.50	\$4,379.50
<b>Total Division 7630 800 MHZ Radio Communications</b>		<b>\$739,731.00</b>	<b>(\$268.59)</b>	<b>\$739,731.00</b>	<b>\$326,014.45</b>	<b>\$543,306.82</b>	<b>\$196,155.59</b>

#### Division 7640 EMS

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
012P	EMS Defibrillators	\$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	\$161,000.00	\$0.00	\$161,000.00	\$2,000.00	\$2,000.00	\$159,000.00
<b>Total Division 7640 EMS</b>		<b>\$3,137,534.96</b>	<b>\$0.00</b>	<b>\$3,137,534.96</b>	<b>\$2,977,110.09</b>	<b>\$2,977,110.09</b>	<b>\$160,424.87</b>

# Community Improvement Plan Projects

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### Division 7650 Public Safety

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
026P	Former 911 Emergency Fund	\$315,965.83	\$115,640.51	\$315,965.83	\$314,865.83	\$314,865.83	\$116,740.51
063P	City/County Joint Emergency Operations Center	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	\$0.00
<b>Total Division 7650 Public Safety</b>		<b>\$415,965.83</b>	<b>\$115,640.51</b>	<b>\$415,965.83</b>	<b>\$314,865.83</b>	<b>\$414,865.83</b>	<b>\$116,740.51</b>

### Division 7660 Sheriff

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
056P	Sheriff's Communication Center	\$2,100,000.00	\$0.00	\$2,100,000.00	\$1,757,162.91	\$1,862,214.66	\$237,785.34
<b>Total Division 7660 Sheriff</b>		<b>\$2,100,000.00</b>	<b>\$0.00</b>	<b>\$2,100,000.00</b>	<b>\$1,757,162.91</b>	<b>\$1,862,214.66</b>	<b>\$237,785.34</b>
<b>Total Department 76 Public Safety CIP</b>		<b>\$6,393,231.79</b>	<b>\$115,371.92</b>	<b>\$6,393,231.79</b>	<b>\$5,375,153.28</b>	<b>\$5,797,497.40</b>	<b>\$711,106.31</b>

### Department 78 Water And Sewer

#### Division 7860 Watershed Planning

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
015S	Jordan Lake Water Reclamation	\$9,257,900.00	(\$3,689,559.08)	\$9,257,900.00	\$5,419,571.47	\$5,675,178.42	(\$106,837.50)
<b>Total Division 7860 Watershed Planning</b>		<b>\$9,257,900.00</b>	<b>(\$3,689,559.08)</b>	<b>\$9,257,900.00</b>	<b>\$5,419,571.47</b>	<b>\$5,675,178.42</b>	<b>(\$106,837.50)</b>
<b>Total Department 78 Water And Sewer</b>		<b>\$9,257,900.00</b>	<b>(\$3,689,559.08)</b>	<b>\$9,257,900.00</b>	<b>\$5,419,571.47</b>	<b>\$5,675,178.42</b>	<b>(\$106,837.50)</b>

### Department 79 Economic Development

#### Division 7910 On-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
001D	On-Site Water and Sewer Unallocated in RTP	\$713,140.00	\$0.00	\$713,140.00	\$0.00	\$700,000.00	\$13,140.00
002D	RTP On-Site Water and Sewer Unallocated - Biogen	\$300,000.00	\$0.00	\$300,000.00	\$288,266.16	\$288,266.16	\$11,733.84
<b>Total Division 7910 On-Site Water and Sewer</b>		<b>\$1,013,140.00</b>	<b>\$0.00</b>	<b>\$1,013,140.00</b>	<b>\$288,266.16</b>	<b>\$988,266.16</b>	<b>\$24,873.84</b>

#### Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
010D	RTP Off-Site Water and Sewer Unallocated	\$2,220,570.00	\$0.00	\$2,220,570.00	\$32,967.39	\$107,667.39	\$2,112,902.61
011D	Jordan Lake Water Allocation	\$24,267.00	\$0.00	\$24,267.00	\$8,182.36	\$11,406.36	\$12,860.64
012D	RTP Phase 2 - Cape Fear Sanitary Sewer Line	\$1,447,750.00	(\$1,029,000.00)	\$1,447,750.00	\$0.00	\$0.00	\$418,750.00
<b>Total Division 7920 Off-Site Water and Sewer</b>		<b>\$3,692,587.00</b>	<b>(\$1,029,000.00)</b>	<b>\$3,692,587.00</b>	<b>\$41,149.75</b>	<b>\$119,073.75</b>	<b>\$2,544,513.25</b>

# Community Improvement Plan Projects

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## Community Improvement Plan Project Balances for County Capital as of June 18, 2013

The FY 2014 - 2020 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2014 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 2014 - FY 2020 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 June 18, 2013 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.

### Division 7930 Economic Incentives

Unit	Unit Name	Budgeted	Revenues Over/	Current	Actual Expenses to		Actual Balance
		Revenues	(Under) Budget	Expenditure Budget	Actual Expenses to Date	Date with Commitments and Pending	
020D	Economic Incentives Unallocated	\$1,055,262.77	\$0.00	\$1,055,262.77	\$1,117.42	\$1,117.42	\$1,054,145.35
021D	Credit Suisse	\$3,744,716.00	(\$0.13)	\$3,744,716.00	\$3,733,160.05	\$3,733,160.05	\$11,555.82
022D	Novartis	\$2,769,555.00	\$0.00	\$2,769,555.00	\$2,432,320.85	\$2,432,320.85	\$337,234.15
023D	NetApp	\$1,233,963.23	\$0.00	\$1,233,963.23	\$494,781.00	\$494,781.00	\$739,182.23
<b>Total Division 7930 Economic Incentives</b>		<b>\$8,803,497.00</b>	<b>(\$0.13)</b>	<b>\$8,803,497.00</b>	<b>\$6,661,379.32</b>	<b>\$6,661,379.32</b>	<b>\$2,142,117.55</b>
<b>Total Department 79 Economic Development</b>		<b>\$13,509,224.00</b>	<b>(\$1,029,000.13)</b>	<b>\$13,509,224.00</b>	<b>\$6,990,795.23</b>	<b>\$7,768,719.23</b>	<b>\$4,711,504.64</b>

### Department 88 Program Wide Projects

#### Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Budgeted	Revenues Over/	Current	Actual Expenses to		Actual Balance
		Revenues	(Under) Budget	Expenditure Budget	Actual Expenses to Date	Date with Commitments and Pending	
001W	Revenue Subfund For CIP	\$0.00	\$3,511,306.28	\$0.00	\$0.00	\$0.00	\$3,511,306.28
004W	Transfer to Affordable Housing	\$6,460,000.00	\$0.00	\$6,460,000.00	\$6,460,000.00	\$6,460,000.00	\$0.00
005W	RESERVED FOR FUTURE PROJECTS	\$5,026,000.00	\$0.00	\$5,026,000.00	\$0.00	\$0.00	\$5,026,000.00
006W	Transfer to Wake Tech Capital Fund	\$7,500,000.00	\$0.00	\$7,500,000.00	\$7,500,000.00	\$7,500,000.00	\$0.00
007W	Transfer to General Fund	\$1,257,182.00	\$0.00	\$1,257,182.00	\$1,257,182.00	\$1,257,182.00	\$0.00
008W	Transfer to Debt Service Fund	\$7,666,901.93	\$0.00	\$7,666,901.93	\$7,666,901.93	\$7,666,901.93	\$0.00
009W	Transfer to Fire CIP	\$940,000.00	\$0.00	\$940,000.00	\$940,000.00	\$940,000.00	\$0.00
<b>Total Division 8810 440 Co Construction - General - Revenue</b>		<b>\$28,850,083.93</b>	<b>\$3,511,306.28</b>	<b>\$28,850,083.93</b>	<b>\$23,824,083.93</b>	<b>\$23,824,083.93</b>	<b>\$8,537,306.28</b>
<b>Total Department 88 Program Wide Projects</b>		<b>\$28,850,083.93</b>	<b>\$3,511,306.28</b>	<b>\$28,850,083.93</b>	<b>\$23,824,083.93</b>	<b>\$23,824,083.93</b>	<b>\$8,537,306.28</b>
<b>Total Fund: 4100 County Capital Improvement Fund</b>		<b>\$530,019,689.77</b>	<b>\$24,383,318.06</b>	<b>\$530,019,689.82</b>	<b>\$457,036,498.72</b>	<b>\$480,423,165.13</b>	<b>\$73,979,842.70</b>

## Seven-Year Summary of Sources and Uses

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	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>FY 2014 - FY 2020 CIP Uses</b>								
County Capital	39,691,000	36,580,000	45,400,000	51,290,000	42,576,000	36,407,000	32,701,000	284,645,000
Education	4,541,820	63,672,466	43,838,054	2,388,574	2,399,014	2,409,362	2,419,604	121,668,894
Fire Rescue	2,867,000	2,922,000	1,941,000	3,607,000	2,784,000	6,506,000	4,503,000	25,130,000
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
Solid Waste	9,362,000	4,800,000	580,000	1,068,000	3,708,000	—	—	19,518,000
<b>Total Uses</b>	<b>57,461,820</b>	<b>108,974,466</b>	<b>92,759,054</b>	<b>59,353,574</b>	<b>52,467,014</b>	<b>46,322,362</b>	<b>40,623,604</b>	<b>457,961,894</b>
<b>FY 2014 - FY 2020 CIP Sources</b>								
Pooled Investments	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
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	1,487,000	59,547,000	37,750,000	1,515,000	—	4,446,000	2,414,000	107,159,000
Law Enforcement	—	—	1,928,000	1,180,000	—	—	—	3,108,000
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	3,607,000	4,618,000	7,252,000	1,997,000	986,000	—	507,000	18,967,000
Authorized and Unissued	—	3,994,000	6,947,000	17,782,000	11,180,000	4,797,000	—	44,700,000
Transfers From General Fund	37,749,000	30,786,000	31,880,000	29,017,000	30,036,000	31,090,000	32,181,000	222,739,000
Transfers From Special Districts Fund	1,350,000	1,132,000	2,464,000	2,518,000	2,608,000	2,030,000	1,552,000	13,654,000
Other	520,000	520,000	550,000	858,000	520,000	520,000	520,000	4,008,000
Miscellaneous	5,312,000	300,000	130,000	768,000	3,058,000	—	—	9,568,000
Transfers From Solid Waste Enterprise	4,050,000	4,500,000	450,000	300,000	650,000	—	—	9,950,000
Municipalities	—	180,000	—	—	—	—	—	180,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total Sources</b>	<b>57,461,820</b>	<b>108,974,466</b>	<b>92,759,054</b>	<b>59,353,574</b>	<b>52,467,014</b>	<b>46,322,362</b>	<b>40,623,604</b>	<b>457,961,894</b>

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# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14–20
<b>Affordable Housing</b>								
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
<b>Subtotal: Affordable Housing</b>	<b>830,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,830,000</b>
<b>Automation</b>								
Computer Equipment	1,750,000	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	14,052,000
Enterprise Infrastructure	1,540,000	1,500,000	2,043,000	1,571,000	1,681,000	1,450,000	1,500,000	11,285,000
Major Projects	6,703,000	3,733,000	4,033,000	3,068,000	2,599,000	1,953,000	1,538,000	23,627,000
<b>Subtotal: Automation</b>	<b>9,993,000</b>	<b>7,233,000</b>	<b>8,076,000</b>	<b>6,735,000</b>	<b>6,486,000</b>	<b>5,403,000</b>	<b>5,038,000</b>	<b>48,964,000</b>
<b>Community Capital</b>								
Hospice of Wake County	250,000	—	—	—	—	—	—	250,000
Reserve for Future Projects	250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
<b>Subtotal: Community Capital</b>	<b>500,000</b>	<b>3,500,000</b>						
<b>County Building Improvements</b>								
Crabtree Creek Flood Control Structures	94,000	471,000	355,000	202,000	600,000	57,000	245,000	2,024,000
Infrastructure Paving	237,000	391,000	396,000	1,260,000	78,000	—	140,000	2,502,000
Major Building Renovations	990,000	1,520,000	1,375,000	479,000	296,000	331,000	—	4,991,000
Building Systems Replacements	675,000	1,863,000	1,771,000	1,227,000	1,680,000	1,020,000	1,215,000	9,451,000
Minor Building Projects	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Roofing Projects	1,096,000	217,000	854,000	475,000	615,000	754,000	2,291,000	6,302,000
Security Improvements	211,000	226,000	183,000	338,000	218,000	219,000	201,000	1,596,000
County Buildings								
<b>Subtotal: County Building Improvements</b>	<b>4,503,000</b>	<b>5,888,000</b>	<b>6,134,000</b>	<b>5,181,000</b>	<b>4,687,000</b>	<b>3,581,000</b>	<b>5,292,000</b>	<b>35,266,000</b>
<b>Criminal Justice</b>								
Detention Facilities	—	—	—	—	100,000	850,000	2,686,000	3,636,000
Detention Security	142,000	663,000	427,000	427,000	436,000	285,000	300,000	2,680,000

# Detailed Seven-Year Summary of Sources and Uses

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## County Capital: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Existing Courthouse Renovations	1,100,000	2,740,000	–	–	–	–	–	3,840,000
Court Displacement	201,000	–	–	–	–	–	–	201,000
<b>Subtotal: Criminal Justice</b>	<b>1,443,000</b>	<b>3,403,000</b>	<b>427,000</b>	<b>427,000</b>	<b>536,000</b>	<b>1,135,000</b>	<b>2,986,000</b>	<b>10,357,000</b>

## Economic Development and Infrastructure

Business Development Grants	1,402,000	1,335,000	2,678,000	1,896,000	1,491,000	258,000	254,000	9,314,000
Jordan Lake Reclaimed Water Project	–	–	2,649,000	–	–	–	–	2,649,000
Nutrient Management Strategy Study	100,000	–	–	–	–	–	–	100,000
On-site Water and Sewer	–	–	–	–	300,000	300,000	300,000	900,000
<b>Subtotal: Economic Development and Infrastructure</b>	<b>1,502,000</b>	<b>1,335,000</b>	<b>5,327,000</b>	<b>1,896,000</b>	<b>1,791,000</b>	<b>558,000</b>	<b>554,000</b>	<b>12,963,000</b>

## Libraries

Library Materials and Collection Development	1,400,000	1,400,000	1,400,000	–	–	–	–	4,200,000
Cary Regional Library	–	100,000	832,000	11,930,000	–	–	–	12,862,000
Upgrades to Existing Library Facilities	353,000	225,000	770,000	740,000	–	–	–	2,088,000
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
Northeast Regional Library	2,971,000	–	–	–	–	–	–	2,971,000
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
<b>Subtotal: Libraries</b>	<b>4,724,000</b>	<b>2,070,000</b>	<b>8,347,000</b>	<b>17,782,000</b>	<b>11,180,000</b>	<b>4,797,000</b>	<b>–</b>	<b>48,900,000</b>

## Open Space

Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
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# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Subtotal: Open Space</b>	<b>520,000</b>	<b>3,640,000</b>						
<b>Parks</b>								
Existing Parks	300,000	250,000	250,000	250,000	250,000	250,000	250,000	1,800,000
Facility Improvements	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
<b>Subtotal: Parks</b>	<b>300,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>3,600,000</b>
<b>Program-wide Projects</b>								
Reserve for Future Projects	12,008,000	3,324,000	–	–	6,270,000	15,395,000	13,961,000	50,958,000
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
<b>Subtotal: Program-wide Projects</b>	<b>13,508,000</b>	<b>4,824,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>7,770,000</b>	<b>16,895,000</b>	<b>15,461,000</b>	<b>61,458,000</b>
<b>Public Safety</b>								
800 Megahertz System	–	8,062,000	10,676,000	13,308,000	6,081,000	128,000	–	38,255,000
EMS Defibrillators	–	800,000	828,000	–	–	–	800,000	2,428,000
EMS Projects	1,868,000	395,000	1,515,000	1,891,000	1,475,000	1,340,000	–	8,484,000
<b>Subtotal: Public Safety</b>	<b>1,868,000</b>	<b>9,257,000</b>	<b>13,019,000</b>	<b>15,199,000</b>	<b>7,556,000</b>	<b>1,468,000</b>	<b>800,000</b>	<b>49,167,000</b>
<b>Total: County Capital Uses</b>	<b>39,691,000</b>	<b>36,580,000</b>	<b>45,400,000</b>	<b>51,290,000</b>	<b>42,576,000</b>	<b>36,407,000</b>	<b>32,701,000</b>	<b>284,645,000</b>

