



Adopted Operating Budget and Community Improvement Plan

For the Fiscal Year July 1, 2015 through June 30, 2016

Wake County, North Carolina

Board of County Commissioners



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Deputy County Manager: Johnna L. Rogers

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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, 2014

Jeffrey P. Evans

Executive Director

GFOA Distinguished Budget Presentation Award

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Budget Message

Monday, May 18, 2015

Wake County Board of Commissioners:

Today, we share the results of a year-long effort, which culminates in the plan that will fund Wake County's priorities and initiatives for the upcoming year. A lot of time, effort and thoughtful discussion went into developing what I'm pleased to present to you today, the Recommended Fiscal Year 2016 budget for the County.

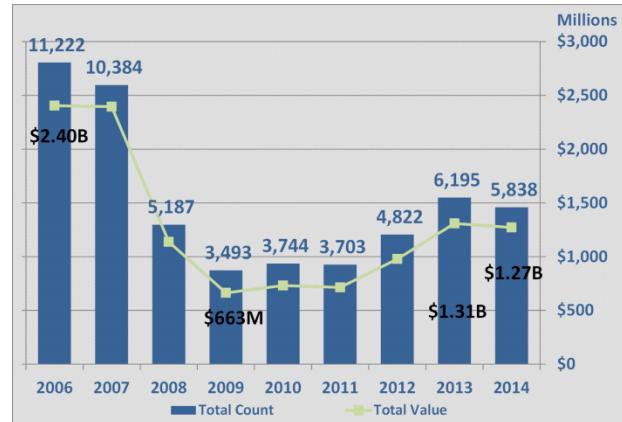
Before I get into the details of my presentation, I would like to give you some perspective on how we built this budget.

Wake County's Economic Picture

Most economists say that the County has made it through the recession, but some would argue that we have not fully recovered. When we talk about the recession, we will use 2008 as our benchmark year, because it is the best point from which to judge what life was like before the economic downturn.

When you look at the key indicators used to measure our economic vitality, you can see why some people think the economy has not completely recovered. Compare where we are now to where we were then, and it is clear we are making strides in most areas, but we continue to lag in others.

Take residential building permits, for example. Building permits drive our property valuation, and that, in turn, yields our largest revenue source, property taxes. Prior to the recession, permits reached a high of more than 11,000 and were valued at \$2.4 billion. In 2008, that number was nearly cut in half and generated half the value. A year later, that number plummeted to nearly 3,500 permits valued at \$663 million. After a series of rises and falls, the volume settled at \$1.27 billion in 2014, when we issued more than 5,800 permits.



Home prices tell a similar story. In 2008, the average selling price was nearly \$268,000. The following year, it hit a low of about \$249,000 and did not see much growth until 2014, when the average selling price jumped to almost \$278,000.

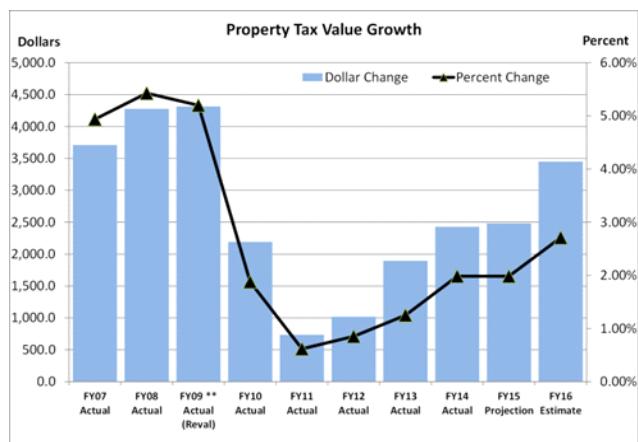
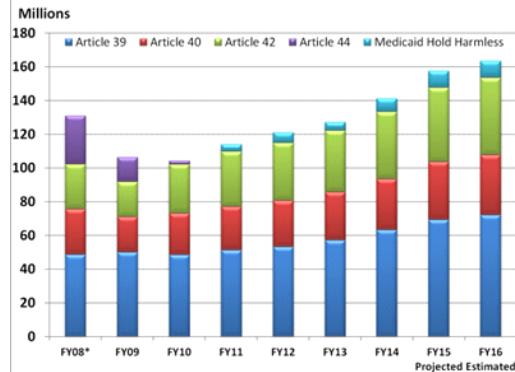
In 2008, the unemployment rate was 4.7 percent. In 2010, it surged to a high of 8.6 percent, leaving thousands of people jobless. After years of steady decline, the unemployment rate arrived at 4.1 percent in 2014, as more people went back to work.

Budget Message

The poverty rate in 2008 was 9.1 percent. It spiked to 12 percent in 2010 and gradually decreased from there to 10.7 percent in 2013, which is the latest figure available. It represents more than 100,000 residents – a number that is larger than the population of 70 of North Carolina's counties.

All these elements are major drivers for our two largest revenue sources: sales tax and property tax. In 2008, the sales tax generated \$127.2 million. That figure dropped dramatically in 2010 to about \$100 million, a revenue loss of \$25 million that was made up by budget cuts rather than revenue enhancements. The sales tax is estimated to reach \$157 million in FY2015 as consumer confidence returns and after an expansion of the sales tax base by the General Assembly.

Our property tax growth averaged more than \$4.2 billion prior to the recession. The base was reset with revaluation in January 2008 at the peak of the real estate market. The following year, the tax base growth plummeted, reaching a low point in FY2011 of less than \$1 billion in new value. While values are expected to grow by almost \$3.5 billion in FY2016, they remain significantly below pre-recession levels and may not reach those levels again in the near future.



This exemplifies what we call “the new normal.” Not everything is going to return to the way it was before the economic downturn. The recession caused municipal managers across the country to take a hard look at the needs of their communities, and examine how local governments delivered products and services. Many services moved to new delivery models as a result, taking advantage of business process improvements and high-tech enhancements.

As we embrace this “new normal,” we have to keep the County’s population growth in the forefront. From 2008 to 2014, we grew by nearly 134,000 people. Just this past August, we officially reached the 1-million mark. The influx shows no signs of stopping. Each day, 62 more people call Wake County home. Twenty-two of those are due to natural increase, which equates to about a kindergarten class a day.

During the recession, we tried to be mindful of maintaining services without increasing the tax burden during a challenging economic time. In order to meet our commitments, we cut County department budgets and deferred tax increases of 1.3 cents for the school system and Wake Tech.

In some ways, we are still playing catch up. Although we have become more efficient in some areas, our gains in efficiency are not keeping pace with the rising demand for service. We have to find opportunities to do more without further decreasing our expenditures, while, at the same time, being

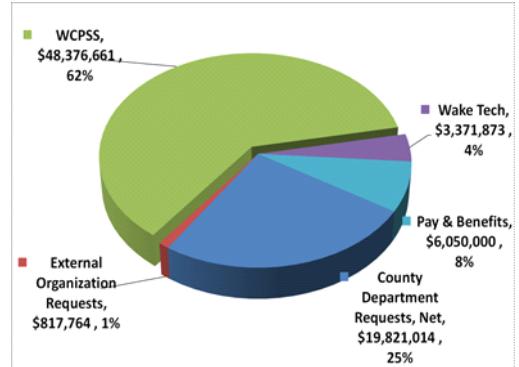
Budget Message

measured in our funding increases. That point was plainly illustrated by the budget expansion requests we received this year.

Budget Expansions

Departments inside the County, as well as Wake Tech, the public school system and outside organizations, asked for a combined total of \$72 million in additional funding. This amount far exceeded our anticipated “normal” revenue growth of roughly \$30 million.

The challenge in balancing the budget resided in two main areas: prioritizing expenditures and determining if a tax increase was needed to fund our highest priorities. Because we made funding and staffing cuts during the recession, there were not many places left where we could further reduce our spending without cutting service. More and more people are counting on the services we offer, and we cannot justify reducing them when demand is so high.



That said, I think it is important to guide you through the thoughtful and deliberate process we followed, when we built this budget. We began by looking at last year's adopted budget, and took out salary and benefits calculations and prior year one-time costs. Then, we added items that the board had approved throughout the year and updated the countywide charge backs. This left us with our FY2016 target base.

At that point, we gave the departments a target budget to meet, and for needs beyond that target, they could request a budget expansion. Each department had to articulate, justify and defend their rationale for the additional funding. They had to clearly show us what their needs were and why they were important.

Emergency Medical Services is a good example. EMS was given \$34.5 million as a target base. Their staff identified \$3.9 million in additional needs not covered by the base budget. They shared this information with us in a formal presentation, during which we asked questions and gained a better understanding of their needs. We will give you more insight on the funding EMS will receive later in this presentation.

After evaluating our base and the items outside it, we looked at our revenue growth over the past year. Property tax and sales tax generated \$31.9 million. We had to keep in mind that much of our budget is already dedicated or required spending. About \$10.7 million came off the top first for debt services. We allocated the rest, \$21.2 million, to fund new requests.

In addition to considering our immediate needs, it is also my responsibility to look at our long-term needs. Over the next several years, many large initiatives will impact our tax base or create the need for recurring revenue. The eight-year property revaluation will be completed this year, with new values set on Jan. 1, 2016. The FY2017 revenue-neutral tax rate will be established in June 2016.

Budget Message

Just last week, we held the first of several public meetings to discuss transit options, which will require us to ask the community to increase the sales tax by one-half cent. The additional revenue will fund the plans that will meet our long-range transportation needs.

In FY2017, we will issue the last of the bonds from voter-approved referenda, and our need to build public schools and community college classrooms will not diminish, given our continuing population growth.

We must also look at our open space, parks and library programs to determine what the needs are for those services, because they're some of our most popular and heavily used.

We have limited capacity to issue new debt without a tax increase to fund our capital priorities. We must be diligent and prudent in our planning to ensure all these efforts are done in a fiscally responsible manner to protect the County's triple, triple "A" bond rating.

It is within this full context that this budget was developed.

After careful consideration and evaluation of all the requests, the budget recommendation to you today totals \$1.13 billion and includes a 2.9-cent property tax increase.

Education

Of the many budget expansion requests we received this year, the largest ones were for education. The total cost of Wake Technical Community College and Wake County Public School System's requests was almost \$52 million.

State statutes clearly define our funding role. The law (N.C.G.S § 115C-426(e)) requires counties to build, equip and maintain public schools and community college facilities, as well as supplement the operating expenses of state primary schools within "financial resources and consistent with the fiscal policies of the Board of County Commissioners."

It is the state's responsibility to fund school operations and instructional expenses using state revenues. Two-thirds of the Wake County Public School System's budget is funded by the state and dependent on legislative action.

With the House budget just released on May 14, that makes timing challenging. It leaves the County in the same place we were last year – not knowing if legislators would give teachers or other school system employees a raise.

A quality education system and an educated workforce are two of our most important economic development tools. They are important for all of North Carolina, not just Wake County. As I promised last year, I am committed to working with Superintendent James Merrill to develop a long-term funding plan to support the school system's strategic initiatives for improving student achievement.

Budget Message

Wake County Public School System

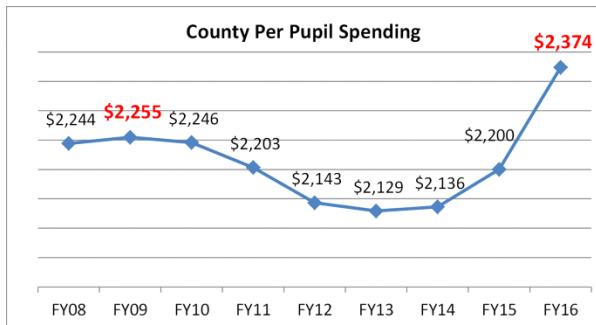
Good schools are what bring families here and keep them here. Parents want the very best for their kids. At the County, our sentiment is no different.

Each and every child in Wake County deserves to learn, grow and thrive in the classroom. We want to give all students the same access to an educational experience that will challenge their minds, enhance their knowledge and lay the groundwork for future success.

That is why we carefully considered the Wake County Board of Education's request for a funding increase of \$48.3 million.

While contemplating the recommendation for school funding, we looked back at per pupil funding from both the County and the state. Here is what we found.

In FY2009, the state per pupil spending in Wake County was \$5,149, and the County per pupil spending was \$2,255. In FY2014, the most recent year available for state expenditures, spending was \$5,006 on each student. County spending per pupil will be \$2,197 in Fiscal Year 2015. As you can see, spending still has not returned to prerecession levels.



Our goal for this budget was to restore per pupil funding to where it was before the recession. This budget recommendation increases school operating funding by 10.1 percent to a total of \$376 million, with \$34.6 million in new funding. That is \$2,374 per student, and it exceeds what we spent per pupil in FY2009 by \$177.

This represents a significant commitment to education, as it is the largest increase ever from the County to the school system's operating budget. This investment will establish a new level of funding, with a goal of moving to more stable and predictable funding in the future.

The Wake County School Board has sole discretion on how to allocate the County's appropriation. That must be done in conjunction with the final state budget, which will likely not be approved by the time the County has to adopt this budget.

As the General Assembly deliberates its next biennial budget, we respectfully request that they consider increasing state per pupil funding for all 100 counties, as North Carolina's revenue picture improves.

Wake Technical Community College

Wake Tech is the largest community college in our state and one of the fastest growing community colleges in the nation. It is a key place where many students go after graduating from high school to continue their path to success. It is also one of the main sources of training in our community for people seeking jobs.

Budget Message

It is our responsibility to help the college expand and enhance educational opportunities by providing the funding needed to build and operate its facilities. The recommended budget includes an additional \$2.9 million for Wake Tech, roughly an 18 percent increase over FY2015.

The funds will cover instructional start-up costs for new classrooms coming on line, which the state pays for in arrears. The money will also fund the operating costs of new facilities and hiring more IT staff. This \$2.9-million investment will help the college meet the demands of our growing County, while allowing it to remain a leader in secondary education, workforce training and life-long learning.

Public Safety

Another area receiving additional funding in the recommended budget is public safety. It will increase by nearly \$4.2 million and 34 positions to help protect our growing population.

More than half of that new funding, approximately \$2.6 million, will go to EMS. As the number of people living in Wake County increases, so does the demand placed upon our crews. They responded to nearly 90,000 calls last year alone, which is nearly 4,100 more calls than in 2013 and another step in an upward trend we have seen for several years. We have to make adjustments to ensure we are staffed and scheduled appropriately to meet this demand, because people's lives depend on it.

That is why in this budget we will implement the first year of a three-year plan to convert crews from 24-hour shifts to 12-hour shifts. To support this effort, we are providing EMS with 17 new employees, including a supervisor and three new ambulances. The move to 12-hour shifts will allow EMS to better manage peak service times, increase its availability and improve response times.

In addition to increasing demand for services, we are also dealing with a changing inmate population in our jail. More and more people entering the facility have substance abuse issues, mental health problems and other health concerns. The Wake County Sheriff is responsible for the safety and wellbeing of all inmates, as well as staff members. To ensure he meets those important requirements, the recommended budget allocates about \$1 million in additional funding to hire a Health Services Administrator, six detention officers and six nurses to work at the jail. These nurses will help meet the inmates' care needs while they are incarcerated and guide them towards appropriate treatment options when they are released.

This is one example of how the Sheriff's Office will use the \$1.4 million in additional funds and 15 new positions provided in this budget. The rest of this money will go towards adding two new deputies at the courthouse to enhance security, and increasing routing between the crisis center in Raleigh and outside treatment facilities for those with mental illness.

The recommended budget also provides \$162,000 in additional funding to the City-County Bureau of Investigation (CCBI). The organization not only supports the Sheriff's Office, but all law enforcement agencies in our County. This heavy workload combined with new standards that take more time to follow has generated a backlog of cases awaiting finger, hand or foot print identification. The longer the wait, the longer it takes to identify the criminals and get them off the streets.

Budget Message

By adding a new position for a latent print examiner, we help reduce the backlog and allow new cases to be processed more efficiently. Between 2013 and 2014, CCBI increased the number of people positively identified by their prints from about 1,100 to 1,800, a 63 percent increase. By adding this new examiner, we can continue that upward trend.

Human Services

Equally important to public safety is the health and wellbeing of our growing County. As our population increases, so does the number of clients who depend on our services. That is why we have added \$2.5 million and 25 full- and part-time employees to the recommended budget in this area.

Our Human Services Department will use this new funding for multiple projects, including expanding maternal care services for pregnant women. We will extend clinic hours and add four part-time employees at our Sunnybrook location and launch a new clinic staffed with four full-time employees at the Millbrook location where care for expectant mothers is not currently available. These improvements will enable us to see 1,250 new patients annually and better serve our 4,500 existing patients by reducing the wait time for an appointment. Statistics show getting more women in to see a health care provider during the first trimester will help reduce infant deaths.

Another way we will use this funding is bringing 10 new nurses to the Wake County Public School System. We are in the process of implementing a four-year phased plan to improve the nurse-to-student ratio. Last year, we added 10 nurses, bringing the ratio down from 1:2,300 to 1:2,095. With the addition of 10 more nurses, we will lower that ratio even further to 1:1,904. These new nurses will spend time at more than 20 different schools countywide, serving children with needs ranging from allergies and illness to a lack of basic health care. By improving their health, we can help the students focus on learning.

Community Services

Also important are the services that enrich the lives of those who live in Wake County. That is why the recommended budget includes a more than \$2 million increase and 19 new positions for our Community Services Department.

Much of the additional money will fund the opening of the Northeast Regional Library. It is located in northeast Raleigh but will also serve Rolesville and Wake Forest. The 22,000-square-foot facility is currently under construction. It was the first library from the 2007 bond that was scheduled to open to the public, but the recession forced us to put those plans and all other projects the bond funded on hold until the economy improved. Now that we are in better financial times, we plan to open the library in FY2016. About \$924,000 in additional funding will pay for the 19 employees required to run the new facility, a three-month operating budget and a year of replacement books.

Another area impacted by the economic downturn was our library system's book budget. During the recession, we cut the funding allotted for buying new library books almost in half – roughly \$1.3 million. That meant collections for adults and children were not updated regularly like they had been in the past. Library staff says the age of the books directly correlates with circulation numbers. As the books get older, fewer people check them out.

Budget Message

In this recommended budget, we provide our library system \$1 million in additional funding to buy new books. Although this investment doesn't return the book budget to pre-recession levels of \$2.7 million, it is a strong step in the right direction.

Environmental Services

When you go out to eat at a restaurant, you think about what to order – probably not the safety of the food or the facility. That is our job. Our inspection team is tasked with ensuring all restaurants, hotels and residential care facilities in Wake County meet state code. Municipalities do not provide this service.

Over the past few years, the number of these facilities has grown. We now have almost 1,500 more to inspect each year. In order to do that while meeting new state productivity rules, we need more employees. That is why this budget provides \$528,000 to our Environmental Services Department, which will fund three new inspector positions.

Another portion of those funds will go towards adding a position to the department's call center. The duties of the current four-person staff have expanded. They do more than answer phones and receive plan submittals. They also research permits, assist divisions with paperwork and mailings, and help internal customers archive information. The new position will allow this group to better meet the needs of customers inside and outside our offices.

Board of Elections

We are providing the Wake County Board of Elections with significant financial support in this budget to ensure we are following several new state statutes that govern the electoral process.

Last year, the General Assembly approved a bill that requires us to hold a Presidential Preference Primary in 2016 as a standalone election. That will cost \$892,000. Another \$405,000 is needed to pay for early voting at nine different sites for this primary.

State statute has also changed the length of time in which early voting is allowed for elections in 2016. Instead of providing the required 1,658 hours over a 17-day window, we must now provide the same level of service in a 10-day time frame without adjusting our operating hours. To achieve that, we must increase the number of early voting locations from 16 to 23, and buy the equipment needed to cast and tally votes, which will cost nearly \$100,000.

The law also requires that we hold two local elections for municipalities in 2015 and early voting before the May primary, as well. To fulfill our responsibility to meet all these state mandates, this budget provides the Board of Elections with \$2.6 million in additional funding for FY2016.

Remaining Departments

Lastly, the recommended budget increases funding for the remaining County departments by \$1.3 million and eight positions.

Of that, Information Services, which manages our web presence and technological capabilities, receives \$525,000 in additional funding and five new positions. This investment will enhance our online security, improve monitoring of our server infrastructure and help staff troubleshoot computer problems, while

Budget Message

better supporting our electronic document management needs.

This budget also provides our Revenue Department with \$156,000 in new funds to hire two new managers. These positions will support the completion of revaluations and help lead an anticipated shift to a four-year revaluation cycle.

Along with additional funding for County departments, the recommended budget also makes a significant financial commitment to our 3,800 employees. It includes a 3-percent average performance-based pay increase totaling about \$6 million and more funding for the County's share of our health insurance.

This budget does not just cover our internal needs and those of our education partners. It also includes \$2.3 million in funding for several external organizations, including increases for the Healing Place, the Chamber of Commerce's Economic Development Office, United Arts and Smart Start. This marks a nearly 16-percent increase over FY2015 and represents a concerted effort to return our contributions to these groups to pre-recession levels.

This is the first year Smart Start will receive funding from the County. Our recommendation of \$163,000 will be leveraged to access almost half a million dollars in state funds. We chose to provide this group with funding, because we believe that investing in education at all ages is important. Studies show helping children learn at an early age increases graduation rates up to 44 percent.

Conclusion

The recommended General Fund budget for FY2016 presented to you today totals \$1.13 billion. The recommended budget for all County funds totals \$1.7 billion. That includes the 2016-2022 Capital Improvement Plan that was presented to you at the May 11 work session.

The 2016 General Fund budget represents a \$67 million increase over the FY2015 budget. That increase is necessary. We have to meet the needs of our growing population. We have to invest more in our highest priorities: education, public safety and human services.

Education funding makes up more than half of our entire budget and is receiving half of the new revenue, because we believe it is a fundamental need for our community.

Overall, the Wake County Public School System will see a 10.1-percent funding increase – the largest ever from the County to the school system's operating budget. With this recommended budget, the County per pupil funding to the school system will not just meet but exceed pre-recession levels. Wake Tech will see an 18 percent increase over FY2015.

Of the remaining \$30 million in new revenue, one-third is for debt service, which is the number-one commitment we must always ensure is fully funded. Meeting priority needs in public safety and human services, and providing funding for growing service demands round out the rest of the budget increase.

There are the usual uncertainties with the state budget, but this year there is added unpredictability due to the debate over local sales taxes at the legislature. There have been two bills introduced to make the

Budget Message

local sales tax part of a statewide sales tax and redistributing those funds on a per capita basis statewide. As this debate progresses, we must be reserved in our growth estimates for the future.

I have shared a lot of important numbers with you today. Those numbers do not mean much without context, and that is what we have worked hard to provide. Every dollar and every position we appropriated in this budget has a strong rationale. It represents a concerted effort to do more for our growing community through measured funding increases. It also tells the story of how we plan to preserve and enhance the unique quality of life here that makes Wake County so attractive to so many.

We have provided each of you with a budget information packet that includes the budget book, as well as condensed break downs of each area receiving additional funding. These materials will also be made available to the public on our website at wakegov.com/budget. Citizens are also welcome to share their comments with us electronically on the budget webpage.

The next step in this process is for you to hold public hearings on June 1 at 2 p.m. in the boardroom and at 7 p.m. at the Wake County Commons. As in past years, you will also hold a work session dedicated to the budget on June 8 at 9 a.m. On June 15, you will be asked to adopt the FY2016 budget during your normally scheduled 2 p.m. business meeting.

With that, I thank for you for your time today and your thoughtful consideration.

Respectively submitted,



Jim Hartmann
County Manager

Item Title: Adoption of the Fiscal Year 2016 Budget and Project Ordinances and the Personnel Authorization Ordinance

Specific Action Requested:

That the Board of Commissioners adopts the following FY 2016 budget-related ordinances:

A. Fiscal Year 2016 Annual Operating Budget Ordinances

- i. General Fund
- ii. Debt Service Fund
- iii. Fire Tax Fund
- iv. Major Facilities Fund
- v. Solid Waste Enterprise Fund
- vi. South Wake Landfill Fund
- vii. Corporate Fleet Fund
- vi. Human Services Transportation 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. On-going Operating Funds

- i. Housing and Community Revitalization Fund Project Ordinance
- ii. Capital Area Workforce Development Fund Project Ordinance
- iii. Grants and Donations Fund Project Ordinance

D. Personnel Authorization Ordinance

Item Summary:

On May 18, 2015, the County Manager presented a recommended FY 2016 General Fund budget totaling \$1,133,550,000 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 1, 2015, the Board of Commissioners held a public hearing regarding the FY 2016 budget in the Commissioner's Meeting Room and continued the hearing that same day at the Wake County Commons Building.

The FY 2016 General Fund budget presented for adoption totals \$1,133,550,000, equivalent to the recommended budget, and reflects a property tax increase of 2.9 cents for a final property tax rate of 60.7 cents per \$100 property valuation. The budget also maintains the Fire Tax District tax rate at 8 cents per \$100 property valuation and the household disposal fee at \$20 per household per year.

Ordinances

Changes to Recommended Budget

General Fund

At the June 8, 2015 budget work session, County staff identified technical changes to the Recommended Budget. Additionally, Board members identified additions totaling \$402,864 and the adjustments are in the following table.

	Recommended	Revised	Change	Explanation
Staff Technical Adjustments				
County Manager	1,703,085	1,778,713	75,628	Realignment of funds from Human Services to support the conversion of temporary to FTE for Communications Specialist dedicated to Human Services
Human Services	190,360,612	190,284,984	(75,628)	Realignment of funds from Human Services to support the conversion of temporary to FTE for Communications Specialist dedicated to Human Services
Fire Services	1,666,498	1,669,732	3,234	Reallocation of recommended expansion charges from GSA for the public safety warehouse
Emergency Management	720,420	723,654	3,234	Reallocation of recommended expansion charges from GSA for the public safety warehouse
Emergency Medical Services	36,805,121	36,895,529	90,408	Reallocation of recommended expansion charges from GSA for the public safety warehouse and opening of Brier Creek EMS, and addition of contract agency 3% merit
General Services Administrati	27,238,064	27,141,188	(96,876)	Reallocation of recommended expansion charges to appropriate departments for the public safety warehouse and opening of new buildings
Subtotal	258,493,800	258,493,800	-	
Items Revised by Board Members				
Public Agencies	1,737,864	2,140,728	402,864	See below
Health and Benefits	5,977,013	5,574,149	(402,864)	
Subtotal	7,714,877	7,714,877	-	
Other Departments*	867,341,323	867,341,323	-	No Changes
Grand Total	1,133,550,000	1,133,550,000	-	

The amount set aside for the increase in the employer contribution to health insurance will be reduced to cover the increased items requested for inclusion by the Board. Recently announced retirement contribution rate decreases will provide some capacity for offsetting the budget reduction.

Detail of the Board changes follow.

	Recommended Budget	Increases by Board	Revised Amount	
Smart Start	\$162,864	\$162,864	\$325,728	Meet second tier request
NC Symphony	\$50,000	\$30,000	\$80,000	General Increase
United Arts Council	\$315,000	\$30,000	\$345,000	General Increase
Healing Place	\$450,000	\$90,000	\$540,000	General Increase
Universal Breakfast Program		\$90,000	\$90,000	Universal Breakfast at 15 schools
Total	\$977,864	\$402,864	\$1,380,728	

Capital Area Workforce Development

Decrease of \$1,250,000 revising the budget appropriation from \$7,096,000 to \$5,846,000 due to a decreased allocation from the State.

Ordinances

Grants and Donations Fund

Decrease of \$161,000 revising the budget appropriation from \$2,785,000 to \$2,624,000 due to elimination of the Migrant Health public health grant.

Fleet Fund

Increase of \$191,100, revising the budget from \$9,734,900 to \$9,926,000 for expenses associated with recommended vehicle expansions and one FTE which was excluded from the budget due to a system error.

Wake County Public School System Collaboration

It is expected that the County Manager and Superintendent and their staffs will, over the next four to five months address the following objectives jointly:

- WCPSS Fund Balance Policy
- Changes to the County supplement scales for WCPSS staff
- Benchmarks for establishing pay targets
- Forecasting methodology for fiscal year 2017

Budget Ordinances

The attachments include all ordinances necessary to implement the FY 2016 operating, capital, and project budgets.

The totals of each budget (displayed by fund), as recommended by the County Manager on May 18 and amended by the Board of Commissioners on June 8 are:

Fund

Operating Budgets

General Fund	\$1,133,550,000
Debt Service Fund	266,220,000
Solid Waste Enterprise Fund	13,915,000
South Wake Landfill Fund	15,332,000
Corporate Fleet Internal Service Fund	9,926,000
Fire Tax District Fund	22,161,000
Major Facilities Fund	46,782,000
Human Services Transportation Fund	10,850,000

Capital Improvement Funds

County Capital Projects Fund	51,482,000
Fire Tax Capital Projects Fund	3144000
Major Facilities Capital Projects Fund	1,174,000
Solid Waste Capital Projects Fund	7,701,000
Wake County Public School System Capital Projects Fund	878,054
Wake Technical Community College Capital Projects Fund	1,500,000

Other Funds and Project Ordinances

Housing & Community Revitalization Fund	5,895,000
Capital Area Workforce Development Fund	5,846,000
Grants and Donations Fund	2,624,000

Ordinances

Personnel Ordinance

In addition to budget and project ordinances, attached is the Personnel Authorization Ordinance. This ordinance establishes the Board approved staffing levels (by full-time equivalent or FTE) for every County department and fund during FY 2016. 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 will be absorbed within the respective department's Fiscal Year 2016 appropriation. The pay band changes are as follows:

#	<u>CLASSIFICATION</u>	<u>CURRENT PAY BAND</u>	<u>NEW PAY BAND</u>
➤	Human Services Technician	4	5
➤	Human Services Case Manager	5	6
➤	Human Services Senior Case Manager	6	7
➤	Animal Shelter Attendant	2	3
➤	Animal Health Technician	3	4
➤	Graphics Specialist	4	5
➤	Identification Technician	4	5
➤	Accounting Technician	4	5
➤	Animal Control Officer	4	5
➤	Consumer Records Manager	5	6
➤	Sr. Identification Technician	5	6
➤	Licensed Practical Nurse	5	6
➤	Sr. Accounting Technician	5	6
➤	CCBI Unit Supervisor	6	7
➤	X-Ray Technician	6	7
➤	Accountant	7	8
➤	Appraiser	7	8
➤	Animal Center Manager	7	8
➤	IT Technician	7	8
➤	Nurse	8	9
➤	Workforce Development Specialist	26	27
➤	HR Consultant	27	28
➤	Psychologist	28	29
➤	Sr. Appraiser	28	29
➤	Watershed Manager	30	31
➤	Animal Services Director	31	32
➤	Inspections Director	32	33
➤	Deputy County Manager	37	38 (new band*)

*New Band 38: Min \$117,260 Mid \$158,400 Max \$199,540

Ordinances

New Series Created and/or Band – Effective 7/1/2015

<i>Medical Band Series</i>	<u>CURRENT PAY BAND</u>	<u>NEW PAY BAND</u>
➤ Psychologist	28	50
➤ Physician Extender	11	51 (Non Exempt)
➤ Pharmacist	33	52
➤ Pharmacy Director	34	53
➤ Dentist	35	54
➤ Dental Director	36	55
➤ Physician	Unbanded	56
➤ Physician Director	Unbanded	57
➤ Medical Director	Unbanded	58

IS Band Series – Unbanded (no change expect we implemented a series)

<u>CURRENT PAY BAND</u>
➤ Deputy Chief Information Officer 00
➤ IS Database Supervisor 00

Appointed – Elected Band Series – Unbanded (no change expect we implemented a series)

<u>CURRENT PAY BAND</u>
➤ Clerk to the Board 00
➤ County Attorney 00
➤ County Commissioner 00
➤ County Manager 00
➤ Director of Elections 00
➤ Register of Deeds 00
➤ Sheriff 00

Attachments:

1. Purpose and Function Primer
2. General Fund Operating Budget Ordinance for FY 2016
3. Debt Service Fund Ordinance for FY 2016
4. Fire District Fund Ordinance for FY 2016
5. Major Facilities Fund Ordinance for FY 2016
6. Solid Waste Enterprise Fund Ordinance for FY 2016
7. South Wake Landfill Partnership Fund Ordinance for FY 2016
8. Corporate Fleet Fund Ordinance for FY 2016
9. Human Services Transportation Fund Ordinance for FY 2016
10. Capital Improvement Fund Project Ordinance for FY 2016
11. Housing and Community Revitalization Project Ordinance for FY 2016
12. Capital Area Workforce Development Project Ordinance for FY 2016
13. Grants and Donations Project Ordinance for FY 2016
14. Personnel Authorization Ordinance for FY 2016

Ordinances

Item Title: Adoption of the Fiscal Year 2016 Budget and Project Ordinances and the Personnel Authorization Ordinance

REVISED MOTION BELOW

Specific Action Requested:

I move that the Board of Commissioners adopts the following FY 2016 budget-related ordinances as recommended by the Manager and as set forth in the agenda materials and that the General Fund be further amended as follows:

A. Fiscal Year 2016 Annual Operating Budget Ordinances:

1. General Fund:

- a. General Fund Property Tax Revenues increased by \$9,413,000 to \$799,893,000 by increasing the recommended tax rate by .75 cent to a total tax property tax rate of 61.45 cents per \$100 property valuation. Total General Fund Revenues amended will be \$1,142,963,000.
- b. General Fund Expenditures amended in the following areas:
 - i. Wake County Public School System funding increased by ten million dollars to a total of \$386,000,000.
 - ii. The Healing Place funding increased by \$60,000 to a total of \$600,000.
 - iii. Community Services – Library Materials expansion reduced by \$647,000 to a total appropriation for Community Services of \$29,303,471.
- c. The total General Fund Expenditures amended will be \$1,142,963,000.

2. Debt Service Fund.

3. Fire Tax Fund.

4. Major Facilities Fund.

5. Solid Waste Enterprise Fund.

6. South Wake Landfill Fund.

7. Corporate Fleet Fund.

8. Human Services Transportation Fund.

B. Capital Improvement Fund Project Ordinance:

- 1. County Capital Projects Fund.**
- 2. Fire Tax District Capital Projects Fund.**
- 3. Major Facilities Capital Projects Fund.**
- 4. Solid Waste Capital Projects Fund.**
- 5. Wake Technical Community College Capital Projects Fund.**

C. On-going Operating Funds:

- 1. Housing and Community Revitalization Fund Project Ordinance.**
- 2. Capital Area Workforce Development Fund Project Ordinance.**
- 3. Grants and Donations Fund Project Ordinance.**

D. Personnel Authorization Ordinance.

Ordinances

OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2015

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

Section 1: TAX LEVY. There is hereby levied a tax at the rate of sixty one and forty five-hundredths cents (61.45¢) per one hundred dollars (\$100) valuation of property that is located within Wake County and listed for taxes as of January 1, 2015 . The revenue from this source is included in "Ad Valorem Taxes" in Section 2 of this Ordinance.

This rate is based on estimated valuation of property, for the purpose of taxation of: (1) 100% of total assessed property tax value of real, personal and public service valuation of one hundred twenty one billion, four hundred ninety million (\$121,490,000,000) and an estimated collection rate of 99.50%; and (2) 100% of total assessed property tax value of vehicle valuation of nine billion, three hundred twenty million (\$9,320,000,000) and an estimated collection rate of 99.0%.

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

Section 2: GENERAL FUND REVENUES. (A) It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Ad Valorem Taxes	\$799,893,000
Sales Tax	163,631,000
Lease/Rental Vehicle Tax	2,550,000
Payment in Lieu of Taxes	1,232,587
Real Property Transfer (Excise) Tax	10,640,000
Federal Shared Revenues	11,350,802
State Shared Revenues	79,518,042
Local Shared Revenues	4,066,850
Licenses and Permits	4,832,792
Charges for Services	58,084,918
Investment Earnings	10,922
Miscellaneous	1,291,527
Transfers from Other Funds	2,731,054
Interfund Transfers	850,000
Appropriated Fund Balance	
Committed for Future Appropriations of Revaluation Reserve	2,254,400
Restricted for Future Appropriations of Register of Deeds	25,106
Automation Funds	
TOTAL GENERAL FUND REVENUE	\$1,142,963,000

Ordinances

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

Section 3: GENERAL FUND EXPENDITURES. The following 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, 2015 and ending June 30, 2016:

General Government

Board of Commissioners	564,906
County Manager	1,778,713
County Attorney	2,142,048
Board of Elections	5,763,595
Budget and Management Services	789,676
Facilities, Design, and Construction	1,376,246
Finance	2,476,935
Human Resources	2,004,767
Information Services	13,216,052
Register of Deeds	2,879,449
Revenue	9,659,510
Community Services	29,303,471
Environmental Services	9,868,348
General Services	27,141,188
Medical Examiner	379,200
Human Services	190,284,984
City-County Bureau of Identification	5,333,932
Sheriff	76,081,363
Fire Services	1,669,732
Emergency Management	723,654
Emergency Medical Services	36,895,529
Emergency Communications	1,196,076
Education	
Wake County Public Schools (Section 4(A))	386,000,000
Wake Technical Community College	19,416,000
Non-departmental	
Memberships	521,274
Public Agencies	2,200,728
Non-departmental Services	220,126
Criminal Justice Partnership Programs	916,846
Economic Development	390,000
Cooperative Extension	239,529

Ordinances

Soil and Water Conservation District	486,771
Salary and Benefit Reserve	6,814,000
Health Benefits	5,574,149
Risk Management Cost of Claims	1,374,203
Transfers	
Transfer to County Capital Projects Fund	28,158,000
Transfer to Schools Capital Projects	43,708,000
Transfer to Debt Service Fund	221,042,000
Transfer to Wake Tech Capital Project Fund	3,522,000
Interfund Transfer to Revaluation Reserve	850,000
TOTAL GENERAL FUND APPROPRIATION	\$1,142,963,000

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

Instructional Services	
Regular Instructional Services	\$114,165,447
Special Populations Services	35,205,988
Alternative Programs and Services	13,687,522
School Leadership Services	26,648,099
Co-Curricular Services	10,600,825
School-Based Support Services	14,468,177
	214,776,058
System-wide Support Services	
Support and Developmental Services	8,973,581
Special Populations Support and Development Services	3,231,454
Alternative Programs and Services Support and Development Services	1,218,121
Technology Support Services	13,647,309
Operational Support Services (WCPSS Fund 02)	89,248,251
Operational Support Services (WCPSS Fund 04)	1,247,327
Operational Support Services (WCPSS Fund 08)	878,054
Financial and Human Resource Services	16,633,363
Accountability Services	2,822,292
System-wide Pupil Support Services	5,389,058
Policy, Leadership, and Public Relations Services	8,997,369

Ordinances

Ancillary Services	
Community Services	0
Nutrition Services	0
Adult Services	0
	<hr/>
Non-Programmed Charges	
Payments to Other Governmental Units	18,937,763
	<hr/>
TOTAL WAKE COUNTY PUBLIC SCHOOLS APPROPRIATION	\$ 386,000,000

Ordinances

Section 5: RESEARCH TRIANGLE PARK. There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2015, 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	\$ 1,578,063,325	4.79 cents

There is hereby appropriated to the Durham-Wake Counties Research Triangle Park Research and Production Service District from the net proceeds of this tax the amount for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax, including a tax collection rate of two-tenths of one percent to be paid to Wake County for collecting the tax. The anticipated revenue from this tax rate is \$753,442. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

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

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

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

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

Ordinances

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

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

Section 9: ENCUMBRANCES AT YEAR END. Operating funds encumbered by the County as of June 30, 2014 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2014 are hereby appropriated to this budget.

Section 10: WHITE GOODS. Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2014, are designated for future year expenditures on white goods programs and are hereby appropriated to the Solid Waste Enterprise Fund budget.

Section 11: ELECTED OFFICIALS COMPENSATION. Funding is provided in Section 2 of this ordinance for a 3.00% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, the Register of Deeds and the Sheriff effective July 1, 2014.

Section 12: FEE CHANGES. As authorized in Section 153(A)-102 of the North Carolina General Statutes, the following fees are hereby established or amended, effective on July 1, 2015.

Name	Description	Current Fee	Proposed Fee
Water Quality Groundwater Sliding Scale	Households with incomes below the Federal Poverty Level would pay 20% of the regular fee for a water analysis and households with incomes equal to or up to 250% of the Federal Poverty Level would pay 50% of the regular fee.	\$50	\$10 or \$25 depending on Poverty Level
Limited Food Service Establishment (LFSE) Fee	Session Law 2013 - 360 (Senate Bill 402) authorizes the local health department to collect LFSE fees directly from the applicant, rather than receiving pass-through funds from the state's consolidated agreement.	\$0	\$75/permit
On-call professional consulting service	On-call professional consulting services in the Water Quality and Environmental Health and Safety Divisions	\$0	\$125/hr
Water Quality Groundwater Uranium Fee Increase	Establish a fee of \$40.00 for testing of well water for uranium analysis. The current fee schedule does not have a fee associated with uranium testing. Previous testing for uranium was assigned a fee associated with single analyte inorganic testing, which is \$20.00	\$20	\$40
Groundwater Fee Schedule Clarification/Name Changes	Radionuclides. Remove from fee schedule. This title is no longer applicable.	\$50	\$0

Section 13: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED the 15th day of June 2015.

Ordinances

Budget by Purpose and Function (Uniform Budget Format)

NCGS EXCERPT

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

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

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

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

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

Authority:

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

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

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

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

Ordinances

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

Ordinances

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

Ordinances

CAPITAL IMPROVEMENT FUND PROJECT ORDINANCE FOR FY 2016

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

Section 1: COUNTY CAPITAL PROJECTS. **(A) REVENUES.** It is estimated that the following revenues will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2015:

Transfers In - Ad Valorem Tax	28,158,000
Transfers In - Fire Tax	777,000
Reimbursements	878,000
Authorized and Issued Bonds	6,120,000
Prior Year Uncommitted Funds	<hr/> 14,714,000
TOTAL COUNTY CAPITAL PROJECTS FUND REVENUES	\$50,647,000

Section 1(B): EXPENDITURES. The following amounts are hereby appropriated in the County Capital Projects Fund by Element, Program, and if applicable by Project for the construction and acquisition of capital assets for the fiscal year beginning July 1, 2015:

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

ELEMENT:	AUTOMATION	
Program:	Computer Equipment	2,000,000
Program:	Enterprise Infrastructure	1,618,000
Program:	Major Projects	
	eWake Managed Services	1,313,000
	Telecommunications Infrastructure Replacement	1,000,000
	Property Tax System	400,000
	Public Health System Replacement	620,000
	Document Management - Child & Family Medicaid	25,000
	Document Management – Child Welfare	25,000
	Document Management – Adult Services	316,000
	Document Management – Program Integrity	291,000
	Document Management – ERP	570,000
	Jail Records Management and System Upgrade	25,000
	Revaluation	30,000
	Register of Deed Books System	200,000
	GIS Master Address Repository Implementation	230,000
	VOIP System Acquisition and Implementation	375,000
	AT&T Dark Fiber Replacement	2,000,000
	Board of Commissioners Agenda/Video Project	<hr/> 100,000
TOTAL AUTOMATION		\$11,138,000

Ordinances

ELEMENT:	COMMUNITY CAPITAL	
Program:	Community Caital Projects	
	Wake Health Services	150,000
	Boys and Girls Club of Wake County	150,000
	Hospice of Wake County	100,000
	SouthLight Healthcare	100,000
TOTAL COMMUNITY CAPITAL		\$500,000
ELEMENT:	COUNTY BUILDINGS	
Program:	Minor Building Projects	1,300,000
Program:	Minor Building Projects	1,300,000
Program:	Building Systems Replacement	908,000
Program:	Roof Replacements	662,000
Program:	Crabtree Creek Watershed Protection	116,000
Program:	Corporate Security	180,000
Program:	Infrastructure Paving	263,000
Program:	Major Renovations	
	WCOB Renovations	2,000,000
	Facility Condition Assessments – new cycle	130,000
	Sunnybrook Elevator Modernization	50,000
	Cameron Village Library- Lifecycle Upgrades	560,000
	Human Services Master Planning	250,000
TOTAL COUNTY BUILDINGS		\$6,419,000
ELEMENT:	CRIMINAL JUSTICE	
Program:	Criminal Justice Security	480,000
Program:	Existing Courthouse Renovations	400,000
Program:	Detention Facilities	220,000
TOTAL CRIMINAL JUSTICE		\$1,100,000
ELEMENT:	ECONOMIC DEVELOPMENT	
Program:	Economic Incentives	
	Novartis	800,000
	Red Hat	37,000
	NetApp	435,000
	MetLife	141,000
	NetApp Grant #2	262,000
TOTAL ECONOMIC DEVELOPMENT		\$1,675,000
ELEMENT:	LIBRARIES	
Program:	Library Projects	
	Fuquay-Varina	1,000,000
	Cary Regional*	835,000
	Middle Creek	4,870,000
	Upgrades to Existing Facilities	250,000
Program:	Library Materials & Collection Development	1,400,000
	*Cary Regional funded by bonds to be sold in January FY16 and appropriated at that time	(835,000)
TOTAL LIBRARIES		\$7,520,000

Ordinances

ELEMENT:	OPEN SPACE	
Program:	Land Costs	\$520,000
TOTAL OPEN SPACE		\$520,000

ELEMENT:	PARKS	
Program:	Community Use of Parks	300,000
Program:	Existing Parks Facility Improvements	814,000
TOTAL PARKS		\$1,114,000

ELEMENT:	PUBLIC SAFETY	
Program:	800 MHz Radio System	10,817,000
Program:	CAD Improvements	4,000,000
Program:	EMS Defibrillators	1,614,000
Program:	EMS Projects	
	New Hope	1,495,000
	Wendell Main Station Replacement	200,000
	Fuquay North	205,000
TOTAL PUBLIC SAFETY		\$18,331,000

ELEMENT:	PROGRAM-WIDE	
Program:	Transfers to Other Funds (Wake Tech Capital)	1,500,000
TOTAL PROGRAM-WIDE PROJECTS		\$1,500,000
TOTAL COUNTY CAPITAL PROJECTS FUND EXPENDITURES		\$50,647,000

Section 2: FIRE TAX DISTRICT CAPITAL. (A) REVENUES. It is estimated that the following revenue will be available in the Fire Tax District Capital Projects Fund for the fiscal year beginning July 1, 2015:

Fire Protection	\$30,000
Prior Year Uncommitted Funds	803,000
Transfers In From Fire Tax District Fund	2,051,000
TOTAL FIRE CAPITAL PROJECTS FUND REVENUE	\$2,884,000

Section 2(B): EXPENDITURES. The following amount is hereby appropriated in the Fire Tax District Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2015:

ELEMENT:	FIRE/RESCUE	
Program:	Fire Apparatus	\$884,017
Program:	Fire Equipment	1,852,983
Program:	Fire Facilities	147,000
TOTAL FIRE CAPITAL PROJECTS FUND APPROPRIATION		\$2,884,000

Section 2(C): DEBT FINANCING. The Board of Commissioners hereby declares its official intent pursuant to Section 1.150-2 of the United States Treasury Regulations for the County to reimburse itself from the proceeds of debt to be hereinafter incurred by the County for expenditures by the County paid on

Ordinances

or after sixty (60) days prior to the date hereof for the purchase of a rescue truck for the Bay Leaf Volunteer Fire Department. \$420,000 is the maximum principal amount of debt reasonably expected to be incurred for the purpose of paying the costs of the rescue truck.

Section 3: MAJOR FACILITIES CAPITAL PROJECTS. (A) REVENUES. It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2015:

Miscellaneous	130,000
Transfer from Major Facilities Special Revenue Fund	1,000,000
Prior Year Uncommitted Funds	44,000
TOTAL MAJOR FACILITIES CAPITAL PROJECT FUND REVENUES	\$1,174,000

Section 3(B): EXPENDITURES. The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2015:

ELEMENT: MAJOR FACILITIES	
Program: Major Facilities	
Green Square	100,000
Marbles/IMAX	816,000
Reserve for Future Appropriation	258,000
TOTAL MAJOR FACILITIES PROJECT FUND EXPENDITURES	\$1,174,000

Section 4: WAKE TECH CAPITAL. (A) REVENUES. It is estimated that the following revenues will be available in the Wake Technical Community College Capital Projects Fund for the fiscal year beginning July 1, 2015:

Transfer from County Capital	1,500,000
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECT	\$1,500,000

Section 4(B): EXPENDITURES. The following amount is hereby appropriated in the Wake Technical Community College Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2015:

ELEMENT: WAKE TECHNICAL COMMUNITY COLLEGE	
Program: General Expenditures	
General Repairs and Renovation	500,000
Minor Capital	1,000,000
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECT	\$1,500,000

Section 5: WCPSS CAPITAL. (A) REVENUES. It is estimated that the following revenues will be available in the Wake County Public Schools Capital Projects Fund for the fiscal year beginning July 1, 2015:

Pooled Investments	878,054
TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECT FUND	\$878,054

Ordinances

Section 5(B): EXPENDITURES. The following amount is hereby transferred to the General Fund from the Wake County Public Schools Capital Projects Fund for the fiscal year beginning July 1, 2015:

ELEMENT:	Wake County Public School System	
Program:	WCPSS Administrative Lease Reserve	878,054
TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECT FUND		<u>\$878,054</u>

Section 6: SOLID WASTE CAPITAL. (A) REVENUES. It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2015:

Prior Year Uncommitted Funds	7,324,000
Miscellaneous	377,000
TOTAL SOLID WASTE CAPITAL REVENUE	<u>\$7,701,000</u>

Section 6(B): EXPENDITURES. The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2015:

ELEMENT:	SOLID WASTE	
Program:	Multi-Material and Convenience Centers	6,089,000
Program:	South Wake Landfill	1,241,000
Program:	Landfill Gas Development	371,000
TOTAL SOLID WASTE CAPITAL		<u>\$7,701,000</u>

Section 7: FINANCIAL ACCOUNTING AND REPORTING. (A) The Finance Department is hereby directed to maintain sufficient specific detailed accounting records for each capital project authorized. **(B):** The Finance Department is directed to report annually on the financial status of each capital fund and on the project expenditures and on the total revenues received.

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

Section 9: APPROPRIATIONS TRANSFER AUTHORITY. Transfers between elements require Board of Commissioners' approval. The County Manager, or his designee, is authorized to transfer appropriations within the same element for amounts less than \$75,000. The Budget Director, or her designee, must review and approve all transfers within elements. For those transfers that exceed \$75,000, a report of such transfers shall be presented to the Board of Commissioners on a quarterly basis. In instances when revenue and expenditure appropriation exceeds the final expenditures, the Budget Director has authority to close projects and/or programs and reduce appropriations. When actual revenues are available in projects to be closed or which are substantially complete, the Budget Director may direct savings be transferred to uncommitted funds to make available for future appropriations, which would require Board of Commissioner approval. This section applies to current and prior appropriations as allowed under Section 8.

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

ADOPTED this the 15th day of June 2015.

Ordinances

DEBT SERVICE FUND ORDINANCE

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

Section 1: DEBT SERVICE. (A) REVENUES. It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Transfer from General Fund – Ad Valorem	\$ 182,892,000
Transfer from General Fund – Sales Tax	38,150,000
Transfer from Major Facilities Fund	79,000
Transfer from Fire Tax District Fund	962,000
State Lottery Proceeds	10,000,000
Interest Income	2,314,000
Other – Federal	2,783,015
Other – Bond Premiums	16,756,734
Other Financing Sources	<hr/> 12,283,251
TOTAL DEBT SERVICE FUND REVENUE	\$ 266,220,000

Section 1(B): EXPENDITURES. The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016 for the purpose of paying debt service commitments:

Debt Service Principal, Interest, and Fees	<hr/> \$ 266,220,000
TOTAL DEBT SERVICE FUND APPROPRIATION	\$ 266,220,000

Section 2: Copies of this ordinance shall be filed with the County Manager and Finance Director.

ADOPTED this the 15th day of June 2015.

Ordinances

CORPORATE FLEET FUND ORDINANCE

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

Section 1: CORPORATE FLEET. (A) REVENUES. It is estimated that the following revenue will be available in the Corporate Fleet Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Charges for Services	\$ 8,453,972
Sale of Materials	653,766
State	58,498
Other Financing Sources	739,764
Investment Earnings	<hr/> 20,000
 TOTAL CORPORATE FLEET FUND REVENUE	\$ 9,926,000

Section 1(B): EXPENDITURES. The following is hereby appropriated in the Corporate Fleet Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Operating Expenses	<hr/> \$ 9,926,000
TOTAL CORPORATE FLEET FUND APPROPRIATION	\$ 9,926,000

Section 2: Copies of this ordinance shall be filed with the County Manager and Finance Director.

ADOPTED this the 15th day of June 2015.

Ordinances

FIRE TAX DISTRICT FUND ORDINANCE

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

Section 1: TAX LEVY. There is hereby levied a tax at the rate of eight cents (\$0.08) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2015, located within the single special fire tax district for the raising of revenue for the said special fire tax district. This rate is based on an estimated total valuation of property for the single special fire tax district, for the purpose of taxation, twenty-six billion, six hundred and ninety six million, four hundred thousand dollars (\$26,696,400,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 99.25% for real, personal, and public service property, and upon a collection fee of 0.2%. Motor vehicle taxes are assumed to be collected at 99.5%, with collection fees in accordance with the Department of Motor Vehicles fee schedule. The property tax valuation does not include delinquent, rebated, or late list payments.

Section 2: FIRE TAX. (A) REVENUES. It is estimated that the following revenue will be available in the Fire Tax District Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Ad valorem taxes	\$ 21,523,000
Interest	15,000
Other Financing Sources	\$623,000

TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND	
REVENUES	\$ 22,161,000

Section 2(B): EXPENDITURES. The following amount is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Contracted Services	18,233,483
Other Operating Expenses	864,517
DMV Motor Vehicle Tax Collection Fees	50,000
Transfer to Debt Service Fund	962,000
Transfer to Fire Tax District Capital Fund	2,051,000

TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND	
APPROPRIATION	\$ 22,161,000

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

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

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

Ordinances

GRANTS AND DONATIONS PROJECT ORDINANCE

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

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

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

Federal	\$1,264,523
State	788,454
Local	443,107
Transfers	<u>127,916</u>
TOTAL GRANTS AND DONATIONS FUND REVENUES	\$2,624,000

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

Grants	\$ <u>2,624,000</u>
TOTAL GRANTS AND DONATIONS FUND APPROPRIATION	\$ 2,624,000

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

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

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

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

ADOPTED this the 15th day of June 2015.

Ordinances

MAJOR FACILITIES FUND ORDINANCE

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

Section 1: MAJOR FACILITIES. (A) REVENUES. It is estimated that the following revenues will be available in the Major Facilities Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016 to fund those projects described in Section 1 (B):

Occupancy Tax	\$ 21,774,000
Prepared Food and Beverage Tax	<u>25,008,000</u>
 TOTAL MAJOR FACILITIES FUND REVENUES	 \$ 46,782 ,000
Section 1(B): EXPENDITURES. The following amounts are hereby appropriated in the Major Facilities Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016 for projects and the administration of the tax collection efforts:	
Raleigh Convention Center for Operating Support and Debt Service	\$ 23,894,000
City of Raleigh for Discretionary Projects	1,000,000
City of Raleigh Holdback from Occupancy Tax Proceeds	680,000
Town of Cary Holdback from Occupancy Tax Proceeds	1,056,000
Greater Raleigh Convention and Visitors Bureau for Operating Support	5,527,000
Debt Service for Construction of the PNC Arena (formerly RBC Center)	5,209,000
Centennial Authority for Operating Support	2,716,000
Centennial Authority for Capital Projects at PNC Arena (formerly RBC Center)	1,000,000
Transfer to General Fund, Administrative Fee for Occupancy Tax	653,000
Transfer to General Fund, Admin. Fee for Prepared Food and Beverage Tax	750,000
Transfer to Debt Service Fund for Debt on Five County Stadium	79,000
Transfer to Major Facilities Capital Projects Fund	1,000,000
North Carolina Museum of Art	1,000,000
North Carolina Museum of Natural Science	400,000
Cary Sports Facility	1,300,000
Saint Augustine's College Track	100,000
Contribution to Fund Balance/Reserve	<u>418,000</u>
 TOTAL MAJOR FACILITIES FUND APPROPRIATION	 \$ 46,782,000

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

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

Ordinances

HOUSING AND COMMUNITY REVITALIZATION PROJECT ORDINANCE

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

Section 1: Projects are authorized as described in sections 2, 3, 4, 5, 6 and 7, and involve a variety of affordable housing activities, including the Community Development Block Grant (CDBG), HOME and HOPWA programs, funded from the U.S. Department of Housing and Urban Development, and other County and grant supported affordable housing initiatives.

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

Direct Federal Revenues	\$	1,513,681
Federal Program Income		270,000
Town Match		324,672
TOTAL CDBG REVENUES	\$	2,108,353

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

Administration	\$	302,736
Homeowner Rehabilitation		804,307
Public Facilities		1,001,310
TOTAL CDBG APPROPRIATION	\$	2,108,353

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

Direct Federal Revenues	\$	529,804
Federal Program Income		220,870
TOTAL HOME PROGRAM REVENUES	\$	750,674

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

Administration	\$	52,980
Community Housing Development		79,471
Affordable Housing Development		618,223
TOTAL HOME PROGRAM APPROPRIATION	\$	750,674

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

Direct Federal Revenues	\$	536,156
Program Income		7,000
TOTAL HOPWA PROGRAM REVENUES	\$	543,156

Ordinances

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

Administration	\$ 16,085
HOPWA	527,071
TOTAL HOPWA PROGRAM APPROPRIATION	\$ 543,156

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

Program Income	\$ 170,000
County Funding	830,000
TOTAL COUNTY AFFORDABLE HOUSING	\$ 1,000,000

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

Affordable Housing Development	\$ 643,193
Rental Assistance for Mentally Ill	300,000
Support Circles Staff Position	56,807
TOTAL COUNTY AFFORDABLE HOUSING	\$ 1,000,000

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

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

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

Affordable Housing Development	\$ 25,000
TOTAL SMALL CITIES HOUSING PROGRAM	\$ 25,000

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

Direct Federal Revenues	\$ 1,467,817
TOTAL SHELTER PLUS CARE PROGRAM REVENUES	\$ 1,467,817

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

Administration	\$ 102,747
Tenant Based Rental Assistance	1,365,070
TOTAL SHELTER PLUS CARE PROGRAM APPROPRIATION	\$ 1,467,817

Ordinances

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

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

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

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

ADOPTED this the 15th day of June 2015.

Ordinances

CAPITAL AREA WORKFORCE DEVELOPMENT PROJECT ORDINANCE

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

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

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

Federal Shared Revenues	\$ 5,846,000
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Section 2 (B): EXPENDITURES. The following amounts are appropriated for the projects of the Capital Area Workforce Development fund:

Fiscal Year 2016 CAWD Program	\$ 5,846,000
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Section 3: FINANCIAL ACCOUNTING AND REPORTING. (A) The Finance Director is hereby directed to maintain, within the Capital Area Workforce Development fund sufficient detailed accounting records for each grant or project authorized. **(B)** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

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

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

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

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

ADOPTED this the 15th day of June 2015.

Ordinances

HUMAN SERVICES TRANSPORTATION ORDINANCE

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

Section 1: HUMAN SERVICES TRANSPORTATION. (A) REVENUES. It is estimated that the following revenue will be available in the Human Services Transportation Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

State	\$ 1,908,976
Local	384,466
Charges for Service	8,507,904
Program and Interest Income	48,654
TOTAL TRANSPORTATION REVENUE	<hr/> \$ 10,850,000

Section 1 (B): EXPENDITURES. The following is hereby appropriated in the Human Services Transportation Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Operating Expenditures	\$ 10,850,000
TOTAL TRANSPORTATION EXPENDITURES	<hr/> \$ 10,850,000

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

ADOPTED this the 15th day of June 2015.

Ordinances

SOUTH WAKE LANDFILL PARTNERSHIP FUND ORDINANCE

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

Section 1: SOUTH WAKE LANDFILL. (A) REVENUES. It is estimated that the following revenue will be available in the South Wake landfill Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Disposal and License Fees	<u>\$ 15,332,000</u>
TOTAL SOUTH WAKE LANDFILL FUND REVENUE	\$ 15,332,000

Section 1(B): EXPENDITURES. The following is hereby appropriated in the South Wake Landfill Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Operating Expenses	\$ 14,309,201
Transfer to Solid Waste Enterprise Fund	<u>1,022,799</u>
TOTAL SOUTH WAKE LANDFILL FUND APPROPRIATION	\$ 15,332,000

Section 2: Copies of this ordinance shall be filed with the County Manager and Finance Director.

ADOPTED this the 15th day of June 2015.

Ordinances

SOLID WASTE ENTERPRISE FUND ORDINANCE

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

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

Section 2(B): REVENUES. It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

State	\$ 1,660,936
Charges for Services	8,827,646
Licenses and Permits	4,800
Interest Income	130,564
Miscellaneous	427,245
Sales of Recyclable Materials	950,178
Closure/Post Closure Reserve	890,832
Transfer from South Wake Landfill Fund	<hr/> 1,022,799
TOTAL SOLID WASTE ENTERPRISE FUND REVENUE	\$ 13,915,000

Section 2(C): EXPENDITURES. The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

Operating Expenses	\$ 12,460,822
Transfer to General Fund	450,000
Reserve for Future Appropriation	<hr/> 1,004,178
TOTAL SOLID WASTE ENTERPRISE FUND APPROPRIATION	\$ 13,915,000

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

ADOPTED this the 15th day of June 2015.

Ordinances

PERSONNEL AUTHORIZATION ORDINANCE

BE IT ORDAINED by the Wake County Board of Commissioners:

Section 1: AUTHORIZED POSITIONS. The following full-time equivalent positions are hereby authorized in the County government by organizational unit and fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016.

Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)	Authorized Full-time Equivalent Positions
Board of Commissioners	4.000
County Manager	13.000
County Attorney	18.000
Board of Elections	24.000
Budget and Management Services	8.000
Facilities, Design & Construction	12.000
Finance	
General Fund	28.000
Debt Service Fund	2.000
Finance Total	30.000
Human Resources	24.750
Information Services	91.750
CIP Fund	0.000
Information Services Total	91.750
Register of Deeds	41.000
Revenue	67.000
Soil and Water Conservation District	6.000
Community Services	
CS Management and Budget	4.000
Parks, Recreation and Open Space	34.000
Veteran Services	3.500
Geographic Information Services	18.000
Libraries	235.000
Planning and Development Services	52.000
Community Services Total	346.500
Environmental Services	
General Fund	
ES Administration	9.000
Environmental Health & Safety	33.000
Water Quality Division	36.000
Animal Care, Control and Adoption Center	40.000
Total General Fund	118.000
Solid Waste Fund	15.000
South Wake Landfill Fund	5.000

Ordinances

Department, Division and Fund	Authorized Full-time Equivalent Positions
Environmental Services Total	138.000
General Services	
General Fund	
Administrative Support	13.000
Central Services	7.000
Field Services	34.000
Physical Plant	66.000
Security	6.000
Total General Fund	126.000
Fleet Fund	17.000
General Services Total	143.000
Human Services	
General Fund	
Social Services	561.000
Child Welfare	257.700
Children, Youth and Family	267.153
Public Health	64.750
Health Clinics	168.850
Behavioral Health	0.000
Administrative Operations	228.350
Total General Fund	1,547.803
Grants Fund	15.800
Affordable Housing	8.000
Transportation Fund	3.000
Human Services Total	1,574.603
Emergency Medical Services	266.000
Fire Services	17.000
Emergency Management	
General Fund	5.000
Grants Fund	2.000
Fire & Emergency Management	7.000
CCBI	75.500
Sheriff	
General Fund	
Law Enforcement	430.000
Detention	535.000
Total General Fund	965.000
Grants Fund	5.000
Sheriff Total	970.000
Capital Area Workforce Development	18.000
TOTAL FTEs ALL FUNDS	3,895.103

Ordinances

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

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

Section 4: SALARY SCHEDULE. The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 1, 2015.

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

NONEXEMPT MEDICAL SERIES SCHEDULE - ANNUAL			
BAND	MINIMUM	MIDPOINT	MAXIMUM
51	\$59,500	\$80,500	\$101,500

NONEXEMPT SCHEDULE - HOURLY			
BAND	MINIMUM	MIDPOINT	MAXIMUM
1	\$7.25	\$11.17	\$15.10
2	\$9.81	\$13.22	\$16.63
3	\$11.08	\$14.90	\$18.73
4	\$12.26	\$16.49	\$20.72
5	\$13.89	\$18.75	\$23.56
6	\$15.75	\$21.27	\$26.80
7	\$17.79	\$24.04	\$30.29
8	\$20.34	\$27.52	\$34.71
9	\$23.08	\$31.25	\$39.42
10	\$25.96	\$35.10	\$44.23
11	\$28.61	\$38.70	\$48.80

NONEXEMPT MEDICAL SERIES SCHEDULE - HOURLY			
BAND	MINIMUM	MIDPOINT	MAXIMUM
51	\$28.61	\$39.70	\$48.80

Ordinances

EXEMPT SCHEDULE - ANNUAL			
BAND	MINIMUM	MIDPOINT	MAXIMUM
26	\$35,500	\$48,000	\$60,500
27	\$39,200	\$53,000	\$66,750
28	\$43,500	\$58,750	\$74,000
29	\$48,100	\$65,000	\$82,000
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
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
38	\$117,260	\$158,400	\$199,540

EXEMPT MEDICAL SERIES SCHEDULE - ANNUAL			
BAND	MINIMUM	MIDPOINT	MAXIMUM
50	\$48,100	\$65,000	\$82,000
52	\$71,600	\$96,750	\$121,900
53	\$79,400	\$107,250	\$135,100
54	\$87,750	\$118,500	\$149,250
55	\$97,700	\$131,000	\$165,000
56	\$136,586	\$186,963	\$237,341
57	\$150,332	\$205,869	\$261,407
58	\$157,721	\$216,033	\$274,344

Section 5: POSITION CLASSIFICATIONS. The following non-exempt position classification schedule is hereby established effective July 1, 2015.

Class Title	Class Title	Class Title
Band 1	Band 3 cont'd	Band 4 cont'd
Library Page Park Aide Pre-Vocational Aide Student Assistant Swimming Pool Technician	Nurse's Aide Park Technician Pharmacy Technician Scale House Attendant Band 4	Executive Secretary Facilities Technician Interpreter Laboratory Technician Property Evidence Clerk
Band 3	Animal Health Care Technician Customer Service Representative Dental Assistant Emergency Medical Technician	 Band 5 Accounting Technician Animal Control Officer
Administrative Assistant Animal Shelter Attendant Library Assistant		

Ordinances

Class Title	Class Title	Class Title
Band 5 cont'd	Band 6 cont'd	Band 7 cont'd
Detention Officer	Licensed Practical Nurse	Social Worker
Elections Specialist	Master Mechanic	Trades Specialist
Executive Assistant	Medical Technologist	Veterans Service Officer
Firefighter	Paramedic	X-Ray Technician
Graphics Specialist	Payroll Specialist	
Human Resources Technician	Planning Technician	Band 8
Human Services Technician	Public Health Educator	Accountant
Identification Technician	Register of Deeds Specialist	Animal Center Manager
Inmate Activities Coordinator	Senior Accounting Technician	Appraiser
Inventory Control Specialist	Senior Identification Technician	CCBI Agent
Mail Center-Warehouse Coordinator	Soil Scientist	Dental Hygienist
Mapping Technician	Telecommunicator II	Deputy Sheriff - Senior Investigator
Plans & Permits Technician		Detention Officer - Lieutenant
Program Assistant	Band 7	EMS Program Coordinator
Register of Deeds Technician	Advanced Practice Paramedic	EMS Supervisor
Revenue Agent	Board of Elections Campaign Finance Specialist	Emergency Management Specialist
Senior Facilities Technician	Board of Elections Recruitment Coordinator	Environment Health Program Specia
Solid Waste Compliance Officer	Board of Elections Training Specialist	Environmental Services Team Leader
Telecommunicator I	Buyer	Fire Captain
Vehicle Technician	CCBI Processing Unit Supervisor	Fire/Rescue Responder
Band 6	Crime Analyst	Forensic Examiner
Administrative Supervisor	Deputy Clerk to the Board	Human Services Senior Practitioner
Animal Shelter Manager	Deputy Fire Marshal	Information/Technology Technician
Assistant Park Manager	Deputy Sheriff - Investigator	Natural Resource Conservationist
Benefits Specialist	Deputy Sheriff - Master	Public Safety Training Specialist
Board of Elections Logistic Specialist	Detention Classification Coordinator	Trades Supervisor
Consumer Records Manager	Detention Officer - Sergeant	
Deputy Sheriff	Environmental Health Specialist	Band 9
Deputy Sheriff - First Class	Environmental Program Coordinator	Chief Deputy Fire Marshal
Detention Officer - Master	Facility HVAC Specialist	Deputy Sheriff - Sergeant
EMS Logistic Specialist	General Inspector	Emergency Management Team Lead
Evidence Technician	Housing Rehabilitation Specialist	Lab Supervisor
Facility HVAC Technician	Human Services Program Auditor	Nurse
Firefighter/Driver	Human Services Senior Case Manager	
Forensic Photographer	Nutritionist	Band 10
Human Services Case Manager	Paralegal	CCBI Field Shift Supervisor

Ordinances

Section 6: The following exempt position classification schedule is hereby established effective July 1, 2015.

Class Title	Class Title	Class Title
Band 26	Band 28 cont'd	Band 30 cont'd
Administrative Services Coordinator I Librarian I	Senior Accountant Senior Soil Scientist Workforce Development Coordinator	Fiscal & Policy Analyst GIS Analyst Human Resources Officer
Band 27		
Human Services Program Specialist Human Services Supervisor I Planner I Risk Management Specialist Telecommunications Supervisor Workforce Development Specialist	Band 29 CCBI Crime Laboratory Quality Manager Consumer Records Director Detention Officer - Captain Environmental Planner Human Services Program Consultant Inspections Supervisor Investment Analyst Mapping Supervisor Planner III Psychologist Senior Appraiser	Human Services Program Manager IS Customer Service Supervisor Information/Technology Analyst Internal Auditor Management and Policy Analyst Payroll Manager Public Information Manager Senior Human Services Consultatn Solid Waste Facilities Manager
Band 28		Band 31
Administrative Services Coordinator II Business Auditor Chemist Criminal Justice Planner EMS Quality Assurance Coordinator Housing Rehabilitation Coordinator Human Resources Consultant Human Services Clinician Human Services Supervisor II Information/Technology Specialist Lead Inspector Librarian II Nutritionist Supervisor Park Manager Planner II Public Information Specialist Safety Officer	Budget and Management Analyst Business Officer Chief Veterinarian Code Enforcement Complaint Coordinator Computer System Administrator Conservation District Administrator Detention Officer - Major Environmental Engineer/Consultant Environmental Health Supervisor Facilities Engineer Financial Systems Administrator	Assistant Director of Detention Services Central Services Director Deputy CCBI Director Deputy Director Board of Elections Deputy Director Register of Deeds Deputy EMS Director Deputy Sheriff - Captain Director of Nursing - Detention Services Emergency Services Manager Facilities Project Manager Human Resources Manager Human Services Assistant Division Director Information/Technology Business Analyst Land Development Administrator Long Range Planning Administrator

Class Title	Class Title	Class Title
Band 31 cont'd	Band 33 cont'd	Band 37
Regional Library Supervisor	Human Services Division Director	Human Services Director
Senior Facilities Engineer	Human Services Finance Officer	Band 38
Senior GIS Analyst	Information Services Division Supervisor	Deputy County Manager
Watershed Manager	Management Services Director - Sheriff	Band 50
Band 32	Parks, Recreation & Open Space Director	Psychologist
Animal Services Director	Physical Plant Director	Band 51
Appraisal/Collection Manager	Planning, Development & Inspections Director	Physician Extender - Non Exempt
Assistant Library Director	Solid Waste Management Director	Band 52
Assistant to the County Manager	Water Quality Director	Pharmacist
Budget Operations Manager	Band 34	Band 53
Community Services Manager	Chief of Staff - Sheriff	Pharmacy Director
Debt & Capital Director	Deputy General Services Director	Band 54
Emergency Management Director	Human Services Deputy Director	Dentist
Environmental Health & Safety Director	Information/Technology Manager	Band 55
Environmental Services Manager	Internal Audit Director	Dental Director
ERP Systems Manager	Library Director	Band 56
Facilities and Field Services Director	Band 36	Physician
Financial Services Manager	Budget & Management Services Director	Band 57
Fleet Director	CCBI Director	Physician Director
Information/Technology Engineer	Communications Director	Band 58
Information/Technology Project Manager	Community Services Director	Medical Director
Intergovernmental Relations Manager	Deputy County Attorney	Band 00 - Appointed-Elected
Purchasing Director	Emergency Management Director	Clerk to the Board
Safety & Security Director	Environmental Services Director	County Attorney
Senior Facilities Project Manager	Facilities, Design & Construction Director	County Commissioner
Special Aide to Sheriff	Finance Director	County Manager
Workforce Development Director	Fire Services Director	Director of Elections
Band 33	General Services Director	Register of Deeds
Attorney	Human Resources Director	Sheriff
Building Inspections Director	Information Services Director	Band 00 - Information Services
Deputy Human Resources Director	Revenue Director	Deputy Chief Information Officer
Deputy Sheriff - Major		Information Services Database Supervisor
Director of Detention Services		

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Reader's Guide to the Budget

Purpose

This budget book summarizes all public service programs provided by County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2015, to June 30, 2016 ("fiscal year 2016").

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 2014 actual results; the FY 2015 budget, both adopted and current as of June 2015; and adopted FY 2016 budget. A sample of the format is provided below:

	FY2014 Actual	FY2015 Adopted Budget	FY2015 Amended Budget	FY2016 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

Formulation of the County Manager's Proposed Budget

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

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

County departments may also submit options for reducing their base budgets. For FY 2016, departments were not required to submit options to reduce their annual operating budgets. Any proposals to reduce their budgets were not only for potential savings, but for their near-term and long-term service impacts.

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

Board of Commissioners' Authorization and Appropriations

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

County Manager's Authorization

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

Budget Implementation

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

Budget Process

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

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

Budget Calendar for Fiscal Year 2016

Date	Budget Activity
October 9, 2014	Community Improvement Plan (CIP) Kickoff with Core Team
November 7, 2014	CIP Core Team members submit FY 2016-2022 Capital Requests
December 9, 2014	Operating Budget Kickoff with Extended Management Team
January 30, 2015	Departments submit FY 2015 Operating Budget Requests, Expansion Requests, Reduction Options
February 13, 2015	Board of Commissioners retreat to adopt goals and set priorities for the FY 2016 budget
January - April 2015	Community Improvement Plan and Operating Department budget meetings
April	Board of Education and Wake Technical Community College submit formal budget requests
May 11, 2015	Review of FY 2016-2022 Recommended Community Improvement Plan at Board of Commissioners Work Session
May 18, 2015	Formal presentation of FY 2016 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 1, 2015	Public Hearing on Operating Budget, Community Improvement Plan and any proposed fee or tax changes
June 8, 2015	Special Budget Work Session with Board of Commissioners
June 15, 2015	Adoption of FY 2016 Operating Budget and FY 2016 - 2022 Community Improvement Plan at regular Board of Commissioners meeting

Fund Structure

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

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

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

Governmental Fund Types

General Fund

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

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

Debt Service Fund

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

Special Revenue Funds

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

Fund Structure

Capital Project Funds

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

Proprietary Fund Types

Enterprise Funds

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

Internal Service Fund

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

Fund Structure Charts

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

Key:

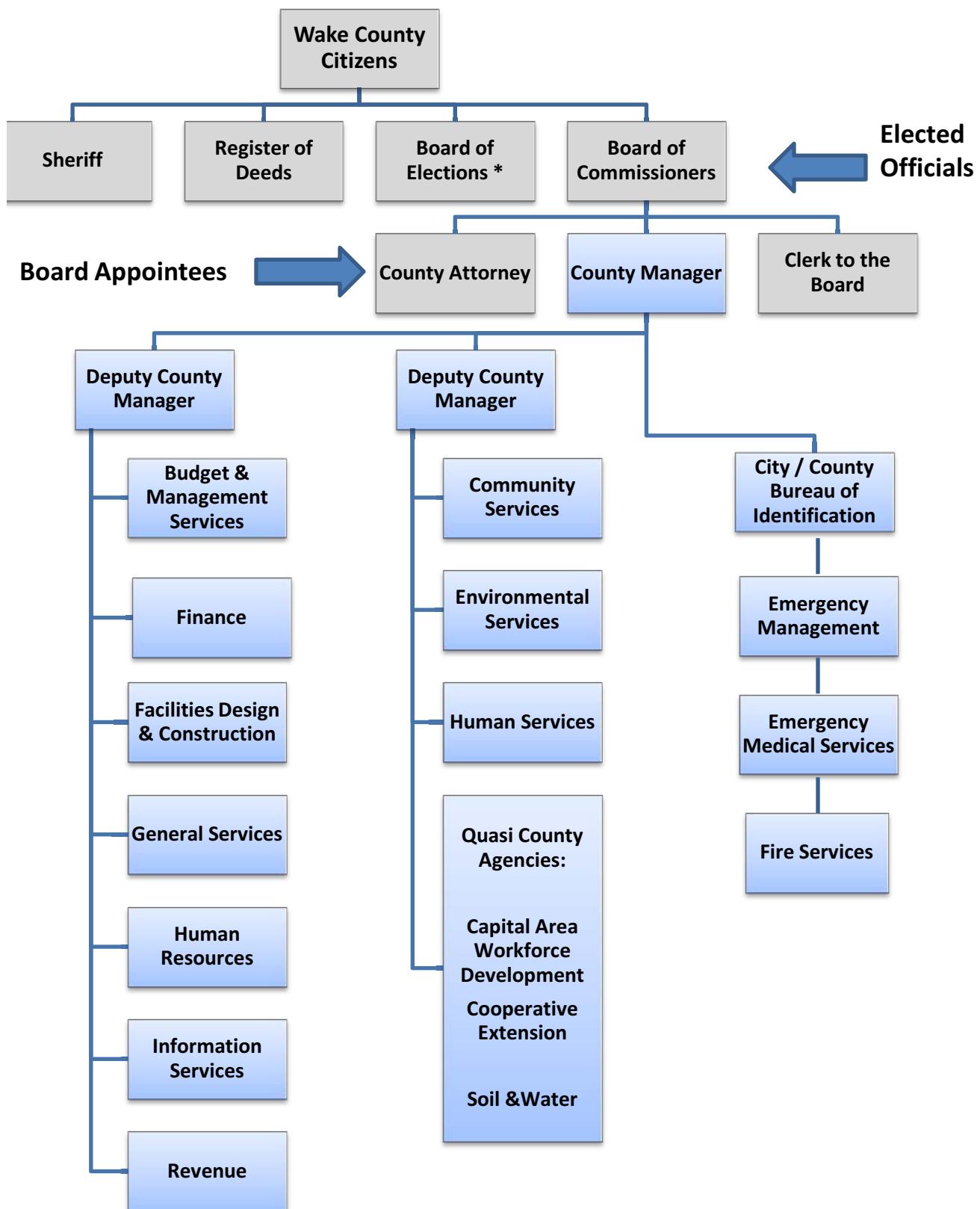
O: All, or most, operating funding for this unit is budgeted in the General Fund

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

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

P: Unit manages selected projects within this fund

Wake County Government FY 2016 Organizational Chart



Basis of Budgeting and Basis of Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

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

Financial Policies

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

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

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

Operating Budget

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

Fund Balance

General Fund:

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

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

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

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

Operating Funds:

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

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

Revenues

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

Financial Policies

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

Capital Improvements

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

Debt Policies

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

Debt Planning Guidelines

Provide capital facilities as needed.

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

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

Debt Service Guidelines

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

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

Guideline 2: The County's seven-year capital plan should be funded with debt funding comprising 70% - 85% of the total funding; cash ("pay-as-you-go") funding should make up the remaining 15% - 30%. Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when construction payments are due. A pay-as-you-go

Financial Policies

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

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed twenty-five percent of the County's total outstanding debt. The concept of this management tool is that the County matches interest income from investments with interest expense on the variable rate debt in the debt service fund. These revenues and expenditures (or asset and liabilities) move in the same direction as they react to market conditions. This concept is used by many triple-A rated units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. The County's current variable rate debt portfolio totals \$200 million, or 9 percent of outstanding general obligation debt and 10 percent of all debt outstanding.

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

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

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

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

Guideline 7: Wake County government's net outstanding debt should not exceed 2.5 percent of the countywide tax base. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. The County will maintain a debt to assessed value that is consistent with other AAA/AAA/Aaa rated counties.

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

User Fee Policy

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

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

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

Financial Policies

receive the service. The County encourages the establishment of fees at a level that maximizes revenues. Fees shall be developed based on the cost of providing services and county-wide goals and objectives as set by the Board of Commissioners.

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

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

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

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

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

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

B. If the purpose of the fee is to improve equity by charging users for the consumption of goods and

services, the following criteria should be considered in setting the fee:

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

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

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

Business Investment Grant Policy

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

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

Financial Policies

New Investment Threshold: New companies may be eligible for a Business Investment Grant for new investments, which exceed \$100,000,000 (one hundred million dollars) in FY 2004 dollars. For each subsequent year, the amount of new investment will be increased by CPI and rounded to the nearest million dollars. New investment is defined as, "improvements to real estate, machinery, equipment, and other business personal property." The value of land is not included in the calculation of new investment.

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

New Jobs Threshold: New companies are eligible for a business investment grant when the investment threshold is met and at least 50 new jobs are created. New jobs are defined as a net increase in the company's number of full-time, Wake County employees. A full-time employee is defined as a person who is employed by or a contractor for the company for at least 35 hours per week and whose wages are subject to withholding. The average wage for new jobs must pay 120% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center. Existing companies are eligible for a Business Investment Grant when the investment threshold is met, the company currently employs at least 250 full-time employees, and at least 50 new jobs are created. The average wage for the new and existing jobs must pay 120% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center. When a NC Department of Commerce (NCDOC) grant is part of the overall

incentive package, the number of new jobs and salary levels required by the county will be the same as the NCDOC requirements unless the company qualifies for special consideration under the "super jobs provision" of this policy. In that case, at least 250 jobs must be created. Salary and employment documentation provided to the NCDOC will serve as Wake County documentation, and a NCDOC determination of non-performance will also be considered as nonperformance for Wake County. (In FY 2004, the average wage was \$605 per week; 120% would be \$726 per week.)

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

Revised April 1, 2013

Financial Models

Capital and Debt

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

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

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

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

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

Long-Range Planning

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

Board of Commissioners' Goals

At its March 16, 2015 regular Board Meeting for the 2015 calendar year the Board of Commissioners came up with a framework for their goals based on discussions that took place at their Board Retreat. The framework for these goals is as follow:

1. Growth - The Board of Commissioners intends to approach the county's continued growth in a proactive manner so as to accommodate these changes while preserving our environment and the character of our individual communities.
2. Mobility - The Board wants to improve Wake County's existing transportation infrastructure while increasing accessibility to transit options such as public transit, bike lanes and the increased connectivity of local, regional and statewide greenway systems.
3. Education- The Board of Commissioners places priority of providing and promoting robust educational opportunities for the children of Wake County, from early education to continued work force training.
4. Fiscal Strength - Wake County has consistently maintained its AAA credit rating throughout the recent recession largely due to the continuously prudent strategies of financial management. The Board intends to continue this practice of fiscal strength through the implementation of sound financial management practices and policies as well as engaging in long-range financial planning.
5. People and Culture - The Board recognizes the diversity of Wake County's population and strives to achieve an interdisciplinary approach to seek out and

harness the strengths of our multi-faceted community and develop policies that reflect positive values, enhance our local culture, maintain our safety and improve our quality of life.

5. Community Health - The Board of Commissioners strives to promote and protect our community health, as well as the health of each Wake County citizens. With this in mind, the Board is committed to promoting an effective mental and physical health system of care that benefits all residents and the county as a whole.

6. Social and Economic Vitality - With all of the county's strengths, the Board understands that there is always a need for improvement. The Board has made it a goal to develop policies and actionable strategies to improve economic and social opportunities in vulnerable communities through strategic partnerships that will serve to strengthen each and every part of Wake County. In doing so, the Board will serve to increase employment opportunities, improve housing conditions and community vitality.

7. Great Government - A great county is best served by great government. The Board of Commissioners is committed to promoting its vision of a county government that empowers, protects and serves its citizens and partners with all levels of government through a culture of respect, collaboration and innovation.

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

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

Long-Range Planning

committees. Below is a description of several boards that provide long-range guidance in selected services.

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

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

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

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

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

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

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

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

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

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

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

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

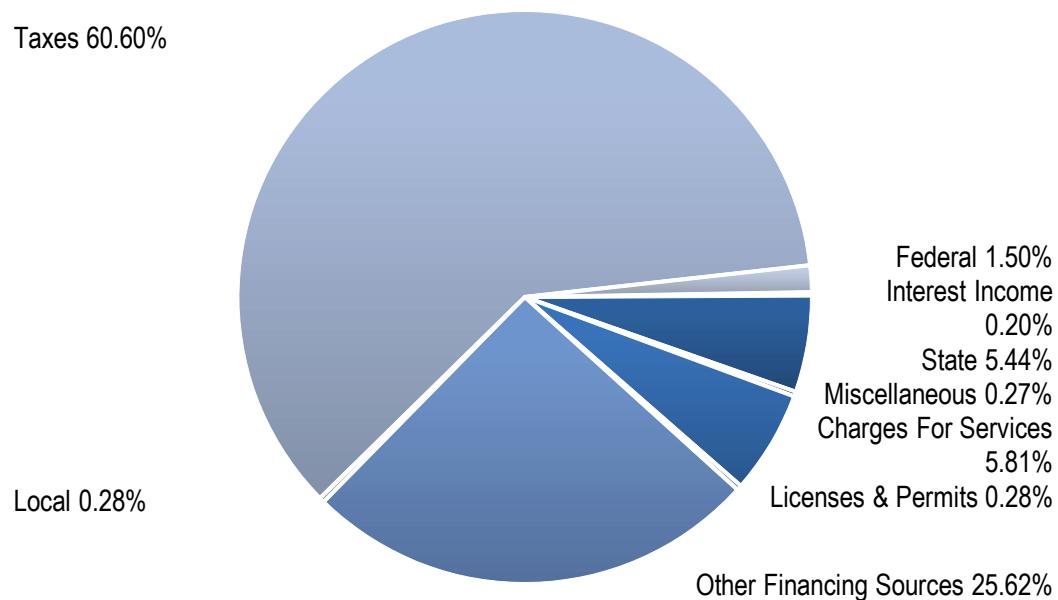
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Total Revenues By Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
General Fund	\$ 1,012,268,272	1,066,422,000	1,080,737,406	1,142,963,000
Debt Service	208,772,460	246,531,000	246,531,000	266,220,000
Special Revenue Funds				
Capital Area Workforce Development	6,284,444	7,118,000	8,553,763	5,846,000
Fire Tax District	21,494,704	21,303,000	21,337,995	22,161,000
Grants and Donations	5,033,671	2,920,000	4,006,078	2,624,000
Housing and Community Revitalization	6,824,401	6,115,000	6,894,024	5,895,000
Major Facilities	41,260,750	41,996,000	43,816,645	46,782,000
Transportation	—	—	—	10,850,000
Capital Improvement Funds				
County Capital Improvement Fund	37,117,682	38,825,000	51,284,939	51,482,000
Fire Tax District Capital	2,938,807	2,614,000	2,706,220	3,144,000
Major Facilities Capital Trust	3,429,572	1,235,000	5,735,000	1,174,000
Solid Waste Capital	20,418,046	3,541,000	3,966,000	7,701,000
Wake County Public Schools Capital Projects	—	391,292,466	—	386,146,146
Wake Technical Community College	3,685,000	62,805,000	4,804,999	42,960,000
Capital Projects				
Internal Service Fund				
Corporate Fleet Fund	8,889,855	10,067,000	10,472,481	9,926,000
Enterprise Funds				
Solid Waste Management	15,178,291	13,460,000	13,490,600	13,915,000
South Wake Landfill	20,166,426	14,891,000	14,891,994	15,332,000
Total Revenues	1,413,762,379	1,931,135,466	1,519,229,144	2,035,121,146
Less Interfund Transfers	(268,965,564)	(297,322,459)	(249,261,009)	(308,618,769)
Total Revenues All Funds Net of Interfund Transfers	\$ 1,144,796,815	1,633,813,007	1,269,968,135	1,726,502,377

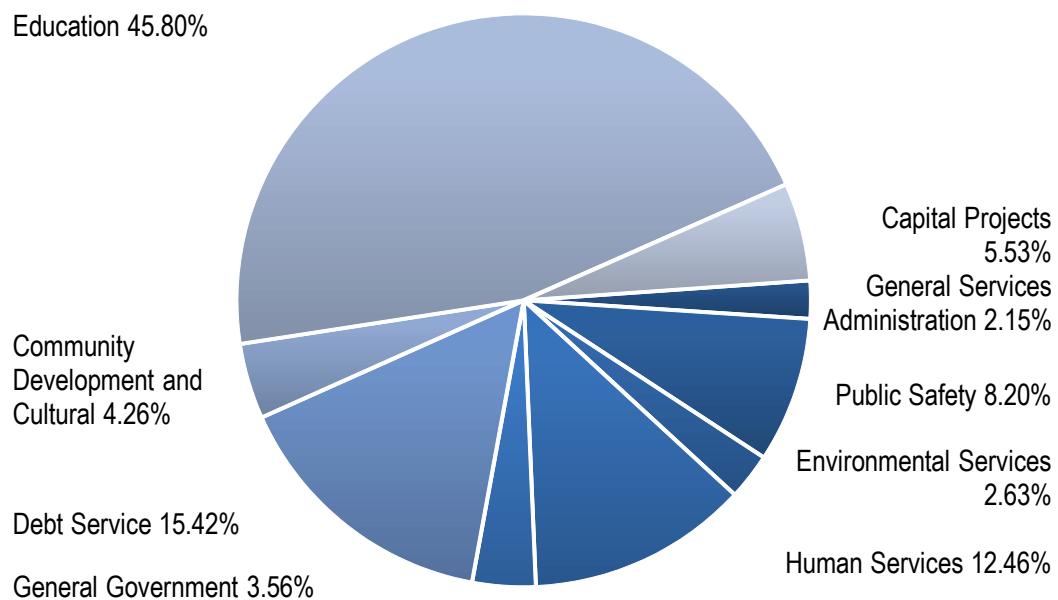
Total Revenues By Source

		FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Taxes	\$ 901,412,100	961,969,255	961,969,255	1,046,251,587	
Federal	27,924,782	27,220,874	29,414,107	25,814,668	
State	90,238,999	86,348,451	93,389,661	93,934,906	
Local	11,463,338	5,491,295	5,599,718	4,894,423	
Charges For Services	98,131,030	95,355,181	107,110,325	100,351,112	
Licenses & Permits	4,708,063	4,722,459	4,777,959	4,837,592	
Fines & Forfeitures	4,084	—	—	—	
Interest Income	2,384,198	3,048,627	2,399,016	3,392,194	
Miscellaneous	4,203,981	4,714,971	7,066,872	4,745,548	
FA Gain/Loss	2,818,893	—	—	—	
Other Financing Sources	1,507,346	444,941,894	58,241,222	442,280,347	
Total Revenues by Source	\$ 1,144,796,815	1,633,813,007	1,269,968,135	1,726,502,377	



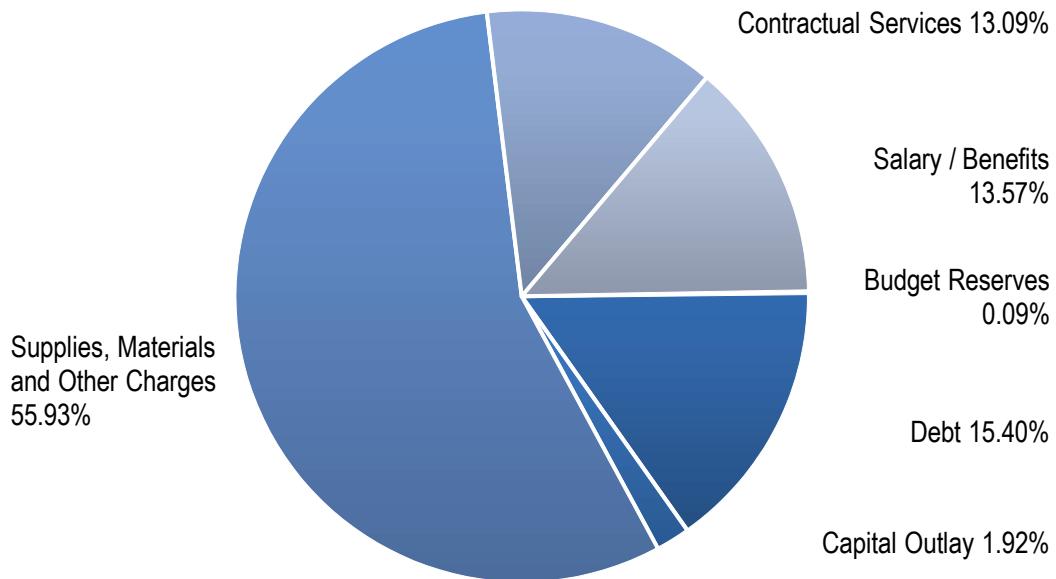
Expenditures By Use

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Human Services	\$ 197,831,178	204,624,404	219,336,036	215,183,359
General Services Administration	34,580,779	36,625,798	37,466,058	37,067,188
Debt Service	242,575,536	246,531,000	246,531,000	266,220,000
General Government	44,062,353	52,634,128	50,509,231	61,389,523
Public Safety	133,858,772	138,591,703	139,448,050	141,616,195
Environmental Services	37,379,177	36,580,200	37,776,912	45,343,549
Community Development and Cultural	65,411,773	66,866,388	68,820,319	73,603,471
Capital Projects	59,380,208	496,455,000	62,391,855	95,395,000
Education	343,686,958	354,154,400	357,904,400	790,684,092
Total Operating Expenses	\$ 1,158,766,735	1,633,063,021	1,220,183,861	1,726,502,377



Expenditures By Type

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Capital Outlay	\$ 35,055,378	23,003,626	40,138,748	33,080,525
Supplies, Materials and Other Charges	489,825,999	930,880,635	488,302,026	965,643,871
Contractual Services	186,156,480	205,271,990	218,923,582	226,044,354
Debt	242,330,017	244,315,774	244,311,269	265,876,945
Salary / Benefits	205,398,862	217,273,516	218,344,473	234,276,159
Budget Reserves	–	12,317,480	10,163,763	1,580,523
Total Expenditures by Type	\$ 1,158,766,735	1,633,063,021	1,220,183,861	1,726,502,377



Summary of Revenues, Expenditures and Changes In Fund Balance

General Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Operating Revenues				
Taxes	\$ 838,704,603	899,038,255	899,038,255	977,946,587
Federal	11,250,268	11,596,870	11,538,273	11,350,802
State	79,936,781	74,049,728	82,511,238	79,518,042
Local	8,933,355	4,442,566	4,449,856	4,066,850
Charges For Services	63,892,407	62,009,628	62,660,107	58,084,918
Licenses & Permits	4,701,663	4,715,959	4,771,459	4,832,792
Fines & Forfeitures	—	—	—	—
Interest Income	46,776	45,264	45,264	10,922
Miscellaneous	1,438,477	1,723,981	1,723,981	1,291,527
Total Operating Revenues	1,008,904,330	1,057,622,251	1,066,738,433	1,137,102,440
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	26,959,931	28,121,388	28,211,751	29,303,471
Debt Service	—	—	—	—
Education	343,686,958	354,154,400	357,904,400	405,416,000
Environmental Services	8,301,441	9,028,659	9,629,277	9,868,348
General Government	43,990,790	52,634,128	50,423,518	61,389,523
General Services Administration	25,317,452	26,558,798	26,985,527	27,141,188
Human Services	180,846,041	189,005,706	201,290,546	190,664,184
Public Safety	114,486,371	119,445,401	119,568,863	121,772,370
Total Operating Expenses	743,588,984	778,948,480	794,013,882	845,555,084
Revenues Over (Under) Expenditures	265,315,347	278,673,771	272,724,551	291,547,356
Other Financing Sources (Uses)				
Transfers In	3,350,145	3,427,466	3,427,466	3,581,054
Transfers Out	(232,543,000)	(286,723,534)	(286,723,534)	(297,407,916)
Bond Proceeds and other financing transactions	13,796	—	—	—
Total Other Financing Sources (Uses)	(229,179,059)	(283,296,068)	(283,296,068)	(293,826,862)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	36,136,288	(4,622,297)	(10,571,517)	(2,279,506)
Fund Balance at Beginning of Year	196,311,374	232,447,662	227,825,365	217,253,848
Fund Balance at End of Year	232,447,662	227,825,365	217,253,848	214,974,342

Debt Service Funds

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	2,783,640	2,786,017	2,786,017	2,783,015
State	7,873,415	10,000,000	10,000,000	10,000,000
Local	—	—	—	—
Charges For Services	12,483	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	2,023,018	1,712,000	1,712,000	2,314,000
Miscellaneous	—	—	—	—
Total Operating Revenues	12,692,556	14,498,017	14,498,017	15,097,015
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	242,575,536	246,531,000	246,531,000	266,220,000
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	242,575,536	246,531,000	246,531,000	266,220,000
Revenues Over (Under) Expenditures	(229,882,980)	(232,032,983)	(232,032,983)	(251,122,985)
Other Financing Sources (Uses)				
Transfers In	196,079,904	201,172,000	201,172,000	222,083,000
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	30,860,983	30,860,983	16,756,734
Total Other Financing Sources (Uses)	196,079,904	232,032,983	232,032,983	238,839,734
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(33,803,076)	—	—	(12,283,251)
Fund Balance at Beginning of Year	169,055,200	135,252,124	135,252,124	135,252,124
Fund Balance at End of Year	135,252,124	135,252,124	135,252,124	122,968,873

Summary of Revenues, Expenditures and Changes In Fund Balance

Special Revenue Funds

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Operating Revenues				
Taxes	62,706,977	62,931,000	62,931,000	68,305,000
Federal	13,276,841	12,837,987	15,064,817	11,680,851
State	789,243	681,732	(863,508)	2,697,430
Local	2,529,984	1,048,729	784,331	827,573
Charges For Services	520,021	549,802	2,771,676	9,002,576
Licenses & Permits	-	-	-	-
Fines & Forfeitures	4,084	-	-	-
Interest Income	49,950	152,216	152,551	38,654
Miscellaneous	53,826	-	2,482,109	25,000
Total Operating Revenues	79,930,926	78,201,466	83,322,976	92,577,084
Operating Expenses				
Capital Projects	-	-	-	-
Community Development and Cultural	38,451,843	38,745,000	40,608,568	44,300,000
Debt Service	-	-	-	-
Education	-	-	-	-
Environmental Services	53,393	-	39,500	-
General Government	71,563	-	85,713	-
General Services Administration	14,755	-	8,050	-
Human Services	16,985,137	15,618,698	18,045,490	24,519,175
Public Safety	19,372,401	19,146,302	19,879,187	19,843,825
Total Operating Expenses	74,949,092	73,510,000	78,666,508	88,663,000
Revenues Over (Under) Expenditures	4,981,834	4,691,466	4,656,468	3,914,084
Other Financing Sources (Uses)				
Transfers In	967,043	897,534	897,534	957,916
Transfers Out	(5,802,005)	(5,942,000)	(5,942,000)	(5,495,000)
Bond Proceeds and other financing transactions	-	-	-	-
Total Other Financing Sources (Uses)	(4,834,962)	(5,044,466)	(5,044,466)	(4,537,084)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	146,872	(353,000)	(387,998)	(623,000)
Fund Balance at Beginning of Year	13,913,968	14,060,840	13,707,840	13,319,842
Fund Balance at End of Year	14,060,840	13,707,840	13,319,842	12,696,842

Internal Service Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	58,498
Local	—	—	—	—
Charges For Services	8,424,930	8,842,972	8,842,972	8,453,972
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	15,783	20,000	20,000	20,000
Miscellaneous	449,142	412,400	412,400	653,766
Total Operating Revenues	8,889,855	9,275,372	9,275,372	9,186,236
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	9,248,573	10,067,000	10,472,481	9,926,000
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	9,248,573	10,067,000	10,472,481	9,926,000
Revenues Over (Under) Expenditures	(358,718)	(791,628)	(1,197,109)	(739,764)
Other Financing Sources (Uses)				
Transfers In	—	125,000	125,000	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	—	125,000	125,000	—
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(358,718)	(666,628)	(1,072,109)	(739,764)
Fund Balance at Beginning of Year	4,274,015	3,915,297	3,248,669	2,176,560
Fund Balance at End of Year	3,915,297	3,248,669	2,176,560	1,436,796

Summary of Revenues, Expenditures and Changes In Fund Balance

Enterprise Funds

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Operating Revenues				
Taxes	-	-	-	-
Federal	-	-	-	-
State	1,638,998	1,616,991	1,616,991	1,660,936
Local	-	-	-	-
Charges For Services	22,663,715	23,122,779	23,122,779	24,159,646
Licenses & Permits	6,400	6,500	6,500	4,800
Fines & Forfeitures	-	-	-	-
Interest Income	211,153	251,681	251,681	130,564
Miscellaneous	1,562,536	2,343,590	2,343,590	2,268,255
Total Operating Revenues	28,901,696	27,341,541	27,341,541	28,224,201
Operating Expenses				
Capital Projects	-	-	-	-
Community Development and Cultural	-	-	-	-
Debt Service	-	-	-	-
Education	-	-	-	-
Environmental Services	25,514,444	26,891,541	26,923,135	27,774,201
General Government	-	-	-	-
General Services Administration	-	-	-	-
Human Services	-	-	-	-
Public Safety	-	-	-	-
Total Operating Expenses	25,514,444	26,891,541	26,923,135	27,774,201
Revenues Over (Under) Expenditures	3,387,252	450,000	418,406	450,000
Other Financing Sources (Uses)				
Transfers In	6,436,471	1,009,459	1,009,459	1,022,799
Transfers Out	(27,275,791)	(1,459,459)	(1,459,459)	(1,472,799)
Bond Proceeds and other financing transactions	6,550	-	-	-
Total Other Financing Sources (Uses)	(20,832,770)	(450,000)	(450,000)	(450,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(17,445,518)	-	(31,594)	-
Fund Balance at Beginning of Year	27,265,686	9,820,168	9,820,168	9,788,574
Fund Balance at End of Year	9,820,168	9,820,168	9,788,574	9,788,574

Capital Improvement Funds

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Operating Revenues				
Taxes	520	—	—	—
Federal	614,033	—	25,000	—
State	563	—	124,940	—
Local	—	—	365,531	—
Charges For Services	2,617,474	830,000	9,712,791	650,000
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	37,517	867,466	217,520	878,054
Miscellaneous	700,000	235,000	104,792	507,000
Total Operating Revenues	3,970,106	1,932,466	10,550,574	2,035,054
Operating Expenses				
Capital Projects	59,380,208	496,455,000	62,391,855	95,395,000
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	385,268,092
Environmental Services	3,509,899	660,000	1,185,000	7,701,000
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	62,890,107	497,115,000	63,576,855	488,364,092
Revenues Over (Under) Expenditures	(58,920,000)	(495,182,534)	(53,026,281)	(486,329,038)
Other Financing Sources (Uses)				
Transfers In	62,132,000	90,691,000	42,629,550	80,974,000
Transfers Out	(2,487,947)	(3,197,466)	(4,920,000)	(4,243,054)
Bond Proceeds and other financing transactions	1,487,000	402,858,000	15,317,034	409,598,092
Total Other Financing Sources (Uses)	61,131,053	490,351,534	53,026,584	486,329,038
Revenues and Other Sources Over (Under) Expenditures and Other Uses	2,211,052	(4,831,000)	303	—
Fund Balance at Beginning of Year	449,095,550	451,306,602	446,475,602	446,475,905
Fund Balance at End of Year	451,306,602	446,475,602	446,475,905	446,475,905

Summary of Revenues, Expenditures and Changes In Fund Balance

All Funds	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
All FundsOperating Revenues				
Taxes	901,412,100	961,969,255	961,969,255	1,046,251,587
Federal	27,924,782	27,220,874	29,414,107	25,814,668
State	90,238,999	86,348,451	93,389,661	93,934,906
Local	11,463,338	5,491,295	5,599,718	4,894,423
Charges For Services	98,131,030	95,355,181	107,110,325	100,351,112
Licenses & Permits	4,708,063	4,722,459	4,777,959	4,837,592
Fines & Forfeitures	4,084	—	—	—
Interest Income	2,384,198	3,048,627	2,399,016	3,392,194
Miscellaneous	4,203,981	4,714,971	7,066,872	4,745,548
Total Operating Revenues	1,143,289,469	1,188,871,113	1,211,726,913	1,284,222,030
Operating Expenses				
Capital Projects	59,380,208	496,455,000	62,391,855	95,395,000
Community Development and Cultural	65,411,773	66,866,388	68,820,319	73,603,471
Debt Service	242,575,536	246,531,000	246,531,000	266,220,000
Education	343,686,958	354,154,400	357,904,400	790,684,092
Environmental Services	37,379,177	36,580,200	37,776,912	45,343,549
General Government	44,062,353	52,634,128	50,509,231	61,389,523
General Services Administration	34,580,779	36,625,798	37,466,058	37,067,188
Human Services	197,831,178	204,624,404	219,336,036	215,183,359
Public Safety	133,858,772	138,591,703	139,448,050	141,616,195
Total Operating Expenses	1,158,766,735	1,633,063,021	1,220,183,861	1,726,502,377
Revenues Over (Under) Expenditures	(15,477,266)	(444,191,908)	(8,456,948)	(442,280,347)
Other Financing Sources (Uses)				
Transfers In	268,965,564	297,322,459	249,261,009	308,618,769
Transfers Out	(268,108,744)	(297,322,459)	(299,044,993)	(308,618,769)
Bond Proceeds and other financing transactions	1,507,346	433,718,983	46,178,017	426,354,826
Total Other Financing Sources (Uses)	2,364,166	433,718,983	(3,605,967)	426,354,826
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(13,113,100)	(10,472,925)	(12,062,915)	(15,925,521)
Fund Balance at Beginning of Year	859,915,793	846,802,693	836,329,768	824,266,853
Fund Balance at End of Year	846,802,693	836,329,768	824,266,853	808,341,332

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Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2016, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

General Fund

The County adheres to the General Fund Financial Policies for fund balance (see section on Financial Policies). The FY 2016 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 a fund balance of at least 30 percent of general fund and debt service fund combined revenues. The County models forecast revenues and expenditures to assure that the dedicated portion of property tax and sales tax are sufficient for funding the debt. In FY 2016, approximately \$12.3 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 2016 is part of the long range capital finance strategy.