## County Capital: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Law Enforcement	–	–	1,928,000	1,180,000	–	–	–	3,108,000
Appropriated Fund Balance	3,607,000	4,405,000	6,965,000	1,613,000	–	–	–	16,590,000
Authorized and Unissued	–	3,994,000	6,947,000	17,782,000	11,180,000	4,797,000	–	44,700,000
Transfers From General Fund	35,564,000	27,481,000	28,170,000	29,017,000	30,036,000	31,090,000	32,181,000	213,539,000
Other	520,000	520,000	550,000	858,000	520,000	520,000	520,000	4,008,000

# Detailed Seven-Year Summary of Sources and Uses

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## County Capital: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Transfers From Special Districts Fund	–	–	840,000	840,000	840,000	–	–	2,520,000
Municipalities	–	180,000	–	–	–	–	–	180,000
<b>Total: County Capital Sources</b>	<b>39,691,000</b>	<b>36,580,000</b>	<b>45,400,000</b>	<b>51,290,000</b>	<b>42,576,000</b>	<b>36,407,000</b>	<b>32,701,000</b>	<b>284,645,000</b>

## Education: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Wake Technical Community College</b>								
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	2,185,000	61,305,000	41,460,000	–	–	–	–	104,950,000
<b>Subtotal: Wake Technical Community College</b>	<b>3,685,000</b>	<b>62,805,000</b>	<b>42,960,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>115,450,000</b>
<b>Wake County Public School System</b>								
WCPSS Administrative Lease Reserve	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
<b>Subtotal: Wake County Public School System</b>	<b>856,820</b>	<b>867,466</b>	<b>878,054</b>	<b>888,574</b>	<b>899,014</b>	<b>909,362</b>	<b>919,604</b>	<b>6,218,894</b>
<b>Total: Education Uses</b>	<b>4,541,820</b>	<b>63,672,466</b>	<b>43,838,054</b>	<b>2,388,574</b>	<b>2,399,014</b>	<b>2,409,362</b>	<b>2,419,604</b>	<b>121,668,894</b>

## Education: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Pooled Investments</b>								
Pooled Investments	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
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	–	58,000,000	37,750,000	–	–	–	–	95,750,000

# Detailed Seven-Year Summary of Sources and Uses

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## Education: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Transfers From General Fund	2,185,000	3,305,000	3,710,000	–	–	–	–	9,200,000
<b>Total: Education Sources</b>	<b>4,541,820</b>	<b>63,672,466</b>	<b>43,838,054</b>	<b>2,388,574</b>	<b>2,399,014</b>	<b>2,409,362</b>	<b>2,419,604</b>	<b>121,668,894</b>

## Fire Rescue: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Fire/Rescue</b>								
Fire Apparatus and Vehicles	1,882,000	2,191,000	493,000	2,010,000	243,000	2,348,000	3,625,000	12,792,000
Fire Facilities	156,000	100,000	100,000	248,000	248,000	2,771,000	100,000	3,723,000
Reserve for Future Projects	296,000	30,000	30,000	30,000	30,000	432,000	30,000	878,000
Fire Equipment	533,000	601,000	1,318,000	1,319,000	2,263,000	955,000	748,000	7,737,000
<b>Subtotal: Fire/Rescue</b>	<b>2,867,000</b>	<b>2,922,000</b>	<b>1,941,000</b>	<b>3,607,000</b>	<b>2,784,000</b>	<b>6,506,000</b>	<b>4,503,000</b>	<b>25,130,000</b>
<b>Total: Fire Rescue Uses</b>	<b>2,867,000</b>	<b>2,922,000</b>	<b>1,941,000</b>	<b>3,607,000</b>	<b>2,784,000</b>	<b>6,506,000</b>	<b>4,503,000</b>	<b>25,130,000</b>

## Fire Rescue: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Debt to be Authorized</b>								
Debt to be Authorized	1,487,000	1,547,000	–	1,515,000	–	4,446,000	2,414,000	11,409,000
Appropriated Fund Balance	–	213,000	287,000	384,000	986,000	–	507,000	2,377,000
Transfers From Special Districts Fund	1,350,000	1,132,000	1,624,000	1,678,000	1,768,000	2,030,000	1,552,000	11,134,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Fire Rescue Sources</b>	<b>2,867,000</b>	<b>2,922,000</b>	<b>1,941,000</b>	<b>3,607,000</b>	<b>2,784,000</b>	<b>6,506,000</b>	<b>4,503,000</b>	<b>25,130,000</b>

# Detailed Seven-Year Summary of Sources and Uses

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## Major Facilities: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Major Facilities Capital Trust Fund</b>								
Five County Stadium	460,000	350,000	–	–	–	–	–	810,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	440,000	350,000	550,000	–	85,000	900,000	42,000	2,367,000
Reserve for Major Facilities Future Projects	–	200,000	350,000	900,000	815,000	–	858,000	3,123,000
<b>Subtotal: Major Facilities Capital Trust Fund</b>	<b>1,000,000</b>	<b>7,000,000</b>						
<b>Total: Major Facilities Uses</b>	<b>1,000,000</b>	<b>7,000,000</b>						

## Major Facilities: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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
<b>Total: Major Facilities Sources</b>	<b>1,000,000</b>	<b>7,000,000</b>						

## Solid Waste: Uses

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Solid Waste</b>								
Multi-material and Convenience Centers	3,650,000	1,000,000	100,000	300,000	100,000	–	–	5,150,000
East Wake Landfill	–	1,500,000	–	–	–	–	–	1,500,000
South Wake Landfill	5,312,000	300,000	130,000	768,000	3,058,000	–	–	9,568,000
Landfill Gas Development	400,000	2,000,000	350,000	–	550,000	–	–	3,300,000
<b>Subtotal: Solid Waste</b>	<b>9,362,000</b>	<b>4,800,000</b>	<b>580,000</b>	<b>1,068,000</b>	<b>3,708,000</b>	<b>–</b>	<b>–</b>	<b>19,518,000</b>
<b>Total: Solid Waste Uses</b>	<b>9,362,000</b>	<b>4,800,000</b>	<b>580,000</b>	<b>1,068,000</b>	<b>3,708,000</b>	<b>–</b>	<b>–</b>	<b>19,518,000</b>

## Detailed Seven-Year Summary of Sources and Uses

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### Solid Waste: Sources

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Miscellaneous	5,312,000	300,000	130,000	768,000	3,058,000	–	–	9,568,000
Transfers From Solid Waste Enterprise	4,050,000	4,500,000	450,000	300,000	650,000	–	–	9,950,000
<b>Total: Solid Waste Sources</b>	<b>9,362,000</b>	<b>4,800,000</b>	<b>580,000</b>	<b>1,068,000</b>	<b>3,708,000</b>	<b>–</b>	<b>–</b>	<b>19,518,000</b>

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# Affordable Housing

## Element Summary: Affordable Housing

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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
<b>Total Uses</b>	<b>830,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,830,000</b>
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
<b>Total Sources</b>	<b>830,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,830,000</b>
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

## Seven-Year CIP Summary

The FY 2014-2020 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2014. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2014; 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 2014, 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 \$4.2 million over and above the County's CIP contribution of \$830,000. The action plan, totaling \$5 million for FY 2014 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,

# Affordable Housing

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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 64 families in FY 2014 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 210 families in FY 2014 through public facility improvements.

**Rental Subsidies:** HCR funds 45 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 \$22 million (\$6.8 million of County funds and \$15.3 million of federal loan contributions).

## Project Accomplishments

During FY 2013, 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 85 very low-income families and made 6 emergency grants to very-low income families to help with emergency repairs to their homes; Helped to build a new Salvation Army building in Raleigh.

**HOME:** Completed Water Garden Village Apartments (88 units for families), Cedar Street Apartments (4 units in Cary) and Sunnybrook Apartments (10 units for veterans).

**CIP:** Funded 45 rental subsidies for persons with a mental illness.

**Other Projects:** Funding was provided to the Town of Knightdale to assist with the construction of a playground. Funds were also provided to the Town of Rolesville to assist with street paving and improvements on School Street. 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

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## Affordable Housing Transfer

The FY 2014-2020 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2014. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2014; 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

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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
<b>Total Uses</b>	*	<b>830,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,830,000</b>
<b>Funding Sources</b>									
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
<b>Total Sources</b>	*	<b>830,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,830,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

## Element Summary: Automation

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Enterprise Infrastructure	1,540,000	1,500,000	2,043,000	1,571,000	1,681,000	1,450,000	1,500,000	11,285,000
Computer Equipment	1,750,000	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000	14,052,000
Major Projects	6,703,000	3,733,000	4,033,000	3,068,000	2,599,000	1,953,000	1,538,000	23,627,000
<b>Total Uses</b>	<b>9,993,000</b>	<b>7,233,000</b>	<b>8,076,000</b>	<b>6,735,000</b>	<b>6,486,000</b>	<b>5,403,000</b>	<b>5,038,000</b>	<b>48,964,000</b>
Transfers From General Fund	9,993,000	7,233,000	8,076,000	6,735,000	6,486,000	5,403,000	5,038,000	48,964,000
<b>Total Sources</b>	<b>9,993,000</b>	<b>7,233,000</b>	<b>8,076,000</b>	<b>6,735,000</b>	<b>6,486,000</b>	<b>5,403,000</b>	<b>5,038,000</b>	<b>48,964,000</b>
<b>CIP Operating Impacts</b>	10,000	273,400	13,000	6,000	-	-	-	302,400
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

## 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 2014-2020 Automation CIP budget includes approximately \$48.9 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) and to purchase materials (e.g., memory, hard drives) to refurbish computer equipment.

Enterprise infrastructure: Funding to maintain and improve the County's data network, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, and security hardware and software.

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

# Automation

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they will be scheduled with typical lead times of 18 to 24 months.

The Board of Commissioner's 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 2013, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

**Website upgrades:** As noted earlier in the Budget Book, IS completed the upgrade of both WakeGOV.com and the employee intranet portal using Microsoft's SharePoint 2010. The technology allows staff to more easily create and manage departmental content. The upgrade to WakeGOV included a new design, simpler content layout and quick access to Wake County's 26 online services via enhanced search functionality. Both the WakeGOV website and the employee intranet portal (WE) offer anytime, anyplace access to information and online services.

**Backup System Replacement:** Also noted above, the demand for secure, highly available, and easily accessible electronic storage continued to increase as departments added new systems and technologies and as information was increasingly digitized. To ensure availability and recoverability of the County's electronic data, Information Services began the work to replace the aging backup platform utilized by the County. The project includes the acquisition and initial implementation of a new backup software platform and additional data storage. The team

anticipates completing implementation of archiving and other features in early FY 2014.

**Document Management:** Information Services implemented PRIME - the document management system for the economic support services division of Human Services. The project, which began in FY 2012, included redesigning business processes to retrieve and digitize mail to allow delivery through the document management system. The technology and changed business processes enable the digital storage and retrieval of client applications and evidence of eligibility and certification for economic support programs. It 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.

**Public Health System Replacement:** The current health practice management system in Human Services will be replaced to meet current and imminent requirements for electronic health records, portability of health information, and billing practices. The procurement process for the new Public Health System was initiated in FY 2012 with an extensive RFP and vendor evaluation. The GE Centricity Practice Management and Electronic Health Record solution was selected and a contract completed in FY 2013. The deployment of the new system, including changes to clinical practices and record management was initiated in FY 2013. Full deployment of the Practice Management system is scheduled for June 2013.

**Automated Call Distribution:** In alignment with the IS department's Telecommunications Strategic Plan, a multi-phase project to establish an enterprise Call Center Platform began in FY 2012. County departments have expressed a growing need for a more robust tool with features such as: ability to capture caller data, record calls, provide callers with the option to exit a queue and leave a message, present wait time announcements, and route calls based on skill-sets (e.g., English/Spanish, special skills routing). The County released an RFP for a new call center platform in late FY 2012. A hosted

## **Automation**

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solution was selected, and contract negotiations are underway. The County plans to begin moving existing call center customers to the new platform in July 2013. The new platform offers features, reporting, and management that can be tailored and adapted to department's business processes. The platform will be scalable to accommodate the County's changing processes.

Dental System: In FY 2013 Information Services implemented a new Dental Practice Management System. This system includes the integration of dental instruments to the PM system for recording patient data, a scheduling / tracking component, as well as integration to a billing clearing house. The new Dental System will also interface with the Public Health System when implemented for electronic medical records and combined clearinghouse billing. This combined billing allows for a single patient billing and multiple collection opportunities.

### **Operating Budget Impact**

Two major projects drive the operating impacts shown in the Automation element. In FY 2014, the E-Wake Document Management Pilot project has an operating budget impact of \$10,000. In FY 2015, it is anticipated that the Planning and Permitting system will require \$248,000 in net new operating impacts once savings related to maintenance to the existing mainframe system is realized.

# Automation

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## Computer Equipment

The FY 2014-2020 CIP includes approximately \$14 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 2014 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 2014 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Purchased Services Construction	*	1,750,000	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000
<b>Total Uses</b>	*	<b>1,750,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,096,000</b>	<b>2,206,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	1,750,000	2,000,000	2,000,000	2,096,000	2,206,000	2,000,000	2,000,000
<b>Total Sources</b>	*	<b>1,750,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,096,000</b>	<b>2,206,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

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## Enterprise Infrastructure

The FY 2014-2020 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 2014 includes funds for projects to replace aging network infrastructure

that is reaching end-of-life/end-of-support. The 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 the County's primary and backup data centers as well as the replacement of network switches that support several remote facilities. Replacement funds are also allocated for servers that will reach end-of-support during FY 2014 as well as planned expansions to data storage platforms.

## Program Summary: Enterprise Infrastructure

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Purchased Services	*	1,540,000	1,500,000	2,043,000	1,571,000	1,681,000	1,450,000	1,500,000
Construction								11,285,000
<b>Total Uses</b>								
	*	1,540,000	1,500,000	2,043,000	1,571,000	1,681,000	1,450,000	1,500,000
<b>Funding Sources</b>								
Transfers From General Fund	*	1,540,000	1,500,000	2,043,000	1,571,000	1,681,000	1,450,000	1,500,000
<b>Total Sources</b>	*	1,540,000	1,500,000	2,043,000	1,571,000	1,681,000	1,450,000	1,500,000
<b>CIP Operating Impacts</b>								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

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## Major Projects

The FY 2014-2020 CIP includes approximately \$23.6 million for major information system projects. The FY 2014-2020 CIP will provide funding for the maintenance and upgrade of the County's planning and permitting system, property tax system, Jail and Records management system, Enterprise Resource Planning (ERP) system, and the Register of Deeds Books application. Additionally, Major Projects will continue support for the Public Health system implementation and the Document Management

systems for Child Medicaid and Child Welfare. Major Projects still supports the Revaluation System for which 1.0 FTE, an IT engineer, will be funded out of the CIP. In addition, funding is allocated in Major Projects to upgrade the County's telecommunications infrastructure beginning in FY 2014 and funds are allocated to fund the E-Wake Pilot Document Management project for the County's ERP system related to employee mileage reimbursement and new employee onboarding.