Special Revenue Funds

The Major Facilities Special Revenue Fund is projected to contribute \$418,000 to fund balance during FY 2016. This amount is associated with appropriations for higher revenues than expenditures based on Interlocal Agreement and amendments that determine appropriate revenue percent growth. Financial modeling is used for this fund to anticipate future funding needs to ensure long-term commitments do not exceed anticipated revenue sources in order to ensure financial stability.

The Fire Tax District fund is projected to use \$623,000 in appropriated fund balance in FY 2016.

Internal Service Fund

The Internal Service Fund will be in its sixth year of operations in FY 2016. The FY 2016 budget decreased over the FY 2015, largely because of a reduction in the fuel rate for fleet vehicles, dropping the unleaded rate from \$3.00 per gallon to \$2.27 per gallon and diesel from \$3.50 per gallon to \$2.77 per gallon. The projected beginning unreserved fund balance for FY 2016 is \$3.1 Million and Fleet services plans to use \$740,000.

Enterprise Funds

The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. The FY 2016 budget does not include Solid Waste Fund Balance for any purpose. The fund is projected to contribute approximately \$1 million to fund balance. A financial model was developed during FY 2014 and a transfer from fund balance took place in FY 2014 to fully fund the Solid Waste CIP plan for the next seven years. There are no transfers to Solid Waste CIP planned in FY 2016.

Revenue Highlights

Taxes

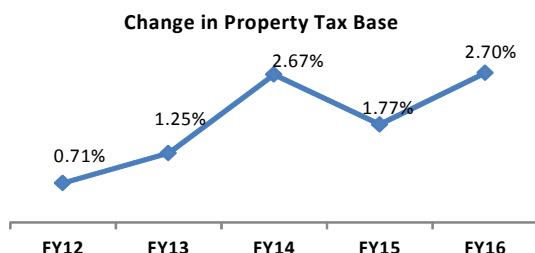
The County receives \$1.05 billion in revenues from taxes - the two largest being property and sales taxes. Of the \$1.05 billion, \$978 million is used in the General Fund; with \$297 million transferred to other funds such as the Capital and Debt Services funds.

Property Tax

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

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 2016, growth is anticipated to continue as it is estimated the tax base will grow by 2.7 percent from the FY 2015 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 2015-16 Estimates (in millions)

	FY15	FY16	\$ Change	% Change
Real Property	109,375	112,190	2,815	2.57%
Business Personal	6,470	6,350	(120)	-1.85%
Public Service	2,950	2,950	-	0.00%
Motor Vehicles	8,570	9,320	750	8.75%
Total	\$127,365	\$130,810	\$3,445	2.70%

Each component of the FY 2016 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 2.57 percent from FY 2015 Adopted Budget to a total of \$112.2 billion in FY 2016.

Personal property includes unlicensed vehicles and business personal property. The personal property portion of the tax base is projected to decrease in FY 2016 by 1.85 percent from the FY 2015 budget. Personal property reflects the value of business equipment.

The public services tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2016 valuation is expected remain constant.

The motor vehicle portion of the tax base is projected in FY 2016 to decrease by 8.75 percent from the FY 2015 budget. This is due to increased collections associated with the Tag & Tax program which requires vehicle owners to pay their vehicle tax at the time vehicle registration takes place.

The County's property tax collection rate continues to be one of the highest in the State at 99.6 in FY 2015.

Revenue Highlights

Sales Tax

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

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

Sales Tax Revenues By Article (in millions)

	FY12	FY13	FY14	FY15 Est.	FY16 Budg.
Article 39	53.3	57.2	63.4	69.4	72.2
Article 40	27.5	28.6	30.2	34.3	35.7
Article 42	34.2	36.4	39.8	44.0	45.7
Article 44	(0.3)	-	-	-	-
Medicaid Hold Harmless	6.3	5.0	8.0	10.0	10.0
Total	\$121.0	\$127.2	\$141.4	\$157.7	\$163.6
% Change	6.1%	5.1%	11.2%	11.5%	3.7%

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

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

This change in legislation included a hold harmless provision for Counties and Municipalities. For Counties, the State would remit to Counties the difference

between the medicaid match and the lost growth from sales tax. In FY 2016, revenues from the State under the hold harmless agreement are expected to reach \$10 million.

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

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

Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY 2016 budget of \$10.64 million reflects a 13 percent increase from the FY 2015 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 since FY 2014.

Revenue Highlights

Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.6 million from this revenue source in FY 2016 based on collections during the current fiscal year and historical trend information.

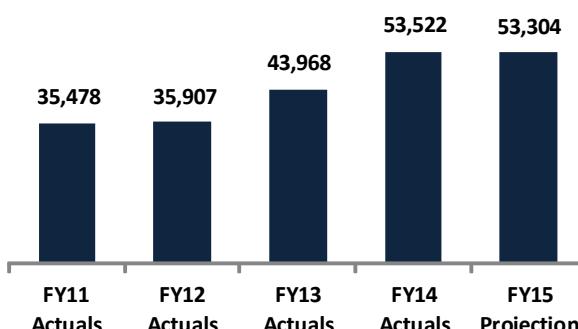
Beer and Wine Excise Tax

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 2016 amount budgeted is \$877,200 which is not changed from the FY 2015 adopted budget.

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2016, the County anticipates receiving \$4.8 million in revenue for this category which is an increase of 2.5 percent from the FY 2015 adopted level of \$4.7 million. The increase is primarily attributable to the increase in building permits being issued countywide. 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 2016, State shared revenues in the General Fund are expected to increase from \$74.1 million in the FY 2015 Adopted Budget to \$79.5 million in the FY 2016 budget.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund which total \$76.6 million.

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

Fees and Charges for Services

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

Revenue Highlights

cies tab of this book. Fee and Charges for Services changes in FY 2016 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 2016 budget anticipates \$4.7 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 2016, the department expects to receive \$1.2 million, a 5 percent increase. The budgeted revenue increase is attributed to an increase in activity in development-related areas, as well as a lifting of a moratorium on sediment and erosion permits on construction projects.

Human Services Fees and Charges

In FY 2016, Human Services will earn \$15.2 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 2016 budget is approximately \$4.3 million less than the FY 2015 Adopted Budget for Human Services fees and charges. This is due to the removal of the Transportation Program from the Human Services General Fund. FY 2016 revenues are projected to increase by \$358,000 more than FY 2015 with the exclusion of the Transportation revenues.

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 2016, jail fees for housing state and federal inmates are anticipated to remain stable in FY 2016. The department has also seen a decline in pistol permit revenue and fees associated with the firing range over the past year. Based on these and other minor adjustments to reflect revised estimates, total Sheriff fees and charges for FY 2016 decline by 10.5 percent from the FY 2015 adopted level.

Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries and parks. This includes planning and inspections fees, park rentals and fees for late books. In FY 2016, the department expects to receive \$1.2 million in fees and charges. This is 3.6% higher than the FY 2015 adopted budget reflecting increased charges for services in all divisions.

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 2016 budget includes three transfers to the General Fund that total \$2.7 million.

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

The Major Facilities Fund will transfer \$1.4 million in FY 2016 to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/Motel Occupancy revenues. The transfer is based on three percent of actual collections as defined in the Major Facilities Fund enabling legislation.

Revenue Highlights

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

Non-General Fund Revenues

Debt Service Fund

Debt Service Fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and from the Major Facilities Fund to fund debt service for Five-County Stadium. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. The largest of these is transfers from the General Fund, which totals \$221.0 million. This is comprised of \$182.9 million from property tax revenues and \$38.1 million from sales tax revenues. Smaller transfers come from the Major Facilities Fund and Fire Tax Fund to finance specific debt-financed projects. Interest income from the General Fund, County, WCPSS and Wake Tech Capital Projects Funds, and Debt Service Funds are additional funding sources. Qualified School Construction Bond, Build America Bond and Recovery Zone Economic Development Bond interest subsidy revenue, provided by the US Department of Treasury, and NC Lottery Funds are also revenue sources in the Debt Service Fund.

Fire Tax District

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund operating and capital needs to provide a more consistent level of service. In FY 2016, the County recommends a tax rate of 8.00 cents, which is no change from the prior fiscal year, and is expected to generate \$21.5 million. The expected revenue is an increase of 2.8 percent above the FY 2015 budgeted tax revenues, which reflects modest growth. Despite the growth in General Fund tax revenues this fund tends to lag behind the rest of the County tax base due to most growth being concentrated within municipalities. The revenue is split between operating (at 86%) and capital (at 14%) expenditures.

Housing and Community Revitalization Fund

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

Major Facilities

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

Occupancy tax revenues are projected to increase in FY 2015 by 10.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2016. Occupancy revenues are budgeted with an increase by three percent in FY 2016 over the FY 2015 projections. Prepared food and beverages revenues are expected to increase 8.0 percent in FY 2015 and increase by an additional 5.0 percent in FY 2016. All revenue estimates were generated with significant input from stakeholders during the last interlocal review during 2012.

The Major Facilities Fund in FY 2016 is just under \$46.8 million in which \$21.8 million is from occupancy taxes and \$25 million is from prepared food/beverage.

Human Services Transportation Fund

Newly established in FY 2016, the Human Services Transportation Fund, previously contained in the General Fund, provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. The major revenue sources for this fund include Medicaid Reimbursement and Charges for Services, as well as State and

Revenue Highlights

Local funding. These are expected to total \$10.85 million in FY 2016.

Enterprise Funds

Solid Waste Management Fund

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

For FY 2016, the operating budget totals \$13.9 million. The household fee is set at \$20 per household per year which represents about 63 percent of the total revenue in the Solid Waste Management Fund.

South Wake Landfill Partnership Fund

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

For FY 2016, the operating budget totals \$15.3 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a \$3 per ton large volume discount through an Interlocal Agreement, the tipping fee is \$38 per ton.

The FY 2016 budget increases by more than \$441,000, due almost entirely to increased tonnage growth. Based on current trends, the landfill could see waste disposal growth of about 1%, leading to increased costs of disposal at the landfill.

During FY 2014, Solid Waste Division and County management analyzed the impact and need of a tipping fee increase. After numerous meetings, discussions, and significant input from stakeholders it was determined to raise the tipping fee by \$3 at the Transfer Station. The tipping fee increases from \$6 to \$9 in addition to the \$32 tipping fee at the South Wake Landfill. FY 2016 is the second full year of the new tip fee.

User Fee Change Summary

User Fee Authorization and Overview

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

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

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

The following fee changes are recommended for FY 2016:

Description	Current Fee	Proposed Fee
Households with incomes below the Federal Poverty Level would pay 20% of the regular fee for a water analysis and households with incomes equal to or up to 250% of the Federal Poverty Level would pay 50% of the regular fee.	\$50	\$10/\$20
Session Law 2013 - 360 (Senate Bill 402) authorizes the local health department to collect LFSE fees directly from the applicant, rather than receiving pass-through funds from the state's consolidated agreement.	\$0	\$75
On-call professional consulting services in the Water Quality and Environmental Health and Safety Divisions	\$0	\$125/Hr
Establish a fee for testing of well water for uranium analysis. Previous testing for uranium was assigned a fee associated with single analyte inorganic testing.	\$20	\$40

Expenditure Highlights

General Fund

The FY 2016 General Fund budget is \$1.143 billion, \$76.5 million more than the FY 2015 Adopted Budget, and includes a property tax increase of 3.65 cents. Following is a summary of all of the major changes to the General Fund.

Board of Elections

The Board of Elections Budget includes a net increase of \$1.86 million to fund two upcoming general elections including the newly established Presidential Preference Primary. Additional expenditures include the creation two of new voting precincts, voting equipment purchase, municipal elections and early voting. This budget increase is primarily due to one-time expenditures for one-stop voting and other activities associated with the Spring Presidential Preference Primary and the May Primary.

Revenue

The Revenue Department is responsible for overseeing the County Revaluation occurring every 8 years. The next revaluation will be in FY 2016. The FY 2016 budget includes funding from the Revaluation Sub-Fund fund balance for expenses related to the 2016 Revaluation cycle. These dollars will cover temporary staffing, form imaging, and updating photos. Also included in the FY 2016 budget are two positions to establish a management structure to support a 4-year revaluation cycle.

Information Services

The department budget has increased by approximately \$670,000 in FY 2016 and this is mostly due to new positions. Information Services has received four new FTEs for FY 2016 and another FTE will be transferred out of the Automation CIP budget and into the General Fund. The department is receiving critical resources to maintain the County's IT infrastructure.

Environmental Services

The Environmental Services FY 2016 budget includes increased expenditures to fund increased workload

demands from a rebounding economy. Included in this expansion amount is funding for three additional food and facility inspectors. Throughout the recession the number of restaurants and facilities grew, since FY 2008 this sector has seen growth of 12.73%. As a result, these two positions have been recommended for funding in order to maintain current coverage rates.

Funding is provided in FY 2016 to support the implementation of the Land Development System. This funding includes all licenses necessary for Environmental Services to integrate and support this project.

Environmental Services has increased outreach for the testing of ground-water and wells over the past two years. As a result, additional funding is provided in the FY 2016 budget to support lab supplies and equipment to support this demand.

Additionally, a Customer Service position is funded in FY 2016 to facilitate quick and prompt customer service to internal and external customers and meet increasing demand for permits as the economy continues to improve.

Community Services

The Community Services FY 2016 budget includes an additional 19.00 FTEs for the opening of Northeast Regional Library in the Spring of 2016. This library was funded through the 2003 library bond building program, but was postponed in 2008 due to the economic recession.

Additionally, FY 2016 includes a \$353,000 increase in overall library book funding to stabilize and increase the collection size for all Wake County libraries. Funding was decreased in 2009 as the building program was halted due to the recession, reinvestment into the book collection will add variety and depth to the current collection to increase circulation countywide.

General Services

The General Services Administration FY 2016 budget includes additional funding to account for utility use changes, security contract increases, building

Expenditure Highlights

contractual agreements, and Justice Center off-warranty contracts and annualizations.

New for FY 2016, General Service's budget includes funding for operating costs for three new buildings opening in FY 2016 - Northeast Regional Library, Brier Creek EMS station and Wakebrook Addiction Treatment Center's 12-bed expansion. GSA will charge back a portion of these costs to departments. Additionally, the GSA budget includes funding a new Public Safety Warehouse lease.

Human Services

The FY 2016 Human Services budget includes an overall increase of \$1.48 million to provide additional resources and expanded services across all divisions. The increase in funding will be used to expand Maternal Care Services, provide ten additional nurses to the School Health program, and two Program Integrity auditors to investigate Social Services fraud.

Additional positions will be added to provide permanent staffing for foster care at Wake House, assistance for the Social Services Energy Assistance Program and a part-time LPN for the Breast and Cervical Cancer Program in Public Health.

The FY 2016 Human Services budget also includes funding for the purchase of vaccines, the Minority AIDS Initiative and the Men's Health Clinic in response to increased revenue from ongoing demand.

City/County Bureau of Identification

The FY 2016 City/County Bureau of Identification (CCBI) budget includes funding for two additional FTEs for fingerprint identification. These positions will provide additional capacity to clear a backlog in fingerprint identifications and meet current workloads.

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

Emergency Medical Services

The FY 2016 budget includes additional funding for 17.0 FTEs, ambulance conversions, and contract agency increases. New FTEs include 4.0 FTEs to convert three 24-hour units to 2x12 staffing and 1.0 FTE to convert a supervisor to 2x12 units.

Wake County EMS will also change the structure of the department in FY 2016, splitting the duties of the Medical Director into two distinct positions, a medical director and department director.

Wake County EMS system has also received funding for various contract agency requests including various base adjustments. Apex EMS will replace one vehicle that will be added to the County fleet lease.

Office of the Sheriff

The Sheriff's Office FY 2016 budget includes additional funding of \$588,145, for law enforcement and detention functions. Additional law enforcement funding in FY 2016 includes the addition of two courthouse deputies. With the expansion of courtroom hours an additional deputy is needed to maintain coverage for security posts as well as courtroom security. Involuntary commitment transportation and year three funding of the DWI task force is also reflected in this budget.

Additional funding for FY 2016 is recommended in support of detention functions. Funding will provide additional resources to meet staffing demands within the jail. Additionally, funding is provided for six nurses to provide care for inmates going through detox and a Health Services Administrator to determine future needs of the health system within the jail.

Non-Departmental

The Non-Departmental budget includes a funding increase to promote economic development throughout Wake County. The Non-Departmental budget also includes increases to various community non-profit agencies (United Arts Council; Healing Place; Pretrial Services; Free the People; Communities in Schools; and East Wake Education Founda-

Expenditure Highlights

tion). Wake County Smart Start, is funded for the first time. The agency will receive approximately \$325,000 for the NC Pre-K program, and this will help the agency leverage additional State funding and ultimately serve 100-200 additional youth (depending upon the amount of funds leveraged from the State). The program prepares four year olds for kindergarten.

The FY 2016 budget also includes additional funding for Cooperative Extension to support the Youth Thrive community collaborative. Youth Thrive is a community driven, collective impact initiative for youth ages 5-19 throughout Wake County.

The FY 2016 budget adds one position with the Soil and Water Conservation District to assist land-owners with conservation measures. Workload within this group has dramatically increased as a result of the 2014 Farm Bill and this position will ensure that the district has sufficient staffing to assist land-owners with the requirements of that bill.

Education

Wake County Public School System

The FY 2016 budget for the school system totals \$386.0 million. This is comprised of the direct appropriation, as well as \$878,054 which will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease. The FY 2016 appropriation represents a 10.0%, or \$44.6 million increase above the FY15 Amended appropriation which includes \$3.75 million approved for teacher salary supplements. This appropriation will bring WCPSS to per pupil funding of \$2,437, an increase of \$237.

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 2016. 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 2016 Budget for Wake Technical Community College is \$19.4 million. Funding is provided for start-up costs to buildings opening at North Campus and an addition to a building opening at the Public Safety Education Training Campus, as well as recurring operating funds to maintain those buildings, and a renovation opening on Main Campus, and to increase IT support at all campuses.

Salaries and Benefits

The adopted budget includes funding for a 3.00 percent performance based pay increase for employees, which is estimated to cost \$5.3 million. In FY 2016 it is anticipated that health insurance costs will increase by \$750,000; the County plans to continue to evaluate these numbers through this summer and will provide the Board of Commissioners with any changes.

General Fund Transfers

The budget includes a dedication of 19.90 cents of the 61.45 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2016 the 19.90 cents represents roughly \$258.3 million.

The transfer to Debt Service funded by sales tax revenues increases from \$34.2 million in FY 2015 to \$38.2 million in FY 2016. 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 2016, the Fire Tax District budget is \$22.2 million.

Of the total budget, approximately \$18.2 million will be distributed to 19 contract fire departments in monthly installments for personnel, operating, and

Expenditure Highlights

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. Minimal adjustments were made for the FY 2016 budget as the Fire Commission committees and Fire Services county staff conduct studies to establish updated cost-share percentages, compensation ranges, standard of cover plans among other best practices.

In addition to contract fire department appropriations, approximately \$3.0 million is to be transferred to capital and/or debt services. The remaining \$935,000 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 2016, the fund equals \$46.8 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statues. Required distributions total about \$12 million with the following agencies receiving a significant portion: \$5.5 million to the Greater Raleigh Convention and Visitors Bureau, \$2.7 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.06 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2016, significant amounts will be directed to the following agencies: \$23.9 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, \$1.3 million to the Town of Cary for its sports facilities, and \$400,000 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 2016 budget for the Solid Waste Fund totals \$13.9 million. Of the total budget, \$5.9 million is designated to Convenience Center operations; \$2.7 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs; and \$4.3 million funds education, closure programs, administration, and transfers to the general fund for support services. The remaining balance of \$1 million is a planned contribution to fund balance since revenues are in excess of expenditures. The FY 2016 budget includes funding for litter clean-up on roads in Wake County which are not interstate roads; this is the third year of this successful initiative.

South Wake Landfill Enterprise Fund

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

The FY 2016 budget for the South Wake Landfill Fund totals \$15.3 million. Of the total budget, \$8.6 million is designated to the operation of the South Wake Landfill, \$4.2 million is for the East Wake Transfer Station in Raleigh, and \$2.5 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2016 tonnage actuals. FY 2016 tonnages are projected to increase slightly based on current trends from 412,000 to 415,000 tons. The amount of tonnage has a

Expenditure Highlights

major impact on the revenues generated within this fund.

Human Services Transportation Fund

The Human Services Transportation Fund, previously located in the Human Services General Fund, was established in FY 2016 to provide access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager. Contractual Services comprise 81% or approximately \$8.80 million of the total FY 2016 budget of \$10.85 million. The remaining \$2.05 million is comprised of operating supplies and administration expenses including the salary and benefits of transportation staff.

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New Expenditure Requests Not Funded

GENERAL GOVERNMENT \$1,407,300

Board of Commissioners \$7,700

- ♦ Scanning Board minutes from 1868 to 1975

County Manager \$197,682

- ♦ Organizational Development Specialist (1.0 FTE)
- ♦ Software system to manage public records requests
- ♦ Communications Assistant (1.0 FTE)

County Attorney \$135,738

- ♦ Litigation Attorney (1.0 FTE)

Board of Elections \$618,322

- ♦ Post-Redistricting Voter Card Mailings
- ♦ Four Sets of Additional Voting Equipment
- ♦ Eight Splits of Existing Precincts

Facilities Design and Construction \$43,330

- ♦ Administrative Assistant (1.0 FTE)

Information Services \$335,960

- ♦ Customer Services IT Analyst (1.0 FTE)
- ♦ Enterprise Records Manager (1.0 FTE)
- ♦ Project Manager for Solutions Development Office (1.0 FTE)
- ♦ CCBI LIMS System Increased Maintenance Expenses

Revenue Department \$68,568

- ♦ Revenue Department Business Officer (1.0 FTE)

COMMUNITY SERVICES \$1,647,000

- ♦ Partial request funding for the Library Book collection

ENVIRONMENTAL SERVICES

\$638,255

- ♦ Department Business Officer (1.0 FTE)
- ♦ Public Health Educator (1.0 FTE)
- ♦ Groundwater Environmental Health Specialist (1.0 FTE)

- ♦ Groundwater administration of Well Interference Ordinance
- ♦ Intern to develop accreditation
- ♦ Groundwater study and stakeholders process

GENERAL SERVICES \$746,832

- ♦ Increase for projected utility and fuel costs
- ♦ Additional housekeeping services at Wake County Office Building
- ♦ Facility lease for EMS/Fire/Emergency Management training center
- ♦ Full-time contract security officer for Animal Center

HUMAN SERVICES \$730,651

- ♦ Public Health Educator at Regional Centers (1.0 FTE)
- ♦ Child Welfare additional program support and training efforts (5.0 FTEs)
- ♦ Vital Records Customer Support (1.0 FTE)
- ♦ Technology Support (1.0 FTE)
- ♦ Corporate Compliance Hotline
- ♦ Intake Assistance at South Wilmington Street Center (1.0 FTE)
- ♦ Customer Service position for Medicaid Transportation (1.0 FTE)
- ♦ Temporary resources for Child Care Subsidy conversion to NCFAST
- ♦ Healthiest Capital County Initiative Administrative Contract

EMERGENCY MEDICAL SERVICES

\$1,572,614

- ♦ Multi-Year contract escalators
- ♦ Training Center upfit costs for audio-visual simulation lab
- ♦ Advance Practice Paramedic program addition (4.0 FTEs)
- ♦ Night Staffing for Advance Practice Paramedic program (2.0 FTEs)
- ♦ Simulation equipment replacement
- ♦ Cary EMS Float Position
- ♦ Cary EMS Deputy Chief
- ♦ Cary EMS administrative costs

New Expenditure Requests Not Funded

- ♦ Apex EMS funding for Chief and administrative position (2.0 FTEs)

EMERGENCY MANAGEMENT \$317,059

- ♦ Equipment replacement
- ♦ Training and Exercise positions (2.0 FTEs)
- ♦ Volunteer and Outreach Coordinator (1.0 FTE)

FIRE SERVICES \$251,289

- ♦ Fire Technology Coordinator(1.0 FTE)
- ♦ Emergency Response Supervisor (1.0 FTE)
- ♦ Fire Services Executive Assistant (1.0 FTE)

SHERIFF'S OFFICE \$1,043,146

- ♦ Software for classification system in Detention
- ♦ Drug and Vice positions (3.0 FTEs)
- ♦ Courthouse Deputies (2.0 FTEs)

NON-DEPARTMENTAL \$656,214

- ♦ Soil and Water Conservation District operating budget increases for various training opportunities (\$5,600)
- ♦ Soil and Water Conservation District budget increases for supplies and memberships (\$4,750)
- ♦ Risk Management Cyber Liability Insurance (\$60,000)
- ♦ United Arts Council additional operating support above what is funded (\$35,000)
- ♦ NC Symphony additional operating support above what is funded (\$20,000)
- ♦ Public Defender's Office Social Work program (\$100,000)
- ♦ New Artsposure grant request (\$25,000)
- ♦ Rolesville Library (cost unknown at this time)
- ♦ WakeEd Partnership Grant (\$6,000)

- ♦ Nessie Foundation for Youth Programs (\$237,000). Would be spread over multiple fiscal years.
- ♦ SmartStart grant request funded at mid-point of requested range. Additional funding needed to provide them with full request (\$162,864)

WAKE TECHNICAL COMMUNITY COLLEGE \$433,873

- ♦ Portion of Information Technology position request

WAKE COUNTY PUBLIC SCHOOL SYSTEM \$3,803,061

TOTAL REQUESTS NOT FUNDED \$13,247,294

Personnel Summary

Department	FY 2015 Adopted	FY 2015 Amended or Transferred Positions	FY 2015 Amended	FY 2016 Amended or Transferred Positions	FY 2016 Reductions	FY 2016 Recommended
General Government						
Board Of Commissioners	3.000	-	3.000	1.000	-	4.000
County Manager	11.000	1.000	12.000	1.000	-	13.000
County Attorney	14.000	2.000	16.000	2.000	-	18.000
Board Of Elections	24.000	-	24.000	-	-	24.000
Budget and Management Services	8.000	-	8.000	-	-	8.000
Facilities Design and Construction	11.000	-	11.000	1.000	-	12.000
Finance						
General Fund	26.000	1.000	27.000	1.000	-	28.000
Debt Service Fund	2.000	-	2.000	-	-	2.000
Finance Total	28.000	1.000	29.000	1.000	-	30.000
Human Resources	24.750	-	24.750	-	-	24.750
Information Services	85.750	-	85.750	6.000	-	91.750
Automation Fund	1.000	-	1.000	-	(1.000)	0.000
Information Services Total	86.750	-	86.750	6.000	(1.000)	91.750
Register Of Deeds	40.000	-	40.000	1.000	-	41.000
Revenue	65.000	-	65.000	2.000	-	67.000
Soil and Water Conservation District	5.000	-	5.000	1.000	-	6.000
Community Services						
CS Management and Budget	4.000	-	4.000	-	-	4.000
Parks, Recreation, and Open Space	34.000	-	34.000	-	-	34.000
Veterans Services	3.500	-	3.500	-	-	3.500
Geographic Information Services	18.000	-	18.000	-	-	18.000
Libraries	216.000	-	216.000	19.000	-	235.000
Planning and Development Services	52.000	-	52.000	-	-	52.000
Community Services Total	327.500	-	327.500	19.000	-	346.500
Environmental Services						
General Fund:						
ES Administration	9.000	(1.000)	8.000	1.000	-	9.000
Environmental Health & Safety	30.000	-	30.000	3.000	-	33.000
Water Quality Division	30.000	6.000	36.000	-	-	36.000
Animal Care, Control and Adoption Center	40.000	-	40.000	-	-	40.000
Total General Fund	109.000	5.000	114.000	4.000	-	118.000
Solid Waste Fund	15.000	-	15.000	-	-	15.000
South Wake Landfill Fund	5.000	-	5.000	-	-	5.000
Environmental Services Total	129.000	5.000	134.000	4.000	-	138.000
General Services Administration						
General Fund:						
Administration/Support	11.000	2.000	13.000	-	-	13.000
Central Services	12.000	(2.000)	10.000	-3.000	-	7.000

Personnel Summary

Department	FY 2015 Adopted	FY 2015 Amended or Transferred Positions	FY 2016 Amended or Transferred Positions	FY 2016 Reductions	FY 2016 Recommended
Facility and Field Services	31.000	-	34.000	3.000	-
Physical Plant	66.000	-	66.000	-	-
Safety and Security	6.000	-	6.000	-	-
Total General Fund	126.000	-	126.000	-	-
Fleet Fund	15.000	-	15.000	2.000	-
General Services Total	141.000	-	141.000	2.000	-
					143.000

Human Services

General Fund:

Social Services	483.000	77.000	560.000	1.000	-	561.000
Child Welfare	239.500	16.000	255.500	2.200	-	257.700
Children, Youth and Family	257.161	(0.041)	257.120	10.033	-	267.153
Public Health	63.250	1.000	64.250	0.500	-	64.750
Health Clinics	161.100	0.750	161.850	7.000	-	168.850
Behavioral Health	2.000	(2.000)	-	-	-	-
Administration and Operations	219.850	9.500	229.350	2.00	(3.000)	228.350
Total General Fund	1,425.861	102.209	1,528.070	22.733	(3.000)	1,547.803
Grants Fund	16.550	1.250	17.800	-	(2.000)	15.800
Affordable Housing Fund	7.750	0.250	8.000	-	-	8.000
Transportation Fund	-	-	-	3.000	-	3.000
Human Services Total	1,450.161	103.709	1,553.870	27.733	(5.000)	1,574.603

Emergency Medical Services

Fire Services	17.000	-	17.000	-	-	17.000
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Emergency Management

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

City-County Bureau of Identification

General Fund	73.500	(2.000)	71.500	2.000	-	73.500
Grants Fund	-	2.000	2.000	-	-	2.000
City-County Bureau of Identification	73.500	-	73.500	2.000	-	75.500
Total						

Sheriff

General Fund:

Law Enforcement	427.000	1.000	428.000	2.000	-	430.000
Detention	523.000	(1.000)	522.000	13.000	-	535.000

Personnel Summary

Department	FY 2015		FY 2016		FY 2016 Recommendations	
	FY 2015 Adopted	Amended or Transferred Positions	FY 2015 Amended	Amended or Transferred Positions		
Grants Fund	5.000	-	5.000	-	-	5.000
Sheriff Total	955.000	-	955.000	15.000	-	970.000
Capital Area Workforce Development	22.000	(4.000)	18.000	-	-	18.000
TOTAL FTEs ALL FUNDS	3,691.661	108.709	3,800.370	100.733	(6.000)	3,895.103

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Personnel Changes Summary

Position Changes from FY 2015 Adopted to FY 2015 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: 111.209 FTEs

General Government: 4.00 FTEs

County Manager: 1.00 FTE

- ♦ 1.00 FTE - One Intergovernmental Relations Manager added to the County Manager's Office.

County Attorney: 2.00 FTE

- ♦ 2.00 FTEs - Two Child Welfare Paralegals added to the County Attorney's Office.

Finance: 1.00 FTE

- ♦ 1.00 FTE - Transfer from Behavioral Health closeout to Finance Internal Audit to monitor the Alliance Behavioral Health contract

Environmental Services: 5.00 FTEs

- ♦ 0.00 FTE - One position transferred from Administration to Water Quality
- ♦ 5.00 FTEs - Five FTEs added for septic inspections of new development

Sheriff: 0.00 FTE

- ♦ 0.00 FTE - Transfer of a position between Law Enforcement and Detention.

General Services: 0.00 FTE

- ♦ 0.00 FTE - Transfer of two positions between Central Services and Administration

Human Services: 102.209 FTEs

- ♦ 86.00 FTE - Forty Six Case Managers, nine Program Specialist, nine Senior Case Managers, seven Administrative Assistants, six Supervisors, four Customer Service Representatives, two Fiscal and Policy Analysts, one Accountant, one Information Technology Technician and one

Program Manager added for continued implementation of NC FAST

- ♦ 17.00 FTE - Eleven Human Service Senior Practitioners, three Supervisor II, two Program Managers and one Human Service Technician added due to additional funding from NCDHHS to reduce Child Welfare caseloads
- ♦ 1.00 FTE - One Administrative Services Coordinator added to arrange Ryan White financial assistance for fees-for-service referrals
- ♦ 1.00 FTE - Added due to a system error in Spring of FY 2014 which deleted 1.00 FTE and reported incorrectly in the FY 2015 Personnel Ordinance
- ♦ (1.00) FTE - Transfer from Behavioral Health closeout to the Grants and Donations Fund to match the actual Ryan White Part B grant funding source
- ♦ (1.00) FTE - Transfer from Behavioral Health closeout to Finance Internal Audit to monitor the Alliance Behavioral Health contract
- ♦ (0.50) FTE - Abolished due to the Behavioral Health final closeout
- ♦ (0.25) FTE - Transfer to the Affordable Housing Fund from Health Clinics to provide additional Administrative Assistant support to the Director
- ♦ (0.041) FTE - Abolished third decimal place on several nurse positions to correspond with all other Human Service positions

Grants and Donations Fund: 3.25 FTEs

Human Services: 1.25 FTE

- ♦ 1.00 FTE - Transfer from Behavioral Health closeout to match actual Ryan White Part B grant funding source
- ♦ 0.25 FTE - In the FY 2015 Personnel Ordinance 1.00 FTE was abolished in error rather than 0.75 FTE

Personnel Changes Summary

City-County Bureau of Investigation: 2.00 FTE

- ♦ 2.00 FTE - Transfer of two positions from the General Fund to the Grants Fund for the Governor's Highway Safety Program grant

Affordable Housing Fund: 0.25 FTE

- ♦ 1.00 FTE - Social Worker added to the Affordable Housing Fund to issue Tenant Based Rental Assistance through the Housing Opportunities for Persons with AIDS (HOPWA) program
- ♦ (1.00) FTE - Abolished due to an error in the FY 2015 Personnel Ordinance which counted one position twice
- ♦ 0.25 FTE - Transfer from Health Clinics to the Affordable Housing fund to provide additional Administrative Assistant support the Director

Capital Area Workforce Development Fund: (4.00) FTEs

- ♦ (4.00) FTEs - Abolished four positions due to extended vacancies from reduced grant funding

TOTAL POSITION CHANGE:

110.709 FTEs

***Departments with no change to FTE authorization FY 2015 Adopted to FY 2015 Amended Budget:**

- ♦ Board of Commissioners
- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Human Resources
- ♦ Information Services
- ♦ Register of Deeds
- ♦ Revenue Department
- ♦ Soil and Water Conservation
- ♦ Community Services
- ♦ Fire Services
- ♦ Emergency Medical Services
- ♦ Emergency Management
- ♦ Corporate Fleet Fund

Personnel Changes Summary

Position Changes from FY 2015 Amended to FY 2016 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: 92.733 FTEs

General Government: 15.00 FTEs

Board of Commissioners: 1.00 FTE

- ♦ 1.00 FTE - One Executive Assistant to provide Board of Commissioner support

County Manager: 1.00 FTE

- ♦ 1.00 FTE - One FTE added within the communications Office to support Human Services

County Attorney: 2.00 FTEs

- ♦ 1.00 FTE - One Real Estate Attorney
- ♦ 1.00 FTE - One Claims Adjuster

Facilities Design and Construction: 1.00 FTE

- ♦ 1.00 FTE - One Real Estate Specialist added

Finance: 1.00 FTE

- ♦ 1.00 FTE - One Deputy Director added

Information Services: 6.00 FTEs

- ♦ 1.00 FTE - One customer support specialist added
- ♦ 3.00 FTE - Three IT Engineers
- ♦ 1.00 FTE - Transfer from CIP Automation Fund to the General Fund
- ♦ 1.00 FTE - One FTE added within the Communications Officer for graphic design

Register of Deeds: 1.00 FTE

- ♦ 1.00 FTE - One Computer Systems Administrator to support the eRecording application

Revenue: 2.00 FTE

- ♦ 1.00 FTE - One Revenue Deputy Assessor
- ♦ 1.00 FTE - One Revenue Appraisal/Collection Manager

Community Services: 19.00 FTEs

- ♦ 19.00 FTEs - Nineteen FTEs added for the opening of Northeast Regional Library

Environmental Services: 4.00 FTEs

- ♦ 3.00 FTEs - Three Environmental Health Specialists added
- ♦ 1.00 FTEs - One Customer Service Representative position added

General Services: 0.00 FTEs

- ♦ 0.00 FTEs - Transfer of two positions between Facility and Field Support and Central Services

Human Services: 19.733 FTEs

- ♦ 7.00 FTE - 1.75 Physician Extender, 1.75 Nurse, 1.75 Nurse Aide and 1.75 Customer Service Representative for new maternal care services at the Millbrook Center and expanded clinic operations at the Sunnybrook location
- ♦ 10.00 FTE - Ten Public Health School Nurses add to support WCPSS general population
- ♦ 2.20 FTE - One full-time and two part-time Human Service Technicians to replace temporary staffing at Wake House
- ♦ 2.00 FTE - Two Program Integrity Auditors added to assist in the investigation of referred Food and Nutrition cases
- ♦ 0.50 FTE - One part-time Human Service Technician for the Social Services Energy Assistance Program
- ♦ 0.50 FTE - One part-time LPN added to the Public Health Breast and Cervical Cancer Program
- ♦ 0.50 FTE - One part-time Human Service Technicians restored due to FY 2015 ordinance error
- ♦ 0.033 FTE - Added 0.033 FTE to several Nurse positions from mid-year abolishment that affected benefits of filled positions

Personnel Changes Summary

- ♦ (3.00) FTE - Transfer three positions from Administration and Operations Division in General Fund to Transportation Fund

Emergency Medical Services: 17.00 FTEs

- ♦ 12.00 FTEs - For the conversion to three ambulances from 24 hour staffing to 2x12 staffing
- ♦ 1.00 FTE - One Supervisor Conversion
- ♦ 1.00 FTE - One Scheduler added
- ♦ 1.00 FTE - One Training Specialist added
- ♦ 1.00 FTE - One Medical Director converted from contract to full time
- ♦ 1.00 FTE - One EMS Department Director added.

Soil and Water Conservation District: 1.00 FTE

- ♦ 1.00 FTE - One Conservation Specialist Added

City/County Bureau of Identification: 2.00 FTEs

- ♦ 2.00 FTE - Two positions added for fingerprint analysis

Office of the Sheriff: 15.00 FTEs

- ♦ 6.00 FTEs - Six Nurse positions added to staff a detox unit within the jail
- ♦ 6.00 FTEs - Six Detention Officers added as overhires
- ♦ 2.00 FTE - Two Deputy Sheriff added for court-house functions
- ♦ 1.00 FTE - One Health Systems Administrator added within Detention.

Corporate Fleet Fund: 2.00 FTEs

General Services Administration: 2.00 FTEs

- ♦ 2.00 FTEs - Two Master Mechanics added

CIP Automation Fund: (1.00) FTEs

Information Services: (1.00) FTEs

- ♦ (1.00) FTEs - Transfer from CIP Automation Fund to the General Fund

Grants and Donations Fund: (2.00) FTEs

Human Services: (2.00) FTEs

- ♦ (2.00) FTE - Abolished two positions due to the loss of the NC DHHS Farmworkers Health Grant

Human Services Transportation Fund: 3.00 FTEs

- ♦ 3.00 FTEs - Transfer three positions from Administration and Operations Division in General Fund to Transportation Fund

TOTAL POSITION CHANGE: 94.733 FTEs

***Departments with no change to FTE authorization FY 2015 Amended to FY 2016 Adopted:**

- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Human Resources
- ♦ Fire Services
- ♦ Emergency Management
- ♦ Housing and Community Revitalization
- ♦ Capital Area Workforce Development
- ♦ Solid Waste Management Fund

Schedule of Interfund Transfers

Revenues - Transfers In	From	From	From	From
To Fund	General Fund	Fire Tax District	Major Facilities	County Capital Projects
General Fund			1,403,000	
Debt Service	221,042,000	962,000	79,000	
Special Revenue Funds				
Grants and Donations Fund	127,916			
Housing and Community Revitalization				830,000
Capital Project Funds				
County Capital Projects	28,158,000			
Fire Tax Capital Projects		2,051,000		
Major Facilities Capital Proj.s			1,000,000	
Solid Waste Capital Projects				
WCPSS Capital Projects	43,708,000			
Wake Tech Capital Projects	3,522,000			1,500,000
Enterprise Funds				
Corporate Fleet Fund				
Solid Waste Management				
Totals	\$ 296,557,906	3,013,000	2,482,000	2,330,000

Revenues - Transfers In (continued from above)	From		From	From	From
To Fund	Solid Waste Management	South Wake Landfill Fund	WCPSS Capital Projects	Major Facs Capital Projects	Total Transfers In
General Fund	450,000		878,054		2,731,054
Debt Service					222,083,000
Special Revenue Funds					
Grants and Donations Fund					127,916
Housing and Community Revitalization					830,000
Capital Project Funds					
County Capital Projects			258,000		28,416,000
Fire Tax Capital Projects					2,051,000
Major Facilities Capital Proj.s					1,000,000
Solid Waste Capital Projects					
WCPSS Capital Projects					43,708,000
Wake Tech Capital Projects					5,022,000
Enterprise Funds					
Corporate Fleet Fund					
Solid Waste Management		1,022,799			1,022,799
Totals	\$ 450,000	1,022,799	878,054	258,000	306,991,769

Schedule of Interfund Transfers

Expenditures - Transfers Out		To	To	To	To	To
From Fund	General Fund	Debt Service	Housing and Community Revitalization	County Capital Projects	WTCC Capital Projects	
General Fund		221,042,000		28,158,000		3,522,000
Special Revenue Funds						
Fire Tax District		962,000				
Major Facilities	1,403,000	79,000				
Capital Project Funds						
County Capital Projects			830,000			1,500,000
Major Facilities Capital Projects					258,000	
WCPSS Capital Projects	878,054					
Enterprise Funds						
Solid Waste Management	450,000					
South Wake Landfill						
Totals	\$ 2,731,054	222,083,000	830,000	28,416,000		5,022,000
Expenditures - Transfers Out (continued from above)		To	To	To	To	To
From Fund	Fire Tax Capital Fund	Major Facilities Capital	Solid Waste Capital	Solid Waste Enterprise	Grants and Donations Fund	
General Fund						127,916
Special Revenue Funds						
Fire Tax District	2,051,000					
Major Facilities		1,000,000				
Capital Project Funds						
County Capital Projects						
WCPSS Capital Projects						
Enterprise Funds						
Solid Waste Management						
South Wake Landfill				1,022,799		
Totals	\$ 2,051,000	1,000,000		1,022,799		127,916
Expenditures - Transfers Out (continued from above)		To	To		Total Transfers Out	
From Fund	Corporate Fleet Fund	WCPSS Capital				
General Fund		43,708,000				296,557,916
Special Revenue Funds						
Fire Tax District						3,013,000
Major Facilities						2,482,000
Capital Project Funds						
County Capital Projects						2,330,000
Major Facilities Capital Projects						258,000
WCPSS Capital Projects						878,054
Enterprise Funds						
Solid Waste Management						450,000
South Wake Landfill						1,022,799
Totals	\$	43,708,000				306,991,769

General Fund Revenue Summary

Description	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
TAXES					
Property Taxes	\$ 684,676,704	737,930,000	737,930,000	799,893,000	8.4%
Sales Tax	141,340,059	147,883,570	147,883,570	163,631,000	10.6%
Other Taxes	3	—	—	—	—
Lease/Rental	2,752,926	2,550,000	2,550,000	2,550,000	—
Vehicle Tax					
Lease/Rental Heavy Equipment Tax	14,956	—	—	—	—
Payment in Lieu of Taxes	1,253,222	1,231,685	1,231,685	1,232,587	0.1%
Real Property Transfer Tax	8,666,734	9,443,000	9,443,000	10,640,000	12.7%
Subtotal	838,704,603	899,038,255	899,038,255	977,946,587	8.8%
FEDERAL SHARED REVENUES					
Environmental	—	—	—	—	—
Human Services	10,185,228	11,283,694	11,225,097	11,162,626	(1.1)%
Affordable Housing	—	—	—	—	—
Libraries	—	—	—	—	—
Public Safety	314,291	313,176	313,176	188,176	(39.9)%
Transportation	601,659	—	—	—	—
FEMA	149,091	—	—	—	—
Other	—	—	—	—	—
Human Services	—	—	—	—	—
Subtotal	11,250,268	11,596,870	11,538,273	11,350,802	(2.1)%
STATE SHARED REVENUES					
ABC 5 Cent Bottle	282,461	255,000	255,000	255,000	—
Beer & Wine	861,667	877,200	877,200	877,200	—
Environmental	130,237	159,780	159,780	121,256	(24.1)%
Human Services	72,128,111	68,623,416	77,213,533	76,331,586	11.2%
Libraries	533,622	525,000	525,000	400,000	(23.8)%
Public Safety	—	—	—	—	—
Transportation	1,984,063	2,083,832	1,955,225	7,500	(99.6)%
Other	4,016,619	1,525,500	1,525,500	1,525,500	—
Subtotal	79,936,781	74,049,728	82,511,238	79,518,042	7.4%
LOCAL SHARED REVENUES					
ABC Board	8,832,818	4,000,000	4,000,000	4,000,000	—
Human Services	—	—	—	—	—
Libraries	—	344,466	344,466	—	(100.0)%
Public Safety	—	—	—	—	—
Other Local	100,537	98,100	105,390	66,850	(31.9)%

Description	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
Subtotal	8,933,355	4,442,566	4,449,856	4,066,850	(8.5)%
LICENSES AND PERMITS					
Licenses	227,306	229,778	229,778	243,111	5.8%
Permits	4,474,357	4,486,181	4,541,681	4,589,681	2.3%
Subtotal	4,701,663	4,715,959	4,771,459	4,832,792	2.5%
CHARGES FOR SERVICES					
Environmental	369,714	421,598	421,598	419,000	(0.6)%
Solid Waste Fees	—	—	—	—	—
Client Fees	1,012,293	1,137,250	1,149,400	1,117,550	(1.7)%
Insurance	780,909	847,600	848,200	850,600	0.4%
Medicaid Fees	17,455,421	15,531,339	15,598,039	12,167,711	(21.7)%
Medicare Fees	44,716	28,300	32,800	32,900	16.3%
Pharmacy Fees	—	—	—	—	—
HS Reimbursements	695,135	848,648	1,015,355	848,648	—
Other	6,750	7,500	7,500	7,500	—
Inspection Fees	823,354	845,190	845,190	891,362	5.5%
Library Fees	425,873	459,000	459,000	466,250	1.6%
Parks & Recreation Fees	132,570	130,130	130,130	150,374	15.6%
EMS Fees	23,230,274	23,518,002	23,518,002	23,518,002	—
Facility Use Fees	260,586	288,200	288,200	248,300	(13.8)%
Fire/Rescue Fees	265,995	242,709	242,709	281,039	15.8%
Sheriff Fees	4,195,572	4,528,300	4,528,300	4,093,400	(9.6)%
Transportation Fees	947,593	944,156	944,156	—	(100.0)%
Internal Fleet Services Fees	—	—	—	—	—
Planning Fees	650,157	426,250	425,750	452,050	6.1%
Court Facility Fees	1,339,434	1,450,000	1,450,000	1,517,500	4.7%
Parking Fees	750,596	718,000	718,000	898,000	25.1%
Rental/Lease Income	496,184	352,320	352,320	311,244	(11.7)%
Record Fees	4,582,413	4,809,731	4,809,731	4,496,667	(6.5)%
Reimbursements	2,223,640	2,022,635	2,422,957	2,740,671	35.5%
Tax Collection Fees	796,400	758,000	758,000	812,500	7.2%
Vending Income	895,943	449,000	449,000	449,000	—
Other	1,510,886	1,245,770	1,245,770	1,314,650	5.5%
Subtotal	63,892,407	62,009,628	62,660,107	58,084,918	(6.3)%
INVESTMENT EARNINGS	46,776	45,264	45,264	10,922	(75.9)%
MISCELLANEOUS					