## Program Summary: Major Projects

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Purchased Services	*	6,703,000	3,733,000	4,033,000	3,068,000	2,599,000	1,953,000	1,538,000
Construction								23,627,000
<b>Total Uses</b>								
	*	<b>6,703,000</b>	<b>3,733,000</b>	<b>4,033,000</b>	<b>3,068,000</b>	<b>2,599,000</b>	<b>1,953,000</b>	<b>1,538,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	6,703,000	3,733,000	4,033,000	3,068,000	2,599,000	1,953,000	1,538,000
Total Sources	*	<b>6,703,000</b>	<b>3,733,000</b>	<b>4,033,000</b>	<b>3,068,000</b>	<b>2,599,000</b>	<b>1,953,000</b>	<b>1,538,000</b>
CIP Operating Impacts	*	10,000	273,400	13,000	6,000	-	-	302,400
CIP Operating Impacts - FTE		-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Community Capital

## Element Summary: Community Capital

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Reserve for Future Projects	250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
Hospice of Wake County	250,000	-	-	-	-	-	-	250,000
<b>Total Uses</b>	<b>500,000</b>	<b>3,500,000</b>						
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	<b>500,000</b>	<b>3,500,000</b>						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

## Seven-Year CIP Summary

The FY 2014-2020 CIP includes \$500,000 annually for Community Capital Projects, totaling \$3.5 million over the seven year period. These funds are allocated by the Board of Commissioners throughout the year in response to community needs. Other than the broad focus on addressing critical community problems with capital solutions, the selection of programs occurs on a case-by-case basis as funding permits. Funding in FY 2014 is allocated to Hospice of Wake County.

## 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 in a given year 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.

## 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. None of the projects funded in the FY 2014-2020 CIP require operating subsidies from Wake County.

# Community Capital

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## 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 FY 2014-2020 CIP allocates \$250,000 to complete the County's commitment of \$2 million to partially fund a freestanding Hospice and Palliative Care Center. The facility will have at least 8 acute patient beds and 6 residential beds, plus space to expand the Family Grief Center. The County will not assume any operating costs for the Hospice and Palliative Care Center.

## Program Summary: Hospice of Wake County

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Aid to Community Agencies	1,750,000	250,000	–	–	–	–	–	–	250,000
<b>Total Uses</b>	<b>1,750,000</b>	<b>250,000</b>	–	–	–	–	–	–	<b>250,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	1,750,000	250,000	–	–	–	–	–	–	250,000
<b>Total Sources</b>	<b>1,750,000</b>	<b>250,000</b>	–	–	–	–	–	–	<b>250,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–	–

# Community Capital

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## Reserve for Future Projects

The FY 2014-2020 CIP includes \$3.25 million in reserves for future Community Capital projects. Beginning in FY 2014 funds are available 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. It is anticipated that a Request for Proposals will occur in the Summer of 2013 to begin the process to allocate these funds.

## Program Summary: Reserve for Future Projects

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Aid to Community Agencies	*	250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
<b>Total Uses</b>	*	<b>250,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,250,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
<b>Total Sources</b>	*	<b>250,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,250,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

## Element Summary: County Building Improvements

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Minor Building Projects	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Major Building Renovations	990,000	1,520,000	1,375,000	479,000	296,000	331,000	—	4,991,000
Roofing Projects	1,096,000	217,000	854,000	475,000	615,000	754,000	2,291,000	6,302,000
Crabtree Creek Flood Control Structures	94,000	471,000	355,000	202,000	600,000	57,000	245,000	2,024,000
Security Improvements County Buildings	211,000	226,000	183,000	338,000	218,000	219,000	201,000	1,596,000
Building Systems Replacements	675,000	1,863,000	1,771,000	1,227,000	1,680,000	1,020,000	1,215,000	9,451,000
Infrastructure Paving	237,000	391,000	396,000	1,260,000	78,000	—	140,000	2,502,000
<b>Total Uses</b>	<b>4,503,000</b>	<b>5,888,000</b>	<b>6,134,000</b>	<b>5,181,000</b>	<b>4,687,000</b>	<b>3,581,000</b>	<b>5,292,000</b>	<b>35,266,000</b>
Appropriated Fund Balance	—	184,000	—	—	—	—	—	184,000
Other	—	—	30,000	338,000	—	—	—	368,000
Transfers From General Fund	4,503,000	5,524,000	6,104,000	4,843,000	4,687,000	3,581,000	5,292,000	34,534,000
Municipalities	—	180,000	—	—	—	—	—	180,000
<b>Total Sources</b>	<b>4,503,000</b>	<b>5,888,000</b>	<b>6,134,000</b>	<b>5,181,000</b>	<b>4,687,000</b>	<b>3,581,000</b>	<b>5,292,000</b>	<b>35,266,000</b>
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

## Seven-Year CIP Summary

A total of \$35.3 million is planned for County Building Improvements within the FY 2014-2020 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 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 FY2014, the element has been 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 180 buildings, totaling over 4.2 million square feet. 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;

# **County Building Improvements**

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improve response times to suspicious activities and alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; 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 a key tool 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; 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 2015 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

## **Operating Budget Impact**

### General County Building Improvements

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

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## Crabtree Creek Flood Control Structures

The FY 2014-2020 CIP includes \$2 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.

Improvements to the Site 1 facility are planned to be completed by summer 2013. Due to delays in permit approvals completion of improvements for Sites 2 and 3, planned for FY 2013, will carry over into FY 2014. Funding for the repair and renovation of the remaining 7 sites will continue through FY 2020.

## Program Summary: Crabtree Creek Flood Control Structures

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	94,000	471,000	355,000	202,000	600,000	57,000	245,000
<b>Total Uses</b>	<b>*</b>	<b>94,000</b>	<b>471,000</b>	<b>355,000</b>	<b>202,000</b>	<b>600,000</b>	<b>57,000</b>	<b>245,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	94,000	471,000	355,000	202,000	600,000	57,000	245,000
<b>Total Sources</b>	<b>*</b>	<b>94,000</b>	<b>471,000</b>	<b>355,000</b>	<b>202,000</b>	<b>600,000</b>	<b>57,000</b>	<b>245,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Infrastructure Paving

Wake County maintains and operates nearly 180 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 is a new program added to the CIP for FY 2014- FY 2020.

Pavement assessments have been conducted for a number of county facilities. These assessments identified pavement areas that were in need of maintenance repair and some replacement. 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 2014, \$237,000 is planned for the first of three phases for parking and access road repair and replacement at Blue Jay Point County Park. Funding for FY 2015 - FY 2020 includes an additional \$2.26 million for pavement repair and replacement at eight additional county facilities.

## Program Summary: Infrastructure Paving

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20	
Construction Costs	*	237,000	391,000	396,000	1,260,000	78,000	-	140,000	2,502,000
<b>Total Uses</b>	*	<b>237,000</b>	<b>391,000</b>	<b>396,000</b>	<b>1,260,000</b>	<b>78,000</b>	-	<b>140,000</b>	<b>2,502,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	237,000	391,000	396,000	1,260,000	78,000	-	140,000	2,502,000
<b>Total Sources</b>	*	<b>237,000</b>	<b>391,000</b>	<b>396,000</b>	<b>1,260,000</b>	<b>78,000</b>	-	<b>140,000</b>	<b>2,502,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Major Building Renovations

The FY 2014-2020 CIP includes \$5 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 2014-2020 CIP includes funds to make some important improvements. For FY 2014, funding is obligated for: design and construction of renovations for a customer intake area at Swinburne Center, design for a new central intake space, and relocation of the existing Medicaid and WIC spaces in the Sunnybrook Building and facility condition improvements in the Animal Control Center.

## Program Summary: Major Building Renovations

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	330,000	1,520,000	1,375,000	479,000	296,000	331,000	- 4,331,000
Professional Services	*	150,000	-	-	-	-	-	- 150,000
Purchased Services	*	445,000	-	-	-	-	-	- 445,000
Construction Reserves (Budget Entries Only)	*	65,000	-	-	-	-	-	- 65,000
<b>Total Uses</b>	<b>*</b>	<b>990,000</b>	<b>1,520,000</b>	<b>1,375,000</b>	<b>479,000</b>	<b>296,000</b>	<b>331,000</b>	<b>- 4,991,000</b>
<b>Funding Sources</b>								
Appropriated Fund Balance	*	-	184,000	-	-	-	-	- 184,000
Transfers From General Fund	*	990,000	1,336,000	1,375,000	479,000	296,000	331,000	- 4,807,000
<b>Total Sources</b>	<b>*</b>	<b>990,000</b>	<b>1,520,000</b>	<b>1,375,000</b>	<b>479,000</b>	<b>296,000</b>	<b>331,000</b>	<b>- 4,991,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Building Systems Replacements

The FY 2014-2020 CIP includes \$9.5 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 2014 projects include replacement of the boiler and central heating plant for the Wake County Office Building as well as planning for other core building services and upgrades such as HVAC and electrical system renovations.

## Program Summary: Building Systems Replacements

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20	
Construction Costs	*	675,000	1,863,000	1,771,000	1,227,000	1,680,000	1,020,000	1,215,000	9,451,000
<b>Total Uses</b>	*	<b>675,000</b>	<b>1,863,000</b>	<b>1,771,000</b>	<b>1,227,000</b>	<b>1,680,000</b>	<b>1,020,000</b>	<b>1,215,000</b>	<b>9,451,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	675,000	1,683,000	1,771,000	1,227,000	1,680,000	1,020,000	1,215,000	9,271,000
Municipalities	*	-	180,000	-	-	-	-	-	180,000
<b>Total Sources</b>	*	<b>675,000</b>	<b>1,863,000</b>	<b>1,771,000</b>	<b>1,227,000</b>	<b>1,680,000</b>	<b>1,020,000</b>	<b>1,215,000</b>	<b>9,451,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Minor Building Projects

The FY 2014-2020 CIP includes \$8.4 million over the seven year plan. This category includes repairs, replacements, alterations and renovations that typically cost under \$100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value; these projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various departments rank the alterations/ renovations projects submitted by County departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/ cost savings; 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Building Maintenance/ Repair	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
<b>Total Uses</b>	*	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>8,400,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
<b>Total Sources</b>	*	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>8,400,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Roofing Projects

The FY 2014-2020 CIP includes \$6.3 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 2014 projects include funds for roof replacements at Swinburne Center and roof replacements on several buildings at Blue Jay Point and Lake Crabtree County Parks.

## Program Summary: Roofing Projects

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	* 1,096,000	217,000	854,000	475,000	615,000	754,000	2,291,000	6,302,000
<b>Total Uses</b>	<b>* 1,096,000</b>	<b>217,000</b>	<b>854,000</b>	<b>475,000</b>	<b>615,000</b>	<b>754,000</b>	<b>2,291,000</b>	<b>6,302,000</b>
<b>Funding Sources</b>								
Other	* -	-	30,000	338,000	-	-	-	368,000
Transfers From General Fund	* 1,096,000	217,000	824,000	137,000	615,000	754,000	2,291,000	5,934,000
<b>Total Sources</b>	<b>* 1,096,000</b>	<b>217,000</b>	<b>854,000</b>	<b>475,000</b>	<b>615,000</b>	<b>754,000</b>	<b>2,291,000</b>	<b>6,302,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>								

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Security Improvements County Buildings

The FY 2014 - FY 2020 CIP includes \$1.6 million for security improvements at county buildings. Projects scheduled for FY 2014 include core system life cycle

replacement SMS and video systems at West Regional Library and Eva Perry Library. Future security projects include system improvements at Green Road Library and Downtown facilities and Service Center Security Desk improvements at some Human Services facilities.

## Program Summary: Security Improvements County Buildings

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	211,000	226,000	183,000	338,000	218,000	219,000	201,000
<b>Total Uses</b>	*	<b>211,000</b>	<b>226,000</b>	<b>183,000</b>	<b>338,000</b>	<b>218,000</b>	<b>219,000</b>	<b>201,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	211,000	226,000	183,000	338,000	218,000	219,000	201,000
<b>Total Sources</b>	*	<b>211,000</b>	<b>226,000</b>	<b>183,000</b>	<b>338,000</b>	<b>218,000</b>	<b>219,000</b>	<b>201,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Criminal Justice

## Element Summary: Criminal Justice

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Detention Facilities	—	—	—	—	100,000	850,000	2,686,000	3,636,000
Court Displacement	201,000	—	—	—	—	—	—	201,000
Detention Security	142,000	663,000	427,000	427,000	436,000	285,000	300,000	2,680,000
Existing Courthouse Renovations	1,100,000	2,740,000	—	—	—	—	—	3,840,000
<b>Total Uses</b>	<b>1,443,000</b>	<b>3,403,000</b>	<b>427,000</b>	<b>427,000</b>	<b>536,000</b>	<b>1,135,000</b>	<b>2,986,000</b>	<b>10,357,000</b>
Transfers From General Fund	1,443,000	3,403,000	427,000	427,000	536,000	1,135,000	2,986,000	10,357,000
<b>Total Sources</b>	<b>1,443,000</b>	<b>3,403,000</b>	<b>427,000</b>	<b>427,000</b>	<b>536,000</b>	<b>1,135,000</b>	<b>2,986,000</b>	<b>10,357,000</b>
<b>CIP Operating Impacts</b>	<b>2,267,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,267,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$10.4 million over the next seven years. Included in the FY 2014-2020 CIP is \$3.6 million to be invested in FY 2018 through FY 2020 for preliminary design services for a future expansion of the Hammond Road Detention Center.

Funding of \$3.8 million will be used to continue making improvements to the existing Courthouse. Construction of the Justice Center was recently completed and opens at the beginning of FY 2014.

## 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; 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

# **Criminal Justice**

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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 at the end of the past fiscal year. This is the largest project constructed to date for Wake County.

The facility was completed on time and at a cost savings of over \$40 million below the original budget.

Public Safety Center Renovations: Completion of renovations to 60,000 sq. ft. on four lower floors of the Public Safety Center for relocation of the Sheriff's communications dispatch center and for detention administration, firearms permits, criminal investigation, drugs and vice and other programs with associated storage. These renovations made use of space vacated when certain functions relocated to the Hammond Road Detention Center in 2012.

Detention Security Improvements: Improvements include upgrading and modernizing existing electronic security systems at the Public Safety Center and Tunnel areas connecting to the new Justice Center. These improvements were completed in conjunction with major new building construction activities underway at both facilities.

Existing Courthouse: Over the past nine years approximately 85 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a 10-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.

# Criminal Justice



PHASE	PLAN
ANNEX	416
PSO	450
PHASE 1B	416
PHASE 2	672
PHASE 3	456
PHASE 4	840
TOTAL	3,280

## 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 will then be 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 2014-2020 CIP for design services for a future Phase 3 expansion of the Hammond Road Detention Center. The need for these future funds will be evaluated annually based on inmate population projections.

## Program Summary: Detention Facilities

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Professional Services	1,050,000	-	-	-	-	100,000	850,000	2,686,000	3,636,000
Construction Costs	143,883,098	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>144,933,098</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>850,000</b>	<b>2,686,000</b>	<b>3,636,000</b>

## Funding Sources

Transfers From General Fund	-	-	-	-	-	100,000	850,000	2,686,000	3,636,000
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# Criminal Justice

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## Program Summary: Detention Facilities

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Transfers from Debt Service	100,000	-	-	-	-	-	-	-	-
Limited Obligation Bonds	144,784,030	-	-	-	-	-	-	-	-
Criminal Justice Bonds	49,077	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>144,933,098</b>	-	-	-	-	100,000	850,000	2,686,000	3,636,000
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

# Criminal Justice

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## Detention Security

The FY 2014 - 2020 CIP includes \$2.7 million for Detention Security. Projects for FY 2014 - 2020: Life cycle replacement projects include Digital Video Systems; Video Visitation Equipment Replacements; Replacement of Public Safety Center hardline locks;

Backup power replacements; and Upgrading 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: Detention Security

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	142,000	663,000	427,000	427,000	436,000	285,000	300,000
<b>Total Uses</b>	*	<b>142,000</b>	<b>663,000</b>	<b>427,000</b>	<b>427,000</b>	<b>436,000</b>	<b>285,000</b>	<b>300,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	142,000	663,000	427,000	427,000	436,000	285,000	300,000
<b>Total Sources</b>	*	<b>142,000</b>	<b>663,000</b>	<b>427,000</b>	<b>427,000</b>	<b>436,000</b>	<b>285,000</b>	<b>300,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Criminal Justice

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## 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. There are currently 31 heavily used courtrooms, along with various support functions of the Tenth Judicial District, located in the Courthouse. Occupancy loads in the building have substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed 10-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 10-year Capital Improvement Plan is an essential part of the County's 30-year Justice Facility Master Plan

In FY 2013, renovations were completed for the 6th floor. The completion of this floor renovation concludes all building improvements planned for the first nine years of the 10 year improvement plan. Over 85 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 2014, design work, bidding, and permitting of remaining work (partial floor areas) on Floors 7 through 12 will be completed. Actual renovation of these partial floors has been purposely scheduled to begin in the First Quarter of FY 2014 because occupants of these floors could not be relocated until the new Justice Center opens.

The final phase for this improvements Master Plan will include renovations to the Upper Parking Deck and Salisbury Lobby, scheduled for FY 2015.

## Program Summary: Existing Courthouse Renovations

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	1,100,000	2,740,000	-	-	-	-	3,840,000
<b>Total Uses</b>	<b>*</b>	<b>1,100,000</b>	<b>2,740,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,840,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	1,100,000	2,740,000	-	-	-	-	3,840,000
<b>Total Sources</b>	<b>*</b>	<b>1,100,000</b>	<b>2,740,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,840,000</b>

# Criminal Justice

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## Program Summary: Existing Courthouse Renovations

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
CIP Operating Impacts	*	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Criminal Justice

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## Court Displacement

The FY 2014 - 2020 CIP includes \$201,000 for continuation of facility leases needed for court operations and related displacements that will be

located in renovated space in the existing courthouse. This is the final year of court displacements resulting from construction of the Justice Center and related renovations at the Courthouse.

## Program Summary: Court Displacement

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Rental of Real Property	7,878,000	201,000	-	-	-	-	-	-	201,000
<b>Total Uses</b>	<b>7,878,000</b>	<b>201,000</b>	-	-	-	-	-	-	<b>201,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	7,878,000	201,000	-	-	-	-	-	-	201,000
<b>Total Sources</b>	<b>7,878,000</b>	<b>201,000</b>	-	-	-	-	-	-	<b>201,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Economic Development and Infrastructure

## Element Summary: Economic Development and Infrastructure

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Jordan Lake Reclaimed Water Project	—	—	2,649,000	—	—	—	—	2,649,000
Business Development Grants	1,402,000	1,335,000	2,678,000	1,896,000	1,491,000	258,000	254,000	9,314,000
Nutrient Management Strategy Study	100,000	—	—	—	—	—	—	100,000
On-site Water and Sewer	—	—	—	—	300,000	300,000	300,000	900,000
<b>Total Uses</b>	<b>1,502,000</b>	<b>1,335,000</b>	<b>5,327,000</b>	<b>1,896,000</b>	<b>1,791,000</b>	<b>558,000</b>	<b>554,000</b>	<b>12,963,000</b>
Transfers From General Fund	1,502,000	1,335,000	5,327,000	1,896,000	1,791,000	558,000	554,000	12,963,000
<b>Total Sources</b>	<b>1,502,000</b>	<b>1,335,000</b>	<b>5,327,000</b>	<b>1,896,000</b>	<b>1,791,000</b>	<b>558,000</b>	<b>554,000</b>	<b>12,963,000</b>
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

## Seven-Year CIP Summary

The FY 2014-2020 CIP includes \$12.9 million for water and sewer system upgrades and related economic development business grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP), fund a study for nutrient reduction in the Falls Lake Watershed 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.); and 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

# Economic Development and Infrastructure

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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

Wake County received grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the surrounding area on behalf of Durham County and the Town of Cary. Phase 1 of this project was completed in FY 2013.

## Nutrient Management Strategy Study

The Falls Lake Rules were adopted in January 2011 to restore water quality in Falls Lake by using a staged nutrient management strategy designed to reduce nutrient discharges to the lake from various sources, including stormwater runoff from new and existing development, wastewater treatment plants and agriculture. As part of this nutrient strategy, local governments are required to reduce or offset nutrient contributions from existing development within their jurisdiction.

Local governments are required to begin to track measures to reduce nutrient loads from existing developed lands. The FY 2014-2020 CIP includes \$100,000 for the study of the County's nutrient reduction targets, defining the types, locations, timing, and costs of reduction measures.

## 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 2014-2020 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

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## 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 2014 - 2020 CIP includes approximately \$9.3 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, with the combined value of building and personal property as of December 31, 2010 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 investment 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 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 2020.

## Program Summary: Business Development Grants

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Economic Development	* 1,402,000	1,335,000	2,678,000	1,896,000	1,491,000	258,000	254,000	9,314,000
<b>Total Uses</b>	<b>* 1,402,000</b>	<b>1,335,000</b>	<b>2,678,000</b>	<b>1,896,000</b>	<b>1,491,000</b>	<b>258,000</b>	<b>254,000</b>	<b>9,314,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	* 1,402,000	1,335,000	2,678,000	1,896,000	1,491,000	258,000	254,000	9,314,000
<b>Total Sources</b>	<b>* 1,402,000</b>	<b>1,335,000</b>	<b>2,678,000</b>	<b>1,896,000</b>	<b>1,491,000</b>	<b>258,000</b>	<b>254,000</b>	<b>9,314,000</b>

# Economic Development and Infrastructure

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## Program Summary: Business Development Grants

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
CIP Operating Impacts	*	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Economic Development and Infrastructure

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## Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency (EPA) totaling just under \$3.0 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP South).

Phase I of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers thereby reducing the

need for potable water. The construction of Phase II of the project will continue south from RTP along Green Level Church Road to Thomas Brooks Park and the USA Baseball facilities and will be managed by the Town of Cary. It is anticipated that Phase II will be bid by the Town of Cary in summer 2013. The final phase of the project will be managed by the County and provide service to the remainder of the sites located in RTP South. This portion of this project is budgeted in FY 2016, subject to development of additional sites and further demand for reclaimed water within RTP South.

## Program Summary: Jordan Lake Reclaimed Water Project

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	-	-	2,649,000	-	-	-	2,649,000
<b>Total Uses</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>2,649,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,649,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	-	-	2,649,000	-	-	-	2,649,000
<b>Total Sources</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>2,649,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,649,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Economic Development and Infrastructure

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## Nutrient Management Strategy Study

The Falls Lake Rules were adopted in January 2011 to restore water quality in Falls Lake by using a staged nutrient management strategy designed to reduce nutrient discharges to the lake from various sources, including stormwater runoff from new and existing development, wastewater treatment plants and agriculture. As part of this nutrient strategy, local governments are required to reduce or offset nutrient

contributions from existing development within their jurisdiction.

Local governments are required to begin to track measures to reduce nutrients loads from existing developed lands. The FY 2014-2020 CIP includes \$100,000 for the study of the County's nutrient reduction targets, including defining the types, locations, timing, and potential costs of reduction measures.

## Program Summary: Nutrient Management Strategy Study

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Purchased Services	-	100,000	-	-	-	-	-	100,000
<b>Total Uses</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	-	100,000	-	-	-	-	-	100,000
<b>Total Sources</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Economic Development and Infrastructure

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## 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 2014-2020 CIP includes \$300,000 annually starting in FY 2018 through FY 2020 in funding for future on-site water, sewer and reclaimed water infrastructure.

## Program Summary: On-site Water and Sewer

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20	
Construction Costs	*	-	-	-	-	300,000	300,000	300,000	900,000
<b>Total Uses</b>	*	-	-	-	-	300,000	300,000	300,000	900,000
<b>Funding Sources</b>									
Transfers From General Fund	*	-	-	-	-	300,000	300,000	300,000	900,000
<b>Total Sources</b>	*	-	-	-	-	300,000	300,000	300,000	900,000
<b>CIP Operating Impacts</b>									-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Libraries

## Element Summary: Libraries

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Wake Forest Library	–	–	–	–	3,439,000	–	–	3,439,000
North Hills Library	–	–	–	–	2,707,000	4,763,000	–	7,470,000
Library Materials and Collection Development	1,400,000	1,400,000	1,400,000	–	–	–	–	4,200,000
Middle Creek Library	–	295,000	4,640,000	–	–	–	–	4,935,000
Upgrades to Existing Library Facilities	353,000	225,000	770,000	740,000	–	–	–	2,088,000
Reserved for Future Library Projects	–	–	–	–	–	34,000	–	34,000
Northeast Regional Library	2,971,000	–	–	–	–	–	–	2,971,000
Cary Regional Library	–	100,000	832,000	11,930,000	–	–	–	12,862,000
Morrisville Library	–	–	–	327,000	5,034,000	–	–	5,361,000
Fuquay-Varina Library	–	50,000	705,000	4,785,000	–	–	–	5,540,000
<b>Total Uses</b>	<b>4,724,000</b>	<b>2,070,000</b>	<b>8,347,000</b>	<b>17,782,000</b>	<b>11,180,000</b>	<b>4,797,000</b>	–	<b>48,900,000</b>
Authorized and Unissued	–	670,000	6,947,000	17,782,000	11,180,000	4,797,000	–	41,376,000
Appropriated Fund Balance	<b>3,324,000</b>	–	–	–	–	–	–	<b>3,324,000</b>
Transfers From General Fund	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	–	–	–	–	<b>4,200,000</b>
<b>Total Sources</b>	<b>4,724,000</b>	<b>2,070,000</b>	<b>8,347,000</b>	<b>17,782,000</b>	<b>11,180,000</b>	<b>4,797,000</b>	–	<b>48,900,000</b>
CIP Operating Impacts	–	1,680,000	42,000	612,000	682,000	1,655,000	799,000	5,470,000
<b>CIP Operating Impacts - FTE</b>	<b>–</b>	<b>19</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>14</b>	<b>5</b>	<b>61</b>

## Seven-Year CIP Summary

The FY 2014-2020 CIP includes \$44.7 million to construct a variety of new, replacement, and expanded libraries. \$1.4 million is also allocated each year in FY 2014 - FY 2016 for library materials and collection development. Of these funds, \$2.97 million is appropriated to fully fund Northeast Regional Library, the final project from the library program approved by voters in October 2003. The remaining funds are dedicated to projects identified in the County's 2007 Libraries Master Plan, which include 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

# **Libraries**

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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 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.

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.

## **Project Accomplishments**

Upgrades were completed at the Green Road Community Library. This 8,100 SF library was originally built in 1996. Renovations included replacements of the roof, HVAC system, lights, windows, entry doors, and installation of new finishes. This library reopened in October 2012.

Construction of finish upgrades at Wake Forest Community Library were completed in May 2013.

## **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.

# **Libraries**

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## **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 is developing a collection model that will be used to determine the level of funding needed to meet service demands.

Contingent upon the successful development of this model, \$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**

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Library Materials	-	1,400,000	1,400,000	1,400,000	-	-	-	-	4,200,000
<b>Total Uses</b>	<b>-</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,200,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	-	1,400,000	1,400,000	1,400,000	-	-	-	-	4,200,000
<b>Total Sources</b>	<b>-</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,200,000</b>
CIP Operating Impacts	-	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-	-

# Libraries

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## Cary Regional Library

The existing Cary Branch Library is 11,800 square feet 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 square foot regional prototype model. The site and building is currently leased from the Town of Cary. The County is working in partnership with the Town of Cary to locate a replacement library across Academy Street in conjunction with the Town's planned cultural arts campus. 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 2019).

## Program Summary: Cary Regional Library

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>832,000</b>	<b>11,930,000</b>	<b>-</b>	<b>-</b>	<b>12,862,000</b>
<b>Funding Sources</b>								
Authorized and Unissued	-	-	100,000	832,000	11,930,000	-	-	12,862,000
<b>Total Sources</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>832,000</b>	<b>11,930,000</b>	<b>-</b>	<b>-</b>	<b>12,862,000</b>
<b>CIP Operating Impacts</b>								
CIP Operating Impacts - FTE	-	-	-	-	-	8	4	12

# Libraries

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## 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 remains unchanged from the previous year. For the FY 2014 - 2020 CIP, other upgrades are funded for Zebulon Branch Library (\$353,000) in FY 2014, Olivia Raney Library (\$225,000) in FY 2015, Southeast Regional Library in FY 2016 (\$743,000), East Regional Library (\$770,000) in FY 2017.

## Program Summary: Upgrades to Existing Library Facilities

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	2,745,000	283,000	225,000	502,000	467,000	-	-	-	1,477,000
Professional Services	446,615	40,000	-	48,000	68,000	-	-	-	156,000
Furniture, Fixtures & Equipment	192,000	30,000	-	220,000	205,000	-	-	-	455,000
<b>Total Uses</b>	<b>3,383,615</b>	<b>353,000</b>	<b>225,000</b>	<b>770,000</b>	<b>740,000</b>	-	-	-	<b>2,088,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	225,000	770,000	740,000	-	-	-	1,735,000
Appropriated Fund Balance	-	353,000	-	-	-	-	-	-	353,000
Pooled Investments	3,318,505	-	-	-	-	-	-	-	-
Other	65,110	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>3,383,615</b>	<b>353,000</b>	<b>225,000</b>	<b>770,000</b>	<b>740,000</b>	-	-	-	<b>2,088,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Libraries

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## Fuquay-Varina Library

The existing Fuquay-Varina Branch Library is 4,400 square feet and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is scheduled to expand to 8,000 square feet. 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.



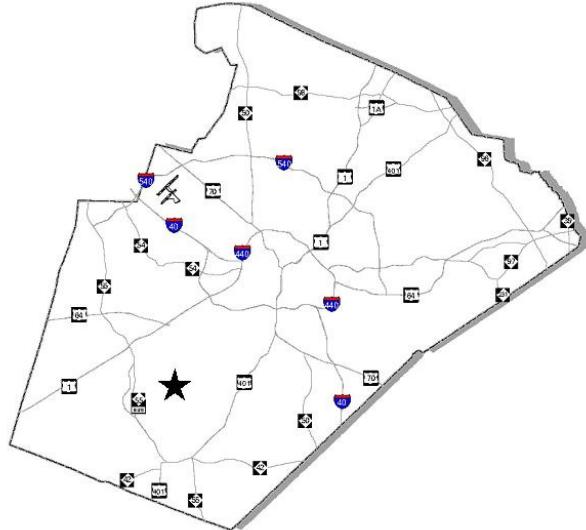
## Program Summary: Fuquay-Varina Library

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>705,000</b>	<b>4,785,000</b>	<b>-</b>	<b>-</b>	<b>5,540,000</b>
<b>Funding Sources</b>								
Authorized and Unissued	-	-	50,000	705,000	4,785,000	-	-	5,540,000
<b>Total Sources</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>705,000</b>	<b>4,785,000</b>	<b>-</b>	<b>-</b>	<b>5,540,000</b>
<b>CIP Operating Impacts</b>								
CIP Operating Impacts - FTE	-	-	-	-	1	3	-	4

# 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 where there are currently no library services. The building is proposed to be 8,000 square feet and is scheduled for opening in FY 2016. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2015 and 2016), along with funds for supplies and materials.