General Fund Revenue Summary

Description	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
Sale of Materials & Fixed Assets	151,509	296,874	296,874	243,483	(18.0)%
Miscellaneous Revenue	1,286,969	1,427,107	1,427,107	1,048,044	(26.6)%
Subtotal	1,438,477	1,723,981	1,723,981	1,291,527	(25.1)%
OTHER FINANCING SOURCES					
Capital Lease/Installment Purchases	13,796	—	—	—	—
Appropriated Fund Balance	—	5,372,283	10,571,507	2,279,506	(57.6)%
Subtotal	13,796	5,372,283	10,571,507	2,279,506	(57.6)%
TRANSFERS	3,350,145	3,427,466	3,427,466	3,581,054	4.5%
TOTAL REVENUE	\$ 1,012,268,272	1,066,422,000	1,080,737,406	1,142,963,000	7.2%

General Fund Expenditure Summary

County Departments	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
General Government					
Board Of Commissioners	\$ 482,934	525,654	528,552	564,906	7.5%
County Manager	1,394,541	1,482,086	1,470,600	1,778,713	20.0%
County Attorney	1,637,393	1,767,364	1,825,779	2,142,048	21.2%
Board Of Elections	3,120,750	3,506,196	3,633,085	5,763,595	64.4%
Budget And Management Services	641,588	760,140	752,974	789,676	3.9%
Facilities Design & Construction	1,093,801	1,230,174	1,228,575	1,376,246	11.9%
Finance Department	2,139,628	2,228,050	2,292,862	2,476,935	11.2%
Human Resources	1,790,669	1,943,090	1,978,271	2,004,767	3.2%
Information Services	11,710,242	12,546,247	12,658,139	13,216,052	5.3%
Register Of Deeds	2,493,535	2,767,352	2,764,718	2,879,449	4.1%
Revenue Department	5,905,377	8,732,523	8,733,032	9,659,510	10.6%
Capital Lease	13,796	—	—	—	—
Subtotal	32,424,256	37,488,876	37,866,587	42,651,897	13.8%
Community Services					
Community Services Management and Budget Office	539,512	471,634	512,714	565,559	19.9%
Parks, Recreation and Open Space	2,747,882	2,613,453	2,651,727	2,687,298	2.8%
Planning, Development and Inspections	3,887,098	4,402,270	4,358,400	4,475,599	1.7%
Veterans Services	226,953	240,731	240,731	240,918	0.1%
Geographic Information	1,732,537	1,741,349	1,743,000	1,755,483	0.8%
Libraries	17,825,950	18,651,951	18,705,179	19,578,614	5.0%
Subtotal	26,959,931	28,121,388	28,211,751	29,303,471	4.2%
Environmental Services					
Environmental Services Administration	748,364	735,617	806,057	950,006	29.1%
Environmental Health & Safety	2,082,043	2,416,536	2,438,237	2,675,496	10.7%
Water Quality	2,703,508	2,811,780	3,373,977	3,171,280	12.8%
Animal Care, Control and Adoption Center	2,767,526	3,064,726	3,011,006	3,071,566	0.2%

General Fund Expenditure Summary

County Departments	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
Subtotal	8,301,441	9,028,659	9,629,277	9,868,348	9.3%
General Services Administration					
Administration / Support	1,470,078	1,438,833	1,723,112	1,629,220	13.2%
Physical Plant	7,333,821	7,414,118	7,393,042	7,679,083	3.6%
Central Services	941,766	907,572	981,211	812,033	(10.5)%
Safety and Security	2,988,567	3,109,433	3,358,387	3,224,097	3.7%
Criminal Justice/ General Government	782,519	1,012,282	1,073,144	1,052,258	3.9%
Facility and Field Services	6,241,565	7,016,667	6,796,738	7,017,970	0.0%
Utilities	5,559,136	5,659,893	5,659,893	5,726,527	1.2%
County Building Agreements	—	—	—	—	—
Subtotal	25,317,452	26,558,798	26,985,527	27,141,188	2.2%
Human Services					
Social Services	70,240,892	72,064,957	78,222,248	77,150,719	7.1%
Economic Self Sufficiency					
Child Welfare	22,278,130	23,155,811	25,272,738	24,284,336	4.9%
Children Youth and Family	16,245,503	17,607,172	17,547,732	18,412,011	4.6%
Public Health	5,540,225	5,695,672	6,080,540	6,056,003	6.3%
Health Clinics	16,313,976	17,067,476	17,011,449	17,534,251	2.7%
Behavioral Health	603,049	—	—	—	—
Administration and Operations	25,680,164	27,818,272	29,165,036	21,640,796	(22.2)%
Transportation	—	—	—	—	—
Behavioral Health - MCO	23,702,558	25,392,146	26,801,732	25,206,868	(0.7)%
Local Management Entity	2,168	—	—	—	—
Human Services Reserves	—	—	984,871	—	—
Subtotal	180,606,665	188,801,506	201,086,346	190,284,984	0.8%
Medical Examiner					
Medical Examiner	239,550	204,200	204,200	379,200	85.7%
Subtotal	239,550	204,200	204,200	379,200	85.7%
Emergency Medical Services					

General Fund Expenditure Summary					
County Departments	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
Emergency Medical Services	33,297,874	35,038,616	35,146,452	36,895,529	5.3%
Subtotal	33,297,874	35,038,616	35,146,452	36,895,529	5.3%
Fire Services					
Fire Services	1,230,722	1,553,858	1,558,228	1,666,498	7.2%
Emergency Management	590,507	—	—	3,234	—
Subtotal	1,821,229	1,553,858	1,558,228	1,669,732	7.5%
Emergency Management					
Emergency Management	—	676,619	687,331	723,654	7.0%
Subtotal	—	676,619	687,331	723,654	7.0%
Emergency Communications					
PS Communications	1,113,721	1,163,039	1,163,039	1,196,076	2.8%
Subtotal	1,113,721	1,163,039	1,163,039	1,196,076	2.8%
Raleigh/Wake City-County Bureau of Identification					
Support Services	1,474,668	1,562,426	1,562,273	1,541,929	(1.3)%
Investigations	1,543,066	1,478,018	1,478,018	1,539,264	4.1%
Crime Lab	1,218,677	1,604,469	1,532,759	1,448,697	(9.7)%
Administration	1,031,952	1,067,672	1,137,265	804,042	(24.7)%
Forfeitures	—	—	—	—	—
Subtotal	5,268,363	5,712,585	5,710,315	5,333,932	(6.6)%
Sheriff					
Law Enforcement	36,107,714	37,951,553	37,954,367	38,102,946	0.4%
Detention	36,977,470	37,541,665	37,541,665	37,978,417	1.2%
Subtotal	73,085,184	75,493,218	75,496,032	76,081,363	0.8%
Non-Departmental					
Public Agencies	1,481,251	1,491,053	1,491,053	2,200,728	47.6%
Memberships	426,794	474,133	474,133	521,274	9.9%
Non-departmental	2,596,459	6,578,836	3,335,914	8,664,408	31.7%
Health Benefits	5,774,859	5,977,013	5,881,628	5,977,013	—
Risk Management - Cost of Claims	1,287,171	1,374,203	1,374,203	1,374,203	—
Subtotal	11,566,534	15,895,238	12,556,931	18,737,626	17.9%
Transfers to Other Funds					
Transfers	232,443,000	286,531,000	286,531,000	297,280,000	3.8%

General Fund Expenditure Summary

County Departments	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Change from FY 2015 Adopted
Subtotal	232,443,000	286,531,000	286,531,000	297,280,000	3.8%
Education					
Wake County Public School System	327,496,020	337,676,400	341,426,400	386,000,000	14.3%
Wake Technical Community College	16,190,938	16,478,000	16,478,000	19,416,000	17.8%
Subtotal	343,686,958	354,154,400	357,904,400	405,416,000	14.5%
Expenditure Totals \$	976,132,157	1,066,422,000	1,080,737,416	1,142,963,000	7.2%

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General Government Budget Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Board Of Commissioners	482,934	525,654	528,552	564,906
County Manager	1,394,541	1,482,086	1,470,600	1,778,713
County Attorney	1,637,393	1,767,364	1,825,779	2,142,048
Board Of Elections	3,120,750	3,506,196	3,633,085	5,763,595
Budget And Management Services	641,588	760,140	752,974	789,676
Facilities Design & Construction	1,093,801	1,230,174	1,228,575	1,376,246
Finance Department	2,139,628	2,228,050	2,292,862	2,476,935
Human Resources	1,790,669	1,943,090	1,978,271	2,004,767
Information Services	11,710,242	12,546,247	12,658,139	13,216,052
Register Of Deeds	2,493,535	2,767,352	2,764,718	2,879,449
Revenue Department	5,905,377	8,732,523	8,733,032	9,659,510
Capital Lease	13,796	—	—	—
Expenditure Totals	\$ 32,424,256	37,488,876	37,866,587	42,651,897

Board Of Commissioners

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 434,858	477,663	444,212	498,295
Contractual Services	5,031	2,388	23,388	4,888
Supplies, Materials and Other Charges	43,045	45,603	60,952	61,723
Expenditure Totals	\$ 482,934	525,654	528,552	564,906
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	3.00	3.00	3.00	4.00

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

The Board adopted a balanced budget of \$1,066,422,000 for FY 2015. This was the first time the county budget eclipsed \$1 billion. The approved budget included a 4.4 cent tax increase, raising the property tax rate to 57.8 cents per \$100 of assessed property value.

The approved budget reflected the board's priorities on education, community health and public safety. A seven-year Capital Improvements Plan included in the FY 2015 budget earmarks \$1.4 billion in investments to the Wake County Public School System's 2013 CIP; Wake Technical Community College's 2012 CIP and county long-range capital plans.

Education

In 2015, the Wake County Public School System received \$10.2 million in funding from the county, representing the largest portion of spending in the budget.

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

Board Of Commissioners

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

Wake Technical Community College has continued to grow and expand its campuses across the county in order to meet the growing demand for continuing education and to meet workforce needs in Wake County's increasingly competitive job market. Last year, Wake Tech's student enrollment topped 22,000, as the state's largest community college system continues to grow.

Responding to that growth, Wake Tech has plans underway as part of its CIP to expand the North Wake Campus and recently opened a new facility for adult education training.

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

Economic Growth

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

Community Health

Over the past year, Wake County funded 18 new staff members to focus on a variety of community health issues; including health inspectors; child protective service staff; and additional school nurses. The County also enhanced its STD prevention program

and implemented the NC Fast program, which serves to meet new Food & Nutrition and Medicaid eligibility goals.

Public Safety

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

FY 2016 DISCUSSION

The Board of Commissioners' budget increased by \$39,252 from the FY 2015 Adopted Budget. This increase is due to adding a new position to further support the Commissioners and the current staff. The primary and state mandated responsibility of Board of Commissioners' staff is to maintain all meeting minutes and to make them available to citizens in a timely manner. This new position will support that work, as well as directly support Commissioners in scheduling meetings, preparing letters, fielding phone requests and performing research in order for Commissioners to better respond to citizen requests and inquiries.

The Board's Goals are:

Growth:

The Board of Commissioners intends to approach the county's continued growth in a proactive manner so as to accommodate these changes while preserving our environment and the character of our individual communities.

Mobility:

The Board wants to improve Wake County's existing transportation infrastructure while increasing accessibility to transit options such as public transit, bike lanes and the increased connectivity of local, regional and statewide greenway systems.

Education:

The Board of Commissioners places a priority on providing and promoting robust educational opportunities for the children of Wake County, from early education to continued work force training.

Fiscal Strength:

Wake County has consistently maintained its AAA credit rating throughout the recent recession largely due to the continuously prudent strategies of financial management. The Board intends to continue this practice of fiscal strength through the implementation of sound financial management practices and policies as well as engaging in long-range financial planning.

People and Culture:

The Board recognizes the diversity of Wake County's population and strives to achieve an interdisciplinary approach to seek out and harness the strengths of our multi-faceted community and develop policies that reflect positive values, enhance our local culture, maintain our safety and improve our quality of life.

Community Health:

The Board of Commissioners strives to promote and protect our community health, as well as the health of each Wake County citizens. With this in mind, the Board is committed to promoting an effective mental and physical health system of care that benefits all residents and the county as a whole.

Social and Economic Vitality:

With all of the county's strengths, the Board understands that there is always a need for improvement. The Board has made it a goal to develop policies and actionable strategies to improve economic and social opportunities in vulnerable communities through strategic partnerships that will serve to strengthen each and every part of Wake County. In doing so, the Board will serve to increase employment opportunities, improve housing conditions and community vitality.

Great Government:

A great county is best served by great government. The Board of Commissioners is committed to promoting its vision of a county government that empowers, protects and serves its citizens and partners with all levels of government through a culture of respect, collaboration and innovation.

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

HORIZON ISSUES

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

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

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

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

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

County Manager

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,195,367	1,369,406	1,282,920	1,602,018
Contractual Services	145,882	60,937	125,937	121,456
Supplies, Materials and Other Charges	51,385	48,574	58,574	52,070
Debt	1,907	3,169	3,169	3,169
Expenditure Totals	\$ 1,394,541	1,482,086	1,470,600	1,778,713
Revenues:				
Charges For Services	\$ 240	-	-	-
Transfers	12,000	12,000	12,000	12,000
Revenue Totals	\$ 12,240	12,000	12,000	12,000
Number of FTE's	11.00	11.00	12.00	13.00

DEPARTMENT PURPOSE AND GOALS

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds. The County Manager department budget includes county Management staff and related operating costs, as well as the Communications Office staffing and operating costs.

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

Communications Office

The Wake County Communications Office is a key part of the County Manager's Office. It is responsible

for informing Wake County's 3,800 employees, as well as the more than one million people who call our community home, about issues and innovations that affect them. Based on that charge, the Communications Office carries out four important goals:

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

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

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

efficiencies save time and money, and highlight the good work our employees are doing. In essence, they tell the Wake County story.

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

MAJOR ACCOMPLISHMENTS

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

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

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

FY 2016 DISCUSSION

The County Manager's Office budget increased by \$296,627 from the FY 2015 Adopted Budget. This increase is due to adding one new position and converting two positions. Also, there were increases in the areas of contracts and professional services to help further support the communications needs of Wake County citizens and employees.

In January of FY 15, the Board of Commissioners approved the hiring of one position to head up Intergovernmental Relations work for the County. This position is housed within the County Manager's office and will work directly with the County Manager and Board of Commissioners to coordinate on legislative issues with all departments. These intergovernmental activities include work with the

state legislature, state government and federal agencies.

The Communications Office which is a housed within the County Manager's Office is undergoing some organizational changes to better meet the communications needs of Wake County employees, citizens and stakeholders. The two new position conversions in this budget will support the new office structure and enable the county to develop and execute an effective internal communications strategy, enhance external communications, and better promote the good work it does.

In FY 2016, 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 2016 that provides for the needs of a growing community with many service expectations.

A significant focus of the County Manager's office is to provide leadership in pursuing and recommending multi-jurisdictional, regional and/or public-private solutions to community issues. In FY 2016, continued focus will be on the 800 Mhz Radio System, Wake County Transit Plan, managed care operations, animal shelter services, mental health service delivery, and community partnerships.

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

The County Manager's Office also provides leadership in evaluating the effectiveness of our economic development policies and strategies. In FY 2016, 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.

County Manager

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

In FY 2016, work will continue with the Wake County Public School System and Wake Technical Community College to implement capital programs and implement operating budget strategies that reflect education as a priority in Wake County and focus on student achievement.

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

HORIZON ISSUES

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

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

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

County Attorney

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,554,501	1,650,038	1,708,453	1,951,765
Contractual Services	3,726	10,208	10,208	60,208
Supplies, Materials and Other Charges	79,167	107,118	107,118	130,075
Expenditure Totals	\$ 1,637,393	1,767,364	1,825,779	2,142,048
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	14.00	14.00	16.00	18.00

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

MAJOR ACCOMPLISHMENTS

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

FY 2016 DISCUSSION

The Attorney's FY 2016 budget increased by \$374,684 from the FY 2015 Adopted Budget to \$2,142,028 which resulted from four approved expansions and small adjustments.

On January 20, 2015, the Board of Commissioners approved the addition of two paralegals to support the work of the Child Protective Services Attorneys in the Office of the County Attorney. The Child Welfare division of Human Services was approved an increase of 17 positions on this date, as well. This expansion of

County Attorney

\$144,176 represents the full year cost of these positions.

One Real Estate Attorney is added in this budget (\$104,370) to meet the needs associates with school site acquisitions, resumption of Open Space acquisitions, library construction, county leases, and other projects to meet the County's real estate goals.

A Claims Adjuster is included in the budget in the amount of \$50,250 to support the Risk Management Specialist as growth in incident reports, involvement in litigation, fiscal administration and training to promote awareness increases.

The County Attorney will receive funding of \$50,000 for contracted services to address growth in litigation.

Board Of Elections

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,203,499	1,523,284	1,520,789	1,627,441
Contractual Services	1,091,891	1,121,574	1,213,195	2,713,356
Supplies, Materials and Other Charges	825,360	861,338	847,441	1,299,298
Capital Outlay	—	—	51,660	123,500
Expenditure Totals	\$ 3,120,750	3,506,196	3,633,085	5,763,595
Revenues:				
Charges For Services	\$ 320,250	20	79,422	801,415
Miscellaneous	109	200	200	200
Revenue Totals	\$ 320,358	220	79,622	801,615
Number of FTE's	19.50	24.00	24.00	24.00

DEPARTMENT PURPOSE AND GOALS

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

MAJOR ACCOMPLISHMENTS

Completed mandatory election training for appointed and substitute precinct officials serving in the 2014 General Election with a total of 55 classes and 122 instructional hours.

Successfully conducted the 2014 General Election with all 200 precincts open.

Planned and executed early voting for the 2014 General Election, providing 607.5 hours of voting for 10 days at nine locations.

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

Relocated nine Wake County polling places.

Filed candidates for Soil and Water Conservation District Supervisor races in the 2014 General Election.

Determined funding for 2nd Primary, and conducted the Town of Wake Forest and City of Raleigh Bond Referendums in the 2014 General Election.

Began preparations and work sessions for the 2016 Primary and 2016 Presidential Preference Elections.

Divided office into concentrated voter and precinct official assistance teams with supervisors for better management.

Hired an additional 5.00 FTE's to take over the tasks previously managed by year-round temporary employees. Tasks include logistics management,

Board Of Elections

geocoding and addressing, IT and early voting site support, polling place management, and precinct official recruitment.

Fulfilled 46 public records requests for voter, district, and election information.

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

FY 2016 DISCUSSION

The Board of Election's budget increased by \$2.26 million from the FY 2015 Adopted Budget to \$5.76 million which resulted largely due to expansions from five scheduled elections during FY 2016, as well as additional one time needs for equipment and precincts.

NCGS 163-227.2(b) mandates County Board of Elections provide voting hour's equivalent to the amount of hours provided in the previous equivalent election. In 2012, Wake County provided 1,658 hours of early voting at 16 voting sites in a 17 day time period. To comply with State statute for the 2016 elections Wake County is required to provide this same level of service, but within a 10 day time period. To provide 1,658 hours of early voting in a 10 day time span with the same operational hours as previous early voting, Board of Election will need to open additional locations which requires the purchase of additional equipment comprised of one M-100 Tabulator, one AutoMARK device and one AutoMARK table per location. One auxiliary set will be purchased based on the current ratio of backup device per operational devices.

Wake County has approximately 629,000 registered voters spread across 200 precincts, an average of 3,145 voters per precinct. Across all 100 North Carolina counties, the State average of voters per precinct totals 2,330 and for the top five urban counties there is an average of 2,940. Wake County ranks 90th in the average voters per precinct, with Mecklenburg and Durham the only two urban counties with a higher precinct average. Of the 138 precincts above state average, 19 of Wake's precincts have more than 5,000 registered voters. The largest of

Wake's precincts is 20~13 in Cary/Morrisville with 8,537 registered voters, 1,000 more than the next largest precinct. Funding is provided to split 20~13 into three precincts to better accommodate voters within that district.

In previous presidential election cycles, the Presidential Preference contest, nominating individuals to be selected as candidates by their respective parties, appeared on the May Primary ballot. NCGS 163-213.2, passed in 2013, requires all future Presidential Preference Primaries be held as a standalone election starting in March 2016. Essentially, counties are now mandated to provide two full primaries in one fiscal year. Board of Election's fiscal year 2016 base budget includes funding for the May 2016 Primary; however, additional funding has been provided to open and operate all 200 precincts during the newly required Presidential Preference Primary.

As mandated by NCGS 163-284, Wake County Board of Elections must conduct elections for all municipalities within its jurisdiction. On October 6, 2015 the City of Raleigh and Town of Cary will hold their biannual municipal elections, of which, the County will be reimbursed at 100% by the respective municipalities for associated expenses as required by the aforementioned State statute. Election's staff will open and operate 143 precincts for these municipal elections.

As mandated by NCGS 163-284, Wake County Board of Elections must conduct elections for all municipalities within its jurisdiction. On November 10, 2015 Election's staff will open 62 precincts for the following municipalities to hold their biannual municipal elections: Angier, Apex, Durham, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Rolesville, Wake Forest, Wendell and Zebulon; of which, the County will be reimbursed at 100% by the respective municipalities for associated expenses as required by the aforementioned State statute. The addition of a State Bond Referendum would require additional precincts to open, in turn increasing the County's expenditures and reducing the reimbursable revenue.

Pursuant to NCGS 163-227.2 passed in 2014, Wake County must offer at least 603 hours of early voting per primary contest held. Early voting, for the Presidential Preference Primary and the May 2016 Primary, must be completed within ten days and prior to the date of each primary. For the 2012 Presidential May Primary, Board of Elections operated nine early voting locations with approximately 281 temporary staff. The FY 2016 budget includes early voting funding for both primaries.

During FY 2016, management will adjust staff resources and responsibilities related to the potential of five elections, and prepare for the 2016 Presidential Election. Staff will monitor the budget for necessary overtime due to the amount of elections and additional staff needed to manage voter registration drives, increase in supplies, early voting and polling places, and precinct and early voting officials.

Additionally, the voter identification requirement takes effect for all 2016 elections. Staff and election officials must be prepared and trained in all new procedures for handling voter identification for absentee by mail, early voting, and Election Day. Precinct official appointment for the 2015-2017 period will be conducted in August of 2015. In-person and online training for precinct officials will be provided.

The redistricting of Wake County Board of Education districts, including the countywide redistricting of nine existing districts and the creation of a new jurisdiction that will consist of two at-large districts will be completed. In addition, voter and district data will be analyzed in preparation for Wake County Commissioner redistricting.

HORIZON ISSUES

Determine funding required for 2016 Presidential Election, including significant increases in early voting sites, precinct officials, voting equipment, and election supplies.

Prepare and analyze costs of legislation changes that could result in the requirement for the use of electronic pollbooks in all precincts.

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

Wake County's AT&T contract that provides the Centrex service which allows for modemming in election night results will expire in September of 2017. New methods must be researched and vetted to ensure timely and successful election night result reporting.

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

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

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

Prepare for implementation of voter identification procedures for all future North Carolina elections.

Board Of Elections

Summary of Services and Performance Measures

Service Area: Voter Registration

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Voter Registration	651,341	635,000	650,000	650,000

Service Area: Election Equipment Maintenance

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Failure rate of election equipment on election day and early voting	1	1	5	5

Service Area: Training

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	94	95	97	97

Service Area: Precinct Management

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Percentage of polling places with accurate supplies for election day and/or early voting	97	98	99	99

Budget And Management Services

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 602,022	729,738	727,572	759,274
Contractual Services	11,931	2,800	2,800	2,800
Supplies, Materials and Other Charges	27,635	27,602	22,602	27,602
Expenditure Totals	\$ 641,588	760,140	752,974	789,676
Number of FTE's	8.00	8.00	8.00	8.00

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

During FY 2015, 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 2015 budget, and this represents the 18th year in a row that the County has received this important recognition.

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

BMS staff participated in the North Carolina Local Government Budget Association Summer 2014 and Winter 2015 Conferences, leading sessions on Request for Proposal evaluations and participating in NCFast roundtables.

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

BMS successfully facilitated and completed a transportation consultant study review leading to the creation of a new special revenue fund and formation of a strategic implementation team.

FY 2016 DISCUSSION

The Budget and Management Services budget increased by \$29,536 from the FY 2015 Adopted Budget as a result of annualization of merit.

Facilities Design & Construction

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,043,110	1,166,388	1,158,593	1,310,482
Contractual Services	613	—	—	—
Supplies, Materials and Other Charges	43,366	63,708	61,266	65,686
Capital Outlay	6,712	78	8,716	78
Expenditure Totals	\$ 1,093,801	1,230,174	1,228,575	1,376,246
Revenues:				
Transfers	\$ 100,000	100,000	100,000	100,000
Revenue Totals	\$ 100,000	100,000	100,000	100,000
Number of FTE's	10.00	11.00	11.00	12.00

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

Facilities Design & Construction

decisions regarding funding and development of capital projects based on life-cycle costs (i.e., cost of facility over its anticipated service). (8) New

MAJOR ACCOMPLISHMENTS

The Department managed a variety of projects in FY 2015. Accomplishments include:

Continued implementation of the Criminal Justice Master Plan by nearing completion of the multi-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the existing Courthouse. This includes completion of renovations to portions of the upper floors (7, 9, 11, and 12), abatement, fire protection, and lighting replacement of the upper level of the Courthouse parking deck, and design, bidding and beginning construction for the renovation of the Salisbury Street Lobby. Also began renovation and modernization of the full height public elevator cabs 1-4. These projects will be the final phases of this long-term improvements plan.

Fire and EMS: (1) Began construction of new Brier Creek EMS Station at an existing site at Raleigh Durham Airport property to replace existing metal building structure with County prototype EMS station. (2) Completed facility improvements to Bay Leaf Station #3, which has been converted to be primarily an EMS station shared with Bay Leaf Fire Department. (3) Began land acquisition investigations and preliminary design for a new EMS station in the New Hope area of northeast Raleigh and for a replacement station for the existing District Drive EMS station.

County Buildings Improvements include: (1) Completed renovations to the east side of the Ground Level and 1st Floor of Human Services Sunnybrook Center for new central public health intake functions and relocation of WIC Services (Women & Infant Children). (2) Completed renovations to Human Services Swinburne Center for new central intake function. (3) Began construction of renovations to Community Services Center. (4) Began first phase of multi floor renovations and improvement plans for the Wake County Office Building, to include building systems replacements, and new interior upfits for

several previously unrenovated floors. (5) Completed replacement of the boiler serving the Wake County Office Building. (6) Began construction, in partnership with UNC Hospital System, for a 12-bed expansion to the 111 Sunnybrook Building at WakeBrook Mental Health Campus. (7) Completed design and permitting for Phase II asphalt replacement project at Blue Jay Point County Park. Construction is expected to be complete by fall 2015.

Completed the following repairs for Crabtree Creek Watershed Protection System: (1) Construction and installation of new siphon control on structure 2, Hatchers Grove; (2) Completed Emergency Action Plans for final review for structures 3 (Bond Lake), 5A (Page Lake), and 20A (Brier Creek); and (3) Construction plans and permitting for slide gate replacement for sites 3 and 5A. Construction is expected to be complete for Sites 3 and 5A by Fall 2015.

Library Projects include: (1) Began construction of Northeast Regional Library, which had been suspended since 2008. (2) Began design for upgrades to Southeast Regional Library. (3) Began design for new Middle Creek Library. (4) Began advanced planning for new Regional Library in downtown Cary and new branch library in Fuquay à; Varina.

Major Facilities Trust Fund Projects include: (1) Completed replacement of 2,250 stadium seats; completed renovation and repairs to stadium joints/sealants in the upper and lower sections; completed installment of a new LED scoreboard; and completed renovation of the front entry plaza and associated lighting at Five County Stadium. (2) Completed second phase of lighting replacements for both Marbles Museum and IMAX Theatre Building. (3) Began working with Marbles on their new 20 year Master Plan for their campus.

Community Development Block Grant (CDBG): (1) Completed construction for Anderson Street paving project in Wendell. (2) Completed construction of sidewalk and bridge improvements along Shepard School Road in Zebulon. (3) Completed design and permitting for sidewalk improvements along 2nd Street in Apex. Construction expected to be

complete in summer 2015. (4) Completed design and permitting for sidewalk, storm drainage, and road improvements along Main Street in Knightdale. Construction expected to be complete in summer 2015. (5) Design and permitting for sidewalk, storm drainage, water connections, and road improvements on Caddell Street in Wake Forest, expected spring 2015. Construction expected to start summer 2015. (6) Design and permitting for sidewalk and storm drainage improvements on Young Street in Rolesville, expected spring 2015. Construction expected to start summer 2015. (7) Design and permitting for sidewalk and storm drainage improvements on Church Street in Morrisville, expected spring 2015. Construction expected to start summer 2015. (8) Assisted HCR (Housing and Community Revitalization) in evaluating and preparing cost estimates for two proposed FY16 projects.

Parks and Recreation and Open Space: (1) Construction is expected to be completed by summer 2015 on various capital improvements projects at six (6) county park facilities and one school park based on priorities listed in the annual facility condition assessments. Park facilities included: American Tobacco Trail, Blue Jay Point, Crowder District Park, Lake Crabtree, North Wake Landfill, Oak View, and Fuquay-Varina Elementary School Park. These projects included: gate replacements, construction of new asphalt entries on gravel trails, storm drainage, and landscape improvements, asphalt trail repairs, historic building siding replacement, repairs and painting, and shelter structural improvements. (2) Completed detailed facility condition assessments for all county and school park facilities. (3) Monitored construction of a new high adventure ropes course at Blue Jay Point County Park, completed in March 2015 by a private partner. (4) Completed a Master Plan for Mountain Bike Trails at Harris Lake County Park. Construction is expected to be completed for Phase I of the trails by summer 2015. (5) Completed the conceptual design of a new accessible kayak/canoe launch area and associated access paths at Lake Crabtree County Park. (6) Design was started for the development of updated Master Plans for all eight existing Wake County parks facilities. The Master Plan updates are expected to be completed by the end of summer 2015. (7) Construction of phase II of the

Tenant House at Oak View County Park is expected to be completed in spring 2015. Phase II includes interior renovations, installation of windows and doors, and construction of exterior masonry fireplaces.

Open Space Nature Preserves: (1) Construction of Robertson's Mill Pond Nature Preserve access is expected to be completed in summer 2015. The preserve will provide canoe and kayak opportunities on a unique cypress mill pond in the eastern part of Wake County. (2) Design and permitting of the Turnipseed Nature Preserve is expected to be completed in summer 2015. The preserve will provide access and hiking opportunities through unique wetland and various natural communities in the eastern part of Wake County. Construction is anticipated to start in Fall 2015.

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

North Wake Landfill: (1) Completed the construction of Convenience Center 7 at the North Wake Landfill site. Improvements included: new convenience center drop off bays, improved circulation, new park access road and parking, new operator facility, and building storage renovations. (2) Design and permitting for the renovations to the multi-material, tire operations, and household hazardous waste areas. Construction is expected to start in summer 2015.

South Wake Landfill: (1) Completed construction of drainage and roadway improvements to the gravel access road around Feltonsville landfill, located within the South Wake Landfill. (2) Started the design for significant improvements to the Northeast District of the South Wake Landfill. This includes expansion and improvements to the convenience center, household hazardous waste, multi-material facility, access roads, office areas, and tire operations transfer station. Schematic Design is expected to be completed in spring 2015, with an anticipated construction start in spring 2016. (3) Completed the geo-physical survey for determination of limits and depth of waste around the area of the Northeast District portion of the South Wake Landfill. (4)

Facilities Design & Construction

Design of a new phase of gas extraction lines expected to be completed in spring 2015. Construction is expected to start in summer 2015.

Convenience Centers: (1) Completed design and permitting of road widening and improved site access for Convenience Center 8 on Highway 98. Construction is expected to be completed by summer 2015. (2) Completed conceptual redesign of Convenience Center 11 in Wendell. This includes expansion and improved circulation of the existing facility. (3) Completed design of concrete pad and drainage improvements at six convenience center sites and one sound wall at Convenience Center 4. Construction is expected to be completed by fall 2015.

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

Real Estate/Landrights Management: 1) Completed acquisition of the 457 acre Buffalo Creek Assemblage adjacent to the 84 acre Robertson's Mill Pond Nature Preserve in eastern Wake County, (2) Acquired two strategic parcels that filled in and connected several large tracts of open space and parkland in the Little River Area; (3) Secured easements to the City of Durham and the Town of Cary for municipal sewer extensions; (4) Assisted Housing & Community Revitalization and worked with municipal and institutional partners to dispose of various County surplus properties. (5) Assisted Wake County Public School System in the land acquisition of three elementary school sites and a middle school site; (6) Acquired property and negotiated easements and other landrights for three future EMS stations and three libraries; (7) Researched and located suitable office/warehouse spaces and negotiated lease agreements and amendments as needed for various County agencies and programs. The above activities involved negotiations of interlocal agreements,

Fee-Simple acquisitions, leases, easements, right-of-ways, and encroachment agreements as required to implement capital projects included in the Capital Improvement Program and numerous other County initiatives.

Continued to make significant progress on implementing key recommendations of the Wake County Water and Sewer Plan and other Board initiatives. Key accomplishments include: (1) Continued to serve on the Jordan Lake Partnership as the various partners completed the initial submission of a new Jordan Lake water allocation application to NC DENR. The County Assisted the Town of Cary in the specifics of the allocation request as they related to RTP South. (2) The Jordan Lake Partnership, including Wake County, completed the Triangle Regional Water Supply Plan. The plan was recognized by the North Carolina chapter of the American Planning Association with an Outstanding Planning Award for Comprehensive Regional Planning. (3) Completed the construction of the Cape Fear Sewer Phase II through RTP. The project included the installation of over 6,400 linear feet of gravity sewer line and the decommissioning of an existing pump station.

FY 2016 DISCUSSION

The Facilities, Design and Construction FY 2016 proposed budget is increased by \$146,072 from the FY 2015 Adopted Budget. The department will receive increased funding to hire a second Real Estate Specialist to better handle the additional landrights workload. The number of real estate assignments is projected to be at 197 in FY 16 which is a 77% increase from 2014 and represents the highest level since 2006 when there were 210 assignments but when there were two Real Estate Specialists. An additional Real Estate Project Manager will return the department to a higher level of real estate service by bringing workloads down to a manageable level which will ensure quality work, adherence to timelines and alignment with the goals of the department. Also, the \$50,000 vacancy rate which was included in the FY 2015 budget will be eliminated because FDC plans to be fully staffed in FY 2016.

Other Issues for FY 2016: The Facilities Design and Construction department will continue to play a lead role in the development and execution of the County's Capital Improvement Program and in the handling of real estate assignments. Major projects that impact departmental activities in the upcoming fiscal year include the following: (1) Complete final phases of implementation to the multi-year Courthouse Improvements Plan. (2) Continue implementation of the 2007 Libraries Master Plan. (3) Ongoing implementation of the 2008 EMS Station Master Plan.

Construction schedules for Facilities Design & Construction are: (1) Complete construction of the Brier Creek EMS Station on RDU Airport property. (2) Continue planning for space that has been vacated at the Wake County Office Building and the Courthouse upon occupancy of the new Justice Center. (3) Complete construction of the expansion to the WakeBrook Campus, in partnership with UNC Hospitals. (4) Complete next planned upgrade project for existing Southeast Regional Library; Complete construction of Northeast Regional Library; Begin construction of Middle Creek Library; and proceed with planning and design of next projects on the Library Facility Master Plan. (5) Begin new cycle of comprehensive, multi-year Facility Condition Assessment process for a majority of County buildings to be completed in phases over the next seven years. (6) Continue building envelope and building systems upgrade projects and roof replacements to various County owned buildings as defined in Facility Condition Assessment database. (7) Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park. (8) Continue implementation of the Master Plan for the North Wake Landfill Borrow Site, in partnership with the City of Raleigh and the Wake County Public School System.

Real Estate/Landrights Management: (1) Support Capital Program with acquisitions for libraries, EMS stations, and other County initiatives. (2) Continue to support Open Space Acquisitions and agricultural lease management. (3) Assist school system in evaluations and acquisitions for up to 10 new school

sites. (4) Manage surplus property disposition. (5) Negotiate new leases for Human Services expansions and other County departments and assist Housing and Community Revitalization on foreclosures and evaluations of housing project proposals, appraisals, landrights, and manage regulatory coordination with new industries in RTP. (6) Assist with ongoing real estate/landrights issues including negotiations related to Solid Waste sites and other miscellaneous easements and encroachment agreements.

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

HORIZON ISSUES

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

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

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

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

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

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

Continue to professionally manage all County real property assignments to support Capital Improvement Programs, Open Space Preservation

Facilities Design & Construction

Program, surplus property, and assist WCPSS land acquisitions.

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

Description: Capital Program Planning and Implementation.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of projects completed in accordance with County's CIP schedule	90	87	90	95
Percentage of projects within Budget	98	98	99	100
Percentage of projects meeting or exceeding County energy efficiency standards	100	100	100	100
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	100	100	100

Service Area: Real Estate and Landrights Management

Description: Real Estate and Landrights Management.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of real estate/landrights issues resolved within planned time	82	75	90	90

Finance Department

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,849,764	1,996,977	1,987,354	2,246,763
Contractual Services	211,851	171,782	238,967	164,341
Supplies, Materials and Other Charges	78,014	59,291	66,541	65,831
Expenditure Totals	\$ 2,139,628	2,228,050	2,292,862	2,476,935
Revenues:				
Charges For Services	\$ 3,900	6,650	6,650	6,650
Miscellaneous	239,678	176,095	176,095	176,095
Revenue Totals	\$ 243,578	182,745	182,745	182,745
Number of FTE's	26.00	26.00	27.00	28.00

DEPARTMENT PURPOSE AND GOALS

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

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

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

The Risk Management Reporting and Insurance Division works with the County's insurance broker to manage the County's insurance program. The County is self-funded to a retention level of \$1,000,000 for workers' compensation and liability claims and procures excess insurance for claims in excess of the retention amount. The division also procures high deductible property insurance and required bonds for the County. The Division distributes claims expenditures to County departments quarterly, provides quarterly loss and expenditure reports, administers the County's driving policy, reviews vendor contract insurance requirements, and manages the Filehandler claim system.

The Internal Audit Division serves the citizens of Wake County by providing objective assurance and consulting services to those with program oversight and decision making responsibility. These services are designed to add value and improve the organization's operations.

The major goals of Internal Audit are to: 1) help the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve business processes; 2) review the effectiveness of internal control over program performance and efficiency, reporting, compliance with regulations, and safeguarding assets; and 3) promote proper stewardship of public resources by investigating allegations or suspicions of improper activity.

MAJOR ACCOMPLISHMENTS

The County has maintained an "Aaa" bond rating from Moody's Investors Service since 1973, an "AAA" rating from Standard & Poor's Corporation since 1983, and an "AAA" rating from Fitch since 2000. These consistently strong bond ratings are a clear indication of the sound financial condition of the County. The County is one of the few counties in the country that maintains the highest financial rating from all three major rating agencies. This achievement is a key factor in receiving lower interest rates on general obligation bonds issued for capital expenditures, providing the lowest cost of debt to the taxpayer. The County's bond ratings were last affirmed in March 2015.

Since 2012, Wake County voters have authorized \$1.010 billion in new general obligation bonds; \$810 million for the WCPSS CIP 2013 building program and \$200 million for the Wake Tech 2012 building program. These bonds, plus library bonds authorized in 2007 but unissued, are planned to be issued through 2017 to meet the capital needs of Wake County. In preparation of these significant bond issues, Finance prepared and coordinated site visits to the County to allow all three rating agencies the opportunity to directly hear and see information concerning the County's demographics, economic overview and recent announcements, and finances and debt profile. Subsequent to the site visits, working with the County's financial advisor and bond counsel, Finance modeled and facilitated the sale of two bond issues in FY 2015, totaling \$439.24 million, in support of WCPSS, Wake Tech, and libraries capital projects.

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

The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2014. The County has received this recognition for 31 consecutive years.

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 eleventh year in a row, Wake County Procurement Services was one of a small number of governmental units throughout the Carolinas to receive this award. A formal presentation of the award was made in February 2015 at the CAPG Spring Conference.

In 2015, Finance staff continued to work with Information Services staff to implement a pilot program for electronic content management system (ECM) that will streamline travel approval and reimbursement for County staff. The efficiency gained in the implementation of this pilot program will be used to justify a broader ECM project that will encompass contracts approval and monitoring, invoicing and payments, P-card transactions, as well as vendor management. The broader project is expected to be implemented beginning in fiscal years 2016 and 2017.

Finance staff implemented a web-based vendor self-service (VSS) system that allows vendors to activate and access their vendor information on-line. This will help to streamline the vendor management

Finance Department

functionality and begin to move the County towards a web based procurement process.

Internal Audit recovered over \$2.2 million owed the County for behavioral health services provided during the transition to a managed care model. The recovery was related to claims incurred prior to the effective date of the transition but not paid until after that date. The recovery required months of research and negotiation. Since then, Internal Audit has actively participated in reviewing behavioral health contracts and invoices as refinements to the new model continue.

The division identified a security risk related to the County's cash wire transfers and worked with information services, finance staff and our banking partner to mitigate the risk. Significant amounts of business activities are conducted using bank wires.

Internal Audit completed numerous other projects, such as reviewing not-for-profit fire department financial statements and capital asset records, analyzing grants reporting, constructing electronic data processes to analyze large segments of information and developing various fiscal policies and procedures. The division regularly responds to requests for assistance from various departments adding value throughout the County.

FY 2016 DISCUSSION

The Finance Department budget increased from FY 2015 Adopted to FY 2016 Recommended by \$248,885 due to reducing the vacancy rate from \$100,000 in FY 2015 to \$50,000 for FY 2016 and funding a Deputy Finance Director position. A Deputy Finance Director will ensure that this critical county department will perform at a projected service level which will realign some of the day to day duties that the current Finance Director is performing to this new position as well as for succession planning purposes. Adding this position will mean that the Director can have a more outward focus, both with other departments and outside of the organization to complete longstanding organization wide projects and implement new initiatives which will ultimately serve to advance the work of the

department in a way that will lead to better fiscal management and oversight countywide.

County General Fund revenues slightly decreased as total rebates were received were lower compared to prior years. The E-payables rebate generated a total of \$91,528 in rebates during fiscal year 2015 for 2014 activity, compared to \$89,225 for fiscal year 2013. Procurement card rebates generated \$122,525 during the fiscal year ending June 30, 2015 again for fiscal year 2014 activity, compared to \$136,051 for fiscal year 2014.

In the coming year Internal Audit will focus on: 1) continuing cash receipts reviews throughout the County; 2) improving contracting and oversight procedures for grants to external organizations; 3) enhancing fiscal policies and procedures and training personnel on implementation; 4) assisting departments implementing new information technology systems; and 5) expanding electronic data analysis to identify trends and anomalies. Internal Audit will also continue responding timely to requests for assistance from departments as needs arise.

The County will continue the next phase of funding current building programs, and \$397.1 million of bonds are planned to be sold in FY 2016. Finance will also be active in planning and modeling of future building programs. There exists some debt and cash funding capacity for future capital projects without a tax increase in the future, but the timing and distribution of that capacity will require planning and strategy to generate capacity in the earlier years. There are many competing programs and competing needs for future capital programs. During FY 2016, Finance will be actively involved with modeling the timing of future building programs and financing strategies for those programs. Finance will also continue to work with the County's transit partners to move forward with the planning process for the Wake County Transit Investment Strategy in preparation for a half-cent sales tax referendum for transit. Finance staff will continue its role in developing and modeling scenarios for transit and assist in developing interlocal agreements that further define finance and governance.

HORIZON ISSUES

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

Internal Audit staff will continue their series of reviews of internal control over cash receipts functions in the County. These reviews are designed to identify improvements needed in accounting processes, cash safeguarding, and customer service.

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Summary of Services and Performance Measures

Service Area: Debt Management, Financial Planning and Investment Services

Description: Support the Board of Commissioner's key strategic focus area of "Fiscal Strength and Stewardship". Support Board's goal of continuing to exercise sound financial management and ensure Wake County's long-term fiscal strength by (1) issuing and managing debt, (2) perform long-term capital planning, (3) modeling debt affordability and

property tax increases (if required) to finance the County's capital needs while continuing Wake County's success as a AAA/AAA/Aaa rated credit, and (4) investing the County's dollars for safety, liquidity, then yield adhering to NC Investment Statutes and the County's own internal policies.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	100
The County's bond rating is reaffirmed with each bond issuance. The County's goal is to receive a AAA/AAA/Aaa rating with each new issuance.	100	100	100	100
The County's is required to make all debt service payments on time 100% of the time.	100	100	100	100
The County's is required to report annually to the SEC. The goal is to not have to report any material events.	100	100	100	100

Service Area: Accounting

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Child daycare payments are processed w/in 2 business days of State file availability	12	12	12	12
Percent of time that deposits are made daily in the Finance department	100	100	100	100
Percent of vendor payments that are made electronically.	31	42	45	60

Service Area: Procurement

Description: 1) Procure supplies, materials, equipment and services to support the functional needs of County agencies in carrying out their duties. 2) Review contracts for compliance to purchasing law

and County policy. 3) Manage the Bid/Proposal process to ensure compliance with General Statutes and County policy.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of time that bid awards are not 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
An annual award is issued each year to those units of governments that have demonstrated high standards in the purchasing profession.	100	100	100	100

Service Area: Reporting

Description: 1) Timely completion of comprehensive annual financial report required using GAAP reporting and receiving unmodified opinion from external auditors. 2) Timely, accurate

completion of Single Audit report for grant compliance reporting. 3) Timely, accurate completion of monthly interim statements provided to key management.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
% that an Unmodified Audit Opinion is received for annual audit.	100	100	100	100
An annual certificate is issued each year from the GFOA to those units of government that have issued a Comprehensive Annual Financial Report that meets the requirements of the program.	100	100	100	100
The BOC has adopted a fund balance policy to ensure that the County continues to meet its AAA Bond Rating requirements	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.

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of experience modifier annually determined by independent actuary for similar position classifications. The modifier should be less than 75%.	80	80	80	80
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

Human Resources

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,698,513	1,831,501	1,828,882	1,893,221
Contractual Services	–	–	37,800	–
Supplies, Materials and Other Charges	92,156	111,589	111,589	111,546
Expenditure Totals	\$ 1,790,669	1,943,090	1,978,271	2,004,767
Revenues:				
Charges For Services	\$ 128	–	–	–
Miscellaneous	78	–	–	–
Revenue Totals	\$ 206	–	–	–
Number of FTE's	25.00	24.75	24.75	24.75

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

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

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

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

MAJOR ACCOMPLISHMENTS

One of the Human Resources Department goals is to "Deliver services and programs which are highly valued by our customers and viewed by other organizations as a model." The Department is well on its way to achieving that goal in FY2015.

All department projects and initiatives are aligned under at least one of six central departmental goals:

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

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

Proactive:

The Department made significant changes to the recruitment application and process including transforming the County's position posting to sparkle with personality so that applicants think, "this organization is for me" showcasing the County's culture and commitment to employees, improving the application system user experience, and adding features to assist with applicant screening and selection.

The Department implemented its first Disaster Recovery Plan to ensure mission essential functions would continue during an emergency or disaster.

Human Resources also implemented an On Call Survey for Departments to complete regarding their on call and call back procedures. This tool will help Human Resources determine if employees are waiting to engage or engaged to wait.

Results-Oriented:

The Department was recognized with several awards including Triangle Business Journal top 25 Healthiest Employer based on the County's commitment to health and wellness and a National Association of Counties Achievement Award based on the County's commitment to employee training.

Human Resources implemented its first performance scorecard in FY2015. The scorecard is a report that displays a collection of key performance indicators (KPIs) together with performance targets (benchmarks) for each KPI. It measures performance against goals. The scorecard is based on a collection of key performance indicators, each of which represents an aspect of organizational performance. Taken together, these KPIs provide a snapshot of organizational performance at a particular point in

time. The Human Resources Department is measured in nine key performance categories ranging from internal workload and cost to external retention and workforce planning. For most measures, a baseline value is reported, indicating the actual results for those measures in the prior years. Targets, or benchmarks as the Department likes to call them, have been set for each measure. Targets are set to either maintain high levels of performance or to drive improvement, such as decreasing the number of days to fill a vacancy. Of all key performance indicators, twenty-nine were given a performance rating. The Department currently meets or exceeds targets in more than fifty percent of the measures and is on target for more than twenty percent.

The Employee Relations team successfully reduced the County's Unemployment Insurance liability and implemented an internal mediation process to assist managers and supervisors with an additional tool to resolve workplace issues.

In an effort to cross train staff and keep skills up to date, seven HR staff completed the SHRM Essentials of HR Management Program.

Accountable:

Because of an accounting standard change and state law, the Finance Department contracted with an external firm, Elliott Davis, CPA, to conduct a compliance audit. The Payroll team was part of that audit. The results of the audit were positive and revealed no errors or issues.

Collaborative:

One of the most significant projects in FY2014 was recruiting and hiring a new County Manager, Jim Hartmann. In FY 2015, the Department had over ten executive recruitments. To improve the executive recruitment process, the Department partnered with Information Services to implement an executive recruitment brochure. In addition, the Department created a new executive level assessment center and hiring process. These new tools will assist the Department with executive recruitments in the future.

Customer-focused:

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

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

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

The Compensation team conducted a labor market study of seventy-seven classifications. The study included data on salaries and economic conditions, which resulted in adjustments to thirty-five pay bands.

The Benefits team implemented a new vendor for Vision and expanded the Employee Health Center services to covered spouses. The Department also revised Education Involvement Leave to now include time for Community Involvement and Volunteering.

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

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

FY 2016 DISCUSSION

The Human Services budget increased by \$61,677 from the FY 2015 adopted budget. This increase includes annualization of merit, benefit changes and other small personnel adjustments.

HORIZON ISSUES

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

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

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

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

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

The HRSM team is researching and testing retirees using ESS for Open Enrollment instead of a paper process. This would eliminate nine hundred paper forms and data entry of those forms. This team is also researching back scanning of personnel and position files so that the Department can implement a complete electronic file.

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

Summary of Services and Performance Measures

Service Area: Benefits and Wellness

Description: Design, selects, implements, administers, and evaluates all benefit and wellness programs for employees and retirees, communicates, coaches, and educates employees on benefit plan

details, develops cost containment strategies, and encourages a work/life balance within a healthier lifestyle.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of employee participation in wellness	54	55	60	40
Percent of Employee Health Center Capacity Used	32	40	40	40

Service Area: Employee Relations

Description: Consults and coaches employees, supervisors, or managers on workplace issues, facilitates both the discrimination and non-discrimination grievance processes, investigates

complaints, provides policy-related training and administers the exit interview and unemployment programs.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of grievances resolved internally	82	85	85	80
Percent exit interview participation	40	45	50	50
Percent of Unemployment Insurance Liability Reduced	88	90	95	80

Service Area: Recruitment, Compensation, and Classification

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

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Average days to fill a position from posting	45	50	50	45
Efficiency				
Percent of voluntary turnover	10	9	7	7
Percent of employees at midpoint	45	49	50	40
Effectiveness				
Percent of new hires retained after one year	95	95	95	95
Percentage of positions filled the first time posted	78	80	90	90

Service Area: Human Resource Systems Management (HRSM)

Description: Provide system management, support, and improved technology efficiencies for all human resource applications utilized by the Wake County Resource Department to implement/enforce business processes and procedures including HR/Payroll, LMS, eRecruitment, and self-service applications.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Percent of departments using MSS leave request	15	25	50	50

Service Area: Payroll

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Payroll accuracy rate	198	198	198	198
Percent of electronic W2 participation	31	35	40	40
Efficiency				
Percent reduction in paper checks	38	38	40	40

Service Area: Training and Organizational Development

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of facilitation hours	657	750	1,000	1,000
Output				
Number of employees trained	1,503	1,600	1,900	1,900
Effectiveness				
The average training evaluation score	4	4	4	4

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Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 8,154,794	8,677,441	8,674,331	9,316,113
Contractual Services	2,844,813	3,055,275	3,170,277	3,143,294
Supplies, Materials and Other Charges	710,635	813,531	813,531	756,645
Expenditure Totals	\$ 11,710,242	12,546,247	12,658,139	13,216,052
Revenues:				
Charges For Services	\$ 5,891	7,500	7,500	7,500
Revenue Totals	\$ 5,891	7,500	7,500	7,500
Number of FTE's	83.75	85.75	85.75	90.75

DEPARTMENT PURPOSE AND GOALS

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

Information Services has four primary goals. These are:

- 1) Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations;
- 2) Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs;
- 3) Re-Engineering - Identify and implement re-engineering efforts that will reduce costs for

internal operations and expenses incurred by County departments; and

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

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

IS has established a strong technology foundation from which to build new services, roles and partnerships. In FY 2016, the department will continue to transform services and delivery in pursuit of organizational vision: to be recognized and valued for collaboration and leadership in the delivery of citizen-centric solutions.

MAJOR ACCOMPLISHMENTS

Over the past fiscal year, Wake County Government captured several state and national technology awards. Leading the way was the County's partnership with the leading online platform for restaurant reviews, Yelp, to make sanitation scores for food establishments more accessible. The North Carolina Association of Government Information

Officers recognized the Yelp project with its Excellence in Communication Award for Biggest Impact with a Small Budget, while the National Association of County Information Officers recognized the project with its Award of Excellence. Our partnership with Yelp promotes transparency of public information and allows Wake County residents and visitors to access restaurant ratings and inspections in conjunction with other searchable data such as location, type of food, and price availability, on yelp.com.

During the current fiscal year, Information Services also received a pair of awards from the Center for Digital Government. We captured a 2014 Digital Counties Survey Award and ranked 8th among large counties in the United States for use of technology. Also, our public website, WakeGOV.com, was ranked 4th among U.S. County websites in the 2014 Best of the Web competition.

Through partnering with our Communications Office, we earned more awards from the N.C. Association of Government Information Officers. These included Excellence in Printed Publication for the 2013 Wake County Accomplishments Report and a Broadcasting Programming Award for a Breast Cancer Awareness Video. We also took top honors in the Annual Report category for Graphic Design from the North Carolina City & County Communicators group. All of these are a tribute to the talent and workmanship of our Digital Media & Design Services manager, Chris Smith, who was honored with the Ernie Seneca Lifetime Award for Excellence in Public Service by the N.C. Association of Government Information Officers.

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

customers; and 4) Improve access to County information and services.

FY 2015 proved to be a very productive year, with 65 projects completed by IS staff. IS teams currently have more than 60 initiatives underway, which will continue into FY 2016. Examples of projects completed during FY 2015, aligned by the department's four goals, follow:

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

By using a 7-year technical infrastructure Capital Improvement Planning model maintained by the IS Department, significant core infrastructure updates were accomplished in FY 2015. Examples include:

Network Upgrades/Implementations: In FY 2015 Network Services upgraded numerous network circuits to County facilities, including the County's Internet connection, to alleviate bandwidth constraints. This included an upgrade to the circuit connecting the County's primary and secondary data centers, which provided additional capacity to better position the County from a disaster recovery perspective. Associated with the Internet upgrade, Network Services also upgraded the County's firewalls to support higher capacity models. Included in that acquisition were new tools that provide the County with added intrusion prevention capability and increased visibility and control of the County's Internet traffic. Additionally, the new tools also enable the County to better evaluate Internet usage and predict future bandwidth constraints.

Data Center: In the County's data center environment, Server Services continued the migration of VMware servers to a new platform, providing improved bandwidth and capacity for the County's applications. In addition, staff expanded the Solid State Drives storage tier in the primary storage platform, reducing I/O disk latency for critical County databases and applications.

Public Safety Center (PSC) Data Center Migration: The Sheriff's Office data center was relocated from

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the PSC to the County's primary data center in FY 2015. The migration eliminates the need for costly upgrades to the aging PSC data center as well as costly network upgrades to support the Sheriff's Office disaster recovery requirements.

Oracle/RedHat Upgrades: During FY 2015, Database Services implemented major updates to Oracle database software and the RedHat Linux operating system, requiring the creation of new virtual database servers. All migrated databases were also converted to Oracle Enterprise Manager 12C operational monitoring systems.

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

Revenue Systems: Beginning in FY 2013, IS partnered with the Revenue department to begin modifications to the CAMA and Reval modules to prepare the County for the revaluation process scheduled in 2016. User testing for the upgraded CAMA and Reval began in June 2013 and moved to production in late FY 2014 with additional enhancements identified to be implemented until early FY16. A few notable enhancements provided this fiscal year include: provide a quick search for taxpayer that allows the user to locate comparable sales most closet to their property attributes, GIS Zoning Updates, and enhancing sample sets to perform data analysis for overall neighborhood values. Additional enhancements will be released in partnership with the Revenue department through early FY 2016 in order to support the Revenue department revaluation efforts.

Board of Commissioners Operational Support: The Granicus digital encoder used to stream video and live viewing of the Board of Commissioners meetings was upgraded to improve the quality of the video for citizens. SIRE is the agenda management tool used by the county to input agenda items for consideration by the Board of Commissioners. SIRE was purchased by Hyland Software in 2012 and notified all users in 2014 that it will no longer develop or support the agenda management software, so a replacement solution must be found. An interdepartmental

project team is considering the best options to replace SIRE.

Evaluation of Finance Access Databases: There are 10 different critical business functions within Finance that are managed using Access databases and supporting processes and tools. The existing databases were complex but simple for users to use, performing a number of important functions and serving to cut costs of manual entry in a number of areas. In FY15, the IS and Finance departments thoroughly evaluated the functionality of each database, identifying crucial business functions and are in the process of implementing a solution for each.

Application Support: In FY 2015, IS engaged a consultant to assist with the analysis of hundreds of Lotus Notes applications to determine which applications are still being used within County departments. Applications still in use are targeted for movement to other development platforms, with a long-term goal of eliminating Lotus Notes as an application development platform. Currently, migration options for applications identified as active are being evaluated. This effort is expected to complete in early FY 2016. Conversion work begins in early FY 2016, based on the long-term migration plan for each application.

Human Services: The IS division dedicated to the support of Human Services initiatives continued to work to implement technical and business improvements during FY 2015.

- This year, the Human Services IS team completed an upgrade of the new dental system, bringing it into compliance with the Federal Meaningful Use requirements. IS staff also worked closely with the NC Department of Health and Human Services (NC DHHS) and the Wake County division of Social Services to address support issues associated with the North Carolina Families Accessing Services through Technology (NC FAST) program implemented by NC DHHS. This was a significant support effort for IS staff and included the setup of hardware for more than 80 temporary staff in several locations, the support of 142 new FTEs, management of NC FAST

accounts for staff, troubleshooting and reporting issues to NC DHHS, the setup of four staff Training Rooms, a new facility upfit, and lastly, the go-live of the Medicaid program. This effort will extend into FY 2016 with the addition of the Child Care Subsidy and Energy programs, which will use the NC FAST application.

- Human Services also saw tremendous change for the division of Public Health, as IS implemented electronic health records. To date, six clinics have been brought online, and the remaining clinics will be brought online in early FY 2016. With the implementation of electronic health records, IS staff developed a process to capture lab results electronically and completed an interface to LabCorp for electronic ordering and receipt of lab results. In addition, e-Prescriptions for patients of the Wake County clinics was implemented.

- The Human Services IS team further enhanced public access to local, state and federal programs such as the Health Insurance Marketplace, NC ePASS and NCWorks Online Joblink resources by adding public PCs to many County facilities.

- The team also partnered with the State to transition the Wake County WIC division to the new State Crossroads system in FY 2015.

- Lastly, the Human Services IS team completed implementation of an electronic transfer of lab results for Wake County prenatal patients. This functionality will be used as an interim solution until both Wake County and WakeMed interface with the NCHIE, which is scheduled for late FY 2016.

Business Intelligence: IS and Environmental Services implemented a Business Intelligence software package, QlikView, to enhance the Solid Waste program's analysis, modeling and forecasting of financial data. This effort significantly reduced the time necessary to prepare budget forecasts. Historically, budget preparation has been a labor-intensive task. The implementation of QlikView shifted the effort away from

time-consuming data manipulation and enabled the business office to focus instead on modeling and analysis.

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

Call Centers: In FY 2015, Customer Services completed the replacement of a 15-year-old Call Center platform with a hosted solution provided in partnership by Siemens, inContact, and Level 3 Communications. The Contact Center is used to provide menu options and route phone calls from citizens to Wake County Call Center agents and offers features, reporting and management that can be tailored and adapted to each business unit. The platform can be scaled (up or down) to accommodate the County's changing processes.

South Wilmington Street Center Client PCs: Using the previously implemented Citrix platform, IS Customer Services deployed its first virtual desktops to the South Wilmington Street Center in January 2015. Citrix is used to deliver the virtual desktops to a low-cost "thin client" versus a standard desktop PC. The virtual desktop provides a secure and consistent user experience for clients of the Center to use for skills training and job searches.

Mobile Device Management: Concerned with the long-term viability of the BlackBerry platform, IS staff transitioned County-issued smart phones to Apple iPhones. These devices are managed using the mobile device management (MDM) tool Airwatch. This migration allows the County to continue support of our mobile workforce in a secure and manageable way.

Wake County Document Management Initiatives:

- In FY 2015 the Human Services IS team enhanced the Wake County division of Social Services (DSS) document management system with the addition of a self-service kiosk available for client use. The kiosk allows clients to scan in documents they are required to submit and receive a receipt for the documents without intervention from DSS staff. Two additional

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kiosks located in County facilities will be brought online by early FY 2016.

- Also in FY 2015, implementation of the Child Welfare component of the document management system was completed. This implementation provides 24/7 access of electronic files for Child Protective Services. Case managers can download their files on encrypted laptops for access at any time. In addition, case managers have been outfitted with portable scanners, allowing document scanning while managers are in the field.

- The Human Services IS team implemented OCR Technology for the PRIME document management system for both the Economic Services and Child Welfare divisions. This functionality provides scanning and indexing capabilities, which will save staff time and improve efficiencies.

- Lastly, in FY 2014 and FY 2015, through a partnership with Finance, Human Resources, IS and a third-party vendor, two business processes within the County's enterprise resource planning (ERP) system were automated using the County's document management system. The new processes seamlessly generate transactions into the ERP, greatly increasing productivity by eliminating manual tasks such as data entry and data verification, in addition to automating document routing, retrieval and approval activities via workflow enhancements.

Human Services and Register of Deeds: In FY 2015 IS staff partnered with the Register of Deeds and Wake County Child Support staff to set up the electronic transfer of vital records (marriage, birth/death certificates). This initiative provides electronic ordering and receipt of vital records required by Child Support staff. The electronic transfer saves staff time, as they no longer have to physically visit the Register of Deeds office to obtain required documents.

Goal 4 - Improve access to County information and services:

Websites: The County's website, WakeGOV.com, continues to be a central communication channel for

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

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

SharePoint: In FY 2015, IS continued the rollout of a SharePoint environment to provide team collaboration along with an authentication framework, which allows external partners the ability to collaborate with Wake employees on documents and through other social avenues. Collaborative sites offer their participants the capacity to share documents, communicate directly with each other, create group calendars, and quickly search through project-related documents. To date, the County has over 75 active team sites and project sites.

Credit Card payment and e-check for Tax: The Revenue Department often receives requests for tax bill payment processing using credit cards and e-check. Customers requested this capability at the Tax Office as well as online via Wake County's

website. Currently the County's payment technologies are limited and do not include these options. To enable these capabilities, IS and the Wake County Revenue department partnered with the County Finance department to develop a credit card and e-check payment solution designed specifically for Wake County tax payments. Using the new payment platform, Wake County citizens will be able to leverage the WakeGOV website or pay in person at the Tax Office using e-check and/or credit cards. This service should be available for public use by the end of FY15.

Parks and Recreation Online System: The Parks and Recreation department is in the process of implementing a hosted system to promote online registrations and reservations for Wake County recreation facilities. The new system will allow online payment processing for registrations and reservations, and implementation is targeted for late FY 2015.

Land Development System: IS also managed the effort to procure a Land Development System for several business units within Environmental Services, Community Services, and Fire Services. Once implemented, the system will enable the County to centrally receive, process and manage permitting and health/safety inspections and permits. The evaluation process included: consolidating and documenting stakeholder business needs, generating and releasing a request for pricing, and completing vendor evaluations, which included onsite product demonstrations and investigation of client references. This resulted in the selection of the EnerGov permitting system with a 10-year software-as-a-service hosting agreement with Tyler Technologies. Implementation of the new application is underway and will continue for several months.

Open Data Portal: In FY 14 and FY 15, County staff went through a process outlining the starting point for an Open Data program and an Open Data Portal. Leveraging the experience of a number of data owners throughout the County as well as a group of technical staff, specific policy elements were identified and an implementation strategy was developed. In February 2015, the County launched a

beta version of the Open Data portal, using tools from ESRI. The team reasoned that using this mechanism allows the County to meet many of the identified uses for an open data portal with no additional cost. The approach has allowed staff to push select data to the County's website and develop feedback mechanisms to learn from interested individuals in the open data community. In addition, staff attended numerous events to raise awareness of the available data and learn more about other needs our customers may identify.

FY 2016 DISCUSSION

The Information Services FY 2016 budget increased by \$610,473, or 4.9% from the FY 2015 Adopted Budget, which resulted from the addition of several new expansion requests highlighted below. For FY 2016 the Digital Media and Design Services unit has been transferred from the Public Affairs Office to the Information Services Department. This was done to better align the business unit with the appropriate department responsibilities.

IT Engineer Position for Security Infrastructure: This position is requested to provide additional technical analysis related to ensuring the County's IT Infrastructure is maintained in a secure fashion.

IT Engineer Position for Server Infrastructure: This request is partially to get back a position that was reduced around the recession, but the primary justification for the request is due to the increasing workload of the server team. In the last few years the server count has increased to 500. While most of the servers are running off of a Windows platform there are few that are based on Red Hat Linux and are more complex. Only 67 of the 500 servers are physical servers located on-site. The rest of our server capacity is based virtualization tool known as VMware. Virtualization is also heavily used for our storage area network (SAN) which is how we store our data and applications, and the amount of data has grown to nearly 800 TB.

IT Engineer for Revaluation Systems (position currently funded in CIP; move to General Fund in FY 2016): A current position is budgeted in the Automation CIP Element Revaluation Project, and

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the funding was only budgeted until FY 2015. Starting in FY 2016 there are no funds budgeted anywhere for this position. IS requested this change last year but it was not implemented at that time. This position has primary responsibility for managing the technical infrastructure of the Revaluation system and Property/Tax System. This position is essential to maintain two of Revenue Departments primary systems. Furthermore, there has been discussion about moving from an 8 year to a 4 year revaluation cycle. This position would perform essential upgrade work related to moving to a 4 year revaluation cycle.

Convert Contracted IT Funds to 1 Full-Time Permanent Position: IS utilizes a contractual agreement to perform certain internal support services (remote desktop support). This full-time position is needed in order to comply with IRS rules concerning when a contractual employee borders on being a regular full-time employee. Customer Services Division in IS needs this position to continue performing remote desktop support for all county employees. This request adds one FTE but does not increase the department's expenditures.

Document Management Requests: An IT Engineer position is recommended due to the increasing workload surrounding the County's document management systems. IS currently is responsible for managing at least 4 document management solutions (3 components within HS and the eWake ERP system that is currently finishing a pilot). IS and various departments are also requesting several more document management related projects. This position will provide the technical expertise to manage the systems in place and planned.

In the recommended FY 2016 budget annual maintenance and license cost associated with the eWake Document Management project in the Automation CIP is included. In FY 2015 IS and Finance engaged in a pilot program to study travel reimbursements, HR procedures, and invoices and potentially roll out for the entire eWake ERP system. If the eWake Document Management system is implemented in the CIP then we need to budget these operating maintenance funds. If we do not move forward with this project in the CIP next year then

these funds do not need to be budgeted in FY 2016. The IS operating meeting will be held before the Automation CIP meetings.

Land Development System (LDS) User License and Maintenance Cost: The recommended budget includes funding licensing and maintenance cost for the Land Development System (project funded out of CIP) that is in the early stages of implementation. The LDS is an application that will allow the devel

Additional license and maintenance costs are also included associated with the Integration of the County's ERP system into the enterprise document management system, the software-as-a-service licensing costs associated with the County's new Land Development system and the software maintenance costs associated with the City-County Bureau of Identification's new Laboratory Management system.

IS will continue to carry out initiatives in FY 2016 in alignment with the department's stated business goals. Examples are included below.

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

Voice over IP (VoIP): In FY 2016 Customer Services will begin requirements gathering and RFP development for a VoIP solution to replace the aging Centrex service currently in use. Telecom Analysts will review current Centrex configurations and phone set types, and will meet with each business unit to discuss current and future telephone feature needs. Once all meetings with business units have been completed, IS Staff will compile the results into an RFP, which will be released in late FY 2016 - early FY 2017. In addition, the Network team will complete a network refresh, replacing router and switch components with VoIP-ready devices.

Replace Dark Fiber: Wake County has leased dark fiber at very reasonable rates from AT&T to connect key County locations since 1999. Dark fiber service allows the County to control circuit bandwidth needed to specific sites based on business needs.

AT&T changed its corporate direction several years ago and made a unilateral decision to no longer lease dark fiber. The County hired a consulting firm in December 2014 to research Dark Fiber replacement services in order to maintain connectivity to key County campuses at an affordable cost. The County expects a final report and recommendation from the consultant in late FY 2015.

Project/Application Portfolio Management: In FY 2015, the Solutions Development team began researching project portfolio management (PPM) tools that will provide County management with up-to-date project and initiative status. A PPM tool with dashboard capabilities will allow easy access to information such as project status, issue tracking, customized reporting, resource tracking, and high-level project information for County management. In addition, Solutions Development is also researching the acquisition of an application portfolio management (APM) tool to help Information Services better understand applications used by County departments. An APM tool will assist management in the annual budgeting process by providing more accurate and timely information related to application and resource spending.

Data Center: The Database Operations and Server Services teams will work together in FY 2016 to refresh the servers that comprise the County's database VMware cluster. Staff will evaluate server configurations that maximize I/O throughput during the deployment of this new hardware. In addition, mainstream support for SQL Server 2008R2 ends in October 2015. Extended support is available until 2019. Database Operations will begin migration to SQL 2014 in FY 2016. This project will be coordinated with the database VMware cluster hardware replacement project.

Network Upgrades/Implementations: In FY 2016, Network Services plans to upfit 27 County facilities to full wireless coverage. In addition, with the upgrade of the circuit connecting the County's data centers to 10 GB capacity, IS and Sheriff's Office staff will be able to take advantage of additional VMware backup and restore capabilities as well as a more frequent data replication schedule between the data centers.

Security Services: Planned for FY 2016 is the implementation of Advanced Authentication (2-factor Authentication) for the County's webmail platform. This will help the County safeguard access to data and applications while meeting user demand for a simple sign-in process. It is envisioned the platform will also be leveraged to protect VPN and other remote-access platforms. In addition, Security Services plans to implement an additional endpoint protection product during FY 2016. The security product will augment the existing endpoint protection platform used by the County. This project will help secure Wake County workstations and help protect the County's data from new threats such as "Cryptoware."

Mobility: In FY 2016, IS will continue building upon its mobile computing offerings by developing a toolbox of iPad applications for County employees and a set of "best practices" for their use. The goal of this effort is to have a toolbox of applications that have been researched and tested to provide best-of-class functionality for employees.

Messaging/Calendaring System: During FY 2016 an upgrade to version 9.0 of the County's messaging and calendaring platform (IBM Lotus Notes) is targeted for completion.

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

Project Governance: In FY 2015, IS staff within the Solutions Development division designed a process by which departments will be able to communicate their needs and receive assistance with technical and non-technical solution discovery, procurement, project support and implementation. This project governance methodology will ensure a consistent approach to project requests, prioritization and management, as well as solution procurement and project portfolio management. The methodology will provide management information to ensure that the Department's limited resources are focused on the priorities of the organization and strategically aligned to support the business of the County. Solutions Development is also focusing on application portfolio

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management (APM), which will provide information to ensure we are properly managing the lifecycle of applications as they support the organization's business. The procurement process has begun for the purchase of a Project Portfolio and Application Portfolio tool to support both initiatives.

Human Services: This team continues to support the various efforts of the Human Services department and will continue to enhance their systems for maximum efficiencies in future years. In FY 2016 the team's major focus will be:

- Human Services Public Health System: In FY 2016 IS staff will complete the electronic medical record implementation for Human Services clinics and auxiliary services. This is scheduled for completion in October 2015. At that time staff will initiate the ICD9 to ICD10 conversion and an upgrade of the Centricity application to version 12. The conversion and upgrade are required for Medicare and Medicaid services to meet Federal Meaningful Use requirements, and for the County to continue to bill for these services. In addition IS staff are scheduled to complete interfaces to LabCorp, WakeMed, Health Information Exchange, and NCIR in FY 2016.

- Wake County Human Services NC FAST: The Human Services IS team will continue to partner with DSS business units and the State to provide support for the State-mandated NC FAST System, used by the County. Typical support tasks include PRIME configuration and report creation, as well as creation and maintenance of system security access.

- In FY 2016 the Social Service divisions of Child Care Subsidy and the Energy program are scheduled for launch. Work will also be initiated for the Child Welfare division.

- Human Services WIC: IS will continue to work with the State to provide support for the WIC Crossroads System. Wake County transitioned to this new system in December 2014.

- In FY 2016 IS Staff will continue to work with the Wake County Finance department to create and

implement an escheat and debt set-off policy and process for Public Health.

Mobility: In FY 2016, Solutions Development will partner with Environmental Service's Water Quality program to evaluate the use of tablets by their field staff. Water Quality staff have a complex set of remote computing requirements, and we will be evaluating the tablets platform to determine if the device will meet their business needs. Findings from this evaluation will be used during the remote/field computing selection phase of the County's Land Development System project.

Innovation Program: Wake County IS has been building a framework for innovation over a number of years. As part of this effort, over the past year IS staff applied new project management and facilitation techniques to increase business department engagement in an effort to develop better products with more value for our customers. Incorporating ideas such as design thinking, rapid prototyping and iterative development, the innovation program is testing new tools to help the County approach business and technical problems from a different perspective. In addition to this a trial program is being developed to allow for IS staff to identify possible areas within our business units where we could possibly add business value through innovation. IS staff would participate by capturing opportunities, brainstorming solutions, and prototyping and collaboratively working with customers to solve their problems. Our eventual goal is to roll out this program throughout the organization.

Revaluation: IS staff, in conjunction with the Wake County Revenue department, are in the final preparation stages for the 2016 Revaluation, including providing automated appeal options and leveraging the enterprise document management system. Wake County citizens are targeted to receive revaluation notices by early January 2016.

Tax System Integration with enterprise document management system: Starting in FY 2016, IS staff who support and develop the County's tax system will begin a detailed analysis of the various forms and

other types of documentation and correspondence the Revenue department receives from the public. The purpose of this project is to implement electronic management and retrieval of the forms/ correspondence received from the public in an effort to provide better customer service to the County's taxpayers.

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

Expand Desktop/Application Virtualization: In FY 2016 Customer Services staff will continue to leverage the Citrix platform for desktop and application virtualization. Public computers in libraries and Job Link Centers will be prime candidates for desktop virtualization, providing increased security, easier maintenance, and a consistent user experience. Staff PCs in the County detention centers will also be evaluated for virtualization. Virtualizing these environments will lead to savings on computer hardware replacement in coming years, as the existing equipment can be replaced by less expensive "thin client" devices. Virtualization also ensures staff has appropriate access to needed applications regardless of where they work on a given day or the device they use.

Desktop Software Upgrades: FY 2016 will see the upgrade of several pieces of common desktop software. The County's VPN platform is being replaced by the IS Network Team, and IS Customer Services will be deploying the new software to all Wake County laptops, providing training to end users, and updating all procedures and documentation. In addition, IS Enterprise Support Team will upgrade the Lotus Notes platform and, together with IS Customer Services, will upgrade Lotus Notes desktop clients.

Wake County Document Management Initiatives:

- The Human Services IS team will upgrade the PRIME document management system to a new version. This will be a major upgrade and will require coordination with the County Finance, Human Resources, Budget and Revenue departments, as all

are users of the shared, enterprise document management platform. The new version of the software will provide additional functionality and stability.

- In FY 2014 IS staff began integration of the County's document management system into the County's ERP system, connecting ERP transactions with the "paper" associated with those transactions. Pending approval of CIP funding, during FY 2016, IS staff in conjunction with the Finance department will target expanding the implementation to include automation of County contracts including associated workflow and approval processes.

- In FY 2016 two document management projects are requested in the County's Community Improvement program for the following divisions: Senior & Adult Services and Program Integrity. If funding is approved IS will complete the projects to bring these divisions live on the PRIME document management system. These initiatives will include a back file scan component for all active files. Implementation will provide 24/7 electronic access for the Senior and Adult Services division, including the capability to scan documents in the field. New capability for the Program Integrity division includes compliance with document legal hold requirements for case files. IS will also install two additional self-serve kiosks for the PRIME document management system in key County Human Services facilities.

Land Development System: In FY 2015 the County executed a 10-year contract with Tyler Technologies for a software-as-a-service land development system that will replace the County's aging mainframe platform used to centrally manage permitting and health and safety inspections and permits. Initial implementation planning completes in early FY 2016, followed by system implementation, configuration and testing throughout the remainder of the year.

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 linchpin for several key processes in the County.

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To adapt to changing technical and business processes effectively, the current platform used to provide directory services needs to be replaced. 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. The new directory, which is based on a distributed application, will act as a proxy between applications and Active Directory. Active Directory will be the central resource for information for both County employees and non-employees. This project will also recommend ways in which a true enterprise directory can be leveraged to improve County processes and procedures beyond what is currently available today in the Wake County directory. Implementation of the new directory is targeted for FY 2016.

Billing and Collections: The Billing and Collections application used by the County's Revenue department was written by a third-party vendor in the early 2000s. Information Services staff took on the support and ongoing maintenance of the application in 2006. In partnership with the Revenue Department, IS staff will begin planning the rewrite of this complex application in late FY 2015. The project to rewrite the application code using current development technologies will run through 2020. Project scope includes the update of several ancillary systems that have been developed for Revenue over the last five years.

Revenue - Online Appeals Application: After significant vendor research, IS recommended the internal development of an online appeals application that will leverage the County's enterprise document management platform. In partnership with the Revenue department, IS staff began the development of an online appeals module, which is targeted for release in FY 2016.

Mobile Apps - ERP: In FY 2015, Wake County purchased several mobile applications that will provide mobile access to the County's Enterprise Resource Planning (ERP) system for tasks such as timesheet entry and approval, financial document

approval and vendor solicitation search. These applications will provide the flexibility associated with mobile access for entry, review and approval of ERP transactions, thus enhancing employee productivity. A phased implementation is planned to begin in FY16 with timesheet entry and approval targeted to be in the first two phases.

Human Services Public Health Patient Portal: In FY 2016, the Human Services IS team will implement the GE Centricity Public Health system portal. The portal will provide Wake County clinic patients access to their clinical information. Access to patient lab results will be implemented in phase one of the portal rollout, with clinical summaries scheduled as phase two. The portal will also promote additional communications between the clinic providers and their patients.

HORIZON ISSUES

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

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

Messaging System Update: Wake County has leveraged the IBM Lotus Notes email platform for messaging and calendaring services since the late 1990s. Beginning in FY 2016 and running through FY 2017, IS staff will evaluate other email and calendaring solutions, focusing on features and requirements including service improvement, project

and operating cost, speed of deployment, architectural alignment, accessibility, and privacy and security issues. As a result of this work, a strategic plan to meet the long-term messaging needs of the County will be developed, with implementation set to begin in FY 2019.

Document Management for Wake County Child Support division: As of June 30, 2012, Wake County Child Support Services had 22,760 active child support cases, providing services for 66,786 clients, including 25,236 children. Core services include locating noncustodial parents, establishing paternity for children born out of wedlock, establishing child support obligations and medical insurance coverage, and continuously monitoring those obligations for enforcement, collection and proper accounting. The overall demand for child support services continues to increase. Integration of document management will provide electronic case files with improved access, sharing, tracking and updating capability. Document management will also eliminate the significant physical storage issue associated with the current paper case files. Slated to be included in the initiative is all information maintained in the official Child Support Services case record. This 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. It is anticipated the County's current enterprise document management system will be leveraged for this functionality.

Public Health Vital Records System: Vital Records is currently unable to meet multiple, mandated data-reporting requirements. For example, a funeral director, or person acting as such, must submit notifications of death within 24 hours and death certificates within five days to the local Registrar, and physicians must complete a death certificate within three days. Vital Records is unable to meet these requirements because there is no automated system to store and retrieve compliance data. Lack of such a system also 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 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 mandates.

School-Based Nurses Case Management System: Currently, school-based health staff members are responsible for creating and managing care plans for students within Wake County Public Schools. Today, care plans and other supporting documentation 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 also a manual process and involves staff tallying data from each of the individual case records. Because of this, thorough preventive analysis is an extensive process, and staff is limited in addressing school health needs. An automated system is required in order to improve operational efficiency for staff and service delivery for Wake County students. A new school health case management system would provide easier management of school-based health service data and would interface with the Wake County Public Schools student information management system. The platform would result in less data entry and student data error, centralized storage of school-based health records, and would enable staff to share data more efficiently and securely.

Enterprise Document Management Licenses: The Wake County PRIME document management system has proven to be a valuable tool and is now an intricate part of the technical infrastructure for the Human Services department. The Finance, Human Resources, Budget and Revenue departments within Wake County are also scheduled to implement PRIME in FY 2015 and FY 2016. In addition there are a number of other departments, such as General Services, Sheriff's Office and Legal, requesting document management and workflow for their various records and documents. The IS Department

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plans to conduct additional research to determine the optimal time to convert to enterprise licensing for the documentation system and will bring forward a funding request at the appropriate time.

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

Implementing Major Systems (CAD, 800MHz, LDS, EDM, etc.): We are in the midst of several major system and service implementations. These are large-scale implementations that affect all County departments and/or the municipalities within the County. All of these require significant financial and time investment, a high degree of collaboration and planning, and tight connections to other systems. These systems directly link to several of the Board's goals and are closely aligned with the services provided by departments across the organization.

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

Fostering a New County-Wide Technology Culture: Technology continues to evolve at a rapid pace and has become ubiquitous and easily accessible in our work environment. Smartphones, tablets, cloud applications and hosted services have enabled users to become much more self-sufficient. These technological developments, along with changes in the business needs of our users, drive the IT department to change from a culture of utility to a culture of business partner. In order to remain valid and relevant to the organization, we must drive innovation and creativity. How do we add value to business partnerships? How do we help ensure that our customers get the systems and services they need,

for the best available price and structure? Additionally, as technology becomes more commonplace, how do we focus on larger-scale value that it can bring? How can we harness innovation and creativity across the organization, using technology to facilitate the creation and construction of better tools and services?

Securing Our Data & Our Network: As we place more and more of our lives and our confidential information online, we are at greater risk for a loss of security and privacy. The national headlines tell the story on an ominously regular basis and the attacks have impacted hundreds of millions of households across the country. And Wake County is not immune. Every day, our technology defenses repel thousands of malicious attacks on the County's network and information. Despite our best efforts and technological and educational defenses, we still fall victim to attacks from those who want to steal our information and use it for their own nefarious purposes. The attacks are here today, and they continue to mount in frequency and sophistication. We don't operate under the scenario of "if we will be attacked" but rather "when, how and how bad will it be"? How can we improve our prevention, mitigation and recovery measures to minimize the impact these mounting attacks have on our assets, our security, our stability and the security of the information we manage?

Summary of Services and Performance Measures

Service Area: Network Services

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	100	99
Support-Percent of time service response targets of 1 hr., 4 hrs. or 1 business day, based on priority, are met at least 95% of the time.	100	100	100	100

Service Area: Server Services

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Data Management Recovery- Percent of time meeting service level target of 90% of recovery services provided within 8 hours of request receipt.	99	99	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	98	100

Service Area: Security Services

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

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of time virus protection provided at all times on WCIS supported servers with virus protection signature files current to within 10 business days at all times.	100	100	100	100
Percent of time firewall log monitoring provided during prime shift at all times with monthly trending reports generated 100% of the time.	98	99	100	100
Percent of time intrusion detection monitoring provided during prime shift at all times with IDS signature files current to within 10 business days 100% of the time.	100	100	100	100
Percent of time email attachment filtering and email content inspection services provided at all times with SPAM signature files current to within 10 business days 100% of the time.	100	100	100	100

Service Area: Telecom Services

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Moves, adds and changes - Percent of time service level target of within 10 business days of request for non-vendor related requests and 14 business days for vendor related requests met at least 95% of the time.	94	94	96	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.	93	98	98	100

Service Area: Desktop Support

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Computer equipment moves, configuration and install work-meet agreed upon schedule 90% of time.	95	95	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.	96	97	95	100

Service Area: Help Desk, Move & Asset Mgmt

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Service request management-Percent of time meeting service level target of phone requests resolved or properly reassigned immediately and email requests properly handled in 1 business day at least 95% of the time.	100	100	100	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.	95	100	100	100

Register Of Deeds

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 2,173,456	2,298,251	2,295,617	2,410,008
Contractual Services	114,019	259,670	259,670	259,670
Supplies, Materials and Other Charges	206,060	209,431	209,431	209,771
Expenditure Totals	\$ 2,493,535	2,767,352	2,764,718	2,879,449
Revenues:				
Taxes	\$ 8,666,734	9,443,000	9,443,000	10,640,000
Charges For Services	4,751,962	4,981,431	4,981,431	4,712,667
Licenses & Permits	156,905	157,778	157,778	171,111
Interest Income	1,214	510	510	510
Miscellaneous	(146)	—	—	—
Other Financing Sources	—	23,783	23,783	25,106
Revenue Totals	\$ 13,576,670	14,606,502	14,606,502	15,549,394
Number of FTE's	40.00	40.00	40.00	41.00

DEPARTMENT PURPOSE AND GOALS

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

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

The Register of Deeds Office is required by N.C.G.S 61-22 to make recorded documents available on the temporary or permanent index within 24 hours of recording; documents must be fully indexed on the permanent index within 30 days of initial recording.

The Registry goal is one business day. Meanwhile, the indexing department strives for a margin of error of less than one percent. After documents are fully indexed, they are returned to the customer within two days.

MAJOR ACCOMPLISHMENTS

Continued the promotion and expansion of eRecording. The number of customers eRecording documents has increased to over 480 participants. Electronic recordings increased by 76% from 2013 to 2014.

Implemented an enhancement to the electronic recording application to allow customers to rerecord documents electronically rather than in person.

Promoted the benefits of eRecording and updated the Wake County Real Property Lawyers Association on the progress of eRecording after the first full year of expanding the service to include all document types.

Upgraded the cashiering application from VB6 technology to current VB.Net technology. This provided staff and customers with a cleaner, more

efficient application. A new report module was added with the upgrade allowing supervisors to easily run daily reports.

Updated the administration application, upgrading all functions to web based programs. This upgrade centralized all modules within the application and improved system performance and monitoring.

Updated the scanning application. This upgrade increased the speed of scanning documents, improved accuracy and quality control. This upgrade also allowed for the elimination of a number of servers, improving the overall efficiency of the Registry technology systems.

Updated the marriage license application and computer system to comply with changes in North Carolina state law.

Added barcodes when recording maps to improve the efficiency of the recording process. Maps are now scanned with a barcode label and pertinent information is automatically populated into the system rather than being entered manually.

Continued the cross-training program within the Registry with particular focus on increasing the number of employees that can index legal documents according to North Carolina general statutes. This measure provides additional capacity to efficiently index documents during intervals of peak volume.

The office has redacted more than 51,500 items of personal information from documents covering a 50 year range from 1961-2010.

The scanning department rescanned 16,740 maps that were recorded in the 1980s to improve the image quality. Technology advances allow for better quality scanning. This effort is particularly helpful to local surveyors that view these maps regularly.

FY 2016 DISCUSSION

The Register of Deeds budget reflects an increase of \$116,825 from FY 2015. This includes annualization of salary and benefit increases, and the funding for an

additional computer systems administrator to provide technical support to the Registry.

The FY 2016 Budget includes 1 new Computer Systems Administrator (CSA) position, and this will be the department's fourth CSA. This CSA position will be cross trained on all four ROD applications, but it will have primary responsibility for maintaining the eRecording application. This application is becoming more and more important because nearly half of the documents being recorded by ROD is being recorded using this application. Furthermore, the other CSA positions will have most of their time taken up by the auto redaction and auto indexing CIP projects requested in FY2016 and FY 2017 (these projects are funded in the County CIP). This will limit the amount of time they will have to spend on other applications, such as eRecording. The IT lead in the department also expects to get to other smaller systems projects (such as fixing generic login issues and Oracle issues). ROD workload has increased due to population growth, recent court decisions, and new laws. The department currently has 3 CSA positions funded out of the ROD Automation sub fund, but an analysis was performed that shows that the sub fund would be negative within about 4 years of adding a fourth position.

In addition to expenditure changes, Register of Deeds revenue is projected to increase by \$864,000 above the FY 2015 adopted budget. This increase is primarily due to Real Property Transfer Tax trends experienced in FY 2014, FY 2015 and anticipated in FY 2016.

HORIZON ISSUES

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

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

The Register of Deeds will continue to implement computerized processes to accommodate the

Register Of Deeds

increasing demands for faster and more efficient recording services. Projects on the horizon include:

- 1) Continue the redaction of personal identifying information;
- 2) Continue to promote the benefits of electronic recording in the Registry;
- 3) Explore the benefits of allowing customers to make payment via credit or debit card;
- 4) Upgrade and enhance software applications for the Registry's document management system.

Summary of Services and Performance Measures

Service Area: Recording, Imaging & Indexing

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Percent of real estate documents recorded and indexed within 24 hours	100	100	100	100
Total number of documents recorded in fiscal year	163,856	170,000	180,000	195,000
Effectiveness				
Percent of documents indexed and double keyed accurately for registration	100	100	100	100

Service Area: Vital Records and Notaries

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Percent of vital records documents mailed within 2 business days	100	100	100	100
Percent of vital records documents recorded within 24 hours	100	100	100	100

Service Area: Systems Administration and Computer Services

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of major automation projects implemented in the fiscal year	6	5	5	5
Effectiveness				
Percent of time customers are able to access ROD systems electronically	100	100	100	100

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Service Area: Information Center

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of walk-in customers acknowledged or assisted within 2 minutes of arrival, and percent of incoming phone calls answered by third ring	100	100	100	100

Revenue Department

Department Summary

		FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:					
Salary / Benefits	\$ 3,770,057	4,094,398	4,091,651	4,207,854	
Contractual Services	754,623	2,541,000	2,541,000	2,880,400	
Supplies, Materials and Other Charges	1,372,564	2,089,492	2,092,748	2,566,623	
Capital Outlay	6,345	—	—	—	
Debt	1,788	7,633	7,633	4,633	
Expenditure Totals	\$ 5,905,377	8,732,523	8,733,032	9,659,510	
Revenues:					
Taxes	\$ 3	—	—	—	
Charges For Services	796,400	758,000	758,000	812,500	
Interest Income	17,269	—	—	—	
Miscellaneous	1,026	1,500	1,500	1,500	
Other Financing Sources	—	1,461,500	1,461,500	2,254,400	
Transfers	2,087,005	2,110,000	2,110,000	2,253,000	
Revenue Totals	\$ 2,901,703	4,331,000	4,331,000	5,321,400	
Number of FTE's		65.00	65.00	65.00	67.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Revenue Department is responsible for appraising, assessing, and listing all real estate and personal property within Wake County, its 14 municipalities and related service districts. The department also collects all current and delinquent taxes on such property excluding registered motor vehicles. In addition, the department oversees the billing and collection of the Prepared Food & Beverage Tax, Hotel/Motel Room Occupancy Tax, Rental Vehicle Tax, Special Assessments, and various licensing and permits.

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

MAJOR ACCOMPLISHMENTS

The Revenue Department consistently leads the state in property tax collection and reported an impressive 99.47% collection rate for real estate and personal property for the prior fiscal year.

The statewide program to combine motor vehicle property tax with registration renewal has completed a full 12 month cycle. Although the Revenue Department's incoming call level has gradually decreased from the prior year, volume is still running approximately 10% higher (or 1,200 calls per month) than prior to the implementation of the new combined program. Our staff continues to professionally handle this elevated volume while maintaining all other duties.

The Revenue Department issued a Request For Proposal for document production and distribution services and, in conjunction with other key County departments, selected SouthData Inc. as the new provider. The County can expect to realize an estimated minimum savings of approximately

Revenue Department

\$100,000 over a five year period due to this new contract.

In a joint effort with the GIS Department and the Revenue Department, a new mapping application was developed for the county wide revaluation and future Revenue Department work. It provides tools that our appraisers can use to make appraisal decisions in a much more efficient manner and it provides functionality to help assure equity and uniformity in our assessments. It allows us to color code properties to quickly recognize/detect inconsistent value parameters or statistics, rather than viewing text on a map that can be more difficult to observe. It also allows us to immediately see real time data changes in our appraisal system on a map to verify that the issues has been corrected.

FY 2016 DISCUSSION

The Revenue Department budget increased by \$926,987 from the FY 2015 Adopted Budget. this budget reflects the addition of two positions to manage the transition to a 4-year revaluation cycle.

In order to move to a 4-year revaluation cycle additional staffing is required. A number of scenarios have been considered, including additional County staff, a combination of County staff and contracted staff, and contracted staff only. This request reflects the first steps for Option 3 which moves toward staffing for a 4-year cycle with a combination of additional Wake County staff while utilizing

contractors. The combination of staffing offers a lower cost option and addresses concerns that an in-house staff would be sustainable over the long-term.

A Deputy Assessor would report to the Director and manage 3 teams of assessors and agents to manage the expanded staffing level for the increased frequency cycle. This position is proposed to take ownership of building the team and managing the transition. An Appraisal/Collection Manager would report to the Deputy Assessor and lead an additional team of assessors and agents; for a total of three teams. This position would initially take on some of the staff from the existing team leads and then build upon this team to take on the majority of new positions proposed in future years. The FY 2016 estimate is \$156,000

HORIZON ISSUES

The 2016 County-wide revaluation project is still in progress. We will be presenting the Schedule of Values (SOV) for Commissioners approval and finalizing all values in November 2015. We plan on sending over 345,000 notices of value in early December 2015. All of our staff appraisers and contract appraisers will be answering calls resulting from the notices along with a small portion of our revenue agents. We expect to have approximately 40 people answering calls as a result of the revaluation notices.

Projected Revenue and Expenditures for the 2016 Revaluation Cycle

	FY10-FY13 Actuals	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Revenues:					
Transfer from General Fund	4,318,134	850,000	850,000	850,000	850,000
Interest Revenues	25,000	5,320	-	-	-
Transfer from Sub-Fund	-	-	1,461,500	2,707,000	-
Revenue Totals	4,343,134	855,320	2,311,500	3,557,000	850,000
Expenditures:					
Temporary Staffing	2,772	515,000	1,945,000	2,537,000	213,000

Projected Revenue and Expenditures for the 2016 Revaluation Cycle

	FY10-FY13 Actuals	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Contracted Services	108,168	247,000	255,000	555,000	140,000
Operating Expenses	-	45,000	111,500	465,000	45,000
Expenditure Totals	110,940	807,000	2,311,500	3,557,000	398,000
Fund Balance:					
Beginning Fund Balance	2,628,106	4,234,927	4,283,247	2,821,747	114,747
Increase Uncommitted Funds	1,606,861	48,320	-	-	452,000
Use of Uncommitted Funds	-	-	(1,461,500)	(2,707,000)	-
Ending Fund Balance	4,234,967	4,283,247	2,821,747	114,747	566,747

Note:

The Revaluation Fund moved to a Sub-Fund in FY 2011. \$2.6 Million was transferred from the General Fund in FY 2011 for start-up funding. The FY 2010-FY 2013 fund balance total does not include funds available in FY 2010 since the amount was reset to \$0 in FY 2011.

Revenue Department

Summary of Services and Performance Measures

Service Area: Collection of Property Taxes

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Coefficient of Dispersion (COD) measures the difference between all home sales in an area to the median sale as a percent. A percentage less than 10% for new homes and less than 15% for older homes represents uniform and equitable assessments.	10	9	9	9
Real and Personal Property Tax Collection Rate (percent collected)	99	99	99	100

Service Area: Satellite Center Collections

Description: Provide convenient payment options for citizens to pay their taxes in person without having to travel to downtown Raleigh.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Customer Service phone calls responded to immediately or the same day received.	92	92	92	100
Customer Service emails responded to immediately or the same day received.	95	95	95	100

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Community Services

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 20,690,377	21,814,872	21,811,952	22,103,238
Contractual Services	657,494	601,718	713,655	741,895
Supplies, Materials and Other Charges	5,553,729	5,702,193	5,663,608	6,455,733
Capital Outlay	58,331	2,605	22,536	2,605
Expenditure Totals	\$ 26,959,931	28,121,388	28,211,751	29,303,471
Revenues:				
State	\$ 535,074	526,452	526,452	401,452
Charges For Services	1,178,431	1,131,130	1,130,630	1,171,924
Licenses & Permits	3,081,239	3,108,000	3,108,500	3,108,000
Miscellaneous	124,606	236,174	236,174	207,783
Revenue Totals	\$ 4,919,351	5,001,756	5,001,756	4,889,159
Number of FTE's	318.50	327.50	327.50	346.50

DEPARTMENT PURPOSE AND GOALS

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

FY 2016 DISCUSSION

The Community Services budget increased by \$1.18 million from the FY 2015 Adopted Budget to \$29.3 million which reflects the opening of North East Regional Library and additional funding to increase the book collection.

Division Summary - Community Services Management and Budget Office

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	526,813	380,546	421,626	446,268
Contractual Services	253	—	—	97,405
Supplies, Materials and Other Charges	12,445	91,088	91,088	21,886
Expenditure Totals	\$ 539,512	471,634	512,714	565,559
Revenues:				
Revenue Totals	\$ —	—	—	—
Number of FTE's	5.00	4.00	4.00	4.00

DIVISION PURPOSE AND GOALS

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

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

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

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

FY 2016 DISCUSSION

The Administration Division's budget increased by \$93,925 from the FY 2015 Adopted Budget to \$565,559 which resulted from various salary adjustments, as well as expenses related to the maintenance and licensing of a new Land Development System (LDS).

Funding is included in the Administration Division for the licensing and maintenance cost of the LDS which is in the early stages of implementation. LDS is an application that will allow the development community a more efficient and effective way of submitting components of their projects for review across multiple Wake County departments. This is a hosted model and the cost per user is a fee that includes all costs associated with an end user using the system. The project implementation team has met to analyze the needs of departments and distributed the licenses accordingly. LDS provides services for

Community Services

Community Services, Environmental Services, Fire Services and Information Services.

Division Summary - Parks, Recreation and Open Space

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	2,021,369	2,032,851	2,032,851	2,082,436
Contractual Services	73,976	17,000	100,856	17,000
Supplies, Materials and Other Charges	594,206	563,602	504,801	587,862
Capital Outlay	58,331	—	13,219	—
Expenditure Totals	\$ 2,747,882	2,613,453	2,651,727	2,687,298
Revenues:				
Charges For Services	131,579	130,130	130,130	150,374
Miscellaneous	(10)	—	—	—
Revenue Totals	\$ 131,569	130,130	130,130	150,374
Number of FTE's	33.00	34.00	34.00	34.00

DIVISION PURPOSE AND GOALS

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

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

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

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

MAJOR ACCOMPLISHMENTS

Successfully purchased three open space properties totaling 459 acres and hired the Open Space Manager

position that was approved in the FY 2015 budget process.

Initiated the third solicitation of interest process focused on a high priority open space acquisitions, municipal greenways and open space partnerships, and County initiated-projects. This process is intended to spend down the remaining open space bond funds.

Completed the schematic design for two of the three proposed nature preserves: Robertson's Mill Pond Preserve and Turnipseed Nature Preserve. Began construction on the Robertson's Mill Pond Preserve, which is expected to open during the summer of 2015.

Received a \$100,000 grant award from the Duke Energy Water Resources Fund for the construction of Robertson's Mill Pond Preserve. Completed a PARTF grant application for Phase II of construction at the Preserve.

Completed the implementation of an online registration/reservation system that will allow park users to sign up for programs and reserve shelters online. System will go live during the summer of 2015.

Community Services

Began updating the master plans for all eight of our park facilities, of which the planning process should be complete in late 2015. Additionally, the County partnered with Go Ape to open a treetop adventure course at Blue Jay Point County Park.

FY 2016 DISCUSSION

The Parks, Recreation and open Space Division's budget increased by \$73,845 from the FY 2015 Adopted Budget to \$2.69 million which resulted from annualized salary adjustments and revised lease, utility, fuel and benefit rates.

In FY 2016, Parks, Recreation and Open Space will successfully open Robertson's Mill Pond Preserve to the public, complete construction drawings for Turnipseed Nature Preserve and complete schematic design for Procter Farm Preserve. Americans with Disabilities Act requirements will be addressed through removing barriers at Lake Crabtree County Park. Additionally, a comprehensive online registration system that will allow park users to browse course and facility options online, sign up electronically, and pay with a credit/debit card will go live this year.

Staff plan to discuss policy options with the Board of Commissioners for ongoing agricultural lease renewal terms, and acquisitions identified in the third Solicitation of Interest process will be completed. The Division will participate in PRORAGIS benchmarking project with the National Recreation and Park Association and determine whether the data is useful enough to warrant continued participation.

HORIZON ISSUES

Work on the division strategic plan, evaluate the remaining Wake County park facilities for ADA compliance, and renew land leases with Duke Energy and State of North Carolina for the Piney Woods property at Harris Lake and the development of trails on the property.

Plan, fund and develop Lake Myra County Park and Middle Creek (Southeast) County Park, as well as collaborate with the City of Raleigh on the Little

River Reservoir, its future mitigation needs, and the future Little River County Park.