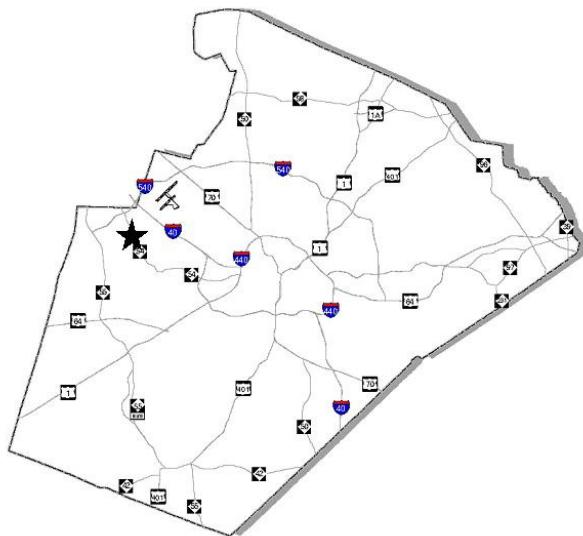
## **Program Summary: Middle Creek Library**

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14–20
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
<b>Total Uses</b>	<b>—</b>	<b>—</b>	<b>295,000</b>	<b>4,640,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4,935,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	—	—	295,000	4,640,000	—	—	—	—	4,935,000
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>295,000</b>	<b>4,640,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4,935,000</b>
<b>CIP Operating Impacts</b>									
CIP Operating Impacts - FTE	—	—	—	3	5	—	—	—	8

# 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 square feet 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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
<b>Total Uses</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>327,000</b>	<b>5,034,000</b>	<b>–</b>	<b>–</b>	<b>5,361,000</b>
<b>Funding Sources</b>								
Authorized and Unissued	–	–	–	327,000	5,034,000	–	–	5,361,000
<b>Total Sources</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>327,000</b>	<b>5,034,000</b>	<b>–</b>	<b>–</b>	<b>5,361,000</b>
<b>CIP Operating Impacts</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>641,000</b>	<b>–</b>	<b>641,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>8</b>	<b>–</b>	<b>8</b>

# Libraries

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## Northeast Regional Library

A new regional library is proposed to serve residents of northeastern Wake County. Presently, only the Wake Forest Branch library serves this area of the county, and it is exceeding its circulation capacity. The new 22,000 square foot library will be located in the Wakefield area near Wake Forest. Due to the economic slow-down, the project has been postponed but is expected to begin construction in

FY 2014 and to open in FY 2015. This is the final library to be built from the 2003 library bond funded building program. One final appropriation is needed to fully fund this project. The new library is expected to need approximately nineteen new staff members.

Operating cost estimates include staff, along with funds for supplies and materials.

## Program Summary: Northeast Regional Library

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	4,836,647	206,000	–	–	–	–	–	–	206,000
Professional Services	679,039	270,000	–	–	–	–	–	–	270,000
Library Materials	2,907,001	1,925,000	–	–	–	–	–	–	1,925,000
Furniture, Fixtures & Equipment	579,000	570,000	–	–	–	–	–	–	570,000
<b>Total Uses</b>	<b>9,001,687</b>	<b>2,971,000</b>	–	–	–	–	–	–	<b>2,971,000</b>

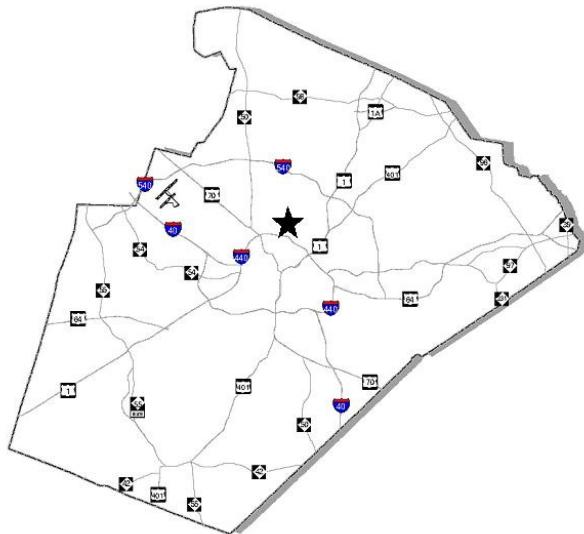
### Funding Sources

Appropriated Fund Balance	–	2,971,000	–	–	–	–	–	–	2,971,000
Pooled Investments	3,667,989	–	–	–	–	–	–	–	–
Transfers from General Fund	3,659,712	–	–	–	–	–	–	–	–
Library Bonds	1,673,984								
<b>Total Sources</b>	<b>9,001,687</b>	<b>2,971,000</b>	–	–	–	–	–	–	<b>2,971,000</b>
<b>CIP Operating Impacts</b>	–	–	1,680,000	–	–	–	–	–	<b>1,680,000</b>
<b>CIP Operating Impacts - FTE</b>			19	–	–	–	–	–	<b>19</b>

# 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 square feet 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14–20	
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
<b>Total Uses</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2,707,000</b>	<b>4,763,000</b>	<b>–</b>	<b>7,470,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	–	–	–	–	–	2,707,000	4,763,000	–	7,470,000
<b>Total Sources</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2,707,000</b>	<b>4,763,000</b>	<b>–</b>	<b>7,470,000</b>
CIP Operating Impacts	–	–	–	–	–	–	42,000	799,000	841,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	3	5	8

# Libraries

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## 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 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	-	-	-	-	-	34,000	-	34,000
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,000</b>	<b>-</b>	<b>34,000</b>
<b>Funding Sources</b>								
Authorized and Unissued	-	-	-	-	-	34,000	-	34,000
<b>Total Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,000</b>	<b>-</b>	<b>34,000</b>
<b>CIP Operating Impacts</b>								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

# Libraries

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## Wake Forest Library

The existing Wake Forest Branch Library is 5,200 square feet 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 square feet. The site will accommodate expansion of the existing library, which is located adjacent to the County's new 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

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	320,156	-	-	-	-	2,391,000	-	-	2,391,000
Professional Services	7,000	-	-	-	-	73,000	-	-	73,000
Library Materials	-	-	-	-	-	675,000	-	-	675,000
Furniture, Fixtures & Equipment	-	-	-	-	-	300,000	-	-	300,000
<b>Total Uses</b>	<b>327,156</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,439,000</b>	<b>-</b>	<b>-</b>	<b>3,439,000</b>

### Funding Sources

Authorized and Unissued	-	-	-	-	-	3,439,000	-	-	3,439,000
Library Bonds	327,156	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>327,156</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,439,000</b>	<b>-</b>	<b>-</b>	<b>3,439,000</b>
 <b>CIP Operating Impacts</b>	 -	 -	 -	 -	 -	 292,000	 -	 -	 292,000
<b>CIP Operating Impacts - FTE</b>						4			4

# Open Space

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## Element Summary: Open Space

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
<b>Total Uses</b>	<b>520,000</b>	<b>3,640,000</b>						
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
<b>Total Sources</b>	<b>520,000</b>	<b>3,640,000</b>						
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

## 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.

To date, the County has acquired or partnered in the acquisition of more than 4,833 acres, at a cost of \$88.2 million. The County's investment is \$60.7 million with the remaining \$27.5 million coming from partners.

## History/Background

During the 1990's Wake County experienced rapid growth and development in outlying areas that resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, Wake County committed \$1.3 million for open space planning and to provide grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum in 2000. This bond funding, along with two additional bonds in 2004 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 information and allows for a more effective evaluation process.

# **Open Space**

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## **Project Accomplishments**

Using the new acquisition process described above, Wake has acquired 97.45 acres of open space for \$743,000 to date in FY 2013. Staff anticipates the possible acquisition of an additional four properties early in FY 2014. Further, the County has partnered with the towns of Knightdale and Morrisville by making greenway construction grants of \$465,000 and \$570,000, respectively.

Beginning in FY 2014 Wake County will use 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.

## **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 will need to request additional operating funds for open space stewardship.

# Open Space

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## Open Space

To-date in FY 2013, Wake County has acquired 97.45 acres of open space for \$743,000 using the Solicitation of Interest process. Staff anticipates the possible acquisition of four additional properties this summer. Further, the County has partnered with the towns of Knightdale and Morrisville by making greenway construction grants of \$465,000 and \$570,000, respectively.

Another major partnership project completed in FY 2013 is the City of Raleigh's Neuse River Greenway,

which was funded in part by \$10 million in County open space bonds.

Beginning in FY 2014 Wake County will use the \$21 million in general obligation bonds that were sold in April 2013 to acquire additional open space using the Solicitation of Interest process, and proceed with partnerships such as greenways. In addition to Open Space Bond funds, the CIP also includes reimbursements from the City of Raleigh (\$500,000) and the Town of Wendell (\$20,000) that may be used toward future open space acquisition.

## Program Summary: Open Space

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Land Costs	*	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	*	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
<b>Funding Sources</b>								
Other	*	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
<b>Total Sources</b>	*	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>3,640,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Parks

## Element Summary: Parks

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Community Use of School Parks	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Existing Parks Facility Improvements	300,000	250,000	250,000	250,000	250,000	250,000	250,000	1,800,000
<b>Total Uses</b>	<b>300,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>3,600,000</b>
Appropriated Fund Balance	50,000	–	–	–	–	–	–	50,000
Transfers From General Fund	250,000	550,000	550,000	550,000	550,000	550,000	550,000	3,550,000
<b>Total Sources</b>	<b>300,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>3,600,000</b>
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–

## Seven-Year CIP Summary

The FY 2014-2020 CIP includes \$3.6 million for the Parks system. This includes \$1.8 million representing the County's contribution towards the Community Use of School Parks Program and \$1.8 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 and 4) continue the high level of maintenance and renovation at existing facilities.

## Project Accomplishments

Completed facility improvements at six County parks: American Tobacco Trail, Blue Jay Point, Crowder District Park, Harris Lake, Historic Oak View, and Historic Yates Mill.

Completed facility improvements at five School Parks: Vance ES, Swift Creek ES, Fuquay Varina ES, Penny Road ES and Willow Springs ES.

During FY 2013 there was no new funding provided for land acquisition or infrastructure development for Community Use of School Parks. FY 2014-2020 CIP does not include funding in FY 2014 for land acquisition and infrastructure development, but does include a total of \$1.8 million in future years.

# Parks

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sites to identify critical park infrastructure repairs and improvements. The FY 2014 - FY 2020 CIP includes \$1.8 million to address improvements identified through the condition assessment process. Three County Park sites have been identified for renovations for FY 2014 and include: American Tobacco Trail, Historic Oak View County Park, and Lake Crabtree County Park. In addition, the Fuquay-Varina Elementary School park has also been identified for playground and site 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	300,000	250,000	250,000	250,000	250,000	250,000	1,800,000
<b>Total Uses</b>	*	<b>300,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,800,000</b>
<b>Funding Sources</b>								
Appropriated Fund Balance	*	50,000	-	-	-	-	-	50,000
Transfers From General Fund	*	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
<b>Total Sources</b>	*	<b>300,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,800,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Parks

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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 2013, there was no new funding available for land acquisition or infrastructure development for Community Use of School Parks. Additionally, there are no planned projects for FY 2014. However, the FY 2015-2020 CIP does include \$1.8 million in future years for land acquisition and infrastructure development.

## Community Use of School Parks

The Community Use of Schools Program represents a partnership between the County, Wake County

### Program Summary: Community Use of School Parks

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	-	300,000	300,000	300,000	300,000	300,000	1,800,000
<b>Total Uses</b>	*	-	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,800,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	-	300,000	300,000	300,000	300,000	300,000	1,800,000
<b>Total Sources</b>	*	-	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,800,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Program-wide Projects

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## Element Summary: Program-wide Projects

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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	12,008,000	3,324,000	–	–	6,270,000	15,395,000	13,961,000	50,958,000
<b>Total Uses</b>	<b>13,508,000</b>	<b>4,824,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>7,770,000</b>	<b>16,895,000</b>	<b>15,461,000</b>	<b>61,458,000</b>
Authorized and Unissued	–	3,324,000	–	–	–	–	–	3,324,000
Transfers From General Fund	13,508,000	1,500,000	1,500,000	1,500,000	7,770,000	16,895,000	15,461,000	58,134,000
<b>Total Sources</b>	<b>13,508,000</b>	<b>4,824,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>7,770,000</b>	<b>16,895,000</b>	<b>15,461,000</b>	<b>61,458,000</b>
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

# Program-wide Projects

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## 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 2014-2020 CIP includes \$50.9 million for future capital improvement projects. Included in this amount is \$8.75 million appropriated in FY 2014 which represents one-time funding as a result of "tag

and tax" implementation. Also included in this amount is \$3.32 million appropriated in FY 2015 which 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 2014 - FY 2017. After FY 2014, the majority of new funding for reserve for future projects is shown in FY 2018 - 2020.

## Program Summary: Reserve for Future Projects

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Reserves (Budget Entries Only)	* 12,008,000	3,324,000	-	-	6,270,000	15,395,000	13,961,000	50,958,000
<b>Total Uses</b>	<b>* 12,008,000</b>	<b>3,324,000</b>	<b>-</b>	<b>-</b>	<b>6,270,000</b>	<b>15,395,000</b>	<b>13,961,000</b>	<b>50,958,000</b>
<b>Funding Sources</b>								
Authorized and Unissued	*	- 3,324,000	-	-	-	-	-	3,324,000
Transfers From General Fund	* 12,008,000	-	-	-	6,270,000	15,395,000	13,961,000	47,634,000
<b>Total Sources</b>	<b>* 12,008,000</b>	<b>3,324,000</b>	<b>-</b>	<b>-</b>	<b>6,270,000</b>	<b>15,395,000</b>	<b>13,961,000</b>	<b>50,958,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Program-wide Projects

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## Transfers to Other Funds

The FY 2014-2020 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Interfund Transfers Out	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
<b>Total Uses</b>	*	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>10,500,000</b>
<b>Funding Sources</b>								
Transfers From General Fund	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
<b>Total Sources</b>	*	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>10,500,000</b>
CIP Operating Impacts	*	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Public Safety

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## Element Summary: Public Safety

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
800 Megahertz System	–	8,062,000	10,676,000	13,308,000	6,081,000	128,000	–	38,255,000
EMS Defibrillators	–	800,000	828,000	–	–	–	800,000	2,428,000
EMS Projects	1,868,000	395,000	1,515,000	1,891,000	1,475,000	1,340,000	–	8,484,000
<b>Total Uses</b>	<b>1,868,000</b>	<b>9,257,000</b>	<b>13,019,000</b>	<b>15,199,000</b>	<b>7,556,000</b>	<b>1,468,000</b>	<b>800,000</b>	<b>49,167,000</b>
Law Enforcement	–	–	1,928,000	1,180,000	–	–	–	3,108,000
Appropriated Fund Balance	233,000	4,221,000	6,965,000	1,613,000	–	–	–	13,032,000
Transfers From General Fund	1,635,000	5,036,000	3,286,000	11,566,000	6,716,000	1,468,000	800,000	30,507,000
Transfers From Special Districts Fund	–	–	840,000	840,000	840,000	–	–	2,520,000
<b>Total Sources</b>	<b>1,868,000</b>	<b>9,257,000</b>	<b>13,019,000</b>	<b>15,199,000</b>	<b>7,556,000</b>	<b>1,468,000</b>	<b>800,000</b>	<b>49,167,000</b>
<b>CIP Operating Impacts</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>CIP Operating Impacts - FTE</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

## Seven-Year CIP Summary

The FY 2014-2020 Community Improvement Plan includes approximately \$49.2 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 and voice and alphanumeric pagers, and adding simulcast features to a tower in RTP. The portions of the plan related to law enforcement are proposed to be funded with COPS grants.

**EMS Facilities:** The EMS Facilities Master Plan has projects planned over the course of the FY 2014-20 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: construction of Brier Creek substation, substations in the New Hope area northeast of the City of Raleigh, and near downtown Wendell (Wendell Main Replacement), and co-located Fire/EMS stations

north of Fuquay-Varina and in the proposed Wendell Falls development. In addition, renovations are planned at the newly acquired Bay Leaf Station #3 for conversion to a primary substation co-located with a fire station outpost, and participation with the Town of Fuquay in their renovation of the co-located Fire Station #2, that will help accommodate a peakload resource.

**EMS Defibrillators:** The FY 2014 - FY 2020 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.

## **Public Safety**

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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 replacement to the Brier Creek station, 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 Wendell Main, and the addition of a new facility at Wendell Falls late in the planning period based on expected future growth.

The FY 2014 - FY 2020 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, alphanumeric and tone and voice pagers. The FY 2014-2020 CIP proposes funding portions of this plan.

### **Project Accomplishments**

Staff continues to work with partners to evaluate and procure land for the Brier Creek station. Planning and design work has also been completed for this project.