Manage a variety of Open Space Program initiatives, including identification of funding for future open space land acquisitions, park and nature preserve development, and master planning; long-term management and stewardship of open space properties.

Continue evaluation of issues such as the remediation of the PCB contamination at Lake Crabtree County Park, and Duke Energy's proposed alterations to the Harris Lake Reservoir and the impact on Harris Lake County Park.

Summary of Services and Performance Measures

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

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of open space acres acquired per year by Wake County's Open Space Program	574.6	458.8	358	N/A
Total number of open space acres acquired to date by Wake County's Open Space Program	5,483	5,941.8	6,300	N/A

Service Area: Provide the Park Experience People Want

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

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

Community Services

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of days boats were available for rent at all parks	66	62	65	N/A
Output				
Number of shelter reservations	578	536	550	N/A
Number of shelter reservation users	33,144	28,008	30,250	N/A
Number of boat rentals (users)	7,532	8,176	8,775	N/A
Efficiency				
Number of shelter users per reservation	57.3	52.3	50	N/A
Number of boat rental users per rental day	114.1	132	135	N/A

Division Summary - Planning, Development and Inspections

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	3,536,499	3,989,579	3,945,579	4,093,325
Contractual Services	32,389	25,843	23,973	25,843
Supplies, Materials and Other Charges	318,210	384,243	386,243	353,826
Capital Outlay	—	2,605	2,605	2,605
Expenditure Totals	\$ 3,887,098	4,402,270	4,358,400	4,475,599
Revenues:				
Charges For Services	621,051	542,000	541,500	555,300
Licenses & Permits	3,081,239	3,108,000	3,108,500	3,108,000
Miscellaneous	190	—	—	—
Revenue Totals	\$ 3,702,480	3,650,000	3,650,000	3,663,300
Number of FTE's	43.00	52.00	52.00	52.00

DIVISION PURPOSE AND GOALS

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

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

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

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

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

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

MAJOR ACCOMPLISHMENTS

The division continued support of the WCPSS construction program, as well as the Research Triangle Park and Raleigh Durham International Airport projects. Amendments to the Wake County Unified Development Ordinance related to new standards for solar energy systems, non-conforming uses, accessory dwellings, telecommunication facilities, and fixed banner signs were approved. Staff also completed the first Wake County Multi-Jurisdictional Hazard Mitigation Plan.

Community Services

A new, collaborative approach to transit was facilitated with the Wake Transit Investment Strategy. Additionally, a variety of municipal, county and regional strategic planning initiatives were supported by analyzing, modeling and/or mapping demographic, development and geographic data. Data resources were applied to: Wake County Community Assessment Index; Wake County Human Services Board Senior Issues in Southern and Eastern Wake; Wake County Fire Services Population Forecasts; Wake County Public Schools System 20-year student forecasts; Environmental Services Impact Analysis of Policy/Program Changes on various Wake County communities; Wake County Board of Elections precinct forecasts.

Staff continued to collect, analyze and report demographic and development data to inform public officials and county residents, as well as completed the initial phase of developing an on-line resource called Wake by the Numbers that provides information about population, economic, education, housing, and transportation trends in Wake County. Using these resources, materials were prepared and presented to various media outlets as "Wake Hits A Million".

Staff briefed and supported non-profit partners: GOLD Coalition 2015-2019 Wake County Aging Plan; Triangle Family Services program impact analysis pilot study; and the Millbrook Road Human Services Center and Eastern and Western Regional Services Community Advisory Committees.

Additionally, discussions were facilitated with all municipalities on long range planning issues related to population growth, school construction permitting processes, water supply watershed policies and regulations, community well-being indicators and development tracking systems.

FY 2016 DISCUSSION

The Planning, Development and Inspections Division's budget increased by \$73,329 from the FY 2015 Adopted Budget to \$4.48 million which resulted from annualized positions added in FY 2015 to accommodate additional development.

In FY 2016 the division will continue to respond to the number of permits, plan reviews and inspections, as well as uncertainty of the timing of anticipated workload increases and associated revenues. All processes common to Planning, Development, and Inspection Services as it relates to the new permitting system will be analyzed and assessed. The Unified Development Ordinance will continue to be reviewed and amended as necessary.

HORIZON ISSUES

Continue to assess updates to the County's long range planning and growth policies amid changing ETJ and Board of Commissioners' goals, annexation, watershed regulations, emerging development trends in municipal jurisdictions, transportation priorities, and urban service areas. As the County's population is now over 1 million people, assess and address the impacts that various types of development patterns have on the health and well-being of county residents.

As the economic recovery continues, the ability to provide adequate services will require constant assessment of allocation of staff and monitoring of staffing levels. Monitoring of inspection workloads and communication with senior management and Human Resources will be required to maintain proper staffing and service levels. Accreditation of the Inspections Services from the International Code Council is a long-range goal for the division.

Forecast updates for Wake County Public School System (WCPSS) and Capital Area Metropolitan Planning Organization (CAMPO) modeling. Staff will continue its ongoing study of population growth by age, gender, race, ethnicity, household types, and previous place of residence.

Continue to assess updates to the County's long range planning and growth policies amid changing ETJ and Board of Commissioners' goals, annexation, watershed regulations, emerging development trends in municipal jurisdictions, transportation priorities, and urban service areas. As the County's population is now over a million people, assess and address the impacts that various types of development patterns have on the health and well-being of county residents.

A Land Use Study for Falls Lake and related water supply watershed policies will be completed.

Community Services

Summary of Services and Performance Measures

Service Area: Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The County also provides inspections services through interlocal agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. The field inspectors perform mandated inspections for construction of new structures and alteration/renovation of existing structures and change of occupancy type. Other duties include determining and posting floor loads, posting maximum occupancy loads, issuing stop work orders

and declaring unsafe structures. Inspectors must inspect and approve child daycare centers, foster homes, and businesses seeking to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of inspectors assigned to the area inspections team	15.7	17.9	19.5	N/A
Number of inspectors assigned to the special inspections team	2.8	3.8	4.5	N/A
Output				
Number of inspections assigned to the Area Team	49,975	49,572	54,000	N/A
Number of inspections assigned to the Special Team	3,547	2,601	5,000	N/A
Efficiency				
Number of area team inspections per staff per workday	14.7	12.9	12.8	12
Number of special team inspections per staff per workday	5.8	3.2	5.1	4
Effectiveness				
Average quality assurance score (100 point scale) by inspectors in quarterly assessments	97	99.4	95	95

Service Area: Construction Plan Reviews

Description: All construction plans are reviewed for life, safety, code compliance and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Residential and commercial plans are reviewed for

the unincorporated portions of Wake County and the four contract municipalities (Knightdale, Rolesville, Wendell, and Zebulon).

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of plan review staff	2.5	3	3	N/A
Output				
Number of plan reviews (within County jurisdiction)	2,786	1,833	2,500	N/A
Number of plan reviews (municipal partners)	1,396	1,753	2,110	N/A
Efficiency				
Number of plan reviews per staff per working day	7.4	4.7	6	6.5
Percent of plan reviews completed within three business days	97.2	99.1	95	N/A
Average quality assurance score (100 point scale) by plan reviewers in quarterly assessments	100	100	95	95

Service Area: Permitting

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

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

Community Services

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of permitting staff	4	4.9	5	N/A
Output				
Number of residential permits (new construction, additions, and remodeling) in County jurisdiction	2,172	2,177	2,300	N/A
Number of commercial permits (new construction, additions, and remodeling) in County jurisdiction	192	198	200	N/A
Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction	3,315	3,345	3,375	N/A
Number of other permits (use, demolition, and other structures) in County jurisdiction	284	380	350	N/A
Efficiency				
Percent of permits issued within three business days after completion of all requirements	71.2	83.7	95	N/A
Average number of residential/commercial permits per staff per workday	4.1	3.4	3.5	3
Effectiveness				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	98.6	98.3	95	95

Service Area: Subdivision Administration

Description: The Subdivision Administration staff reviews exempt, minor, preliminary, construction, and final plats to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified

Development Ordinance that was approved by the Board of Commissioners on April 17, 2006. Staff also administers the former Subdivision Ordinance for projects approved prior to June 6, 2005.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of regular subdivision cases	11	18	10	N/A
Number of subdivisions final plats	4	8	5	N/A
Number of minor subdivision cases	55	70	40	N/A
Number of exempt subdivision cases	129	130	80	N/A
Number of subdivision construction plan cases	26	8	8	N/A

Service Area: Zoning and Land Development

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

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of zoning land use permits	116	150	150	N/A
Number of general use permits issued for zoning and land development	148	140	130	N/A
Number of special use permits or variances in zoning	19	12	12	N/A
Number of rezoning cases	1	3	2	N/A
Number of zoning text amendments	3	3	3	N/A

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

Description: The Board of Commissioners has adopted various plans and regulations that promote their short-term and long-term vision for the County. These plans (Wake County Land Use Plan, Sub Area Plans, and Thoroughfare Plan) guide where development will occur and recommend land use types, densities, intensities, and infrastructure improvements. Planning staff coordinates with other governmental entities on planning issues such as extra territorial jurisdiction (ETJ) extensions, urban service area boundaries, land use plan amendments, historic preservation, transportation corridor studies, and regional infrastructure development with the Triangle J Council of Governments (TJCOG). Staff also prepares and provides information to the County Manager, Planning Board, and Board of

Commissioners, who set direction for the County, thus impacting the community at-large. The Planning Section also conducts data analysis and modeling functions that support the planning activities of the various county departments, Board of Commissioners, the Wake County Public School System (WCPSS), CAMPO, TJCOG, business community, non-profit organizations, and the general public. This includes: support for WCPSS student enrollment projections; track population, housing, and physical development in Wake County; respond to non-departmental customer requests for demographic and spatial data and maps; and supports the GIS Division with demographic and land use data and provides interactive networked based data analysis.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of analyses or reports completed on demographics data	120	130	120	N/A
Number of Land Use Plan Amendments	5	3	4	N/A
Number of ETJ Extension Requests	2	4	3	N/A
Number of Land Use Plan and Corridor Studies	7	10	9	N/A
Number of Site Plan reviews for compliance w/ Land Use Plan	26	30	30	N/A

Service Area: Code Enforcement

Description: The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance that was approved by the Board of Commissioners on April 17, 2006. The number of

complaints received has increased recently due to the transition from a rural county to one that is more urban. Staff receives complaints in writing, conducts research, conducts field visits to determine if a violation exist, sends violation letters to the violating

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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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of code violations investigated	84	120	100	N/A

Division Summary - Veterans Services

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	214,681	227,012	227,012	227,199
Contractual Services	–	1,400	3,900	1,400
Supplies, Materials and Other Charges	12,272	12,319	9,819	12,319
Expenditure Totals	\$ 226,953	240,731	240,731	240,918
Revenues:				
State	1,452	1,452	1,452	1,452
Revenue Totals	\$ 1,452	1,452	1,452	1,452
Number of FTE's		3.50	3.50	3.50

DIVISION PURPOSE AND GOALS

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

MAJOR ACCOMPLISHMENTS

VSO developed a relationship with East Wake TV to broadcast information about services to the eastern end of the County (Knightdale, Wendell and Zebulon), and established blog via Facebook so that

the more technologically savvy veteran-customers can keep abreast of happenings of the Wake VSO and events in the local veterans' community.

Staff participated in the NCACVSO training conferences in the fall of 2014 and spring of 2015, and established and implemented a quarterly in-house training program.

FY 2016 DISCUSSION

The Veterans Service Office Division's budget increased by \$187 from the FY 2015 Adopted Budget to \$240,918 as a result of salary adjustments.

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. Wake County VSO has experienced an increased number of veterans from these operations.

The North Carolina Division of Veterans Affairs closed the Garner District Office in 2014. As a result, Wake County VSO has experienced an increased number of veteran referrals, as well as extended wait times for appointments with County veterans services officers. This trend is expected to continue.

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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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Average number of VSO officers available to provide consultation and claim filing services	2	2	2	N/A
Output				
Number of consultations	947	1,135	1,150	N/A
Number of claim filings	856	1,010	1,035	N/A
Efficiency				
Average number of consultations per officers per year	473.5	567.5	575	N/A
Number of claims filed per one hundred consultations	90	89	90	N/A

Division Summary - Geographic Information

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,521,250	1,566,946	1,566,946	1,571,080
Contractual Services	181,050	114,328	115,979	127,100
Supplies, Materials and Other Charges	30,237	60,075	60,075	57,303
Expenditure Totals	\$ 1,732,537	1,741,349	1,743,000	1,755,483
Revenues:				
Charges For Services	(4)	–	–	–
Miscellaneous	4,791	4,174	4,174	2,783
Revenue Totals	\$ 4,787	4,174	4,174	2,783
Number of FTE's	18.00	18.00	18.00	18.00

DIVISION PURPOSE AND GOALS

Geographic Information Services (GIS) assists government agencies and the greater community to visualize and transform geographic data into usable information. With this information, the customer is empowered to make more informed and effective decisions. Staff does this by providing high-quality geospatial data, applications, infrastructure, and expertise. Geographic Information Services has a primary responsibility to develop and maintain core geographic databases. Once the data is accurate, current, and complete, GIS serves as a central distributor for the data and a clearinghouse of the data to and from other agencies. To accomplish these business services, GIS provides technical support to users including 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. The primary customer groups are Wake County governmental agencies, other governmental jurisdictions, the citizens, and private sector. As with any service organization, service level requirements change with the needs of customers. Customers increasingly rely on geospatial analyses and services to effectively enhance and extend their own services.

MAJOR ACCOMPLISHMENTS

Provided ongoing assistance to several departments including: the Revenue Department for the 2016 Property Revaluation Project consisting of continued support and enhancements to the rMAPS GIS application, as well as developing a series of maps to be plotted and used by appraisers in the field during the Reval Project; gathered and organized data, developed interfaces, and provided analyses to support Environmental Services in the identification and mitigation of well contaminants; and completed updates to the 2014 Human Services Director's Mapping Project showing the location of clients for ten Human Services Programs.

Provided additional support General Services' Administration and Environmental Services' use of Global Positioning Systems (GPS) to map street signs, irrigation equipment, wells, and septic systems. Staff also worked with Human Resources to review personnel classifications for half of the positions in GIS and continued to explore and develop web applications using ArcGIS OnLine for internal use by Environmental Services Water Quality Division.

Worked with the City of Raleigh to develop and implement work flows for their Master Address Repository and modifications required as Raleigh has included addressing for six additional municipalities. Completed development and implementation of a

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Solid Waste Facility Locator application. Developed and rolled out a Beta Release of a new Wake County Open Data Portal (<http://data.wake.opendata.arcgis.com/>)

Participated in the Land Development Solutions Project procurement and implementation team. This system will replace the County's current planning, permitting, and inspections system.

FY 2016 DISCUSSION

The Geographic Information Division budget increased by \$14,134 from the FY 2015 Adopted Budget to \$1.76 million which reflects revised lease, utility, fuel, salary and benefit rates.

In FY 2016 staff will continue support for the 2016 [Property] Revaluation rMAPS application and contribute to the Land Development Solution Project, including implementation planning and providing any GIS support needed during the implementation process. Continue to develop an ArcGIS OnLine application to support crime analysis for the Sheriff's Office and the ArcPad Damage Assessment Application used by PDI and Emergency Management while exploring uses in other area of the county.

Staff will work with the City of Raleigh to rewrite the popular iMAPS application (<http://maps.raleighnc.gov/IMAPS/index.html>) using stakeholder and focus group input and Industry Best Practices, as well as with Harnett County, North Carolina Geodetic Survey (NCGS), and residents along the Wake-Harnett County line to locate and survey the county line to document where these residents should receive services.

Provide support in planning and implementing migration to the new Computer Aided Dispatch (CAD) system in the Raleigh/Wake Emergency Communications Center. Rewrite existing GIS application interfaces using newer software technology.

HORIZON ISSUES

Staff plan to develop additional mobile GIS applications, and locate and survey the Wake / Granville County Line.

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of "walk-in" requests for information	767	663	560	N/A
Number of information requests via phone and/or email	7,840	7,238	6,700	N/A
Number of special projects requested by Wake County and/or other government agencies	87	110	100	N/A
Number of special projects requested by the general public	56	39	50	N/A
Number of visits to iMAPS website	1,106,702	1,250,273	1,350,000	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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of parcels mapped	5,768	7,074	8,400	N/A
Number of addresses assigned	806	2,993	3,600	N/A
Number of centerline street segments mapped	6,748	6,904	7,100	N/A
Number of annual CAD geofile updates	4	4	4	N/A
Efficiency				
Percent of annexation ordinances mapped as of the effective date of the annexation	100	100	100	100

Community Services

Division Summary - Libraries

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	12,869,765	13,617,938	13,617,938	13,682,930
Contractual Services	369,826	443,147	468,947	473,147
Supplies, Materials and Other Charges	4,586,359	4,590,866	4,611,582	5,422,537
Capital Outlay	—	—	6,712	—
Expenditure Totals	\$ 17,825,950	18,651,951	18,705,179	19,578,614
Revenues:				
State	533,622	525,000	525,000	400,000
Charges For Services	425,806	459,000	459,000	466,250
Miscellaneous	119,636	232,000	232,000	205,000
Revenue Totals	\$ 1,079,064	1,216,000	1,216,000	1,071,250
Number of FTE's	216.00	216.00	216.00	235.00

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, eleven community libraries, two specialty libraries the Olivia Raney Local History Library and the Express Library on Fayetteville Street, and operates a Bookmobile. In addition, WCPL contracts with the Wake County Public School System (WCPSS) to provide public access to the Athens Drive High School Library. WCPL supports a Digital Library that manages the Library's virtual and digital presence. The Digital Library administers the library's web presence, supports the eBook and eAudio collection, and facilitates community involvement through various social media platforms.

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 2014, 96.6% of library customers rate their Wake County Library

experience as excellent or good. Community support for the libraries is strong with an annual door count in FY 2014 of more than 3.7 million visitors, annual circulation greater than 11 million items and annual program attendance of more than 280,000 participants, as well as 70 percent voter bond approval

MAJOR ACCOMPLISHMENTS

To be a successful library system, WCPL focuses on three factors: developing products that people love, operating facilities that are well thought out, and providing experiences that are pleasant. WCPL products include: books and collections that people want, access to the Internet and other digital services that are easy to use, and programs that are engaging and educational.

In FY15, WCPL's efforts in these three areas maintained WCPL status as the busiest and most cost effective library system in NC. Specifically, WCPL continues expanding its innovative and popular program of service for the young child, the school age child, teens, and adults of all ages.

The American Library Association (ALA) has announced that Ann Burlingame, Deputy Library Director, has been selected to receive the 2015 Peggy

Sullivan Award for Public Library Administrators Supporting Services to Children. The Sullivan Award is presented annually to an individual in a library administrator role who has shown exceptional understanding and support of public library service to children.

WCPL successfully completed three programming series (each series consisted of 12 weeks of programming for all ages). The Summer Reading Program which had over 40,000 participants of all ages. WCPL presented almost 9,000 programs for all ages with an attendance of over 300,000 people. In addition, system events such as the Storytelling Festival, the Moonlight Walk, and Star Wars Reads were popular with Wake County citizens. The Annual Wake County Book Sale and Festival of Reading had a four day attendance of approximately 17,000 visitors. Over 300,000 books were sold and the Library earned over \$140,000 in book sales. The Valentines for Vets program distributed over 7,000 valentines to veterans' hospitals.

The County broke ground on the Northeast Regional Library this fall. Scheduled to open in the spring of 2016, the 22,000 SF library will be the first new facility to open in Wake County since 2009.

FY 2016 DISCUSSION

The Libraries Division budget increased by \$926,663 from the FY 2015 Adopted Budget to \$19.58 million due in large part to the opening of the Northeast Regional Library, as well as the expansion of book funding.

In 2009, library funding decreased and the building program halted, in turn book replacements declined and the collection size suffered. According to staff, the declining circulation numbers are directly linked to the aging and reduction of the current collection due to decreased funding coupled with the delayed opening of new libraries. To analyze and justify library operations, staff spent years developing and fine-tuning a library model unprecedented across the U.S. The model uses various sources of data to provide a complimentary analysis of both the science and art of library operations. Indicators suggest gradually reinstating book funding to the levels

recommended by the model will allow the book collection to be replenished responsibly. In turn, staff anticipates circulation numbers will increase as collection funding, for areas such as Adult Fiction, begins to be reinstated. The FY 2016 budget includes \$353,000 in funding to begin this process.

Northeast Regional Library, funded from the 2003 library bond building program, was postponed in 2008 due to the economic recession and resumed in November of 2013. This 22,000 square foot library will be located in the Wakefield area near Wake Forest and is scheduled to be completed in the Spring of 2016.

In FY 2016, WCPL will be focused on stabilizing the book budget and the opening of new and expanded library facilities. In addition to the \$353,000 expansion of the operating book budget, WCPL has \$1.4 million remaining in the CIP budget for book purchase in FY 2016. In regards to scheduled capital projects, planning for the new Middle Creek Library, as well as the expansions of the Cary Public Library and the Fuquay Library are underway. The Southeast Regional Library renovation is scheduled to be completed in Winter of 2015 and planning for the East Regional renovation is also in progress. The Leesville Public Library restoration from fire damage should be completed in early FY16.

The future operating costs associated with the WCPL's new and expanded facilities have been budgeted. However, WCPL is anticipated the need for training with an expanded staffing level and will introduce a new training module focused on the paraprofessionals in FY 2016. With the addition of new and larger facilities, WCPL will develop a staffing model for library support services to identify potential areas of need.

HORIZON ISSUES

The current CIP plan expires in 2019 and Wake County has experienced significant growth since the last CIP passed in 2007; therefore, planning for future library needs will be studied. A more permanent solution to the contract service in the Athens Drive High School area with the Wake County Public School System can be addressed at that time.

Community Services

Summary of Services and Performance Measures

Service Area: A Collection Members Want

Description: The WCPL collections are books and other materials used at a library location or online at www.wakegov.com/libraries. In order to meet the needs of the dynamic and diverse communities, WCPL seeks to develop a book collection of considerable scope and variety. Library staff receive strong member support for a collection that is: current, expertly selected, supports education and employment, meets the needs of the growing international community, supports local interests such as genealogy and the arts, and is presented in varying formats (i.e. audio books). The Libraries select, without bias or any limitation on the right to

know, a comprehensive collection to meet the informational, educational, recreational, and cultural needs of Wake County citizens within the available budget. The Library seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County citizens through which an individual may explore all points of view and issues of interests. The Library also seeks to anticipate public demand for materials.

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of materials in the print collection (books)	1,534,418	1,461,150	1,388,000	N/A
Number of downloadable materials in collection (books)	26,254	36,966	47,000	N/A
Number of materials in print & downloadable collections	1,560,942	1,496,518	1,432,000	N/A
Output				
Number of print material circulations	10,855,197	10,471,525	10,088,000	N/A
Number of downloadable circulations	463,508	682,501	901,000	N/A
Number of total circulations (print and downloadable)	11,335,330	11,158,272	10,981,000	N/A
Number of cardholders active within 2 years	248,517	236,861	230,000	N/A
Efficiency				
Books (print collection) per cardholder	6.3	6.3	6.2	N/A
Circulation (print material) per cardholder	45.6	47.1	47.7	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that it was easy to find the book they were looking for at their primary library.	74.4	79.7	85	90

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

Description: More Wake County citizens have access to technology today than just a few years through personal computers and mobile devices. Proliferation of such devices are creating an increased demand for new content, including digital books/

audio, and services such 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 computers with public access, electronic resources, remote access services through the web, wireless internet service within the branches for citizen's personal laptops, and instruction on computer use.

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

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of materials available for download (downloadable collection)	26,524	36,966	47,000	N/A
Output				
Hours in which public computers were used by cardholders	663,896	664,522	665,000	N/A
Number of downloadable material circulations	463,508	682,501	901,000	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	83.4	80.1	85	N/A
Percent of members who strongly agreed or agreed that they were able to find a space and plug to use a personal computer they brought to the library	79	80.7	85	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).

Community Services

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of Youth Programs	7,540	7,944	8,300	N/A
Number of Adult Programs	1,076	1,013	1,000	N/A
Output				
Youth Program Attendance	263,543	282,428	302,950	N/A
Adult Program Attendance	17,451	16,836	17,500	N/A
Efficiency				
Youth Attendance per Program	35	35.6	36.5	N/A
Adult Attendance per Program	16.2	16.6	17.5	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 destination, offering services, which appeal to all generations and providing meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are placed well for easy access, that libraries are near where

people live, work, and play, that spaces are managed effectively, and that members feel safe during their visit.

To determine the service's effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households, and cardholders who live within a ten-minute non-overlapping drive time area for each facility.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of library hours open to the public	58,653	60,070	62,000	N/A
Output				
Library visitation (door count)	3,758,990	3,603,742	3,500,000	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that they felt safe at the library	95.9	95	95	N/A
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	93.4	93.6	95	N/A
Percent of County population within a ten minute drive time of a public library	88.6	88.6	88.6	N/A
Percent of County households within a ten minute drive time of a public library	89.4	89.5	89.6	N/A
Percent of Wake County cardholders within a ten minute drive time of a public library	89.5	89.5	89.5	N/A

Service Area: Pleasant Experiences (Library)

Description: Libraries seek to provide a positive experience for each member during each and every visit. While others services focus on developing the collection and facilities, this service focuses on process and customer interactions within available

resources. To seek feedback, libraries conduct an annual customer satisfaction survey that seeks customer input on specific items such as convenience of library hours, finding and checking out materials, and library staff's helpfulness.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	86.6	89.4	90	N/A
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	74.4	79.7	85	N/A
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	73.7	80.1	85	N/A
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	97.2	97	95	N/A
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	96.2	97.4	95	N/A
Percent of members who strongly agreed or agreed that staff demonstrated a willingness to help	96	97.7	95	N/A
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	94.8	95.8	95	N/A

Environmental Services

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 6,687,991	7,381,703	7,518,216	7,961,073
Contractual Services	378,915	232,852	458,238	407,174
Supplies, Materials and Other Charges	1,133,508	1,414,104	1,542,323	1,450,301
Capital Outlay	101,028	—	110,500	49,800
Expenditure Totals	\$ 8,301,441	9,028,659	9,629,277	9,868,348
Revenues:				
State	\$ 130,237	159,780	159,780	121,256
Local	(5)	—	—	—
Charges For Services	1,249,675	1,177,538	1,177,538	1,234,112
Licenses & Permits	967,069	1,010,681	1,065,681	1,058,681
Miscellaneous	572	—	—	12,600
Transfers	44,320	44,320	44,320	44,320
Revenue Totals	\$ 2,391,868	2,392,319	2,447,319	2,470,969
Number of FTE's	105.00	109.00	114.00	118.00

DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objectives prescribed by the Board of Commissioners and the County Manager, the Department consists of five divisions: Administration, Animal Services, Environmental Health and Safety, Solid Waste and Water Quality. With the exception of the Solid Waste Division, each of these divisions will appear in the Environmental Services section of the adopted budget document. The Solid Waste Division is a public enterprise; as such, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the operating budget for the Solid Waste Division, please refer to the "Enterprise Funds" section of the budget document.

FY 2016 DISCUSSION

The Environmental Services budget increased by \$839,689 from the Fiscal Year 2016 Adopted Budget. And includes funding for the following expansion items.

The North Carolina Administrative Code, 10A NCAC 46 .0213, establishes standards for local health departments to provide regular inspections of restaurants, residential care facilities, hotels and tattoo parlors. Wake County has adopted these standards as the guidelines for the number and frequency of inspections based upon risk on a yearly basis. These inspections range from annual to quarterly requirements per Wake County and NCAC rules. The inspection team is tasked with all food and facility safety inspections across incorporated and unincorporated portions of Wake County. No individual municipalities provide this service. Since FY 2008, the number of facilities and required inspections has increased steadily both going through the recession and emerging from it.

The total number of facilities has grown between .53 - 3.26% a year during this time period, resulting in an additional 1,443 required inspections per year. When the production standards as well as past performance are compared to the number of available staff, a significant gap is seen between the number of required and achievable inspections.

Three additional FTEs are recommended to support the food and institution inspection program in FY 2016. This need is derived from the better understanding of capacity that was gained in throughout the past year and a half regarding the impact of the new state rules on productivity. These changes have resulted in significant reductions in capacity for current and future staff and have resulted in a drop in coverage to 71%.

UNRBA provides lobbying support for rules which are being developed for Falls Lake. This organization is a cooperative between 14 local governments who would be impacted by the implementation of the nutrient reduction rules. This organization has been successful in delaying costly implementation of nutrient reduction strategies that the State had mandated until additional studies were completed. The proposed increase for FY 2016 will support further monitoring and water sampling within the basin and is part of UNRBA's data driven attempt to provide alternatives to the State's proposed rules.

Session Law 2014-120 requires that each "Regulatory Authority shall create a process for each regulatory program administered by the Regulatory Authority for an informal internal review at the request of the Submitting Party." This legislation requires the county to have a professional engineer review and certify certain plans within the specific turnaround times required by law. Under the existing staffing levels, if a review by a P.E. is requested, Wake County would need to contract with a consultant for the service, or have a P.E. on staff to conduct this type of work. Contracting of this service is less expensive than adding additional staffing to serve the same function. A proposed fee change is also recommended and results in this program being cost neutral, assuming the corresponding fee request is also approved.

The Call Center within Environmental Services provides a diverse set of services that support internal and external customers of the department. This group has evolved from answering phones and receiving some payments and plan submittals to being a resource for external customers to receive direction and assistance on topics from the Animal Shelter to their septic tanks. This group has also expanded their customer service role to researching permits, assisting divisions with paperwork and mailings as well as serving as a resource for internal customers to archive information. Currently, there are two FTEs and a supervisor assigned to the third floor and one FTE assigned to the permit counter on the first floor of the Wake County Office Building. This current number of employees does not provide sufficient coverage and flexibility to ensure that citizens are met with prompt service while also being able to meet the demands of internal customers. If the first floor counter staff is out of the office Community Services staff, who have 5.0 FTEs on the first floor, direct customers up to Environmental Services or they have to wait until staff is available to come down to the first floor. Additionally, the current level of staffing does not allow for the customer support staff to be able to pull permits, or conduct their other required internal tasks while still being available to answer phones and support walk-ins. One additional FTE is recommended for funding in FY 2016.

Through increased exposure and outreach, ES has seen an increase in the number of well tests it conducts on an annual basis over the past three years. As a result, the need for additional sampling kits and the requisite lab supplies also has continued to increase. Funding is recommended for FY 2016, in the net amount of \$11,334. One-time equipment can be absorbed into the FY 2015 budget and is not recommended for funding in FY 2016. The anticipated revenue increase is a result of increased participation, not fee increases. This is partially off-set by a decrease in the fees for low-income families.

The State recently increased testing fees to be as costly as if we contracted this service to a private lab, while the level of service and turnaround time

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remains lower than that same approach. The State lab takes 3-4 weeks for the services, whereas Environmental Services can complete the same tests within 10 days. The alternative to program delivery is to require citizens to contract with a private lab for well testing. While there is nothing that precludes this now, by the county acting as the intermediary, there is the increase opportunity for participation through education and outreach. Adding an additional barrier to well testing may alter behavior in an undesirable manner. This service is both regulatory and non-regulatory, in that it ensures new wells meet drinking water guidelines and serves as an outreach tool to help citizens regularly test their private wells.

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 through the tax rate.

In Fiscal Year 2016, the Department expects to receive fee and permit revenue of \$2,433,884. This represents an increase of \$41,565 compared to the FY2015 Adopted Budget. The budgeted revenue increase is attributed to an increase in activity in development-related areas and increased restaurant inspections.

HORIZON ISSUES

Looking ahead to FY2016 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.

Division Summary - Environmental Services Administration

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	658,859	606,617	596,963	623,384
Contractual Services	28,722	11,898	69,454	185,720
Supplies, Materials and Other Charges	53,911	117,102	139,640	140,902
Capital Outlay	6,872	—	—	—
Expenditure Totals	\$ 748,364	735,617	806,057	950,006
Revenues:				
Charges For Services	239	—	—	—
Miscellaneous	—	—	—	12,600
Transfers	44,320	44,320	44,320	44,320
Revenue Totals	\$ 44,559	44,320	44,320	56,920
Number of FTE's	9.00	9.00	8.00	9.00

DIVISION PURPOSE AND GOALS

The Administration Division has a staff count of 8.3 full-time equivalents (FTEs) and is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager, and is responsible for the overall performance and operation of the Department. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the Administration Division is responsible for implementing the specific programs, products and services required to accomplish the prescribed goals and objectives. All matters related to Department staffing, personnel management, budget management and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the Environmental Services Call Center and code enforcement coordination within the Department and with other departments in County government.

MAJOR ACCOMPLISHMENTS

During the current FY15 the administration division has accomplished process changes in important areas that will lead to efficient operation and a people oriented work ethic. One item of importance was to

identify and address safety throughout the department. This was accomplished by working with the Division Directors to identify potential hazards to employees' health in their work environment. This summary was used to develop training and policies that protect employees more effectively than they had in the past. There are two training videos and policies concerning workplace activity and behavior that will positively impact employee safety. The Department has begun holding strategic planning meetings with the environmental services manager, division directors, business officer, HR representative, budget department representative, and department director. This team is developing new processes to deliver services more quickly to the business community and residents of Wake County without requiring the addition of resources. We expect our organization to remain efficient and responsive to the needs of the community.

Several initiatives were completed in FY15 by the Administration Division. A strategic plan was developed for the department that identified 7 key areas of focus for the coming 5 years. These can be modified during subsequent strategic planning meetings. At present the 7 strategic initiatives for the department are:

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I.

Clearly defined standards for interfacing with customers and fulfilling mandates that are written in documents and located to be easily accessible to all staff at all times

II.

Operations planning that is predictive of different scenarios for each division and takes into account service level expectations and varying workloads

III.

Methods of open communication that cross the boundaries of divisions and departments to express common goals and achievements

IV.

Continuous Improvement Projects that are documented and shared to empower staff to bring positive change in their job tasks and stakeholder relationships

V.

Budget Planning that is shared, communicated, transparent, and accurate to inform decision-makers about the key deliverables in our area of operation that could benefit from adjustment of resources available to the Department

VI.

Operations training that includes skills and tasks that may not be carried out every day, like money handling or safety, to keep our staff informed and ready to complete all tasks in a professional manner

VII.

Change control for our enterprise software systems that anticipates risk and avoids downtime

This plan has been a guide to some of the following initiatives.

Process Improvement:

An interlocal agreement was written and presented to stakeholders that will greatly improve the smooth operation of the Animal Center. The procedures adopted in the document will improve the experience

of the animals as they are processed to find a new home.

The Administration Division also organized a forum on animal hoarding, The Wake County Animal Hoarding Forum: Understanding New Directions in Animal Hoarding Intervention. Following the guidance proposed during the forum can improve outcomes for animals and people resulting from an animal hoarding intervention.

Operations Training:

New training was initiated to all staff about the strategic plan and our opportunities to improve that come out of it. Key staff was trained in various aspects of Lean and process improvement technology in order to motivate and validate that they are contributors to a better process. Each division contributed some project or projects to an overall process improvement effort.

Communication:

New communication was begun regarding process improvement efforts throughout the department. Communicating positive ideas between divisions was one of the initiatives suggested during our strategic planning process within key initiative III.

Documentation:

A new documentation database was introduced into each division and was used extensively to consolidate the procedures and policies of each division in a place where they can be shared and reviewed annually. Annual review is a built-in reminder.

Fiscal and Budget Management

The department met the Environmental Services budget in FY15 by providing the Directors with key financial tools to effectively use their financial and human resources, including: Managed the budget process to support strategic departmental initiatives; created Division budgets with line item assumptions that facilitated project prioritization to stay on

budget; and calculated cost benefit analysis for new projects or program changes to guide the decision.

Business Intelligence Solution

The Environmental Services finance staff has designed and implemented Phase I of a business intelligence solution to support fact-based decision-making at a low cost and minimum IT involvement. We have Executive dashboards with a high level view as well as the ability to drill down into the business. There is also a 4-year trend analysis and forecasting component to anticipate business changes and manage their outcome.

FY 2016 DISCUSSION

The Environmental Services Administration Division budget increase by \$214,389 from the FY 2015 Adopted Budget.

HORIZON ISSUES

The most important horizon issues have to do with providing excellent service to the citizens and businesses of Wake County. Our economy is expanding and growth is rapid. We are confronting this challenge with a strategy to provide more efficient and responsive services. We want all of the information requests that come to us to support transactions in the county to be fulfilled more rapidly than they were in the past. We want to hear from our customers that it was a delight to do business in the county because our staff and our processes are so effective. We will also continue to evaluate the need for more staff to cover a growing industry in construction, food service and hospitality, waste disposal, and animal services. Our division will work to ensure that all of these areas are covered.

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Division Summary - Environmental Health & Safety

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,907,882	2,188,048	2,171,933	2,384,321
Contractual Services	9,995	4,920	31,736	4,920
Supplies, Materials and Other Charges	164,167	223,568	219,568	237,655
Capital Outlay	—	—	15,000	48,600
Expenditure Totals	\$ 2,082,043	2,416,536	2,438,237	2,675,496
Revenues:				
State	130,237	159,780	159,780	121,256
Charges For Services	112,225	88,500	88,500	94,500
Licenses & Permits	344,325	326,500	326,500	326,500
Revenue Totals	\$ 586,787	574,780	574,780	542,256
Number of FTE's	28.00	30.00	30.00	33.00

DIVISION PURPOSE AND GOALS

The Environmental Health and Safety (EHS) Division has a total staff count of 30 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.

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

The Plan Review and Recreational Sanitation Section (PRSS) protects public health and safety through the

administration and enforcement of State laws and regulations enacted for public health, to build in features that promote a sanitary operation. PRRS reviews plans, performs construction visits and permits facilities in concert with municipalities across the County. These facilities include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, temporary food establishments, mobile food units and public swimming pools. PRRS is responsible for administration and enforcement of the County's public swimming pool ordinance which supplements the State regulations governing public swimming pools.

MAJOR ACCOMPLISHMENTS

Policy implementation

In 2012, EHS staff integrated new NC food rules, based on the 2009 FDA Food Code, into its operations, which involved changes to restaurant plan review and inspections. The new Code is a major overhaul of previous NC regulations, and it matches the national industry recognized standard. The new Code addresses many gaps in policy that were identified in the 2010 Risk Factor Study. EHS is currently conducting a subsequent study to evaluate progress toward improving food safety in Wake

County food establishments. The division is enrolled in the FDA Voluntary National Retail Food Regulatory Program Standards (Program Standards), a voluntary quality assurance program for local jurisdictions to benchmark best practices of model retail food safety programs.

NACCHO Grant Mentorship Program

EHS received a grant from the National Association of County and City Health Officials (NACCHO) to mentor three NC jurisdictions with the FDA Program Standards. In addition to the award, the Division received grant funding which supported supplies, equipment and staff training.

AFDO Grant Quality Improvement through the FDA Program Standards

EHS received grants from the Association of Food and Drug Officials (AFDO) to conduct its second risk factor study and to support quality improvement efforts within the division. The results of the study will be available in late summer, 2015.

Plan Review

Staff reviewed 698 facility plans during FY 14. Currently there are 4,481 regulated facilities in Wake County. Staff reviewed 67 pool plans and permitted 37 new pools in FY14. There are 1,146 public pools in Wake County, and staff conducted 2,947 inspections. The summer pool technician program was reinstated in FY15, resulting in a 30% increase of pool inspections over the previous year. The program expects to achieve 4,500 inspections during the summer of 2015.

FY 2016 DISCUSSION

The Environmental Health and Safety budget increased by \$258,960 from the FY2015 Adopted Budget. The difference is due to three additional food and facility inspection positions.

HORIZON ISSUES

Wake County continues to be one of the fastest growing areas in the country. With this growth there

is increased demand for services, both for plan review and health inspections. Increased demand for services with static resources results in increased wait times for plan approval and diminished coverage of mandated inspections.

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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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of Food Establishment Inspections Performed	6,002	7,200	11,360	11,360
Number of Food Establishment Complaints Investigated	496	500	500	N/A
Number of Quality Assurance Visits	82	114	114	102
Number of Environmental Asthma Trigger Investigations	44	60	60	N/A
Number of Confirmed and/or Elevated Lead (Pb) Cases	2	3	N/A	N/A
Efficiency				
Average Number of Inspections per Env. Health Specialist	363	410	400	420
Effectiveness				
Percent of Inspection Coverage for Food Establishments	63	69	70	100

Service Area: Plan Review/Recreational Sanitation

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

and enforcement of the County's public swimming pool ordinance which supplements the State regulations governing public swimming pools.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of Swimming Pools Permitted	1,146	1,175	1,175	1,175
Number of Pool Inspections Performed (Calendar Year)	2,927	4,500	5,000	5,000
Number of New Food Plans Reviewed	689	698	720	N/A
Number of Pool Plans Reviewed (Calendar Year)	67	70	70	N/A
Number of Restaurant Construction Visits/ Finals/Field Consultations	871	875	875	875
Number of Temporary Food Establishments Permitted	451	450	450	450

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Division Summary - Water Quality

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	2,241,284	2,467,473	2,690,755	2,802,874
Contractual Services	101,882	10,690	151,704	11,190
Supplies, Materials and Other Charges	266,186	333,617	436,018	356,016
Capital Outlay	94,156	—	95,500	1,200
Expenditure Totals	\$ 2,703,508	2,811,780	3,373,977	3,171,280
Revenues:				
Charges For Services	767,962	667,440	667,440	720,612
Licenses & Permits	622,744	684,181	739,181	732,181
Revenue Totals	\$ 1,390,706	1,351,621	1,406,621	1,452,793
Number of FTE's	28.00	30.00	36.00	36.00

DIVISION PURPOSE AND GOALS

The Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The Division has three sections, Groundwater Management, Wastewater Management, and Watershed Management. For overview purposes, these sections are described as performing five broad functions within their areas of expertise: (1) Administer County ordinances and applicable state and federal laws. (2) Provide research, policy analyses, and recommendations to the County Manager, County Commissioners, and County appointed boards and committees. (3) Provide information, outreach, and technical support to the citizenry. (4) Coordinate with partners to pool resources and lead regional discussions on water resources and public health issues. And (5) carry out a range of miscellaneous health and safety responsibilities including hazardous-chemical spills response, nuclear power plant drills (or actual event) response, swimming-pool health inspections, recreational beach and swimming waters monitoring, and more.

MAJOR ACCOMPLISHMENTS

Development of a Contaminated Groundwater and Wells Outreach Program

In FY15 the Groundwater Outreach Program worked diligently on the development of methods. There were initiatives in both outreach to new sites that have not been tested, and mitigation efforts in sites where contamination has been identified. The Division of Water Quality is becoming more prepared to handle any situation that may arise as our staff continues to assist private well owners.

Converting Old Septic Permit Files to Electronic for Public Consumption

Approximately 25,000 septic permit files have been converted to electronic files and attached to the GIS database for parcels in the county. This has made many real estate transactions more streamlined while reducing workload for staff. Real estate agents and others involved in real estate transactions have praised this new availability of the septic permits.

Formation of a Team to Implement Process Improvements

With assistance of the Administration Division several staff members were trained in Lean process improvement techniques and the Plan, Do, Check, Act cycle. Since the training that team has designed changes for the process of septic permit processing. Thus far, those changes have resulted in a potential

savings of 2.5 days of a 10.5 day process. That is a large savings of nearly 25%. The team has just begun and has identified additional time saving opportunities, such as deploying multi-function tablets and smartphones instead of laptops. The new functionality will support enhanced communication with all of the customers, internal and external, of the field staff and save staff time by allowing them to remain in the field instead of coming to the office for communication.

Addition of Professional Field Staff

The Waste Water Section has completed a detailed model of their field staff duties in order to determine the proper staff levels to provide service as demanded by a new increase in building activity. Once that model was completed, additional staff were added as indicated in the model. These are professionals, trained in the sciences, that were then given specific training and certification tests to become Environmental Health Specialists. Two of these seven staff were trained and experienced before this year. The other five have been given the opportunity to get certified. They will begin full field duties this year to contribute to the effort to increase service levels.

Development of a New Recreational Water Safety Protocol

The Watershed Management Section has developed a new program for sampling and verifying safety of recreational waters. The new protocol is supported by science and by new EPA statistical methods of determining safety of water for recreational purposes. This involved collaboration with human services. New signage, new testing protocols, new statistical standards for sampling. The result will be a better method of determining safety that will close beaches with more accuracy than before.

FY 2016 DISCUSSION

The Water Quality budget increased by \$359,500 from the FY 2015 Adopted Budget.

Key issues for FY 2016 and beyond include:

- (1) Ensuring sufficient service and staffing levels for development permitting in response to the recovering economy and increased building activity.
- (2) Continuing to develop and refine the County's comprehensive program to address contaminated groundwater and wells.
- (3) Minimizing the future, recurring budget impacts of the State-mandated Falls Rules.
- (4) Regularly replacing aged equipment at the County's water quality lab.
- (5) Scanning paper copies of septic and well permits so businesses and residents can access them electronically.
- (6) Continue to phase in initiatives from the Department's Strategic Plan.

HORIZON ISSUES

The issues listed previously under Budget Year Issues will impact services in FY 2016 and beyond. In addition to those issues, staff sees the following on the horizon:

Groundwater Quantity and Quality

Periodic droughts highlight the issues with groundwater quantity and their impacts on private wells. An example was in the Norwood Oaks area where in multiple years wells lost water yields, some going dry.

The County responded to this groundwater quantity issue by developing a Well Interference Ordinance, which supplemented a previous Comprehensive Groundwater Study.

In some geographic areas, water quality has become a concern as groundwater contaminants migrated to private wells. The County responded to this concern by developing a Contaminated Groundwater and Well Outreach Program.

With past water quantity and quality issues in mind, consider the future: There are over 30,000 wells in

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the County. And large areas of the County are planned to never be served with municipal water (or sewer) service (mainly water supply watersheds); so, in those areas, groundwater is to be relied upon to meet water demands. As the number of households on wells continues to grow, staff expects an increasing number of wells to have problems with water quantity and quality. This will continue to drive policy discussions on the best means to manage groundwater resources.

Infrastructure Monitoring and Maintenance

Within Wake County, stormwater devices known as best management practices (BMPs) (eg. detention ponds and bio-retention areas) are operated and maintained by property owners associations or by individual property owners. Typically, property owners do not have the knowledge or resources to properly monitor and maintain the BMPs to ensure they continue to function as designed. Wake County Staff inspect these devices to ensure proper operation and consult with owners about proper maintenance.

Wells and septic systems are also the responsibilities of property owners to maintain. Property owners should regularly test well water to assure it is safe to drink and should regularly inspect and occasionally pump their septic systems. Some septic systems, that have pumps to operate, are required by State law to be inspected by the County. All of these types of infrastructure are a part of the Water Quality Division's scope of interest. Staff inspects, samples, or consults with owners of these assets.

As Wake County grows, and new infrastructure is added the Water Quality Division will remain involved in planning, education, and regular inspection of these assets.

Future Bills and State Laws and Rules

As a regular part of its business the Department tracks state bills and new laws and rules and participates in discussions at the State level. Some laws have potential to impact the County's budget, workloads, and service levels. Some can narrow policy options now available to local governments.

It's important to see on the horizon how the County will be impacted. The Department will continue to track, analyze, and participate in state discussions to help the County manage state legislative and rule impacts.

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of Groundwater Permit Applications	370	400	400	N/A
Output				
Number of Well Construction Inspections	775	830	830	N/A
Number of Private Well Samples	1,123	1,500	1,500	N/A
Number of Investigations/Consultations	189	240	250	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.

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of Applications Submitted	1,008	1,058	1,111	N/A
Output				
Number of Final Operation Permits	1,013	1,166	1,224	N/A
Number of Complaint Responses	560	560	450	N/A
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	189	200	350	1,750
Efficiency				
Median Response Time for First Site Visit(days)	39	21	7	7
Effectiveness				
Percent of Systems Three Years Old and Properly Functioning	99	99	99	100

Service Area: Watershed Management

Description: The Watershed Management Section protects water resources in Wake County through the enforcement of State laws and regulations and local ordinances related to stormwater management, floodplain management and erosion and sediment control. In addition, the Watershed Management Section is responsible for implementing a water quality monitoring program which is designed to (a) collect information and data to monitor the health and condition of Wake County's water resources; (b) analyze and quantify specific causes and sources of water resource problems; and (c) develop specific recommendations to solve and correct the identified problems. This section administers the County's Recreational Waters Program, monitors bacteria levels at public beaches and the closing of facilities when bacteria levels exceed recommended standards.

The Watershed Management Section has interlocal agreements with seven municipalities to implement their erosion and sedimentation control programs and interlocal agreements with the Towns of Rolesville, Wendell and Zebulon to implement their stormwater management programs.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of SW Plans Submitted	62	48	48	N/A
Output				
No. of SW Permits Issued	23	24	24	N/A
Number of Land Disturbing Construction Plans Approved	91	121	130	N/A
Efficiency				
Number of Site Inspections per Engineer Inspection Service	587 11	839 18	839 18	N/A 12
New Development Plan Turnaround Time (Days)	10	12	12	14
Single Family Residential Plan Turnaround Time (Days)	9	9	9	4
Number of Site Inspections per Month	237	206	206	N/A

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Division Summary - Animal Care, Control and Adoption Center

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,879,967	2,119,565	2,058,565	2,150,494
Contractual Services	238,316	205,344	205,344	205,344
Supplies, Materials and Other Charges	649,243	739,817	747,097	715,728
Expenditure Totals	\$ 2,767,526	3,064,726	3,011,006	3,071,566
Revenues:				
Local	(5)	–	–	–
Charges For Services	369,249	421,598	421,598	419,000
Miscellaneous	572	–	–	–
Revenue Totals	\$ 369,816	421,598	421,598	419,000
Number of FTE's	40.00	40.00	40.00	40.00

DIVISION PURPOSE AND GOALS

The Animal Care, Control and Adoption Division has a total staff count of 40 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

Hosted first annual Animal Control Rabies Clinic with educational table from Raleigh Animal Control and Wake County Animal County, and participation from Holly Springs Animal Control.

Continuing educational opportunities for Animal Control staff through Human Resources, such as 7 Habits and internal customer service improvement through training such as Verbal Judo.

Received a NACo Acheivement Award for "Model for Reducing Euthanasia in an Open Intake Animal Shelter". The Wake County Animal Center accomplished a 14% decrease in euthanasia rate in two years.

Received a NACIO award for Best of Class in Photography for the work of Shannon Johnstone and "Landfill Dogs" series.

Completed major renovation project of dog quarantine, receiving area, behavior assessment room and upper respiratory treatment room for dogs.

Completed security improvements, which included badge readers and security gates.

Continued implementation of recommendations from recent management studies.

Continued partnership with NCSU-CVM through hosting veterinary students for fourth year rotations in shelter medicine, supporting development of a Student Chapter of the Association of Shelter Veterinarians.

FY 2016 DISCUSSION

The Animal Care, Control and Adoption budget increased by \$6,840 from the FY 2015 Adopted Budget which resulted from personnel costs and miscellaneous expenditure adjustments.

The Wake County Animal Center anticipates achieving several major goals during FY 2016:

Successfully manage the FY 2016 budget and validate the goals and objectives relative to funding.

Utilize internal Wake County resources to facilitate the optimization of critical business functions such as finance, training and facility maintenance.

Optimize utilization of volunteers and fosters within these programs to benefit the Wake County Animal Center.

HORIZON ISSUES

Horizon issues for Animal Control:

Dog boxes on Animal Control vehicles will need to be upgraded to comply with the North Carolina Animal Welfare Act.

Provide continued training for Animal Control Officers through NACA (National Animal Control Association) and specialized training in animal hoarding cases.

Provide continued community education about TNR (trap, neuter, return) and community cat management.

Horizon issues for Animal Care & Adoption:

Completion of Interlocal Agreements with the four municipalities operating their own Animal Control Units.

Completion of Veterinary Partnership Agreements that provide discounted services to our citizens adopting animals. This will promote Responsible Pet Ownership and get our adopters in touch with local practitioners.

Revision of the Wake County Ordinance with regard to Animal Control.

Implementation of remaining recommendations from shelter assessment as well as continued partnership with JVR Shelter Strategies to improve service to Wake County citizens.

Assessment of Community Cat Initiative and developing ways to decrease euthanasia rate of feral cats. Promoting TNR in Wake County.

Revise the Wake County Ordinance with regard to Animal Control.

Horizon issues for Animal Care & Adoption:

Implementation of remaining recommendations from shelter assessment as well as continued partnership with JVR Shelter Strategies to improve service to Wake County citizens.

Assessment of Community Cat Initiative and developing ways to decrease euthanasia rate of feral cats. Promoting TNR in Wake County.

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

Description: The Animal Control Section is responsible for administering and enforcing State laws and regulations and the County's local ordinance related to public health and safety and animal care and welfare. State law and the County's local ordinance address such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, community cats, and at-large animals. The Animal Control Section is responsible for providing

services in all jurisdictions of Wake County with the exception of the Town of Cary, City of Garner, Town of Holly Springs, and City of Raleigh, which operate their own animal control programs. The Animal Control Section is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of Animal Service Calls	7,793	8,160	8,000	N/A
Efficiency				
Number of Service Calls per Officer per year	1,113	1,166	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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Intake(No. Canine/feline brought to Animal Center)	11,089	12,100	13,000	13,000
Output				
Adoption(No. Canine/feline adopted)	3,940	4,235	4,550	4,550
Reclaim(No. Canine/feline reclaimed by owner)	1,179	1,210	1,300	1,300
Transfer(No. Canine/feline transferred to rescues)	1,754	2,420	2,600	2,600
Euthanasia(No. Canine/feline euthanized)	4,047	4,114	4,420	3,900
Effectiveness				
Adoption Percent Rate(Canine/feline)	36	35	35	35
Reclaim Percent Rate(Canine/feline)	11	10	10	10
Transfer Percent Rate(Canine/feline)	16	20	20	20
Euthanasia % Rate(Req by Ord or Health of Animal-Canine/fel)	32	32	32	30
Euthanasia Percent Rate(non required-Canine/feline)	5	2	2	N/A

General Services Administration

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 7,936,376	8,471,423	8,183,101	8,608,180
Contractual Services	4,733,246	5,230,677	5,739,262	5,433,007
Supplies, Materials and Other Charges	12,427,653	12,798,665	12,818,904	13,041,968
Capital Outlay	188,398	49,069	235,296	49,069
Debt	31,777	8,964	8,964	8,964
Expenditure Totals	\$ 25,317,452	26,558,798	26,985,527	27,141,188
Revenues:				
Charges For Services	\$ 2,638,689	2,578,500	2,578,500	2,784,424
Miscellaneous	75,464	45,000	45,000	45,000
Revenue Totals	\$ 2,714,154	2,623,500	2,623,500	2,829,424
Number of FTE's	126.00	126.00	126.00	126.00

DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) manages County owned and leased facilities, the County fleet, provides criminal justice support, and supports a number of General Government business units, including Safety and Security. GSA is dedicated to insuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into six major service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, (5) physical plant and (6) security and safety . These service organizations support the four core businesses and one core process of GSA: facility management, fleet management, general government, criminal justice support, and safety and security. Additionally, these four core businesses and core process are comprised of 26 discreet strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources. Business units also have unique policies and business plans with strategies for accomplishing established goals.

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th

Judicial District, and related partners and customers. A matrix organization utilizes resources (staff, financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely, cost effective service delivery while insuring infrastructure, asset integrity, and emergency response. Reducing risk to County employees and citizens, protecting the County's facility portfolio and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service is the department's highest priority.

Business unit direction is developed through the individual workgroups' policies and business plans and the department's most significant documents, the Corporate Facility Plan, the Facility Use Policy, the Safety, Security, and Loss Prevention Manual, and the Corporate Fleet Plan. These plans were developed with the purpose to increase competition (approximately 65 percent of the GSA budget is outsourced), to improve performance and measurement, and to provide quality, reliable, cost effective facility and fleet services to the County. General Government and Criminal Justice Support services are defined solely by business plans and are

generally specialized. Safety and Security is policy driven and represents a Countywide process. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing quality, efficient service. These Corporate Plans and Policies represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

FY 2016 DISCUSSION

The General Services Administration (GSA) budget has a net increase of \$582,390 over the FY 2015 Adopted Budget of \$26,558,798, totaling \$27,141,188. This budget increase includes various personnel adjustments, modifications to the base budget, including utility rate increases, security contract increases and annualization of Justice Center service contracts, and two expansions.

Utility increases include tax and rate increases for Duke Energy, PSNC and the City of Raleigh water and sewer, which total \$62,940. Corporate Security contract escalation that occurred in FY 2015 has been included in the FY 2016 budget and totals \$39,466. The Justice Center begins its third full year of operation in FY 2016, so the FY 2016 budget includes funds to annualize contract costs and fund contracts for items coming off warranty. These costs total \$267,597.

One expansion will cover the operating and maintenance costs of two new buildings and one building expansion in FY 2016. Northeast Regional Library is projected to open in April of 2016. GSA will cover facility maintenance costs at this facility. Brier Creek EMS Station is expected to open in January of 2016 - here, GSA will cover facility maintenance, life safety and security alarm monitoring. Utilities will be charged back to EMS. The Wakebrook Addiction Treatment Center, 12 bed expansion, will also open in January of 2016. This facility is owned by Wake County and operated by UNC Health Care. GSA is responsible for facility maintenance and life safety functions. The portion of this expansion covered in GSA's budget totals \$47,424.

The second expansion will cover the cost of facility operations for the Public Safety Warehouse lease. The current warehouse is at capacity and lacks space for distribution and deployment, causing issues with departmental operations. A space study was completed that concluded that a space twice the size of the current warehouse was needed to meet the storage needs of EMS, Emergency Management and Fire Services. Initial cost estimates were put in the FY 15 budget and FY 16 base budget. During FY 2015, GSA staff and real estate specialists priced warehouses of the recommended square footage and came up with a more precise cost estimate which included operating costs based on square footage. This budget increase makes up that difference. The total lease cost will be charged directly to EMS, Emergency Management and Fire Services based on the percentage of the building each department uses for their storage needs. GSA will charge back utilities to EMS but will cover janitorial costs for the facility. The total expansion to GSA's budget will be \$9,600 for Janitorial Services at the Warehouse.

General Services Administration

Division Summary - Administration / Support

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	953,727	869,871	886,352	1,022,154
Contractual Services	385,445	365,784	644,355	365,784
Supplies, Materials and Other Charges	92,821	194,214	125,614	232,318
Capital Outlay	14,684	—	57,827	—
Debt	23,402	8,964	8,964	8,964
Expenditure Totals	\$ 1,470,078	1,438,833	1,723,112	1,629,220
Number of FTE's		11.00	11.00	13.00
				13.00

DIVISION PURPOSE AND GOALS

The GSA Administrative Division ensures that standard work processes are applied to uncommon business environments (detention, health care, courts, etc.). Department Administration, Portfolio Management, Business and Technology Planning and System Administration of GSA's various engineered control, and facility/fleet systems are managed by this division. The Portfolio Team tracks the county space inventory and logs all county moves. Administration pays, manages, and/or charges back all utility accounts. The department call center, and other business and technologies are supported in this division: request/work order system, CAFM, fleet/fuel information system, and BMS/SCADA are managed by this division. The department head discharges court liaison responsibilities for the County, staffs the Citizens' Energy Advisory Commission, and serves as ADA Coordinator.

The Administration Division provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses and its core processes; Safety & Security . Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (to Superior and District Courts, District Attorney, Clerk of Court, Sheriff, CCBI, and Public Defender), Detention Security Support, and Facility Alterations, Major Repair and Replacement coordination. Facility leases are also managed, regardless of funding

sources, by this division. In addition to the staffed Administration division, the group manages several non-staffed divisions (divisions organized in the County's financial system) within the department that have significant funds expended, but no dedicated FTEs. These areas include the following:

Court Facility Operations:

To provide criminal justice support to the 10th Judicial District and related agencies by providing administration, facilities, furnishings, statutes, data cabling, special systems, and Courthouse and detention electronic security support. Court facility revenues are posted in this account.

Utilities:

Provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save public funds. Wake County utility bill processing is paperless and has used an Internet service bureau to receive and pay bills electronically, since 1998. Beginning in FY 2012, all utilities of buildings solely occupied by a single department are charged back to that department.

County Building Agreements:

Administration provides for corporate management and an information repository for leases, regardless of funding source.

MAJOR ACCOMPLISHMENTS

Major Accomplishments in FY 2015 include:

Continued to refine the County space inventory system or CAFM (Computer Aided Facility Management system), by successfully implementing the integration of HR personnel data. This integration gives the CAFM the Board of Commissioners authorized FTEs to compare to the existing number of enrolled employees (previously available), providing stronger space planning information from the space system.

Completed the upgrade of the County's CAFM (FM:Systems) to the latest version. The CAFM software is used as a tool to manage the County's building portfolio and space inventory.

MOSCAD Upgrade

AMAG Upgrade

Analyzed existing and future countywide space vacancy. Data used in the planning for departmental space and for the closure and partial closure of County buildings

Successfully implemented (after selecting a security software product and integrator through a competitive prequalification and bid process), the replacement of the all the detention and corporate access control security management systems. This system replacement prepares the host systems for the addition of the Hammond Road and Justice Center while ushering in smart card technology that also serves as the photo ID.

Supported and participated in the evaluation / selection process of the LN Directory Replacement project - a joint project with HR, IS and GSA.

Supported the placement and facility needs of the on-site Behavioral Health providers in Wake County facilities.

Projects across multiple GSA workgroups include:

Advanced Security Policy of separating public from staff spaces;

Marbles IMAX Master Plan;

Began implementation of restack plan for the entire Wake County Office Building, which allocates vacant spaces based on demonstrated departmental needs and renovation plans.

Continued to collaborate with Board of Elections (BOE) in developing a long-term space plan that provides suitable space to the election process. Implemented, without interruption of election, all capital funded improvements to the BOE warehouse including upgrading access, lighting, and installing electronic security to support and protect the voting process.

Overhauled the inventory management systems associated with maintaining, tracking, and accounting for building assets, equipment, and supply inventory. Pilot outsource initiative began in Fleet Operations.

Leveraged E-Learning tool, Inspired eLearning, to train County employees on GSA Policies and Procedures, including the revised Safety, Security, and Loss Prevention Manual.

Initiated a systematic review of historical energy usage of all Wake County facilities by examining prior utility bills to develop Energy Use Intensity (EUI) per building and type. Developing a procedure to standardize calculation of EUI for use in trend analysis of past Energy Conservation Measures (ECMs) and benchmarks for evaluation of future ECMs.

FY 2016 DISCUSSION

FY 2016 brings the third full year of operations to the Wake County Justice Center, which represents the addition of a 577,000 square foot facility, and fourth full year to the Wake County Detention Center (WCDC). GSA continues to examine energy consumption for savings.

Other goals for FY 2016 include:

General Services Administration

Provide quality services to a growing facility and equipment inventory while reducing or minimizing County support costs. The County has increased its building square footage from 3.8 million in FY 2011 to 4.8 million today, with the opening of the WCDC and Justice Center. GSA strives to minimize the burden on the taxpayer by leveraging private industry, identifying efficiencies, and cost saving opportunities to reduce cost of operation.

Refine the Department's personnel, business processes, building systems, workflow, and technology to prepare for the significant, complex building inventory increase represented by the new criminal justice facilities.

Manage significant multi-year improvements to the Wake County Office Building.

Reviewing space allocation to Human Services and its community partners.

Provide field staff with a connected user interface that possesses all required business tools to enhance customer service and accountability.

Implement results of the market study of fleet operations that compared and evaluated the asset, service, and fuel management practices with the industry for an understanding of opportunities in these areas.

HORIZON ISSUES

Maintain an agile complement of staff and contractors to ensure the safety and integrity of Wake County Facilities and Fleet.

Digitize the County building plans library. Include as-built drawing sets, operations and maintenance manuals, specifications, shop drawings, and facility documents and warranties in a document management, archiving and retrieval library.

Summary of Services and Performance Measures

Service Area: Portfolio Management

Description: To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. Portfolio

Management maintains the strategic alignment between GSA and the mission and goals of the County by deliberately maintaining central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Rentable square footage managed	4,085,365	4,085,555	4,097,495	N/A
Gross square footage managed	4,770,597	4,770,797	4,783,365	N/A

General Services Administration

Division Summary - Physical Plant

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	3,991,854	4,116,882	4,025,215	4,207,538
Contractual Services	126,451	528,480	528,480	528,480
Supplies, Materials and Other Charges	3,158,802	2,768,756	2,830,656	2,943,065
Capital Outlay	56,714	—	8,691	—
Expenditure Totals	\$ 7,333,821	7,414,118	7,393,042	7,679,083
Revenues:				
Charges For Services	7,332	7,500	7,500	7,000
Miscellaneous	84	—	—	—
Revenue Totals	\$ 7,416	7,500	7,500	7,000
Number of FTE's	66.00	66.00	66.00	66.00

DIVISION PURPOSE AND GOALS

The Physical Plant Division provides overall facility maintenance to maintain Wake County's facility building assets, life safety systems and infrastructure. The end result is to maximize County staff productivity by providing safe, efficient and reliable working environments within the building envelope through the use of technology, exceptional customer service, and professional staffing. Physical Plant Division provides facility management and general government services. Services include engineering, mechanical, electrical, general maintenance, and plumbing/piping trades; Ponderosa, Life Safety/Environmental, and Alterations/Renovations and Repair and Replacement.

Life Safety/Environmental:

Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches as well as the monthly check of fire extinguishers, exit lights and Automated Electronic Defibrillators (AEDs) are funded here and overseen by operating divisions in GSA. Environmental testing and remediation is funded from this source.

MAJOR ACCOMPLISHMENTS

Completed more than 75 projects of varying size and complexity with examples listed below.

Supported CIP projects with technical and trades expertise. Significant projects include: Swinburne 1st Floor Intake Renovation; HVAC Assessments; Roof assessments; Facility Condition Assessment; WakeBrook 111 Expansion.

Processed 24,862 work requests or 62 percent of GSA's Facility Management work orders (40,371).

Managed the Minor CIP projects. Most notable projects include: PSC Domestic Water Booster Pump Replacement; WCCH Parking Deck Upgrades; ATC Demolition Project; Leesville Library Fire Remediation and Reconstruction; WCJC BMS UPS Installation; WCCH 4th Floor 4th Attorney CPS & Guardian Ad Litem Fitup.

FY 2016 DISCUSSION

Continue refining cost and resource reporting to the building level to improve efficiencies using GSA's work order system - MAXIMO.

Continue to provide support for CIP projects managed by FDC through coordinated shutdowns and commissioning of projects.

Upgrade and refine building management and Supervisory Control and Data Acquisition (SCADA) technologies to gain efficiencies and effectiveness.

HORIZON ISSUES

Establish sustainable energy goals and operation parameters.

General Services Administration

Division Summary - Central Services

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	391,841	588,617	488,743	489,745
Contractual Services	687,948	500,160	675,695	534,862
Supplies, Materials and Other Charges	(146,398)	(181,205)	(183,227)	(212,574)
Debt	8,375	—	—	—
Expenditure Totals	\$ 941,766	907,572	981,211	812,033
Revenues:				
Charges For Services	67,011	75,000	75,000	73,000
Miscellaneous	62,453	38,000	38,000	38,000
Revenue Totals	\$ 129,464	113,000	113,000	111,000
Number of FTE's	12.00	12.00	10.00	7.00

DIVISION PURPOSE AND GOALS

Central Services Division provides multiple facility management, general government, and criminal justice support business services. Services include: housekeeping, window washing, pest control, surplus property management, mail and courier, move management, building recycling and solid waste management, and corporate audio visual maintenance and oversight.

MAJOR ACCOMPLISHMENTS

The division has transferred some of its facility management functions to the newly created Facility and Field Services Division as part of a reorganization of services within GSA. These services include: housekeeping, window washing, pest control, building recycling and solid waste management. The accomplishments will be reflected here for FY 2015, but henceforth, will be reported in the newly named division. The funding for these services are being moved from Central Services to Facility and Field Services starting in FY2016, and are represented in Facility and Field Services for FY2014 and FY2015 in the budget book.

Renovation related moves since July 1, 2014:

Moved Environmental Services from the North Wake Landfill to the 7th floor WCOB and improved adjacencies on the floor.

As part of the restack of the WCOB, moved all furniture from the 9th and 11th floors of the WCOB to surplus in preparation for renovating these floors.

Moved staff and furniture from Sunnybrook G38 to prepare for Phase 1 WIC renovations.

Moved WIC from 1st floor to ground floor at Sunnybrook to prepare for Phase 2 construction. Removed all furniture and cubes.

Moved Juvenile Justice Staff to 8th floor of the Courthouse

Moved approximately 175 Probation and Parole staff from four leased locations to the Courthouse

Moved Drug Court staff from 2nd floor to 8th floor at the Courthouse

Cleaned out the contents of the EMS station located at the RDU airport

Other major moves:

Set up Community Services Center for HS over hires	Provided new policies and procedures for room set ups located at:
Relocated all of the clerk of court files in rooms 1201 and 1202 at the Courthouse (1848 LF)	Commons Building
Moved Under one Roof staff from Tillery place to ATC	Wake County Justice Center
Set up Call Center at Swinburne	John H. Baker, Jr Public Safety Center
Closed out former Reprographics area at GSA and surplused remainder of equipment when vendor (ARC) vacated GSA.	Waverly F. Akins Wake County Office Building
Prepared specifications and bid moving services, managed by GSA, to award a new contract.	Provided specifications and oversight for termite treatment services and renewals for 20 facilities managed by GSA.
In partnership with all GSA Divisions and other County departments, supported National High School Mock Trial Championship Coordination.	Proactively monitor for bedbugs in facilities with transient populations and moving inventory.
Prepared bid specifications for janitorial services in the outlying region.	Upgraded Granicus server to HD in Audio Video control room to stream Commissioners Board meeting.
Prepared bid specifications for window washing services, managed by GSA, to award a new contract.	Installed audio video recording firepod in courtrooms 4A and 5A.
Prepared bid specifications for pest control services, managed by GSA, to award a new contract.	Installed UPS in west wing of the Wake County Justice Center.
Prepared bid specifications for biowaste services, managed by GSA. Entered into an interim contract with Carolina BioMedical Disposal.	Assisted in the installation and training requirements for the new scoreboard at Five County Stadium.
Provided recycling services for newly leased Horizon (Processing Center).	Audio and Video installation and upgrades in the following facilities:
Prepared bid specifications for recycling services, managed by GSA, to award a new contract.	Wake County Court House Business Court
Provided LEED Certification documents for North East Regional Library; Housekeeping and Pest Control.	Wake County Commons Building
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.	Horizon Processing Center for Human Services
	Human Services Sunnybrook Conference room 344
	Human Services Swinburne conference room 2093
	Holly Springs Library and Cultural Center
	GSA Conference Room and Training Room

General Services Administration

FY 2016 DISCUSSION

Continue to expand digital Signage and content design.

Develop inventory management systems associated with material handling for fixed assets and surplus property.

Continue to optimize staffing and project work to maintain a high level of sustainable janitorial services for existing facilities.

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: janitorial (outlying region), window washing, bio waste, recycling, move management and pest control.

HORIZON ISSUES

Evaluate the contract service model of the division and apply best practices and proven strategies to the organization, by leveraging technology and a balance of staff and outsourced resources.

Evaluate and design the relocation of the mail center to GSA 1st floor to improve efficiencies and create better access for service vehicles.

Succession planning for division and develop strategies for service delivery.

Develop inventory of spare parts for Audio Video in Maximo.

Audio and Video installs and upgrades.

Summary of Services and Performance Measures

Service Area: Housekeeping

Description: Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within county facilities. Housekeeping consists of routine

janitorial services, floor care, pest control and window washing services. Oversees vending operations offered throughout county facilities.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Cleanable square footage maintained	2,493,909	2,493,909	2,512,908	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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Pieces of mail processed	636,569	618,027	600,000	N/A

General Services Administration

Division Summary - Safety and Security

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	970,638	937,008	928,675	916,889
Contractual Services	2,575,114	2,757,990	2,852,469	2,817,266
Supplies, Materials and Other Charges	(564,602)	(608,324)	(559,845)	(532,817)
Capital Outlay	7,417	22,759	137,088	22,759
Expenditure Totals	\$ 2,988,567	3,109,433	3,358,387	3,224,097
Revenues:				
Miscellaneous	2,236	3,000	3,000	3,000
Revenue Totals	\$ 2,236	3,000	3,000	3,000
Number of FTE's	6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

Safety and Security Division provides corporate safety and security services to all County departments and provides screening staff in support of court security operations.

Safety and Security Division provides facility management and criminal justice support business services. Services include: support and implementation of the Safety, Security, and Loss Prevention Manual, support to county risk team, contract security, life safety, electronic security-CCTV, card access, fire and intrusion alarms, duress alarms, photo ID employee badging, incident report management and tracking, key and hardware program for Corporate and Detention Security. Conduct training classes for County employees on security and safety related topics (Active Shooter response, Personal Safety, Work Place Violence, Emergency situations, Electronic Security Systems, Etc.). The County Safety Officer and corporate safety program operate in this division. The Safety Officer assists with creating and updating each facility's Emergency Action Plan.

MAJOR ACCOMPLISHMENTS

Served on the Risk Team, consisting of members from County Attorney's Office, Finance and GSA. HR Director, Wellness, GSA Fleet Management, and

HS Public Health Director and Nurse also participate with team. Team has expanded to include representation from the Sheriff's Office and EMS.

As the result of creating the Trespass Appeal Review Committee (TARC), the committee reviewed 16 requests for Trespass Appeal or modification to date. Safety & Security chairs and facilitates the newly created committee. The TARC meets once a month, or as needed, to review all requests for appeal or modification of Trespassed individuals.

Initiated roll out process of the updated Safety, Security, & Loss Prevention Policy via eLearning platform.

Provided Active Shooter response and Safety/Security awareness training to over 1,000 County employees.

Maintained an average screener score above national standards for the Courthouse, Justice Center, and WCDC Screeners. On average, 145,683 bags per month, over 1.74 million bags annually and detection of over 14,200 weapons and contraband were screened at the Courthouse, Justice Center, and WCDC x-ray machines.

Finalized the Human Services Sunnybrook Electronic Security System (EES) upgrade, expanding the

security model of separating staff and public areas of the facility and installing cameras for surveillance.

Finalized the Animal Control Shelter Electronic Security System (EES) upgrade, including exterior fence and interior improvements for better oversight of visitor's, volunteers and staff access privileges.

Continue testing 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 Commission on Accreditation of Rehabilitation Facilities (CARF) standards and keep Emergency Evacuation Plans updated.

Began the development and implementation of building and department safety teams.

Assisted with the update of FM Security Incident Reports incorporating off duty Law Enforcement Officer's daily reports to be more accessible.

Installed new electronic security system at two Garner/EMS Fire Departments.

Installed security upgrades at the PSC - EMS Station one including card readers and motion sensors

Initiated and implemented a satellite security center for redundancy and critical security operations located in the WCJC, while managing and making additional security system improvements in the WCJC.

Continue to identify and assist in resolving situations that involve individuals utilizing Wake County facilities in a fashion that is unacceptable or illegal. Protect Wake County assets by reducing the risk of internal and external theft by establishing operational parameters that deter this activity.

Continue to roll out the Safety, Security & Loss Prevention Manual training and awareness to Wake County Employees.

Develop and initiate OSHA training for designated departments and divisions.

Finalize preparations for upgrading the AMAG/Access Control Security management system.

HORIZON ISSUES

Adjust staffing levels to manage facility and inventory growth.

FY 2016 DISCUSSION

Prepare for security and safety hazards that may occur due to the population growth of Wake County.

General Services Administration

Summary of Services and Performance Measures

Service Area: Safety & Security

Description: The Safety & Security Division is comprised of two three business units: corporate and court security, and occupational safety. Safety & Security is a corporate service that is positioned to

implement safety and security procedures and physical security safeguards needed for the protection of County personnel, visitors and assets within County facilities.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of security incident reports investigated	1,768	1,842	2,019	N/A
Number of seized weapons and/or contraband	22,123	14,241	13,300	N/A
Number of access card holders in system	29,444	30,304	33,243	N/A

Division Summary - Criminal Justice/General Government

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Contractual Services	262,585	259,014	239,014	260,014
Supplies, Materials and Other Charges	472,103	748,518	824,000	787,494
Capital Outlay	47,830	4,750	10,130	4,750
Expenditure Totals	\$ 782,519	1,012,282	1,073,144	1,052,258
Revenues:				
Charges For Services	2,090,032	2,168,000	2,168,000	2,415,500
Revenue Totals	\$ 2,090,032	2,168,000	2,168,000	2,415,500
Number of FTE's		0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Criminal Justice Support: The provision of mandated and additional support to the courts and detention. The GSA administrator chairs the court space committee and is the County's liaison to the 10th Judicial District of the NC General Court of Justice. This service provides mandated support (space and furnishings) plus court security role in support of the Sheriff, detention electronic security, and detention and court video solutions.

Parking Management: To provide parking in the downtown central business district (DCBD) to the public, jurors, and county employees. GSA is responsible for administering and updating the County's parking policy.

FY 2016 DISCUSSION

As a result of private tenants from the L-Building taking occupancy, GSA will evaluate the impact of overall parking operations and subsequent revenues in the County parking deck.

HORIZON ISSUES

GSA will evaluate new parking management systems to replace the current one in place that will no longer be supported.

General Services Administration

Division Summary - Facility and Field Services

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,628,317	1,959,045	1,854,116	1,971,854
Contractual Services	573,416	715,402	695,402	822,754
Supplies, Materials and Other Charges	3,978,078	4,320,660	4,225,660	4,201,802
Capital Outlay	61,753	21,560	21,560	21,560
Expenditure Totals	\$ 6,241,565	7,016,667	6,796,738	7,017,970
Revenues:				
Miscellaneous	10,692	4,000	4,000	4,000
Revenue Totals	\$ 10,692	4,000	4,000	4,000
Number of FTE's		31.00	31.00	34.00

DIVISION PURPOSE AND GOALS

Facility & 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.

GSA Field Services Construction Services/Flood Control has worked with FDC to accomplish the 1st repair made to Crabtree Creek Flood Control site #1 principle spillway.

GSA Field Services Construction Services/Flood Control is currently working with FDC on the siphon installation at FC Site #2.

MAJOR ACCOMPLISHMENTS

The division has acquired some facility management functions from the Central Services Division and GSA has created the Facility and Field Services Division as part of a reorganization of services within GSA. Services, staff (3 FTEs) and their corresponding budget (\$3.7 million) transferred include: housekeeping, window washing, pest control, building recycling and solid waste management. Accomplishments will be reported in the newly named division in FY16. The funding for these services are being moved from Central Services to Facility and Field Services starting in FY2016, and are represented in Facility and Field Services for FY2014 and FY2015 in the budget book.

GSA Field Services implemented its reorganization plan during FY15. This reorganization helps to serve the customers and Wake County citizens more efficiently.

GSA Field Services continued to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level Four Joint Use Agreement (JUA) of School Parks. Wake County seeks opportunities to engage potential user groups for Level Four (Full Service) Joint Use Agreements. Penny Road School Park is currently under review as well as Rolesville School Park.

GSA Field Services and ES Solid Waste continues to work together with an agreement for Field Services to maintain the 10 convenience centers for ES Solid Waste.

FS Sign Graphics collaborated with other GSA divisions and County Departments/divisions in continuing the deployment of Wake County Digital Signage in County facilities. Digital Signage is a green solution that conveys corporate and facility information; will assist in way finding, department

information, and prevents unnecessary taping of paper signs in County facilities.

FS Sign Graphics continues to bring signage in existing buildings (as renovations occur) and all newly constructed buildings up to the new 2010 ADA Signage standards.

FS Sign Graphics Road Name Sign program started installing 2"post instead of the 1-3/4" post for all Wake County road name signs. The increased post size is due to the new wind load calculations associated with the larger blade sizes brought on by the FHWA-MUTCD regulations.

FS Sign Graphics upgraded the GPS field collection hardware (from the YUMA to the YUMA 2) due to existing units processor speed and data storage limitations.

FS Sign Graphics program uses 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.

Reclaimed Water Use. Construction Services/Irrigation continued monitoring Sunnybrook Road Reclaimed Water line into Human Services Swinburne existing irrigation system, Five County Stadium, and Law Enforcement Training Center.

Water Conservation. 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 balancing 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.

Security. FS Landscape Maintenance continues to perform modifications to the landscape entrance, hidden walk ways, corners, during the winter to meet the conditions of the Security Vulnerability Assessment Report.

Continued collaboration between Wake County GIS and Field Services - allows GSA Field Services Construction Services to have access to GPS irrigation related equipment in the field. This assistance allows a technician to troubleshoot an existing equipment location easily without failed attempts.

Major projects GSA/Field Services involvement includes:

Asphalt repairs and replacement of all County facilities

Crabtree Creek Watershed repairs and improvements Master Plan

Crabtree Creek Watershed Project (Site 2, 3, 5A, & 20A CIP repairs)

PROS CIP renovations and improvements

North Wake CC #7 Master Plan

Animal Shelter improvements-automated slider gate

Historic Oak View Park renovation repairs and upgrades.

Continued to work with Open Space property owners, with assistance from other Departments pertaining to restricted hunting on county owned property.

Field Services sign graphics staff continue to work with the County Attorney's office and committee members of the registered County logo as an official trademark of the county on a case by case basis. This

General Services Administration

enables Wake County to manage and control the use of the county logo.

FY 2016 DISCUSSION

Joint Use Agreements (JUA) between Wake County and City of Raleigh (Wake County Law Enforcement Training Center) property. Additionally, GSA/Facility & 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.

Facility & 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 on 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. 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).

FFS Sign Graphic program continues to install signs in the field to comply with new regulations from the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) regulations mandated in 2012. These regulations increased the size of the character height in fabricating the sign blades. The regulation required Type III or IV Prismatic material to be used in sheeting sign blades to increase minimum

retro-reflectivity. As a practice, staff will install signs meeting the new standards as damaged signs are replaced.

Complete final phase of EAP of Crabtree Creek Watershed Project (flood control sites 5A, & 20A) before design work for repairs is complete.

Continue to work on all flood control structures EAP and complete the second phase study of EAP of all flood control sites. Continue to have consultants work on providing sediment survey of identified structures as funding is available.

Continue to assist Facilities, Design & Construction (FDC) on Land Stewardship properties installed signs on the boundaries of the property and cleaned up environmental waste allowing the county to receive reimbursement from Clean Water Act.

HORIZON ISSUES

Participating in and directly impacted by various Master plans in development including: Wake County landfill properties, Parks (Lake Myra), Recreation and Open Space, Human Services, Fire/EMS, Library facilities & Facility Condition Assessments.

Addressing and implementing the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) guidelines for Sign Graphic Road Name Signage (specifically size requirements, retroreflectivity, and state road number sizing) will continue to be reviewed during 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 impacts of code requirements from City of Raleigh Urban Foresters (specifically Tree Conservation Areas, Champion Trees, and/or pruning within city right of way) in the landscape.

Implement an Asphalt Assessment guideline to be used for further priority of repairs, renovations projects.

General Services Administration

Summary of Services and Performance Measures

Service Area: Land Stewardship

Description: This is a new program that will provide land management of all Wake County purchased, leased, deeded, and easement properties that are not developed. It will be a collaborative effort between General Services Administration, CS/Parks/ Recreation & Open Space, Wake Soil & Water

Conservation, and Facilities Design & Construction. This business plan addresses those components and tasks to be managed by GSA. This service will protect and maintain the natural resources owned by the County. The current amount of undeveloped properties totals over 4,400 acres.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of acres landscaped	711	711	722	N/A

Service Area: Road Name Signs

Description: The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not

corporate limits) except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of road name signs new/replaced	1,476	1,500	1,600	1,600

Division Summary - Utilities

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Contractual Services	122,286	103,847	103,847	103,847
Supplies, Materials and Other Charges	5,436,850	5,556,046	5,556,046	5,622,680
Expenditure Totals	\$ 5,559,136	5,659,893	5,659,893	5,726,527
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically, since 1998.

General Services Administration

Summary of Services and Performance Measures

Service Area: Utility Management

Description: To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of buildings with corporate recycling	49	46	47	N/A
Number of facilities with building control systems	46	47	48	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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of facilities with SCADA controls (MOSCAD)	47	48	51	N/A
Effectiveness				
Percentage of facilities free of regulatory violations	99	99	99	N/A

Division Summary - County Building Agreements

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Expenditure Totals	\$ -	-	-	-
Revenues:				
Charges For Services	474,314	328,000	328,000	288,924
Revenue Totals	\$ 474,314	328,000	328,000	288,924
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate account or repository for leases where the County is the lessor or the lessee in order to optimize public funding of private sector space and to leverage this space to meet the business unit needs while allocating resources in the most prudent manner. Leased space management is a Portfolio Management function.

Human Services

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 83,439,282	88,669,321	90,175,558	94,106,832
Contractual Services	83,871,181	85,731,569	94,418,041	82,997,561
Supplies, Materials and Other Charges	11,656,251	13,258,742	14,542,633	13,177,246
Capital Outlay	1,639,951	881,874	962,679	—
Budget Reserves	—	260,000	987,435	3,345
Expenditure Totals	\$ 180,606,665	188,801,506	201,086,346	190,284,984
Revenues:				
Federal	\$ 10,786,887	11,283,694	11,225,097	11,162,626
State	74,357,133	70,960,796	79,422,306	76,592,634
Local	2,064,463	2,387,566	2,394,856	2,011,850
Charges For Services	21,085,475	19,501,969	19,726,850	15,155,909
Interest Income	15,126	23,654	23,654	—
Miscellaneous	52,902	29,932	29,932	9,269
Revenue Totals	\$ 108,361,985	104,187,611	112,822,695	104,932,288
Number of FTE's	1,366.75	1,425.86	1,528.07	1,547.80

DEPARTMENT PURPOSE AND GOALS

The Mission of Wake County Human Services is that "in partnership with the community, will facilitate full access to high quality and effective health and human services for Wake County residents." The Department's Vision is that "Wake County will be one of the healthiest places to live and all residents will have opportunities to improve their lives."

Wake County Human Services is dedicated to providing public health, social services, housing and transportation services to over 150,000 people a year. The Department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, housing, transportation and other human services. The Agency's goal is to promote and support health and well-being and build human capital. Wake County Human Services reaches each and every person in Wake County, including all residents during pandemic outbreaks or weather emergencies; those

needing prevention services such as immunizations or flu shots; low income households in need of economic self-sufficiency assistance; children or seniors who are at risk of abuse or neglect; those who are homeless or in need of housing assistance; and at risk youth. And in keeping with the Mission Statement, WCHS works with over 1,000 partner agencies to improve the quality of life of individuals and families.

The Human Services Department continues to work on strengthening our internal capacity to address challenges in the public health and social services arenas. With the ongoing changes at the federal and state level, this department is working with community partners to ensure that our residents have the best access to a clinical and medical safety net of health care as possible. The Department is also continuing to work on reducing delays in benefit distribution for NC FAST in partnership with the NC Department of Health and Human Services. Human Services is implementing a Strategic Plan that will improve the agency's ability to use data; be excellent stewards of public dollars; maintain a competent

workforce; and provide world class customer service. Wake County Vision 2020 guides the long-term strategic direction. Combined, these are the key strategies that increase the probability of accomplishing the programmatic and operational/managerial goals of the Agency, and are incorporated in the Consolidated WCHS Work Plan for eight Divisions. Key community partners and stakeholders as well as a very active Human Services Board assure that Wake County Human Services will continue to build human capital and help address the needs of Wake County.

MAJOR ACCOMPLISHMENTS

Wake County was named the 2nd Healthiest County in North Carolina. The County continues to improve the health of its residents and strives to become the Healthiest Capital County in the Nation. At least 50 community partners are engaged in this collective impact model to address the food environment and obesity trends; children in poverty; reduction of the high school drop out rate; and reducing risky behaviors for young people.

Wake County Human Services received four awards from the National Association of County Officials (NACO) as follows: (1) Human Services Strategic Planning Process, (2) Combined Public Health and Hospital Community Health Needs Assessment (CHNA) process, (3) Information Network for Ongoing Resource Management (INFORM), (4) Club Choice Plus: Choosing Healthy Options in a Challenging Economy.

During 2014 the Department received a total of 122 additional positions to address the caseload increases and challenges in implementing the NC FAST system. There has been a massive hiring and training effort associated with this large increase in positions. We have also identified and leased space to house a portion of our workforce in a "processing center" environment that will be conducive to the demands of processing work in NC FAST.

Implementation of the Electronic Medical Records (EMR) system is near completed, with Regional Centers anticipated to "go-live" by Summer 2015. System implementation efforts have resulted in

improved accuracy and improved continuity of care within the agency and with external partner agencies, which will improve outcomes.

FY 2016 DISCUSSION

The Human Services Department budget increased by \$1.48 million from the FY 2015 Adopted Budget to \$190.28 million from two large mid-year expansions including positions, space and funding for NC FAST related expenses, as well as additional positions and funding to reduce Child Welfare case loads.

Expansions involving Public Health, Health Clinics, Human Services Administration, Social Services and Children, Youth and Family were approved during the budget process, descriptions are included in the respective division.

With the implementation of electronic records management, public health and clinic directors will work to minimize the impact to service delivery as staff will be required to participate in additional training.

The need for public health nursing services in the Wake County Public School System continues to grow as student population increases countywide. Additional nursing positions, added in fiscal year 2015, have been deployed with great success. Fiscal year 2016 will include 10 new positions to address growth and need.

As much of the County's fiscal support goes toward mandated services, innovative partnerships between Wake County Human Services and community organizations will allow for continued investment in human capital development and overall community enhancement.

HORIZON ISSUES

Demographic trends will continue to be monitored by this Division, especially those with potential impact on the agency's fiscal health, and those that will impact the provision of customer service and maintaining a competent workforce. As agency staff retire in higher numbers, attention and resources will be given to position succession planning.

Human Services

Additionally, Human Services will assess demographic trends to plan for the future service needs. Populations that make up the "dependency ratio", those under the age of 18 and over the age of 65, are expected to increase.

Statistics also show that initiatives such as Human Capital Development and economic development strategies are even more important as Wake County continues to grow in a "post-recession" period that has had a major impact on the workforce. There are "new consumers" of Human Services, including males previously in blue and white collar jobs needing training and employment opportunities. As the Department continues to address current social services needs and crisis, planning also needs to be done to leverage resources and identify best practices for the changing demographic environment.

WCHS will continue to deal with challenges precipitated at the federal and state levels. For NCFAST, Food and Nutrition Services, Medicaid, and Workfirst, WCHS will be focused on: 1 - Creating and maintaining a seamless continuum of access to Economic Services benefits with Customer Support Services (Call Center, Information Desk, Electronic Document Management); 2 - Establishing new training methods needed to support case management in future (computer based training, online tutorials); and 3 - Implementing effective communication strategies with customers, medical providers, community partners and the general public. There will continue to be human resource, technology and space related costs associated with the transition challenges that all North Carolina Counties are facing in order to assure that their residents receive timely benefits for which they are eligible.

Human Services continues to be the "Health Department" for the Wake County Public School System, and will need to identify additional resources and partnerships to provide public health nursing services in school settings as the school-aged population and number of schools continues to grow.

At present, Human Services is going through many high impact changes to its operations, both in

Economic Services and Public Health Services. Because of new emerging trends, the Department warrants a major study and assessment of long term facility needs. With the assistance of General Services, and Facility, Design and Construction, a Facilities Master Plan Study will allow the Department to successfully navigate future growth in the ever changing Human Service environment.

As WCHS meets multiple challenges, the Department will still need to continue to strategically plan for the future using science-based practices and cutting edge technology and communication tools and strategies. Leadership will have to prioritize resources and leverage more partnerships so as not to fall behind in keeping Wake County one of the best places in the nation to live.

Division Summary - Social Services Economic Self Sufficiency

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	24,785,554	27,282,896	28,400,995	30,372,680
Contractual Services	43,375,372	42,130,148	47,151,971	44,009,881
Supplies, Materials and Other Charges	2,072,469	2,651,913	2,669,282	2,768,158
Capital Outlay	7,497	—	—	—
Expenditure Totals	\$ 70,240,892	72,064,957	78,222,248	77,150,719
Revenues:				
Federal	889,811	567,268	567,268	567,268
State	53,221,351	53,062,024	60,255,119	58,848,602
Charges For Services	1,093,144	1,308,777	1,475,484	1,308,777
Miscellaneous	(173)	—	—	—
Revenue Totals	\$ 55,204,132	54,938,069	62,297,871	60,724,647
Number of FTE's	448.50	483.00	560.00	561.00

DIVISION PURPOSE AND GOALS

The Economic Self Sufficiency Division, also known as the Division of Social Services or DSS, seeks to build human capital and enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals are to promote personal responsibility; provide time-limited public assistance; provide energy assistance; offer access to health care; establish and enforce child support obligations; build individual capacity to secure employment; and assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

The Division is comprised of the following programs: Child Support Enforcement; Family Medicaid and Food Assistance; Program and Staff Development; the Energy Program; Vocational Services; and Work First. The Division also includes Adult Services Programs including Adult Protective Services, Adult Guardianship, Adult Economic Services, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect and exploitation of disabled adults.

MAJOR ACCOMPLISHMENTS

During 2014, the Division received a total of 122 additional positions to address the caseload increases and challenges in implementing the NC FAST system. There has been a massive hiring and training effort associated with this large increase in positions. DSS has identified and leased space to house a portion of our workforce in a "processing center" environment that will be conducive to the demands of processing work in NC FAST. Implementation of a Change Team concept within the Customer Support Center, a new team of on site support staff to assist case managers and supervisors with system issues, and a Quality Assurance team to review records and monitor accuracy of work will be established this fiscal year. Accomplishing identified work goals will set the foundation for better compliance with timeliness and accuracy in the upcoming fiscal year.

The Energy Program has implemented a new business process which has increased capacity, improved customer service and increased our ability to spend allocated funding. This has resulted in expending 70% of available funds year-to-date, compared to 58% FY2014, a historical spending record for the Low Income Energy Assistance Program (LIEAP). The program has processed more

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than \$1.3 million dollars in approved applications as of March 2015.

Employment Services has met the NCWorks Commission's established criteria for customer service and has achieved an integrated services delivery approach. The NCWorks Career Center in Raleigh-Swinburne is certified as Tier 2 NCWorks Career Center for a period of two years, beginning in March 2015 and expiring after March 2017. The center certification process was established by the Commission to ensure a consistent level of quality customer service throughout the State's workforce delivery system, to promote an integrated delivery approach and to maintain service expectations of the NCWorks Career Center brand.

FY 2016 DISCUSSION

The Division of Social Services (DSS) budget increased by \$5.09 million from the FY 2015 Adopted Budget to \$77.15 million due in large part to the mid-year expansion of 86 positions for continued implementation of NC FAST.

Human Service's Energy Assistance Programs provide financial assistance for utility services to qualifying low income families through the seasonal Low Income Energy Assistance Program (LIEAP) and year round Crisis Intervention Program (CIP). A recent change in business process has increased the number of clients that are assessed daily, thus enabling the program to expand client access and administer timely services. Two temporary positions, funded through Progress Energy grants, were leveraged to pre-screen clients and assist Energy staff from the FY 2014 LIEAP season through the FY 2015 season. The temporary staffing, along with the permanent Administrative Assistant, ensured all qualified individuals had a chance to apply for benefits, while offering next steps for unqualified clients. Grant funding for the two temporary employees will end June 30, 2015, thus the FY 2016 budget includes a 0.50 FTE HS Technician to provide additional coverage to pre-screen applicants.

For the upcoming fiscal year, DSS will end our use of overtime and temporary staff as a strategy to deal with workload volume. Staff anticipate the hiring

and training process will be complete for the positions received mid-year and new staffing will eliminate the need for continued temporary measures unless unanticipated policy changes occur, such as the expansion of Medicaid.

The implementation of NC FAST and its associated delays in processing benefits has greatly impacted the Customer Support Center. A portion of the new staff gained mid-year will be added to the Customer Support Center to complete processing of reported changes at the front end of the process. This is the first step in a plan to transform the Center to a first call resolution model.

HORIZON ISSUES

As new programs continue to be added to NC FAST, staff will be challenged to analyze and change business processes to realize efficiencies and provide the best service to consumers. After major increases in staffing over the last two years, the division will be focusing on Quality Assurance and ensuring consumers receive benefits in a timely manner. Additionally, division management will be engaged in an effort to plan for long term space needs and determine how to structure staffing to ensure the best services are provided.

As the elderly population continues to grow rapidly, there will be increasing demand on the existing resources and services within DSS. The senior population will require additional resources to age in place with appropriate supports. Long waiting lists for services which assist individuals to remain independent currently exist and are expected to grow.

In the first two years of the Affordable Care Act (ACA), the majority of applications transferred from the Federal Marketplace have been denied for Medicaid eligibility. If the North Carolina Legislature expands Medicaid, it would have a significant impact on applicant processing and the total numbers of eligible individuals in Wake County.

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total number of family Medicaid recipients	86,548	90,087	93,772	N/A

Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

Description: Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total number of adult Medicaid recipients	31,971	33,604	35,321	N/A

Service Area: Adult Protective Services

Description: Accept calls for information and referral and/or evaluation of reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Percentage of clients in safe/affordable housing	98	95	95	95
Effectiveness				
Percentage of clients with a medical home	96	95	95	95

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total number of cases or households receiving benefits.	38,466	40,512	42,667	N/A

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Service Area: Older Adults-Adult Care Homes

Description: Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities).

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
% of substantiated complaints in adult care homes.	14	18	25	28

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total amount collected	47,561,388	46,592,295	47,500,000	47,657,277
Percentage of cases with court order	82	85	86	88

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total Guardianship	520	550	640	420

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total number of families that gained employment and effectiveness	912	1,003	1,123	1,123

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of consumers who will have a medical home.	98	95	95	95
Percentage of consumers that will maintain stable housing.	98	95	95	95

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of children receiving subsidy services	7,714	7,040	4,945	4,945

Service Area: Employment/Workforce Career Center at Swinburne

Description: The One-Stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and

laid off workers are provided through Career Center and NCWorks co-located staff offer funding for skills training for customers who meet certain requirements. Provide Business/Employer Services.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
New and carryover individuals served via enrollment and job finder club services.	22,326	20,000	20,000	N/A

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide energy crisis assistance to individuals and families in heating or cooling emergency.

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of households receiving energy assistance	18,377	18,000	20,000	N/A

Service Area: The Daily Grind

Description: Provide job skill development. The Daily Grind coffee shops are staffed by consumers and offer ideal occupational assessment sites at which to gauge a consumers' skills and work habits prior to them entering competitive employment.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Sales revenue in the Daily Grinds.	111,700	125,000	139,000	N/A

Division Summary - Child Welfare

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	14,454,583	15,478,432	15,848,435	16,529,921
Contractual Services	6,612,326	6,431,642	8,018,377	6,398,404
Supplies, Materials and Other Charges	1,211,221	1,245,737	1,400,899	1,356,011
Capital Outlay	–	–	5,027	–
Expenditure Totals	\$ 22,278,130	23,155,811	25,272,738	24,284,336
Revenues:				
Federal	1,536,650	1,981,879	1,986,399	1,981,879
State	10,207,971	10,834,786	11,713,625	11,915,467
Local	20	–	–	–
Charges For Services	11,114	7,500	7,500	7,500
Revenue Totals	\$ 11,755,754	12,824,165	13,707,524	13,904,846
Number of FTE's	226.00	239.50	255.50	257.70

DIVISION PURPOSE AND GOALS

Child Welfare has three federally mandated goals. 1) Children will be protected from harm from child abuse and neglect. 2) Children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. 3) The educational, health and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

MAJOR ACCOMPLISHMENTS

In May 2014, Child Welfare held a follow up event to the successful "Making it Happen: Strengthening Families and Building a Community of Hope" to review prior accomplishments and build upon partnerships to prevent child abuse and neglect, as well as support children and families involved with Child Welfare. Some of the accomplishments since the 2013 Making it Happen event have included greater support for teens that leave foster care as adults, targeted services to address the needs of parents, growth in the Child Welfare Faith Partnership, and workgroups that address the needs

of Latino families and address racial disparities in the Child Welfare system.

Wake County Child Welfare is continuing work with the Annie E. Casey Foundation and the Duke Endowment to pilot efforts in North Carolina to measure wellbeing among children in foster care and to track progress as children receive services or change placements. The TOP measure tracks how children are doing using more than 40 child well-being indicators to help gauge whether the behavioral and mental health needs are improving through a particular course of treatment or additional services or supports are warranted.

In a continued partnership with Project Enlightenment and 27 community agencies, Child Welfare continues to participate in the community wide implementation of the Positive Parenting Program (Triple P) in central Wake County. Triple P is an evidenced based intervention that has been shown to reduce the incidence of abusive injuries by giving parents positive skills for relating to their children. Project Enlightenment was awarded a \$2 million grant from the John Rex Endowment to work with community agencies to train and provide Triple P.

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Wake County Child Welfare has partnered with Alliance Behavioral Healthcare and UNC Department of Psychiatry to develop and implement an integrated assessment for parents whose children have entered foster care. The goal of this partnership is to provide a front-end, clinical assessment and engage parents in services designed to help safely reunify with their children.

FY 2016 DISCUSSION

The Child Welfare Division budget increased by \$1.13 million from the FY 2015 Adopted Budget to \$24.28 million which resulted from the mid-year addition of 17.00 FTE's to reduce staff caseloads, as well as a staffing expansion at Wake House to provide support to youth with high-risk behaviors.

On January 20, 2015, the Board of Commissioners approved a 17.00 FTE expansion to decrease Child Protective Services (CPS) average caseload per employee from 13.5 to 10 as mandated by the NC Department of Health and Human Services. In conjunction with the Attorney's Office, the continued support for the established mid-year positions will more effectively manage CPS cases with lower case loads per practitioner, while allowing timely processing of termination of parental rights (TPR) cases within the judicial system decreasing the backlog of overdue cases and the number of unnecessary days that children spend in foster care. This annualization is cost-neutral as recurring funding is provided at 100% through State revenues.

The Child Welfare Division of Human Services manages and operates the foster care facility known as Wake House which provides around the clock care for children with behavioral issues requiring more extensive monitoring. Wake House currently employs six full-time and ten temporary positions which supplement vacation, holiday, sick and administrative leave of full-time staff an average of 10 weeks per year. Although recently, temporary staff have regularly provided more intense supervision of children, covered vacant shifts and worked third-shift seven days a week. To remedy current staffing levels, three permanent positions will be created to work third shift and weekend hours. This includes one full-time HS Technician, as well as two part-time HS

technicians working 20 and 28 hours per week. A correlating reduction of at least two temporary positions will be made as permanent staffing levels are evaluated.