### **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

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## 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 remedying 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Purchased Services Construction	*	-	8,062,000	10,676,000	13,308,000	6,081,000	128,000	- 38,255,000
<b>Total Uses</b>	<b>*</b>	<b>-</b>	<b>8,062,000</b>	<b>10,676,000</b>	<b>13,308,000</b>	<b>6,081,000</b>	<b>128,000</b>	<b>- 38,255,000</b>
<b>Funding Sources</b>								
Law Enforcement	*	-	-	1,928,000	1,180,000	-	-	- 3,108,000
Appropriated Fund Balance	*	-	4,221,000	6,965,000	1,613,000	-	-	- 12,799,000
Transfers From General Fund	*	-	3,841,000	943,000	9,675,000	5,241,000	128,000	- 19,828,000
Transfers From Special Districts Fund	*	-	-	840,000	840,000	840,000	-	- 2,520,000

# Public Safety

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## Program Summary: 800 Megahertz System

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
<b>Total Sources</b>	*	–	8,062,000	10,676,000	13,308,000	6,081,000	128,000	– 38,255,000
<b>CIP Operating Impacts</b>	*	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>		–	–	–	–	–	–	–

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Public Safety

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## 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 2011.

The FY 2014-FY 2020 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. Funding of \$1.6 million is scheduled for FY 2015 and FY 2016 and funding of \$800,000 is scheduled in FY 2020.

## Program Summary: EMS Defibrillators

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Drugs and Medical Supplies	*	-	-	-	-	-	-	-	800,000      800,000
Purchased Services Construction	*	-	800,000	828,000	-	-	-	-	1,628,000
<b>Total Uses</b>	<b>*</b>	<b>-</b>	<b>800,000</b>	<b>828,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>2,428,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	-	800,000	828,000	-	-	-	800,000	2,428,000
<b>Total Sources</b>	<b>*</b>	<b>-</b>	<b>800,000</b>	<b>828,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>2,428,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Public Safety

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## 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, and addresses EMS facilities through FY 2020. 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 allow emergency personnel to decontaminate after calls, store medicines and equipment and sleep if they are on a 24-hour shift.

An allocation of \$2 million was originally appropriated in FY 2008 to begin funding the actual facilities, which included the Durant Road Substation, a shared EMS Station area in the co-located Garner Fire Station #4, and the renovation of the EMS quarters co-located at Fuquay-Varina Fire Station #1. Each of these projects was completed in the first part of FY 2011.

The FY 2014-2020 CIP includes continued funding for the EMS Master Plan. Construction of a new station in Brier Creek is included in FY 2014. The planned facilities in the FY 2014 -2020 CIP include: FY 2014: Bay Leaf Station 3; FY 2014: Construction of Brier Creek substation; FY 2015 - 2016: New Hope Substation; FY 2015 - 2017: Wendell Main; 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Land Costs	*	-	178,000	110,000	125,000	-	-	413,000
Construction Costs	*	1,868,000	-	1,220,000	1,585,000	1,335,000	1,285,000	7,293,000
Professional Services	*	-	167,000	185,000	181,000	140,000	-	673,000
Purchased Services	*	-	50,000	-	-	-	-	50,000
Construction								

# Public Safety

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## Program Summary: EMS Projects

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Furniture, Fixtures & Equipment	*	-	-	-	-	-	55,000	-	55,000
<b>Total Uses</b>	<b>*</b>	<b>1,868,000</b>	<b>395,000</b>	<b>1,515,000</b>	<b>1,891,000</b>	<b>1,475,000</b>	<b>1,340,000</b>	<b>-</b>	<b>8,484,000</b>
<b>Funding Sources</b>									
Appropriated Fund Balance	*	233,000	-	-	-	-	-	-	233,000
Transfers From General Fund	*	1,635,000	395,000	1,515,000	1,891,000	1,475,000	1,340,000	-	8,251,000
<b>Total Sources</b>	<b>*</b>	<b>1,868,000</b>	<b>395,000</b>	<b>1,515,000</b>	<b>1,891,000</b>	<b>1,475,000</b>	<b>1,340,000</b>	<b>-</b>	<b>8,484,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>									

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Wake Technical Community College

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## Element Summary: Wake Technical Community College

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
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	2,185,000	61,305,000	41,460,000	–	–	–	–	104,950,000
<b>Total Uses</b>	<b>3,685,000</b>	<b>62,805,000</b>	<b>42,960,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>115,450,000</b>
Debt to be Authorized	–	58,000,000	37,750,000	–	–	–	–	95,750,000
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
Transfers From General Fund	2,185,000	3,305,000	3,710,000	–	–	–	–	9,200,000
<b>Total Sources</b>	<b>3,685,000</b>	<b>62,805,000</b>	<b>42,960,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>115,450,000</b>
CIP Operating Impacts	–	429,000	847,000	611,000	1,301,000	–	–	3,188,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

## Seven-Year CIP Summary

The FY 2014-2020 CIP includes \$115.45 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 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. 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

# **Wake Technical Community College**

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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 2014-2020 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 2014 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 2014.

Wake Tech has identified \$3.2 million of recurring operating impacts associated with the proposed \$210.2 million building program.

# **Wake Technical Community College**

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## **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 2014, Wake Tech has identified miscellaneous improvements at Main Campus including renovations to Purcher LeMay Hall and improvements at the Health Science Campus which include renovations at the Allied Health Building.

## **Program Summary: General Repairs and Renovations**

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Building Maintenance/ Repair	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	*	<b>500,000</b>	<b>3,500,000</b>						
<b>Funding Sources</b>									
Transfers From CP/Co Construction	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	*	<b>500,000</b>	<b>3,500,000</b>						
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# **Wake Technical Community College**

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## **Minor Capital**

Wake Technical Community College has identified specific equipment needs that are categorized as minor capital in the FY 2014-2020 CIP. For 2014, the

College has designated funds for the purchase of new utility trucks and fleet vehicles as well as the purchase of furniture and equipment to upgrade classrooms to meet ADA and general safety requirements.

## **Program Summary: Minor Capital**

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Building Maintenance/ Repair	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
<b>Total Uses</b>	*	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>7,000,000</b>
<b>Funding Sources</b>								
Transfers From CP/Co Construction	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
<b>Total Sources</b>	*	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>7,000,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# **Wake Technical Community College**

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## **Wake Tech CIP 2012**

Included in the FY 2014 - 2020 CIP is \$104,950,000 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 the next 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 2014, the CIP appropriates \$2,185,000 of cash funding to be combined with bonds issued in FY 2013 for projects that will be appropriated at future Board of Commissioners meetings.

## **Program Summary: Wake Tech CIP 2012**

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Wake Technical Community College Allocations	15,744,267	2,185,000	61,305,000	41,460,000	-	-	-	-	104,950,000
<b>Total Uses</b>	<b>15,744,267</b>	<b>2,185,000</b>	<b>61,305,000</b>	<b>41,460,000</b>	-	-	-	-	<b>104,950,000</b>

### **Funding Sources**

Debt to be Authorized	-	-	58,000,000	37,750,000	-	-	-	-	95,750,000
Authorized and Issued	14,744,267	-	-	-	-	-	-	-	-
Transfers From General Fund	1,000,000	2,185,000	3,305,000	3,710,000	-	-	-	-	9,200,000
<b>Total Sources</b>	<b>15,744,267</b>	<b>2,185,000</b>	<b>61,305,000</b>	<b>41,460,000</b>	-	-	-	-	<b>104,950,000</b>
<b>CIP Operating Impacts</b>	-	-	429,000	847,000	611,000	1,301,000	-	-	<b>3,188,000</b>
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# **Wake County Public School System**

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## **Element Summary: Wake County Public School System**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
WCPSS Administrative Lease Reserve	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
<b>Total Uses</b>	<b>856,820</b>	<b>867,466</b>	<b>878,054</b>	<b>888,574</b>	<b>899,014</b>	<b>909,362</b>	<b>919,604</b>	<b>6,218,894</b>
Pooled Investments	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
<b>Total Sources</b>	<b>856,820</b>	<b>867,466</b>	<b>878,054</b>	<b>888,574</b>	<b>899,014</b>	<b>909,362</b>	<b>919,604</b>	<b>6,218,894</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

## **Seven-Year CIP Summary**

The FY 2014 - FY 2020 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 the Crossroads Administrative Building lease. As all general obligation bonds authorized by the voters in November 2006 in support of CIP 2006 have been sold, no more bond authorization remains.

## **History/Background**

The Wake County Public School System (WCPSS) is the largest local education agency in North Carolina, and while the rate of enrollment growth has slowed in the past three years, enrollment is still projected to grow by 3,176 students for the 2013-2014 school year. Total enrollment, excluding charter school students, is estimated at 152,684 students. As the economy improves, updated student population projections show a total of approximately 181,500 students in the system by fall 2020.

CIP 2006 originally totaled \$1.056 billion, of which \$970 million was funded by general obligation bonds approved for issuance by Wake County voters in November 2006 and the remainder was funded by cash generated by ad valorem taxes. At the request of the Board of Education, the Board of Commissioners agreed to move savings from prior building programs to CIP 2006 and the program now equals \$1.083

billion. CIP 2006 required a tax increase of 2.7 cents to fund the debt service and cash funding of school construction, which was adopted by the Board of Commissioners in June 2007.

CIP 2006 includes funding for the construction of 17 new schools and 14 comprehensive renovation projects, life-cycle replacement projects, land acquisition, and start-up funding for future building programs. CIP 2006 also includes funding for technology, furniture and equipment replacement, and space for Child Nutrition Services. The Board of Education's building program also converted 19 elementary and three middle schools to a year-round multi-track calendar for additional capacity gains. Of the 17 new schools slated for construction, all have been appropriated. All of the major renovation projects are complete, and all new schools have been built except Rolesville High, which is under construction and due to open in Fall 2013.

CIP 2006 was designed to fund the construction of school facilities for 2007-2009. However, due to slower economic growth and revised bond sale schedules, some projects scheduled for construction during 2009 were delayed until Summer 2010 and Summer 2011. Since the inception of CIP 2006, approximately \$99 million in savings have been identified to meet school construction and renovation needs within the current bond program.

# **Wake County Public School System**

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During the 2012-13 year, the Board of Commissioners and the Board of Education held joint meetings to plan for a School Building Program. On May 16, 2013, the Boards considered a \$939.9 million school capital improvement plan which includes 16 new schools and 6 existing school renovations, as well as technology and security initiatives. The program would be funded by a combination of cash and general obligation bonds which allow the County to issue debt at the lowest cost to the taxpayers. In order to issue new general obligation bonds for the new capital improvement program, voter authorization would be required and a referendum would be held in Fall 2013. The issuance of these bonds would require a 4.86 cents tax increase in order to support the debt service and capital cost of the program; the cumulative operating impact of the program is 0.67 cents for a combined property tax increase of 5.53 cents.

## **Operating Budget Impact**

The school system estimates the cost of operating and staffing new facilities. Budget reductions within WCPSS have altered the estimates for the local non-instructional operating costs (i.e., facility maintenance, housekeeping, and utilities). The cumulative operating impact of CIP 2006 was estimated at a tax increase of 2.0 cents; the Board of Commissioners approved a portion of the tax increases in June 2007 (0.9 cents) and June 2008 (0.33 cents). Operating impacts related to any future building programs will be developed as the scope of the program is finalized.

# **Wake County Public School System**

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## **WCPSS Administrative Lease Reserve**

The FY 2014 - FY 2020 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**

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Interfund Transfers Out	–	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
<b>Total Uses</b>	<b>–</b>	<b>856,820</b>	<b>867,466</b>	<b>878,054</b>	<b>888,574</b>	<b>899,014</b>	<b>909,362</b>	<b>919,604</b>	<b>6,218,894</b>
<b>Funding Sources</b>									
Pooled Investments	–	856,820	867,466	878,054	888,574	899,014	909,362	919,604	6,218,894
<b>Total Sources</b>	<b>–</b>	<b>856,820</b>	<b>867,466</b>	<b>878,054</b>	<b>888,574</b>	<b>899,014</b>	<b>909,362</b>	<b>919,604</b>	<b>6,218,894</b>
<b>CIP Operating Impacts</b>									
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–	–

# Fire/Rescue

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## Element Summary: Fire/Rescue

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Fire Apparatus and Vehicles	1,882,000	2,191,000	493,000	2,010,000	243,000	2,348,000	3,625,000	12,792,000
Fire Facilities	156,000	100,000	100,000	248,000	248,000	2,771,000	100,000	3,723,000
Fire Equipment	533,000	601,000	1,318,000	1,319,000	2,263,000	955,000	748,000	7,737,000
Reserve for Future Projects	296,000	30,000	30,000	30,000	30,000	432,000	30,000	878,000
<b>Total Uses</b>	<b>2,867,000</b>	<b>2,922,000</b>	<b>1,941,000</b>	<b>3,607,000</b>	<b>2,784,000</b>	<b>6,506,000</b>	<b>4,503,000</b>	<b>25,130,000</b>
Debt to be Authorized	1,487,000	1,547,000	–	1,515,000	–	4,446,000	2,414,000	11,409,000
Appropriated Fund Balance	–	213,000	287,000	384,000	986,000	–	507,000	2,377,000
Transfers From Special Districts Fund	1,350,000	1,132,000	1,624,000	1,678,000	1,768,000	2,030,000	1,552,000	11,134,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total Sources</b>	<b>2,867,000</b>	<b>2,922,000</b>	<b>1,941,000</b>	<b>3,607,000</b>	<b>2,784,000</b>	<b>6,506,000</b>	<b>4,503,000</b>	<b>25,130,000</b>
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 2014-2020, funds totaling approximately \$25.13 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 34 large apparatus (pumper/tankers, tankers, and rescue trucks) and 17 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

## **Fire/Rescue**

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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

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## 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 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

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Professional Services	*	32,000	34,000	11,000	32,000	3,000	31,000	37,000	180,000
Machinery and Equipment	*	1,850,000	2,157,000	482,000	1,978,000	240,000	2,317,000	3,588,000	12,612,000
<b>Total Uses</b>	<b>*</b>	<b>1,882,000</b>	<b>2,191,000</b>	<b>493,000</b>	<b>2,010,000</b>	<b>243,000</b>	<b>2,348,000</b>	<b>3,625,000</b>	<b>12,792,000</b>
<b>Funding Sources</b>									
Debt to be Authorized	*	1,487,000	1,547,000	-	1,515,000	-	1,775,000	2,414,000	8,738,000
Appropriated Fund Balance	*	-	213,000	287,000	236,000	42,000	-	507,000	1,285,000
Transfers From Special Districts Fund	*	395,000	431,000	206,000	259,000	201,000	573,000	704,000	2,769,000
<b>Total Sources</b>	<b>*</b>	<b>1,882,000</b>	<b>2,191,000</b>	<b>493,000</b>	<b>2,010,000</b>	<b>243,000</b>	<b>2,348,000</b>	<b>3,625,000</b>	<b>12,792,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# 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 2014-2020 CIP includes future plans for a new fire station located near the Wendell Falls subdivision. The station will be a joint Fire/EMS facility and will 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.

During FY 2013 and continuing in early FY 2014 reconstruction of Bayleaf Fire Station #1 has been in progress and nearing completion.

## Program Summary: Fire Facilities

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20	
Construction Costs	*	-	-	-	148,000	148,000	2,671,000	-	2,967,000
Improvements	*	156,000	100,000	100,000	100,000	100,000	100,000	756,000	
<b>Total Uses</b>	<b>*</b>	<b>156,000</b>	<b>100,000</b>	<b>100,000</b>	<b>248,000</b>	<b>248,000</b>	<b>2,771,000</b>	<b>100,000</b>	<b>3,723,000</b>
<b>Funding Sources</b>									
Debt to be Authorized	*	-	-	-	-	-	2,671,000	-	2,671,000
Appropriated Fund Balance	*	-	-	-	148,000	148,000	-	-	296,000
Transfers From Special Districts Fund	*	156,000	100,000	100,000	100,000	100,000	100,000	756,000	
<b>Total Sources</b>	<b>*</b>	<b>156,000</b>	<b>100,000</b>	<b>100,000</b>	<b>248,000</b>	<b>248,000</b>	<b>2,771,000</b>	<b>100,000</b>	<b>3,723,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Fire/Rescue

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## 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.

The FY 2014-2020 CIP includes a total of \$878,000 in reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model.

## Program Summary: Reserve for Future Projects

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20	
Unallocated Budget CIP	*	266,000	-	-	-	-	402,000	-	668,000
Reserves (Budget Entries Only)	*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total Uses</b>	<b>*</b>	<b>296,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>432,000</b>	<b>30,000</b>	<b>878,000</b>
<b>Funding Sources</b>									
Transfers From Special Districts Fund	*	266,000	-	-	-	-	402,000	-	668,000
Fire Protection	*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total Sources</b>	<b>*</b>	<b>296,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>432,000</b>	<b>30,000</b>	<b>878,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# 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 2014-2020 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 2014-2020 CIP includes funding for 800 MHz 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

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20	
Machinery and Equipment	*	533,000	601,000	1,318,000	1,319,000	2,263,000	955,000	748,000	7,737,000
<b>Total Uses</b>	<b>*</b>	<b>533,000</b>	<b>601,000</b>	<b>1,318,000</b>	<b>1,319,000</b>	<b>2,263,000</b>	<b>955,000</b>	<b>748,000</b>	<b>7,737,000</b>

### Funding Sources

Appropriated Fund Balance	*	-	-	-	-	796,000	-	-	796,000
Transfers From Special Districts Fund	*	533,000	601,000	1,318,000	1,319,000	1,467,000	955,000	748,000	6,941,000
<b>Total Sources</b>	<b>*</b>	<b>533,000</b>	<b>601,000</b>	<b>1,318,000</b>	<b>1,319,000</b>	<b>2,263,000</b>	<b>955,000</b>	<b>748,000</b>	<b>7,737,000</b>

### CIP Operating Impacts

### CIP Operating Impacts - FTE

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Major Facilities Capital Trust Fund

## Element Summary: Major Facilities Capital Trust Fund

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Five County Stadium	460,000	350,000	—	—	—	—	—	810,000
Reserve for Major Facilities Future Projects	—	200,000	350,000	900,000	815,000	—	858,000	3,123,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	440,000	350,000	550,000	—	85,000	900,000	42,000	2,367,000
<b>Total Uses</b>	<b>1,000,000</b>	<b>7,000,000</b>						
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
<b>Total Sources</b>	<b>1,000,000</b>	<b>7,000,000</b>						
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

## Seven-Year CIP Summary

The FY 2014-2020 CIP contains \$7 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.

## History/Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are imposed 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, each jurisdiction 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 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

# **Major Facilities Capital Trust Fund**

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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 2014-2020 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, 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 require capital outlay within the next five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the stadium sound system, concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting and power upgrade improvements.

In FY 2013, upgrades were completed for the outfield lighting, electrical power service and the installation of an accessible lift.

The FY 2014 budget calls for \$460,000 in major preventative maintenance and significant repair projects, related to replacement of the box office canopy, entry area accessibility improvements and the first phase of replacement of the stadium seating.

## Program Summary: Five County Stadium

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Building Maintenance/ Repair	*	460,000	350,000	-	-	-	-	810,000
<b>Total Uses</b>	<b>*</b>	<b>460,000</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>810,000</b>
<b>Funding Sources</b>								
Transfers From Major Facilities	*	460,000	350,000	-	-	-	-	810,000
<b>Total Sources</b>	<b>*</b>	<b>460,000</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>810,000</b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# **Major Facilities Capital Trust Fund**

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## **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 is currently

under construction and will be located at 111 West Jones Street. The FY 2014 - 2020 CIP includes \$700,000 that will assist with construction and exhibits for the Green Square initiative.

## **Program Summary: Green Square**

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	–	100,000	100,000	100,000	100,000	100,000	100,000	700,000
<b>Total Uses</b>	<b>–</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>700,000</b>
<b>Funding Sources</b>								
Transfers From Major Facilities	–	100,000	100,000	100,000	100,000	100,000	100,000	700,000
<b>Total Sources</b>	<b>–</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>700,000</b>
<b>CIP Operating Impacts</b>								
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 square foot 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.

The FY 2014 budget calls for \$440,000 for repairs to the skylights in Museum and phase 1 of a three-phase Lighting Replacement Master Plan.

## Program Summary: Marbles/IMAX

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	1,257,000	440,000	350,000	550,000	–	85,000	900,000	42,000	2,367,000
<b>Total Uses</b>	<b>1,257,000</b>	<b>440,000</b>	<b>350,000</b>	<b>550,000</b>	<b>–</b>	<b>85,000</b>	<b>900,000</b>	<b>42,000</b>	<b>2,367,000</b>
<b>Funding Sources</b>									
Transfers From Major Facilities	1,257,000	440,000	350,000	550,000	–	85,000	900,000	42,000	2,367,000
<b>Total Sources</b>	<b>1,257,000</b>	<b>440,000</b>	<b>350,000</b>	<b>550,000</b>	<b>–</b>	<b>85,000</b>	<b>900,000</b>	<b>42,000</b>	<b>2,367,000</b>
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–	–

# Major Facilities Capital Trust Fund

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## Reserve for Major Facilities Future Projects

The FY 2014-2020 CIP includes \$3.1 million in reserves for future major facility projects. These funds are identified through the County's portion of

the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

### Program Summary: Reserve for Major Facilities Future Projects

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Building Maintenance/ Repair	*	-	200,000	350,000	900,000	815,000	-	858,000 <b>3,123,000</b>
<b>Total Uses</b>	*	-	<b>200,000</b>	<b>350,000</b>	<b>900,000</b>	<b>815,000</b>	-	<b>858,000 <b>3,123,000</b></b>
<b>Funding Sources</b>								
Transfers From Major Facilities	*	-	200,000	350,000	900,000	815,000	-	858,000 <b>3,123,000</b>
<b>Total Sources</b>	*	-	<b>200,000</b>	<b>350,000</b>	<b>900,000</b>	<b>815,000</b>	-	<b>858,000 <b>3,123,000</b></b>
<b>CIP Operating Impacts</b>								
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Solid Waste

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## Element Summary: Solid Waste

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Multi-material and Convenience Centers	3,650,000	1,000,000	100,000	300,000	100,000	–	–	5,150,000
South Wake Landfill	5,312,000	300,000	130,000	768,000	3,058,000	–	–	9,568,000
Landfill Gas Development	400,000	2,000,000	350,000	–	550,000	–	–	3,300,000
East Wake Landfill	–	1,500,000	–	–	–	–	–	1,500,000
<b>Total Uses</b>	<b>9,362,000</b>	<b>4,800,000</b>	<b>580,000</b>	<b>1,068,000</b>	<b>3,708,000</b>	–	–	<b>19,518,000</b>
Miscellaneous	5,312,000	300,000	130,000	768,000	3,058,000	–	–	9,568,000
Transfers From Solid Waste Enterprise	4,050,000	4,500,000	450,000	300,000	650,000	–	–	9,950,000
<b>Total Sources</b>	<b>9,362,000</b>	<b>4,800,000</b>	<b>580,000</b>	<b>1,068,000</b>	<b>3,708,000</b>	–	–	<b>19,518,000</b>
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. 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.

## 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. Design efforts are underway for improving the entrance to the park and solid

# Solid Waste

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waste facilities, including design of a new convenience center to replace the existing overused and outdated existing facility.

The County also continues to provide necessary environmental remediation activities per NCDENR requirements. During FY 2012 and FY 2013 air sparging and landfill gas remediation systems were installed and began operation for the unlined hill on the northern portion of the landfill property (landfill was closed in the 1990's).

The SWLF began accepting municipal solid waste (MSW) in 2008 through a partnership with almost all 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, with the County providing the landfill liner soil material. Phase 1B was completed in March of 2010 and waste was accepted beginning in July 2010. Design is underway for the construction of Phase 2 and the partial closure of Phase 1.

Construction was undertaken and completed for the improvements to the East Wake Transfer Station (EWTS) including floor, wall and pit repairs, as well as drainage and similar items. Work was completed during a 4-5 month period with minimal interruption of the operation.

## 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, 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 the next two years.

## 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.

## Gas to Energy

As anticipated, the SWLF began to generate methane gas after a couple of years of landfilling. The County installed a collection and control system and construction of the gas to energy facility is underway.

# Solid Waste

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## 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. Funds are needed in FY 2014 for the purpose of improving the NWLF facilities. The SWLF improvements will be broken into multiple year improvements based upon the master plan and available funding.

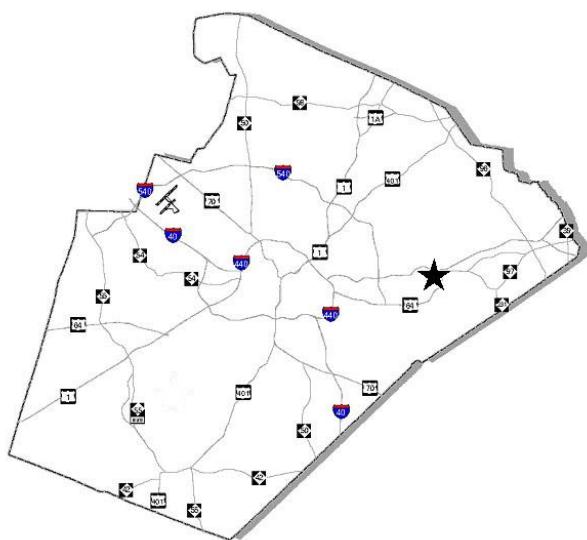
Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to establish similar facilities in the eastern and western portion of the County. Along that line, Site #11 in the Wendell area is being viewed as a potential site for expansion due to existing available land. A public input process is underway to determine the next steps, which could include expansion of Site #11 and other improvements and/or expansion of services.

## Program Summary: Multi-material and Convenience Centers

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	*	3,650,000	1,000,000	100,000	-	100,000	-	4,850,000
Machinery and Equipment	*	-	-	-	300,000	-	-	300,000
<b>Total Uses</b>	<b>*</b>	<b>3,650,000</b>	<b>1,000,000</b>	<b>100,000</b>	<b>300,000</b>	<b>100,000</b>	<b>-</b>	<b>5,150,000</b>
Funding Sources								
Transfers From Solid Waste Enterprise	*	3,650,000	1,000,000	100,000	300,000	100,000	-	5,150,000
<b>Total Sources</b>	<b>*</b>	<b>3,650,000</b>	<b>1,000,000</b>	<b>100,000</b>	<b>300,000</b>	<b>100,000</b>	<b>-</b>	<b>5,150,000</b>
CIP Operating Impacts	*	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Solid Waste



## East Wake Landfill

The East Wake Landfill was operated under Permit No. 92-02 issued by the State of North Carolina from the late 1960's through 1985. The waste disposed at the landfill included municipal, construction and demolition, and industrial solid waste. There are two main tracts of land on which the landfill exists. Each of the current property owners has knowledge of the landfill and its operation.

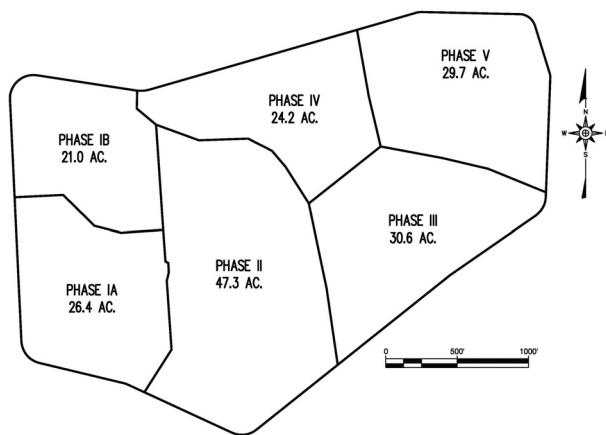
On November 10, 2009, the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Waste Management issued a letter to the County regarding development activities on and/or adjacent to the closed landfill. NCDENR expressed concern over the potential impacts with regard to human health and the environment. As such, NCDENR requested the County compile information regarding development on and adjacent to the property and take appropriate action to minimize potential human health and environmental concerns.

During FY 2011, the County successfully negotiated with the State to allow some of the remediation efforts to be reimbursable through the Inactive Landfill Branch within NCDENR's Solid Waste Division. Also during FY 2011 and FY 2012, much of the investigative work (groundwater wells, soil and water sampling/testing and methane gas testing) was undertaken and completed. During FY 2013, NCDENR's Inactive Branch required that they conduct future environmental studies for most of the site. It is anticipated that during FY 2014 a better understanding of future corrective measures will be pursued with construction to occur during FY 2015.

## Program Summary: East Wake Landfill

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	2,500,000	-	1,500,000	-	-	-	-	-	1,500,000
<b>Total Uses</b>	<b>2,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500,000</b>
<b>Funding Sources</b>									
Transfers From Solid Waste Enterprise	1,069,000	-	1,500,000	-	-	-	-	-	1,500,000
Pooled Investments	1,431,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>2,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>									

# 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. Further, 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. Further, it is expected that most of Phase 1 (1A and 1B) will be ready for closure and capping in FY 2014. Further, construction of the next phase (Phase 2) will be undertaken by Waste Industries. 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 2015, 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 will be made to the master plan relative to the existing operational area that includes the convenience center, multi-material facility and HHW facility. During FY 2014, consideration of waste removal and establishment of a Solid Waste Division mobile office will be evaluated. A capital plan will also be put together regarding future necessary improvements or reconfiguring of the existing facilities.

## Program Summary: South Wake Landfill

Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Professional Services	* 5,312,000	300,000	130,000	768,000	3,058,000	-	-	9,568,000
<b>Total Uses</b>	<b>* 5,312,000</b>	<b>300,000</b>	<b>130,000</b>	<b>768,000</b>	<b>3,058,000</b>	<b>-</b>	<b>-</b>	<b>9,568,000</b>

### Funding Sources

Miscellaneous	* 5,312,000	300,000	130,000	768,000	3,058,000	-	-	9,568,000
<b>Total Sources</b>	<b>* 5,312,000</b>	<b>300,000</b>	<b>130,000</b>	<b>768,000</b>	<b>3,058,000</b>	<b>-</b>	<b>-</b>	<b>9,568,000</b>

# Solid Waste

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## Program Summary: South Wake Landfill

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
CIP Operating Impacts	*	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Solid Waste

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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) and during FY 2013 those facilities will be installed by the gas developer. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Furthermore, the gas collection and control system will need to be expanded as the landfill grows. During FY 2014, an expansion of the gas collection and control system into Phase 1B will occur with the partial closure project.

## Landfill Gas Development

During FY 2011, the County began operating the landfill gas collection and control system. These

## Program Summary: Landfill Gas Development

	Prior Funding	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY14-20
Construction Costs	2,100,000	400,000	2,000,000	350,000	-	550,000	-	-	3,300,000
<b>Total Uses</b>	<b>2,100,000</b>	<b>400,000</b>	<b>2,000,000</b>	<b>350,000</b>	<b>-</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>3,300,000</b>
<b>Funding Sources</b>									
Transfers From Solid Waste Enterprise	2,100,000	400,000	2,000,000	350,000	-	550,000	-	-	3,300,000
<b>Total Sources</b>	<b>2,100,000</b>	<b>400,000</b>	<b>2,000,000</b>	<b>350,000</b>	<b>-</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>3,300,000</b>
<b>CIP Operating Impacts</b>									
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

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# Financial Planning Model

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## Financial Planning Model

Wake County uses a long-term financial planning model (“the model”) for capital budgeting.

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 2022. The model, which uses the County’s seven-year CIP as the major driver, helps policy makers maintain the debt policy objectives necessary to retain the County’s AAA 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% in the Debt Service Fund; and
- ♦ Project debt repayment schedules that observers expect of AAA 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 2014 is 53.4 cents with 15.50 cents dedicated for capital and debt service. 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 with capital/debt portion of the tax rate remaining 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 2013 serves as the base. Growth projections are 2.67% in FY 2014, 2.5% in FY 2015 and FY 2016, 3.0% in FY 2017, and 3.5% in FY 2018 and thereafter.

**Sales Tax Growth:** FY 2013 actuals growth serves as the base. Growth projections are 2.8% for Article 40 and 42 in FY 2014 and 2.5 % in FY 2015 and thereafter.

**Interest rate on Future Debt Issuance:** Based on 4.5 % Coupon and Premium for a TIC of 4.0% over the average life of the debt for fixed rate general obligation 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 during the full horizon of the Model (2015 to 2022). The remaining amount of property tax revenues is available for cash funding for capital projects.

# **Financial Planning Model**

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## **Other Assumptions**

The Financial Planning Model included in the FY 2014 Adopted Budget Book is an excerpt of the debt and capital model that calculates the debt and cash capacity that can be funded without an increase in the property tax rate. It does not include proposed debt issuances, such as a future schools building program, that may require an increase in the existing property tax rate to support additional debt and capital over and above what can be supported by the existing 15.50 cents dedicated to debt and capital.

## COUNTY CAPITAL

(in thousands)	2014	2015	2016	2017	2018	2019	2020	Total
<b>SOURCES:</b>								
Bonds - authorized/unissued (Libraries)	-	3,994	6,947	17,782	11,180	4,797	-	44,700
Bonds - issued (Libraries)	-	-	-	-	-	-	-	-
Bonds - authorized/unissued (Open Space)	-	-	-	-	-	-	-	-
Grants/Other	-	-	1,928	1,180	-	-	-	3,108
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Municipal Reimbursement - Other	-	180	30	338	-	-	-	548
Transfer In - Property Tax	26,814	27,481	28,170	29,017	30,036	31,090	32,181	204,789
Transfer In - Fire Tax	-	-	840	840	840	-	-	2,520
Transfer In- Tag and Tax	8,750	-	-	-	-	-	-	8,750
Prior Year Uncommitted Funds	3,607	4,405	6,965	1,613	-	-	-	18,590
<b>Total County Sources</b>	<b>39,691</b>	<b>36,580</b>	<b>45,400</b>	<b>51,290</b>	<b>42,576</b>	<b>36,407</b>	<b>32,701</b>	<b>284,645</b>
<b>Percent Debt Funded</b>	<b>0%</b>	<b>11%</b>	<b>15%</b>	<b>35%</b>	<b>26%</b>	<b>13%</b>	<b>0%</b>	<b>16%</b>
<b>USES:</b>								
Affordable Housing	830	1,000	1,000	1,000	1,000	1,000	1,000	6,830
Automation	9,993	7,233	8,076	6,735	6,486	5,403	5,038	48,964
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	4,503	5,888	6,134	5,181	4,687	3,581	5,292	35,266
Criminal Justice	1,443	3,403	427	427	536	1,135	2,986	10,357
Economic Development	1,502	1,335	5,327	1,896	1,791	558	554	12,963
Libraries	4,724	2,070	8,347	17,782	11,180	4,797	-	48,900
Open Space	520	520	520	520	520	520	520	3,640
Parks & Recreation	300	550	550	550	550	550	550	3,600
Public Safety	1,868	9,257	13,019	15,199	7,556	1,468	800	49,167
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
<b>Subtotal</b>	<b>27,683</b>	<b>31,256</b>	<b>45,400</b>	<b>51,290</b>	<b>36,306</b>	<b>21,012</b>	<b>18,740</b>	<b>234,687</b>
Reserved for Future Capital Projects	12,008	3,324	-	-	6,270	15,395	13,961	50,958
<b>Total County Uses</b>	<b>39,691</b>	<b>36,580</b>	<b>45,400</b>	<b>51,290</b>	<b>42,576</b>	<b>36,407</b>	<b>32,701</b>	<b>284,645</b>
<b>UNCOMMITTED FUNDS (County CIP)</b>								
Beginning of Year	8,537	16,938	15,857	8,892	7,279	13,549	28,944	
Project Closeouts	-	-	-	-	-	-	-	-
Reserved for Future Projects Appropriation	12,008	3,324	-	-	6,270	15,395	13,961	
Use of Uncommitted Funds	(3,607)	(4,405)	(6,965)	(1,613)	-	-	-	
<b>End of Year</b>	<b>16,938</b>	<b>15,857</b>	<b>8,892</b>	<b>7,279</b>	<b>13,549</b>	<b>28,944</b>	<b>42,904</b>	

## FUTURE CAPITAL PROJECTS

(in thousands)	2014	2015	2016	2017	2018	2019	2020	Total
<b>SOURCES:</b>								
Bonds - to be authorized (GO)	-	85,000	-	-	100,000	188,000	220,000	593,000
Transfer In - Ad valorem tax	-	-	-	-	6,383	16,000	21,000	43,383
Interest Income - capital projects	-	-	-	-	-	-	-	-
<b>Total Sources</b>	-	<b>85,000</b>	-	-	<b>106,383</b>	<b>204,000</b>	<b>241,000</b>	<b>636,383</b>
<b>Percent Debt Funded</b>	-	<b>100%</b>	-	-	<b>94%</b>	<b>92%</b>	<b>91%</b>	<b>93%</b>
<b>USES:</b>								
Future Projects	-	85,000	-	-	106,383	204,000	241,000	636,383
Subtotal	-	85,000	-	-	106,383	204,000	241,000	636,383
<b>Total Uses</b>	-	<b>85,000</b>	-	-	<b>106,383</b>	<b>204,000</b>	<b>241,000</b>	<b>636,383</b>

## WAKE TECH CAPITAL

(in thousands)	2014	2015	2016	2017	2018	2019	2020	Total
<b>SOURCES</b>								
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	2,185	3,305	3,710	-	-	-	-	9,200
<b>Total Sources</b>	<b>3,685</b>	<b>62,805</b>	<b>42,960</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>115,450</b>
<b>USES:</b>								
Wake Tech 2012 Building Program	2,185	61,305	41,460	-	-	-	-	104,950
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	3,685	62,805	42,960	1,500	1,500	1,500	1,500	115,450
<b>Total Wake Tech Uses</b>	<b>3,685</b>	<b>62,805</b>	<b>42,960</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>115,450</b>

## TOTAL ALL PROJECTS

(in thousands)	2014	2015	2016	2017	2018	2019	2020	Total
<b>SOURCES:</b>								
Bonds - authorized/unissued (Libraries)	3,994	6,947	17,782	11,180	4,797	-	-	44,700
Bonds - authorized/unissued (Open Space)	-	-	-	-	-	-	-	-
Bonds - unauthorized/unissued (Wake Tech)	58,000	37,750	-	-	-	-	-	95,750
Bonds - unauthorized and unissued (Future Projects)	85,000	-	100,000	188,000	220,000	593,000	-	-
Transfer In - Ad Valorem Tax	37,749	30,786	31,880	29,017	36,419	47,090	53,181	266,122

## TOTAL ALL PROJECTS

<i>(in thousands)</i>	2014	2015	2016	2017	2018	2019	2020	Total
Grants/Other	-	-	1,928	1,180	-	-	-	3,108
Other funds	-	-	-	-	-	-	-	-
Municipal Reimbursement	520	700	550	858	520	520	520	4,188
Transfer In Fire Tax	-	-	-	840	840	840	-	2,520
Prior Year Uncommitted Funds	3,607	4,405	6,965	1,613	-	-	-	16,590
Interfund Transfers	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
<b>Total All Sources</b>	<b>43,376</b>	<b>184,385</b>	<b>88,360</b>	<b>52,790</b>	<b>150,459</b>	<b>242,747</b>	<b>275,201</b>	<b>1,036,478</b>
<b>Percent Debt Funded</b>	<b>0%</b>	<b>80%</b>	<b>51%</b>	<b>34%</b>	<b>74%</b>	<b>79%</b>	<b>80%</b>	<b>71%</b>

### USES:

County	39,691	36,580	45,500	51,290	42,576	36,407	32,701	284,645
Future Projects	-	85,000	-	-	106,383	204,000	241,000	636,383
Wake Tech	3,685	62,805	42,960	1,500	1,500	1,500	1,500	115,450
Subtotal	43,376	1864,385	88,360	52,790	150,459	242,747	275,201	1,036,478
Reserved for Future Capital Projects								
<b>Total All Uses</b>	<b>43,376</b>	<b>184,385</b>	<b>88,360</b>	<b>52,790</b>	<b>150,459</b>	<b>242,747</b>	<b>275,201</b>	<b>1,036,478</b>

### UNCOMMITTED FUNDS (County CIP)

Beginning of Year	8,537	16,938	15,857	8,892	7,279	13,549	28,944
Project Closeouts	-	-	-	-	-	-	-
Reserved for Future Projects Appropriation	12,008	3,324	-	-	6,270	15,395	13,961
Use of Uncommitted Funds	(3,607)	(4,405)	(6,965)	(1,613)	-	-	-
<b>End of Year</b>	<b>16,938</b>	<b>15,857</b>	<b>8,892</b>	<b>7,279</b>	<b>13,549</b>	<b>28,944</b>	<b>42,904</b>

## PROPERTY TAXES

(in thousands)	2014	2015	2016	2017	2018	2019	2020
Tax base	125,145,000	128,273,625	131,480,466	135,424,880	140,164,750	145,070,517	150,147,985
Annual growth rate	2.7%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%
Tax increase (cents) - Operating (Schools)	-	-	-	-	-	-	-
Tax increase (cents) - Operating (County)	-	-	-	-	-	-	-
Tax increase (cents) - Capital	-	-	-	-	-	-	-
Tax rate (cents)	53.40	53.40	53.40	53.40	53.40	53.40	53.40
Levy After Collection Rate	659,845	676,252	693,208	714,065	739,128	765,068	791,916
Levy per penny	12,357	12,664	12,981	13,372	13,841	14,327	14,830
Capital tax rate	15.50	15.50	15.50	15.50	15.50	15.50	15.50
Ad valorem tax - capital program	191,528	196,290	201,212	207,266	214,541	222,070	229,863
Percent change - ad valorem tax	3.18%	2.49%	2.51%	3.01%	3.51%	3.51%	3.51%
<b>Ad valorem tax allocation:</b>							
Debt Service Fund	162,529	165,505	169,332	178,249	178,122	174,981	176,683
County Capital Projects Fund	26,814	27,481	28,170	29,017	30,036	31,090	32,181
Wake Tech Capital Projects	2,185	3,305	3,710		6,383	16,000	21,000
Future Capital Projects					6,383	16,000	21,000
Adjustments to County Capital Cash-funded							41,000
<b>Total</b>	<b>\$191,528</b>	<b>\$196,290</b>	<b>\$201,212</b>	<b>\$207,266</b>	<b>\$214,541</b>	<b>\$222,070</b>	<b>\$229,863</b>

## DEBT SERVICE FUND

(in thousands)	2014	2015	2016	2017	2018	2019	2020
Sales tax annual growth rate	3.2%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Investment rate	0.50%	1.00%	1.5%	2.00%	2.00%	2.00%	2.00%
Tax-exempt variable interest rate (with fees)	0.93%	1.60%	1.98%	2.35%	2.60%	2.60%	2.60%
<b>DEBT SERVICE REVENUES</b>							
Ad valorem tax	162,529	165,505	169,332	178,249	178,122	174,981	176,683
Sales Tax: Article 40 & 42	31,315	32,098	32,900	33,723	34,566	35,430	36,316
Transfer from Major Facilities Fund	991	991	79			-	-
Transfer from Fire Tax District	606	606	606	35	35		-
Transfer in for fire trucks debt service	618	616	616	617	616	512	216
Lottery Proceeds	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Federal Subsidy (QSCB, BAB, RZEDB)	2,742	3,002	3,002	3,002	3,002	3,002	3,002
Premium - Bond	-	6,625	1,815	331	3,890	7,313	8,558
Interest income - WCPSS, WTCC, and County bond proceeds	363	92	425	365	157	726	1,540
Interest income - LOBs proceeds	-	-	-	-	-	-	-

## DEBT SERVICE FUND

<i>(in thousands)</i>	2014	2015	2016	2017	2018	2019	2020
Interest Income - County Capital Projects	-	-	-	-	-	-	-
Interest income - General fund	2,000	2,000	4,000	6,000	8,000	8,000	8,000
Plus interest income - debt service fund	850	1,383	1,849	1,671	1,160	1,120	1,048
Total Debt Service Revenues	211,742	225,250	226,566	235,784	240,013	241,602	245,661
<b>DEBT SERVICE EXPENDITURES</b>							
G.O. debt service (DS)	211,765	209,429	236,772	232,433	213,897	217,586	216,793
QSCB Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
QSCBs Principal	2,054	1,930	1,889	1,848	1,807	1,766	1,725
Debt Service Justice Center	12,529	12,350	12,172	11,993	11,780	11,902	11,309
Debt Service Jail	13,015	12,763	12,484	12,218	11,944	11,638	11,336
Fire truck debt service	618	616	617	616	512	216	104
Five County Stadium financing agreement	991	991	79	-	-	-	-
Misc. fees and costs	446	324	329	334	338	343	348
QZAB debt service	163	163	163	163	163	163	-
<b>Total Debt Service Expenditures</b>	<b>243,361</b>	<b>240,305</b>	<b>266,245</b>	<b>261,344</b>	<b>242,017</b>	<b>245,191</b>	<b>243,355</b>
Revenues in excess (less than) expenditures	(31,619)	(15,056)	(39,679)	(25,560)	(2,004)	(3,589)	2,306
Fund Balance - beginning of year	169,914	138,295	123,239	83,560	58,000	55,996	52,408
<b>Fund Balance - end of year</b>	<b>138,295</b>	<b>123,239</b>	<b>83,560</b>	<b>58,000</b>	<b>55,996</b>	<b>52,408</b>	<b>54,713</b>
<b>Ending balance as % of next year's G.O. DS</b>	<b>57.6%</b>	<b>46.3%</b>	<b>32.0%</b>	<b>24.0%</b>	<b>22.9%</b>	<b>21.6%</b>	<b>23.1%</b>

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## **Wake County Facts**

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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 952,151 residents (July 1, 2012 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.

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Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2012 Population (1)	952,151
Municipalities	Population (2)
Angier	106
Apex	38,691
Cary	137,540
Fuquay-Varina	18,638
Garner	26,342
Holly Springs	25,567
Knightdale	11,904
Morrisville	19,406
Raleigh	411,192
Rolesville	3,976
Wake Forest	30,152
Wendell	5,967
Zebulon	4,493
Unincorporated areas of Wake County	191,964

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## **Wake County Facts**

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(1) July 1, 2012 is the most recent release of U.S. Census Bureau county population estimates. Released April 2013.

(2) July 1, 2011 Census is the most recent release of U.S. Census Bureau city and town population data. Released March 2012.

Wake County has experienced explosive growth over the last 20 years. The US Census Bureau reported that Wake County had 952,151 residents as of July 1, 2012. The county gained 51,158 residents from 900,993 that were reported in April 1, 2010. That growth placed the Raleigh-Cary MSA the 9th fastest growing metro in the United States from April 1, 2010 to July 1, 2012 growing 5.1%. Wake County is the 48th 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 2011, the US Census estimated the county's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2011, the Hispanic/Latino increased to 92,649 which comprised 10% of the total population. This increase amounted to a 159% growth rate in Hispanic/Latino residents between 2000 and 2011. During the same period the Asian population grew by 128%: 50,760 residents (5% of the total population).

Wake County's population over age 65 has increased in the last decade by 62%. In 2000, 46,815 or 7.4% of the population was over age 65. In 2010 the number had reached 75,683 or 8.4% 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 136,790 residents over the age of 65 for 2020 within Wake County. The projection would mean an increase of roughly 81% for those over age 65 in Wake County.

Wake County had 601,422 residents over the age of 25 in July 1, 2011 according to the American

Community Survey. Of which 47% had obtained a bachelor's degree or higher.

Educational Attainment (over age 25)	601,422
Less than 9th Grade	26,603
9th - 12th Grade, no diploma	28,929
High School Graduate (includes equivalency)	106,219
Some College, no degree	107,952
Associates degree	48,991
Bachelor's degree	1181,863
Graduate or Professional degree	100,865

## Demographic Statistics

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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	952,151	149,508	unavailable

(4) North Carolina Employment Security Commission. 2000-2010. \*March 2013 Unemployment Rate-6.9 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 20<sup>th</sup> 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%	unavailable from this source

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# Glossary of Budget Terms

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**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

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**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 Investigation.

**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

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**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

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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

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**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

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**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.

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