HORIZON ISSUES

CPS assessments and assists increased by 7% in FY 2014 compared to FY 2013. According to data from the first six months of FY 2015, CPS assessments and assists continue to increase by 11% compared to the first six months in FY 2014. Additionally, new entries into Foster Care increased by 8% in FY 2014 compared to FY 2013. In the first six months of FY 2015, new entries increased by 13% compared to the first six months in FY 2014. Child Welfare management will continue to monitor staffing levels as the mid-year and new positions are hired into the workforce.

The transition of the management of behavioral health services from Wake County to a managed care model with Alliance Behavioral Healthcare creates the potential for denial of Medicaid funding for treatment services for children in Wake County's custody that the county or the Family Court believe are needed. This has significant potential to increase county expenditures for foster care and for mental health services for foster children.

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total number of reports accepted for CPS Assessment	5,850	6,000	6,200	N/A

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Average number of children in foster care	617	720	800	N/A

Service Area: Child Welfare Core Services- In Home Treatment

Description: Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Total number of families referred for CPS In-Home Services	664	720	720	N/A

Service Area: Foster Care Emergency Placements (Wake House)

Description: Wake House is a 6-bed emergency shelter serving older boys in Wake County's legal custody. It is used primarily for youth whose

behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of Adolescents admitted to emergency shelter leaving within 90 days.	96	90	90	90

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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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Average number of Adoptive families of special needs foster children receiving financial assistance	1,084	1,100	1,115	N/A

Division Summary - Children Youth and Family

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	15,182,363	16,338,135	16,211,791	17,067,341
Contractual Services	432,194	406,051	460,179	447,021
Supplies, Materials and Other Charges	630,946	862,986	875,762	897,649
Expenditure Totals	\$ 16,245,503	17,607,172	17,547,732	18,412,011
Revenues:				
Federal	4,487,332	4,510,736	4,540,364	4,523,088
State	900,939	775,426	785,249	817,404
Local	4,695	3,100	10,390	11,850
Charges For Services	2,805,662	3,083,769	3,057,993	2,944,109
Revenue Totals	\$ 8,198,628	8,373,031	8,393,996	8,296,451
Number of FTE's	260.65	257.16	257.12	267.15

DIVISION PURPOSE AND GOALS

The Children, Youth, and Family (CYF) Services Division works with children, youth, adults, and families in communities, to ensure and to achieve safety, well-being, and self-sufficiency. The foundation of practice in CYF is human capital development across lifespan, multi-generational at the individual, family, community, and system levels. Our business model is that of an integrated services delivery system that leverages partnerships and maximizes collective resources in our community to achieve our shared client outcomes.

CYF has the following five goals: 1) Families and community of Wake collectively create home and community environments that encourage and support safety, well-being, educational success, emotional and healthy development of youths. 2) Individuals, families and community groups choose healthy behaviors and reduce health risks. 3) Vulnerable populations (ie. low-income individuals, youth, seniors and disabled adults, etc.) maximize their own assets and strengths to support their independence, health and well-being, economic stability, and minimize dependency on government services. 4) Communities build safe and healthy environment to promote safe and healthy lifestyles. 5) 55+ seniors , disabled adults, and their families

develop and sustain their own assets in order to achieve healthy living, financial independence, social connections, and to prevent co-morbidity of aging.

MAJOR ACCOMPLISHMENTS

The CYF Division developed and implemented specific strategies and services to effectively meet the needs of population growth and demographic shifts in Wake County. CYF helped to increase collaboration and integration of services to bridge the gaps among public health, child welfare, and social services. All CYF services and resources are strategically aligned with HS regional network of care and with Wake County Public School system (WCPSS) school districts to provide services in homes, schools, neighborhoods, and communities.

To support county and agency service priorities and strategies, CYF has been instrumental and successful in achieving the following service integration and program transformation outcomes: 1) WCPSS and Wake County achieved outcomes to ensure the health and safety of 156,000 students by implementing the Acuity Business Model. 2) Women, Infants, and Children's (WIC) program implemented the Crossroad technology system to maximize cost effectiveness. 3) Maternal Child Health worked with CCNC, CCWJC, and with our community providers

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to achieve benchmark outcomes and maximize Medicaid revenues. 4) Families Support Services transformed its business practice to achieve outcomes for families in child welfare, employment support, and senior service systems. 5) The health and safety standards in more than 200 child care centers in Wake County have improved through efforts to support and align with the quality star system. 6) The partnership with Youth Thrive and the NCSU Extension Office has resulted in better outcomes for youth by reducing youth risky behaviors and maximizing their skills sets to reach their full potential.

Wake County 4-H Youth Development provided direct services for 3,720 young people. In order to reach limited resource families and priority populations identified by the child welfare, juvenile justice and public health systems, these services were delivered at 30 locations across Wake County. Of these youth, 86% participated in staff facilitated life skills education groups or camps, 11% were involved in volunteer led clubs, and 3% were engaged in school enrichment activities. These strategies were supported by 780 community volunteers who contributed 9,161 hours of service to our programs.

Wake County 4-H staff also builds the capacity of youth serving organizations to integrate research based best practices in positive youth development into existing programs. Training and technical assistance was provided to 969 adults from a variety of community and faith based organizations. 4-H played a critical role in Youth Thrive, a collective impact initiative aimed at addressing the needs of youth in the K-12 space. Staff helped this group build a strong infrastructure that produced a Youth Well-being Profile providing the local data critical for prioritizing efforts and resources.

Family Services realized increased revenue through usage of additional Medicaid and IV-E funding sources. The program was also awarded the NC Innovation and Sustainability Grant (Benchmark Intervals) and the NC Respite Grant for Kinship Care Families, and is undergoing program transformation to meet the needs of Wake County's growth in collaboration with Child Welfare and community

partners to address needs of kinship care families. Additionally, internal and external partnerships have increased to meet the needs of customers, and a new data tracking system to address outputs/outcomes has been implemented. Data shows 97.7% of Family Services' youth have health insurance, 65.9% of Family Services Kinship Families are engaged with HCD Interventions, 100% of youth had no active CPS involvement after 6-months of Family Services case closure.

School Health successfully implemented the Acuity Business Model to achieve health and safety for all WCPSS students within the first 60 days of school. Information and resources were disseminated about access to health insurance and permanent medical homes to students and families by school health nurses. Additionally, more than 1,000 students with specific health conditions have been identified for case-management services to achieve health and educational outcomes.

The Nurse-Family Partnership Program serves first time moms during their pregnancy through their child's second birthday. The program graduated 16 families this fiscal year and an event was held with speaker, entertainment and awards to honor graduates.

The "Love Us, Buckle Us!" Child Passenger Safety Team, in partnership with Wake County Safe Kids and Bobby Murray Chevrolet, held the Never Leave Your Child Alone event in 2014. Staff roasted S'mores in the hot cars while educating families to never leave a child alone in a vehicle, check the back seats of their cars every time they exit and to call 911 if they see children unattended in a car. The program, in partnership with the Wake County Public Library system, also provided quarterly child passenger safety seat checks to the patrons of the six Wake County Regional Libraries. Through partnerships with the Wake County Safe Kids and Apex Police Department, the program celebrated National Safe Kids Day on Saturday April 5, 2014 by providing a community injury prevention safety festival at Beaver Creek Commons/Target complex in Apex. Over 700 attendees participated and participated in interactive games and displays.

The Women, Infants, and Children's (WIC) Program implemented a SharePoint WIC APP in October 2014 as an innovative solution to virtually manage clinic workflow at all five program sites in anticipation of the States Crossroads computer System rollout in December 2014. The Crossroads Information and Data Management system was successfully implemented to maximize cost effectiveness and efficiency. To incorporate additional efficiencies, the business clinic flow at all sites was changed to include income eligibility screening prior to nutrition consultations to accommodate Crossroads WIC Computer System requirements.

As part of the Human Services facility renovation plan, services were relocated to the ground floor at the Sunnybrook building to decrease overcrowding and significantly improved clinic flow. Additionally, WIC managed to increase participation rate per month from 17,428 (93%) to 17,697 (94.5 %) between June 2014 and October 2014 by implementing caseload management, as well as specific marketing and outreach strategies. Staff anticipate the efforts will help to achieve participate rate of 97% by the end of June, 2015.

The Child Care Health Consultants program trained 66 licensed child care centers to improve health and safety practices as evidenced by the improved Environmental Rating Scale (ERS). Improvements in health and safety practices directly impact the star rating and thus the quality of child care centers in Wake County. Approximately 81% of child care centers continued to show improvements their health and safety standards 6-12 months after services and interventions provided by their child care health consultants.

FY 2016 DISCUSSION

The Children, Family and Youth Division budget increased by \$804,839 from the FY 2015 Adopted Budget to \$18.41 million due to the expansion of the school health program including ten additional nurse positions.

In FY 2015, ten full-time nurse positions were adopted to decrease the ratio of school health nurses

to students to a level more in line with peer counties. The school system continues to grow, increasing enrollment by 3.6% from FY13 to FY14. The ten additional nurse positions have decreased the nurse to student ratio from 1:2,300 students to 1:2,095 and allowed for new assignments at 29 elementary, middle and high schools.

Statistics show health conditions affect all populations across the socio-economic spectrum; however, low income and high risk populations tend to have less access to medical care resulting in unmanaged or unidentified health conditions with the potential to disrupt the student's educational success. The Acuity 3 Business Model includes the socioeconomic status of students, specific health indicators and educational signs of poor school performance. These indicators monitor and suggest realignment of resources which resulted in a 33% increase of nursing hours dedicated medium need schools and a 50% increase of hours to high need schools in FY 2015. The addition of 10.00 FTEs for the second of a four year phased approach will begin to bring Wake County in line with peers and better serve youth enrolled in the school system.

The Affordable Care Act, health care reform and accessibility to health care will continue to be the CYF top priority, issue, and challenge, with short-term and long-term sustainable solutions for clients in our community. Technology challenges and opportunities impacting the health, education, housing, transportation, and social service systems of care (i.e. NC Fast, Crossroads, WCPSS Information and Data Management system, Electronic Medical Records, Practice Management system) will require an intentional collective approach to integrate services to achieve shared outcomes for our clients and for our community.

The increasing student population growth and continued health and education disparities experienced by youth in the community will pose additional challenges to CYF, WCPSS and community partners. Additionally, the significant demographic shift in the aging population (55+) in specific geographic regions of Wake County, North Carolina and the US will pose significant economic,

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health, housing, transportation, and political challenges in our community.

HORIZON ISSUES

Wake County is experiencing increased demands for community based services for youth with a history of significant behavioral problems, as well as significant increases in the number of youth entering the foster care system, and those placed with kinship caregivers. The 4-H program works closely with Family Services to serve youth and families as the demand for services continues to rise. CYF and the 4-H program will continue to partner with Youth Thrive to provide a framework for aligning and prioritizing resources in the five identified key areas: emotional and mental health, vocational and civic development, physical health and safety, academic success, and opportunity youth. Continuing to focus on engaging under-represented youth in Science, Technology, Engineering, and Math (STEM) programming supported by state and national 4-H organizations will provide additional opportunities for local youth.

The Family Services program has experienced an increase in need due to the overall population growth of the County. Specifically due to the increase in the Wake County aging population combined with the decrease in TANF funding, staff will review agency priorities, realign resources and identify efficiencies to continue to provide quality service with the available resources.

The School Health program anticipates continued student population growth in the WCPS system. Current services are limited to County public schools only, thus charter schools do not receive school nursing services. Lack of access to pediatric and adolescent health services, especially for children and youths in rural areas of the county, increases the need for quality school health services. As does populations with economic, health and education disparities. The Affordable Care Act (ACA) has increased access to health care and allowed for students to be connected to service providers to better manage their care.

Pregnancy Care Management, Pregnancy Medical Homes and the Community Care of North Carolina,

continue to work collaboratively toward positive outcomes for pregnant women and children 0-5 years of age. The Maternal Women's Health program will continue to promote Medicaid eligibility and access to care for pregnant women and children in Wake County.

Medicaid applications' pending for most WIC clients, especially prenatal clients, continues to interfere with program participation and the provision of services. The implementation of the Crossroads WIC system and the recent GE PCMS launch has caused challenges to service delivery involving appointment scheduling for prenatal services, largely due to training and system conversion. Additionally, the relocation to ground floor in Sunnybrook January 15, 2015 briefly hampered services, but has since realized efficiencies due to new work flows and the creation of the WIC SharePoint App.

Staff anticipates extensive outreach including community events, conducting participant surveys, and collaborating with Social Services to increase program participation, as well as implementing several caseload management strategies will restore program participation in the coming year.

Western Wake County is the only region within the County without a local WIC office. The WIC program estimates close to 7,000 WIC clients live in Western Wake zip codes. The goal is improve access to WIC services for the 4,400 existing and 2,200 potential clients who live in the Western Region. Barriers include locating a physical space for the western region location. Currently, the Western CAC is working towards this goal.

The Child Care Health Consultants program provides child care health and safety consultation services and training to approximately one third of the child care facilities in the County. The escalating cost of child care affects all families, but the most severely affected are low-income families. Low wages and lack of benefits for child care center providers negatively affects the recruitment and retention of quality teachers and staff in all centers. The growing population of families who qualify for child care subsidy will continue to increase, although there is a

lack of adequate State funding to meet the need of the program.

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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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of low birth weights experienced by newborns (<5 lbs. 9 oz)	8	6	7	7

Service Area: Healthy Child Development and Care Coordination for Children

Description: Assist vulnerable families to support their young childrens' (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Percent increase in NICU graduates who have their first PCP visit within one month of discharge	4	5	6	5

Service Area: Maternal Health- Pregnancy Care Management

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of identified risks/needs that are resolved at closure, 60 days postpartum:	84	85	90	80

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
% of Kinship Care youth who remain in Relative Care and out of Foster	95	90	90	95
% of youth with no active CPS involvement after 6 months of Family Services Case Closures	93	85	85	80

Service Area: Youth Services-OJJ/DJJDP Program

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
programs must track recidivism, violations of probation and parental involvement in addition to other measures specific to their program type	1,442	1,450	1,450	1,450

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
% of individual action plans successfully managed for students with asthma, diabetes, severe allergies	96	98	100	100
% of nursing care plans for students identified with chronic illness	100	100	100	100
% of proper and safe medication administration	100	100	100	100
% of schools who have implemented specific obesity prevention plan to reduce childhood obesity	N/A	N/A	50	100
% of secure care for students with STI	50	90	100	100
% of secured pregnancy care management rate	100	100	100	100

Service Area: Youth Services-Community Youth Development

Description: Non School hour programs for vulnerable adolescents

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of at-risk 4-H youth participants demonstrating no recidivism and /or reduced alcohol, tobacco and other drug use	91	85	85	100
% of 4-H Youth participants demonstrating increased healthy behaviors	89	85	90	100
# of adults trained in youth development best practices and evidence-based programming	N/A	500	750	1,000

Division Summary - Public Health

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	4,158,795	3,966,671	4,053,870	4,015,812
Contractual Services	288,943	333,169	584,697	511,145
Supplies, Materials and Other Charges	1,092,488	1,395,832	1,436,946	1,529,046
Capital Outlay	–	–	5,027	–
Expenditure Totals	\$ 5,540,225	5,695,672	6,080,540	6,056,003
Revenues:				
Federal	800,949	1,125,360	1,035,384	1,018,077
State	379,542	387,124	562,640	529,250
Charges For Services	131,874	78,766	54,216	175,366
Revenue Totals	\$ 1,312,366	1,591,250	1,652,240	1,722,693
Number of FTE's	52.56	63.25	64.25	64.75

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, Vital Records, HIV/STD Prevention, 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, and vital records.

MAJOR ACCOMPLISHMENTS

Public Health has administered 16,178 vaccine doses to 6,036 clients. Of which, 54% (3,262) were children ages birth through 18 years, and 46% (2774) were adults 19 years and older. This includes 2,121 doses of Flu vaccine administered.

The program implemented a collaborative model with Wake Health Services that established a Men's

Health Clinic to serve minority men at-risk for HIV/STDs.

Vital Records monitored compliance of death certificates being processed within five days of death per statute. Through these efforts the availability of death certificates increased 6%.

With regard to Refugee Health Visits, we provided communicable disease screening and immunization to specific refugee population in accordance with agreement and laws. Provided Civil Surgeon duties to assist refugee clients to obtain a change of status to allow permanent residence in the United States. This year, 470 refugees received Communicable Disease screening and/or immunization services. Refugee clients represented 37 different countries.

Health Promotion Staff have partnered with the YMCA of the Greater Triangle since 2011 to provide health screenings for preschool-school aged children during their annual Health Communities Day. For the past four years, Health Promotion Staff has collected and analyzed local BMI data on measured youth. Results have shown that nearly one-half of the youth initially measured were overweight or obese (2011 - 47%; 2012- 46%; 2013 - 45%; 2014 - 44%). However, trend data indicates a 1% improvement

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annually, attributable to the implementation of evidence supported strategies.

During the NC Public Health Association Conference, the Wellness and Prevention Section, awarded its 2013 Sparkle Project Award to the Wake County Human Services; Health Promotion Program for its Movin' & Groovin' Walking Club.

October 2013, Health Promotion Staff renewed the Triangle Farmers Market managers' Coalition with local managers to expand the number of markets that offer EBT and WIC benefits to consumers. As of June 2014, over 1/3 of Wake County farmers markets now accept EBT. The Coalition also serves as a network for market managers to explore and implement "evidence based" strategies that increase food access and utilization.

The Ebola world health crisis became very real for Wake County in August 2014 as the CDC raised concerns about local preparedness for public health agencies. Wake County Public Health partnered with multiple agencies, hospitals, EOC, and EMS to assure readiness. Also, working with TSA and Customs and Borders Patrol at RDU to support their efforts in monitoring incoming travelers from foreign countries. So far, the four Communicable Disease (CD) nurses have monitored 44 people with initial home visit contacts made first, then followed by daily phone calls to monitor fever and symptoms twice a day. CD has also developed strategies with fellow partners, (Wake EMS, Wake Med Hospital) to appropriately respond should a person develop symptoms. The program also devoted many hours to the education of Ebola and implemented an Ebola hotline number for persons to call a CD nurse if symptoms develop. The number is also available to providers and other staff and agencies for consultation around Ebola questions and concerns.

New revenue generation and electronic medical record strategies are now being implemented for TB services. There were 16 confirmed cases this past year with multiple investigations. One TB contact investigation involved 160 people. The TB team also hosted the TB Regional meeting and World TB Day.

The Disease Intervention Specialists (DIS) team conducted a time study to assess methods for more efficient staffing, quality assurance, work flow correlation between clinics and field visits, and provider education. Also a syphilis study indicated significant increase in disease burden. Enhanced collaboration with department/clinic heads and State DIS began strategic planning to lessen the resurgence of syphilis in Wake County.

CD health educators accomplished a mass mailing to over 2,000 health providers for Ebola and Preparedness efforts, as well as a Health Literacy Project which was presented to providers, clinician's, and the NCPHA. Educational materials and web page enhancements were part of this effort. Additionally, one Wake County Health Educator was recognized as part of the Triangle Business Journal Health Care Hero in 2014.

In March of 2015, Public Health manned the Mass Care and Public Health positions in the county EOC during winter weather storms and worked in conjunction with the Red Cross to open shelters.

FY 2016 DISCUSSION

The Public Health Division budget increased by \$360,331 from the FY 2015 Adopted Budget to \$6.06 million due to two expansions resulting from increased state funding and an increase in vaccination funding. Descriptions of the expansions follow.

The Public Health Breast and Cervical Cancer Program (BCCP) provides 286 screenings to eligible women annually. Through additional funding from NC Department of Health and Human Services, Division of Public Health, the BCCP program requests an additional part-time LPN, 0.5 FTE, to complete 101 additional screenings to eligible women in Wake County in fiscal year 2016. Funding for this request is provided at 100% through the North Carolina Breast and Cervical Cancer Control Program.

The Men's Health Clinic, part of the HIV/STD Community Outreach Division of Public Health, provides holistic health care, including screenings

and treatment, to men age 15 to 34 that are at risk for HIV and other sexually transmitted diseases. The appropriation of additional funding, requested through the NC Department of Health and Human Services, will increase clinical capacity to serve at least 100 additional patients. This request is externally funded at 100% through the Care and Prevention in the United States (CAPUS) Demonstration Project.

The demand for immunization services continues to rise along with the price of vaccine products. In FY 2014, approximately 8,600 doses were purchased, over expending the budget by 49%. After a \$50,000 expansion increased the fiscal year 2015 supply to 9,600 doses, with a budget of \$286,062, the available quantity and funding is quickly being depleted with 4% of uncommitted funds remaining. This request is 100% funding through client fees, private insurance and Medicaid.

The role of new payment structures at the state and federal level cause uncertainty for long range planning in public health. Clear direction regarding the role of various stakeholders is still undefined for Wake County. Discussion at the state and federal payer level indicates a move from the current fee-for-service model toward a new per member/per month structure.

Eliminating contracts and/or positions currently tied to Aid to County funding will require review in order to ensure appropriate allocation of funding as well as mitigate consequences in the event of unexpected reduction in overall Aid to County funding. Strategically aligning these funds to support the 10 Essential Services is paramount.

On December 2013 the NCDHHS eliminated funding to address the issues of Syphilis Elimination and a funded Health Educator position was eliminated. Since then the numbers of syphilis cases have increased 61.3%.

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 assure the health of our residents. The PH Division will continue to provide trained staff and 24/7 coverage to assure prompt action when needed.

Health Care Reform (HCR) 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 due to gaps in service for many residents. Efforts are underway to explore methods of collaboration with a federally qualified health center, hospital partners, mental health, and providers of health care to the indigent and uninsured. Additionally, the instability of state and federal budgets have the potential to impact service provision in immunizations and various prevention programs.

The various Public Health, CYF, and Clinic Divisions are continuing to transition and train in regards to the new Electronic Medical Records and new practice management system. Efforts to ensure an integrated system for surveillance, risk management, and care will be closely monitored.

Wake County syphilis cases are at the highest levels they have been in the last 15 years, with a 61.3% increase in early cases from 2013 to 2014. A majority of those infected are men (97.5%) and half (50%) of those reported are co-infected with HIV. Staff will continue to monitor trends and provide strategic outreach.

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Summary of Services and Performance Measures

Service Area: Communicable Disease Control- CD Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination and analysis of primary and secondary data designed to impact service delivery

and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of all reportable communicable diseases	719	600	550	550

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention and reporting of TB within Wake County. The collection, coordination and analysis of primary and secondary data designed to

impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Percentage of TB investigated/reported within the state mandated time frame	98	98	98	98
Total Number of TB Cases Investigated	35	31	N/A	N/A
Total Number of TB Cases Confirmed	19	8	N/A	N/A
Total Number of Clinic and Field visits	1,047	871	800	800
Total Number of X-rays	521	273	400	400

Service Area: Public Health Preparedness

Description: Coordinates the Human Services preparedness and response activities to natural and human-caused public health emergencies and

disasters (e.g. provision of shelters, dispensing, and isolations and/or quarantine orders.)

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Medical Countermeasures Dispensing (mass event)	N/A	1	N/A	N/A
Non-Pharmaceutical interventions	2	9	N/A	N/A
Other Public Health preparedness or emergency response activities (non-exercise)	2	2	N/A	N/A

Service Area: AIDS/HIV Outreach

Description: Provide outreach prevention education, syphilis elimination efforts, HIV counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and treatment, HIV/STD surveillance and HIV/STD primary care.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of persons testing for HIV, Syphilis, GC, Chalmydia and Hep C seropositivity	3,679	4,000	4,000	4,000
Output				
Total number of Housing Vouchers issued	38	33	33	55
Number of individuals who used Prevention and Education services	20,234	13,000	13,000	15,000

Service Area: Immunization Outreach

Description: Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry(NCIR). Provides system administration for NCIR at WCHS. Provides oversight and

administration of NACo Prescription Discount Card Program/Wake County.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of clients immunized	16,973	21,000	21,500	21,500
Output				
Number of Doses Administered	40,577	44,000	46,000	46,000

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention Team reviews the deaths of children, ages 0-17 that are not due to suspected abuse and neglect. The Team identifies causes of child deaths, identifies gaps or deficiencies

that may exist in order to improve the delivery of services to children and families, and makes recommendations for changes that could prevent future child fatalities.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percentage of childhood deaths assessed in order to improve delivery of services	100	100	100	100
Percentage of reports submitted to the State and County Commissioners timely	100	100	100	100

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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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of breast cancers detected of women screened through the BCCCP program	17	12	15	N/A

Service Area: Vital Records

Description: Maintain records, perform duties of Registrar and provide birth, death and other vital record information to the state and the public.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of deaths processed	5,675	5,789	5,905	5,675
Number of birth records processed	13,093	13,093	13,093	13,093

Division Summary - Health Clinics

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	12,066,185	11,799,984	11,715,507	12,204,572
Contractual Services	1,886,739	2,369,872	2,924,888	2,893,019
Supplies, Materials and Other Charges	2,290,857	2,637,620	2,313,924	2,433,315
Capital Outlay	70,195	—	36,130	—
Budget Reserves	—	260,000	21,000	3,345
Expenditure Totals	\$ 16,313,976	17,067,476	17,011,449	17,534,251
Revenues:				
Federal	1,931,705	2,562,923	2,560,154	2,594,569
State	272,432	297,475	351,975	378,352
Local	7,490	—	—	—
Charges For Services	13,042,384	10,208,645	10,369,325	10,662,157
Miscellaneous	16,997	265	265	265
Revenue Totals	\$ 15,271,008	13,069,308	13,281,719	13,635,343
Number of FTE's	162.65	161.10	161.85	168.85

DIVISION PURPOSE AND GOALS

The Health Clinics Division provides direct medical care, 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

Implementation of the Electronic Medical Records (EMR) system is near completed, with Regional Centers anticipated "go-live" by Summer 2015. System implementation efforts have resulted in improved accuracy and continuity of care within the agency and with external partner agencies, which will improve outcomes.

Our Maternal Care clinic has established and implemented expedited partner treatment protocols for the purpose of protecting our pregnant women from reinfection with STDs, a leading risk for Preterm Delivery and infant morbidity.

Recognizing that repeat teen pregnancies have not decreased commensurate with first teen pregnancies, we have streamlined the postpartum appointment process in collaboration with Clinic F, moving appointments to four weeks post partum to facilitate: family planning services to teen clients; call backs for missed appointments that will fall within a time frame where resources remain available to our patients; and students returning to classroom learning. Continuity of care between clinics has improved with this process.

Maternal Child Health providers have achieved Clinical Laboratory Improvement Amendment (CLIA) proficiency and competency in performing Wet Mounts. This skill allows providers get results faster thereby increasing both efficiency and patient satisfaction. In addition, the WCHS Sunnybrook

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laboratory has successfully met all federal requirements CLIA recertification.

Successfully started billing for Medicaid Pregnancy Medical Home incentive payments of \$150 for each postpartum visit accomplished within 60 days of delivery. Wake County is one of the first health departments to successfully implement this billing process. FY 2014 achieved revenue totals \$147,450, and \$160,050 has been earned to date in FY 2015. Out of 200 randomly selected Medicaid deliveries at WakeMed, approximately 77.5% came in for a postpartum visit. This is an excellent rate compared to other health departments in the state.

Successfully increased placement of IUD and Nexplanon during the postpartum visit. Out of 155 randomly selected Medicaid patients who reported for a postpartum check-up, 35% received their desired long-acting reversible contraceptive (LARC) during the visit. This will help reduce short-interval births, which result in preterm delivery of infants who need intensive care and are at increased risk of infant mortality. LARC devices were placed in 8.7% of visits and for 14.4% of patients seen in 2014, compared to 8.1% of visits and 14.8% of patients seen in 2013.

Teen pregnancy in Wake County has decreased from 35 pregnancies per 1,000 girls age 15 - 19 in 2010 to 22.3 pregnancies per 1,000 girls in 2014. However, the percentage of those pregnancies that are repeat pregnancy has increased from 25% to 27%.

Infant mortality rate dropped from 7.1 to 5.1, with a reduction in the disparity between African-American and white infants from 3.1:1 to 2.7:1. The total number of infant deaths dropped from 87 to 63. The persistent racial disparity shows the need for more intensive services for low-income and minority women both before, during, and after pregnancy.

Continued collaboration with Duke Family Medicine Residency, training the next generation of family physicians in women's health, family planning, and prevention. Continued work with UNC nursing school and the UNC Nurse Practitioner school. Clinics also coordinated with Club Choice to provide

education and exercise classes to overweight and obese women who access our services.

The Wake County Human Services HIV Clinic was again recognized for being one of the top clinics in the state in several measures of clinical performance. Five faculty members in the UNC School of Medicine work at the Raleigh-based clinic, which has more than 1,000 patients.

The WCHS Pharmacy served 12,201 Wake County residents in FY 2013-2014 and filled over 71,000 prescriptions. Each day the pharmacy serves around 161 citizens and fills an average of 300 prescriptions. This past year, Wake County obtained \$13.50 million in donated medications from pharmaceutical companies to provide medications for behavioral, asthma and long term birth control methods.

The pharmacy dispenses discharge medications to patients released from UNC WakeBrook, Central Regional and Holly Hill Hospitals and provided over 5,000 prescriptions this year. This allows the patient to have enough behavior health medications after they leave the hospital until they can attend their first visit with a psychiatrist. The pharmacy also served the HIV clinic, STD clinic, Family planning and prenatal clinics with 25% of the prescription volume. Behavioral health maintained the highest volume being responsible for 75% of the total Rx volume.

The pharmacy recently switched over to paperless operations which will save money on operating cost including printing and storage.

FY 2016 DISCUSSION

The Health Clinics Division budget increased by \$466,775 from the FY 2015 Adopted Budget to \$17.53 million due to an expansion of prenatal services, as well as increased funding for the Minority AIDS Initiative.

The Prenatal Clinic (G) serves over 4,500 women each year, a number that continues to grow as the County population increases. Also on the rise are wait times to schedule appointments. The American College of Obstetrics and Gynecology (ACOG) recommends the first office visit for pregnant women

at 10 weeks. Current appointment wait time has surpassed six weeks pushing initial maternal care into the second trimester missing the window for early screening and intervention opportunities.

Increasing clinic hours at Sunnybrook will allow access to maternal care for 250 new patients; similarly, the addition of a new clinic at the Millbrook location would allow 1,000 new patients to be served cumulatively increasing clinic capacity by 28% and operating hours by 31%. An increase in staffing to include four new part-time positions at Sunnybrook will increase operating hours to Monday through Friday, 8:00 a.m. to 5:00 p.m.; Monday through Thursday evenings, 5:30p.m. to 7:00 p.m.; and Saturday 8:00 a.m. to 12:00 p.m. Additionally, four new full-time staff will be hired to provide maternal care services, not previously offered, at the Millbrook Center. Hours of operation will be Monday through Friday, 8:30 a.m. to 5:15 p.m.

The STD/HIV Clinic (A) offers a comprehensive continuum of care including prevention education, HIV/STD counseling and testing, and treatment and supportive services for people with HIV/AIDS. Additional State funding will assist every minority HIV/AIDS client deemed eligible based on income, North Carolina residency and need has access to medications through North Carolina's Part B AIDS Drug Assistance Programs (ADAP). ADAP, funded jointly by state and federal dollars, is designed to provide financial assistance to low-income state residents for the purchase of medications specifically used to combat HIV and the opportunistic infections which are specific to AIDS. 100% funding is provided through the North Carolina HIV Medications Program.

HORIZON ISSUES

Due to Health Care Reform (HCR), Wake County Human Services (WCHS) Public Health and Health Clinics Divisions have experience approximately 70% of individuals infected with HIV/AIDS pursue health insurance through the federal marketplace, and 17% of these individuals may procure insurance with subsidy. These figures are important because as a non-participating provider with these insurers, WCHS stands to lose patients to care and treatment

to other private providers whose disease suppression rates do not match our own (i.e., 80% viral load suppression). It is unlikely that patients who become insured will remain under treatment with WCHS because co-pays and deductibles for non-network providers will be very costly.

In addition, HCR is shifting federal Ryan White funding to Federally Qualified Health Centers (FQHCs). As this particular funding becomes more limited, it will be essential that we establish clinical partnerships with FQHCs to continue care and treatment for these patients.

Staff anticipates similar trends in patient transition for other special populations interfacing with the divisions: public health programs and clinic services. In order to remain a reliable safety net provider as well as ensure access and availability of services to Wake County residents that desire to maintain medical care (i.e., patient choice), contracting with insurers will be necessary. It is imperative that the County capitalize on federal designation as an Essential Community Provider to contract with insurers.

As North Carolina Medicaid Reform unfolds, the future landscape for the State's Medicaid program has the potential to shift from fee-for-service reimbursement to a capitated reimbursement structure. If this reimbursement methodology changes, it will have major implications on the annual Medicaid cost settlement. Settlement dollars have increased four-fold over the last ten-year period, and there is increasing reliance on the annual settlement to cover the difference between fee-for-service reimbursement receipts and actual cost of delivering care and services. Strong practice management will be necessary, particularly for the health clinics, to achieve efficiencies that will enhance revenue projections and establish productivity benchmarks for clinical and paraprofessional staff. In addition, contracting with managed care entities in order to remain fiscally viable and reduce reliance on county funding will be important to the Health Clinics continued service and success.

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The NC Governor's proposed budget for the upcoming biennium seeks to reduce Medicaid rates that are in effect by 5% or 7%. Staff will continue to monitor this development in the coming months. Medicaid fee-for-service accounts for slightly more than 30% of overall revenue for WCHS clinics. Staff anticipate no increase in future payments, reductions in payment in a few areas and an eventual capitated payment structure that will require contracting with insurers.

The Health Clinics continue to transition to an Electronic Medical Record and new practice management system that will be fully implemented in CY 2016. These systems are essential for compliance with current and future Federal regulations.

Summary of Services and Performance Measures

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis, sexually transmitted diseases, including

HIV. Works with clients to promote healthier behaviors and lifestyles, to assure the availability of quality health care services related to reduction of risk and spread of communicable diseases.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Increasing numbers of sexually transmitted diseases	5,863	6,000	6,000	N/A
Percentage of newly HIV diagnosed individuals have already progressed to AIDS at the time of diagnosis	38	25	25	N/A
Percentage of new clients were racial/ethnic minority	84	75	75	N/A
Percentage of the total clinic population fall below poverty level	62	65	65	N/A
Effectiveness				
Total number of clinic visits w/3% turn away (HIV and STD Clinics).	19,196	18,700	18,700	N/A

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations to prevent childhood disease, adult diseases, and for

international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of overall immunizations given	16,179	17,000	17,150	17,150
Number of clients seen (child,adult,refugee,immigration,travel)	12,059	12,000	12,150	12,150

Service Area: Child Health Clinic

Description: Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

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Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Well child visits ages 0-1 year	2,546	2,800	3,100	3,500
Well child visits ages 1 - 4 years	1,960	2,156	2,300	2,500
Well child visits ages 5 - 11 years	2,000	2,200	2,500	2,750
Well child visits ages 12-18 years	583	640	700	850

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Percentage infant Mortality rate for Hispanic live births	5	5	4	N/A
Percentage infant mortality rate for other live births	3	3	3	N/A
Percentage infant mortality rate for African American live births	9	9	8	N/A
Effectiveness				
Percentage Infant Mortality Rate w/white live births	4	3	3	N/A
Percentage Wake County's Infant Mortality Rate w/non white live births	7	7	6	N/A

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider of last resort for these services.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of unduplicated count of clients	6,911	8,000	9,000	10,000
Total number of clinical visits	13,107	14,474	14,000	18,000
Output				
Teen Pregnancy Rate per 1,000 age 15-19 Wake County	22	N/A	26	25
Long Acting Reversible Contraceptives (LARC) methods provided	1,140	1,552	1,700	2,000

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for

mass care/bioterrorism event, community collaboration to provide medication for uninsured citizens.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of prescriptions filled	71,182	71,200	71,500	71,500

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of unduplicated patients	5,444	5,750	5,900	6,100
Effectiveness				
Number of Patient Visits	8,868	9,300	9,500	9,600

Service Area: Lab Services

Description: Support all clinical programs and services with quality, proficient laboratory tests, procedures, and results. Support Environmental

Services with environmental specimen tests, procedures, and results.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of lab tests performed	95,000	60,256	60,256	60,256

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Division Summary - Behavioral Health

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	297,184	—	—	—
Contractual Services	5,329	—	—	—
Supplies, Materials and Other Charges	300,537	—	—	—
Expenditure Totals	\$ 603,049	—	—	—
Revenues:				
State	3,065,501	—	—	—
Charges For Services	8,736	—	—	—
Revenue Totals	\$ 3,074,237	—	—	—
Number of FTE's	4.13	2.00	0.00	0.00

DIVISION PURPOSE AND GOALS

The Division of Behavioral Health Services (BHS) in the past provided assessment, treatment and referral of children and adults at risk for or diagnosed with mental health, substance abuse or developmental disabilities that may not be eligible for services elsewhere. BHS was the safety net and public partner within the Wake County community provider network of behavioral health services.

All Wake Behavioral Health programs and clients were transferred to Community Providers effective June 30, 2013. However, additional resources were required from July 1, 2013 to August 31, 2013 to successfully close out Wake Behavioral Health Services, transition programs and clients with least disruption and minimum impact to consumers.

Effective July 1, 2013 Alliance Behavioral Healthcare assumed responsibility for the management of mental health, developmental disability and substance abuse services in Wake County. Mental Health funds previously appropriated in the Wake County Human Services' budget to deliver behavioral health services were contracted to the Alliance Behavioral Healthcare for Community Providers.

MAJOR ACCOMPLISHMENTS

In response to a State mandate to divest of mental health, developmental disabilities, and substance abuse programs, Wake Behavioral Health divested of services as of June 30, 2013. A Transition team was formed from the period July 1, 2013 - August 31, 2013 to successfully close out Wake Behavioral Health Services, transition programs and clients with least disruption and minimum impact to consumers. This team was vital in assuring an orderly and smooth transition for our clients, staff and community partners.

FY 2016 DISCUSSION

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health MCO division to consolidate funding.

Division Summary - Administration and Operations

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	12,494,619	13,717,051	13,926,524	13,916,506
Contractual Services	7,567,720	8,858,129	8,575,371	3,535,533
Supplies, Materials and Other Charges	4,055,567	4,361,218	5,746,646	4,188,757
Capital Outlay	1,562,259	881,874	916,495	—
Expenditure Totals	\$ 25,680,164	27,818,272	29,165,036	21,640,796
Revenues:				
Federal	1,140,439	535,528	535,528	477,745
State	6,026,937	5,348,961	5,217,284	3,848,559
Local	52,258	384,466	384,466	—
Charges For Services	3,992,561	4,814,512	4,762,332	58,000
Interest Income	15,126	23,654	23,654	—
Miscellaneous	36,078	29,667	29,667	9,004
Revenue Totals	\$ 11,263,398	11,136,788	10,952,931	4,393,308
Number of FTE's	212.25	219.85	229.35	228.35

DIVISION PURPOSE AND GOALS

The Administration and Operations Division functions as centralized infrastructure for all Wake County Human Services divisions that provide direct services to consumers and customers. Administration and Operations includes functions of the Office of the Director, the Office of Community Affairs, Consumer Affairs, Resource Development, Volunteer and Intern Services, Strategic Planning and Data and Informatics, and the Office of the Medical Director. Operations functions include being a liaison to General Services for buildings and capital improvement planning, client accounting, budget and finance, contract and grant management, consumer records, technology and data support and staff recruitment and retention. Additional services for regional centers, drug treatment court and funding for the County's responsibilities as related to juvenile detention services and juvenile programs in community-based settings are coordinated through this Division. The Office of the Medical Director provides clinical oversight to the department, as well as quality assurance functions connected to each Division. The Administration and Operations

Division, under the leadership of the Human Services Director is also responsible for assuring quality consumer and community input and guidance to the department through the Wake County Human Services Board. Special initiatives include Human Capital Development and the Healthiest Capital County. These initiatives have county wide impact and are integrated into all department services. This office also connects the department to a professionally structured Human Services Board that provides a link to community input, consultation on service delivery and budget development, and assistance with assuring that public health accreditation benchmarks for board functions are met.

MAJOR ACCOMPLISHMENTS

In FY 2014 Wake County Program Integrity unit collected revenue totaling \$714,810. Wake County continues to remain in the top collecting counties. Wake had the second highest collection in Food and Nutrition services totaling \$510,964, third highest in Medicaid collection totaling \$91,569 and the third

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highest in TANF collection with \$29,442. Wake also collected \$4,285 in AFDC.

Human Services is currently implementing seven strategic objectives as part of the Strategic Plan. The department is already seeing results in fiscal accountability, use of data, and increased technology improvements.

Regional Networks continue to provide excellent services through a "regional networks of care" model. The regional centers had the highest customer service score (95.2%) of all WCHS locations in FY 2014. They continue to implement many models of community outreach, and have active advisory committees that help leverage resources, build partnerships, and identify community needs. There were 285,557 citizens served at all of our regional centers in FY 2014 (Northern Regional Center, Southern Regional Center, Eastern Regional Center, and the Millbrook Center).

The South Wilmington Street Center, the largest homeless shelter in Wake County served 1,849 men, with a total of 84,220 overnight stays and 123,568 meals between July 1, 2013 and June 30, 2014.

INFORM "Information Network for Ongoing Resource Management" worked with County level staff to implement a geographic information system portal for human services planning. The team has also identified specific indicators that will now be reported quarterly and annually, with trend data. Geographic areas of highest need have been identified as well as service "hot spots". INFORM continues to increase the agency's ability to use data for planning and service delivery.

FY 2016 DISCUSSION

The Administration and Operation Division budget decreased by \$6.18 million from the FY 2015 Adopted Budget to \$21.64 million due to removal of the Transportation Program to be placed in a new special revenue fund. Medicaid funded staff, associated with the Transportation call center, remain in the Administration and Operation budget in the General Fund. Additionally, the budget includes funding for two program integrity investigators.

In September 2014, the HS Program Integrity Unit (PIU) was placed under corrective action due to the amount of untimely completed referrals. State and Federal tolerance is 10% or less - PIU overdue referrals were at 15% and as of February 2015 overdue referrals remain at 15%. This is due to increased referrals and staff reductions. From FY 2013 to FY 2014, referrals increased by 46% from 789 to 1,152, likely due to the 40% Medicaid and 72% FNS recipient increase from FY 2008 to FY 2014. Staff productivity increased from an average of seven completed referrals a day to 10; however, 485 referrals remain pending with 74 overdue.

USDA requires referrals to be completed within 180 days, while State referrals must be completed within 30 days. Similarly, the District Attorney will refuse to prosecute older cases as witnesses and evidence becomes harder to locate with time. This simultaneously results in a loss of revenue for the County. In FY 2013, PIU collected 86% of established claims recouping \$664,386 in fraudulent funds. In comparison, only 72% of claims were collected in FY 2014, \$671,379 out of \$931,985.

The PIU team consists of 12 members with 9 program auditors: one lead, seven full-time, and one part-time. This expansion includes two program investigators to meet Federal and State standards, as well as alleviate current staff capacity by reducing the average monthly referrals assigned to one program auditor from eleven to nine.

HORIZON ISSUES

The Admin/Ops Division will need to continue to closely monitor expenditures, especially those associated with State mandates to ensure compliance. Additionally, continued focus on operational flexibility is imperative as program staffing and responsibilities continue to demand different models of operation. Close collaboration with human resources and information technology services at the department and county levels will continue to be needed moving forward. Technology changes are impacting how public health clinic services are delivered as the department continues to implement electronic health records. A much more technology savvy workforce must be recruited and continually

trained to ensure efficient service delivery in both public health and social services current and future environments.

Strategic planning across all divisions and strategic use of data will become more important to decision making in the coming years. WCHS will continue to use geographic information system technology to track potential populations of highest need, and to identify locations in the county where additional partnerships need to be leveraged to continue to address community need. Additional resources for surveillance, dashboards, and timely reporting will be needed to manage information strategically across public health, social services and housing functions, and to maintain public health accreditation status in the future.

Human Services

Summary of Services and Performance Measures

Service Area: Housing - South Wilmington Shelter

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Total number of men sheltered nightly	231	234	234	234
Total number of men graduated to permanent housing	456	500	500	500

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Homeless disabled people placed in housing.	785	770	770	N/A
Homeless women and families obtaining permanent housing. Individuals and families obtaining housing.				

Service Area: Juvenile Detention Center

Description: The Juvenile Detention Center is a state-owned facility, staffed and run by the state. By statute, counties are billed on a monthly basis for 50 percent of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Total number of bed days	4,303	4,000	4,200	N/A
Total number of youth	349	350	350	N/A

Division Summary - Behavioral Health - MCO

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	–	86,152	–	–
Contractual Services	23,702,558	25,202,558	26,702,558	25,202,558
Supplies, Materials and Other Charges	–	103,436	99,174	4,310
Expenditure Totals	\$ 23,702,558	25,392,146	26,801,732	25,206,868
Revenues:				
State	282,461	255,000	255,000	255,000
Local	2,000,000	2,000,000	2,000,000	2,000,000
Revenue Totals	\$ 2,282,461	2,255,000	2,255,000	2,255,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Wake County will contract with the Alliance Behavioral Healthcare (the new regional MCO) for 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 2016 DISCUSSION

Wake County will continue to provide funding to support Behavioral Health Services through Alliance Behavioral Healthcare in FY 2016 in addition to monitoring Alliance both fiscally and programmatically.

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health MCO division to consolidate funding.

HORIZON ISSUES

Wake County will work closely with Alliance Behavioral Healthcare to monitor the anticipated Medicaid reform process in North Carolina and the implications on mental health.

Human Services

Division Summary - Local Management Entity

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Supplies, Materials and Other Charges	2,168	-	-	-
Expenditure Totals	\$ 2,168	-	-	-
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Through the end of FY 2012, The Wake County Local Management Entity (LME) was responsible for developing and managing a network of mental health, developmental disabilities and substance abuse (MHDDSA) services that enabled consumers to live, work and participate in their community to the greatest extent possible. As of July 1, 2012, the Wake County LME officially merged with the Durham County, Johnston County, and Cumberland County LME's to form a new Managed Care Organization (MCO) called Alliance for Behavioral Healthcare. Alliance Behavioral Healthcare will provide the same services as the former LME for Wake County after FY 2013.

Division Summary - Human Services Reserves

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	–	–	18,436	–
Budget Reserves	–	–	966,435	–
Expenditure Totals	\$	–	984,871	–
Revenues:				
State	–	–	281,414	–
Revenue Totals	\$	–	281,414	–
Number of FTE's		0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Human Services established a budget reserve which enables the department to isolate funding which (1) is planned for reduction per external funder notification, (2) is determined to be available for re-allocation to other programs within the department.

Medical Examiner

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Contractual Services	\$ 239,550	204,200	204,200	379,200
Expenditure Totals	\$ 239,550	204,200	204,200	379,200
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

The Medical Examiner is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. The Medical Examiner determines the cause and manner of death and orders an autopsy if necessary. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. The current Medical Examiner's function is part of a statewide system that is supervised and financed primarily at the State level. The State Medical Examiner in Chapel Hill has the responsibility to select the Medical Examiner(s) for the County.

FY 2016 DISCUSSION

The medical Examiner's budget for FY 2016 increased by \$175,000 or 85.7%. This increase is due to the realignment of the WC-7 contract, for the transportation of deceased persons, from CCBI.

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Emergency Medical Services

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 16,478,655	17,420,671	17,433,414	18,256,504
Contractual Services	1,953,597	1,861,762	1,861,762	2,042,773
Supplies, Materials and Other Charges	14,318,906	15,450,963	15,546,056	16,007,632
Capital Outlay	441,507	299,350	299,350	582,750
Debt	5,209	5,870	5,870	5,870
Transfers Out	100,000	—	—	—
Expenditure Totals	\$ 33,297,874	35,038,616	35,146,452	36,895,529
Revenues:				
Local	\$ 36,079	55,000	55,000	55,000
Charges For Services	23,226,620	23,518,002	23,518,002	23,518,002
Miscellaneous	14,884	—	—	—
Revenue Totals	\$ 23,277,583	23,573,002	23,573,002	23,573,002
Number of FTE's	246.00	249.00	249.00	266.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Department of Emergency Medical Services consists of the Division of Emergency Medical Services, the Office of Medical Affairs, an EMS Executive Officer, and three contract EMS agencies. Emergency medical care is provided in partnership with the Cary and Raleigh-Wake 911 centers and firefighter first responders. The primary purpose of the Department is to improve the outcomes for patients who suffer emergent medical conditions or traumatic injuries in the prehospital environment. Secondarily, the Department seeks to provide excellent customer service and has begun efforts to reduce the incidence of emergency medical conditions as well as offer destinations besides an emergency department for patients with substance abuse and mental health conditions. This is best summarized by the values of our Department -- the provision of prompt, compassionate, clinically excellent care.

MAJOR ACCOMPLISHMENTS

The EMS System has continued to adapt to the growth in Wake County and the current economic environment. The specific initiatives are listed below:

1. Clinical Care: The EMS System has continued to enjoy a very high survival rate from out-of-hospital cardiac arrest, saving over 90 lives in calendar year 2012 and anticipate the 2013 data to show similar numbers in 2013. Our over 40% survival for adult victims of ventricular fibrillation arrests remains among the best in the nation. Additionally, the Wake EMS System has maintained an average scene time for victims of major trauma of less than 10 minutes, a testament to the interagency cooperation between Fire and EMS, as well as to the dedication of our EMS System to the traumatically injured patient. In addition to our continued national recognition for cardiac arrest patients, the care for heart attack victims who need to go emergently for cardiac catheterization has also been recognized at the national level. In addition to cardiac arrest care, we monitor our care on a broad array of clinical conditions including heart attacks, trauma, seizures, asthma, and congestive heart failure.

2. Advanced Practice Paramedics (APP): This program has received national attention and continues to achieve successes. In 2013, 346 patients were evaluated and successfully referred directly for mental health evaluation rather than to the

emergency department. This allows the patient to receive the right care at the right place the first time while preserving emergency department beds for those with acute medical or traumatic issues. Additionally, in partnership with Doctors Making Housecalls, the APP program is evaluating patients in assisted living facilities, allowing some patients to remain in the facility and be evaluated rapidly by their primary care physician while others who are in need of emergency department evaluation are transported in the traditional fashion. In 2013, 156 patients who experienced a fall in an assisted living facility were screened and successfully evaluated with a 50% reduction in transports to the emergency department with a 100% sensitivity. The APP program has also successfully implemented care plans for 13 high frequency patients.

3. Operational: The Department of EMS continues to maximize efficiencies in the areas of mergers, consolidations, and billing practices. We are entering into our third year of a centralized revenue model, a move which has improved our revenue and allows for more precise budget planning going forward. Additionally, in response to growth, we will be converting EMS units with a unit-hour-utilization above 40% from 24-hour shifts to 12-hour shifts as well as adding two peak load resources.

4. Health Information Exchange: The EMS System remains committed to participation in broader care for our patients, including data exchange. We have established bidirectional data exchange with all hospitals in the WakeMed System and hope to incorporate Rex hospital and Duke Health Raleigh hospital in the next fiscal year.

FY 2016 DISCUSSION

The Emergency Medical Services budget has a net increase of \$1,900,005 from the FY 2015 Adopted Budget of \$35,038,616 as a result of one-time funding reductions, FY 2014 annualizations, merit increases, contractual obligations, and new funding.

New funding includes 13.0 FTEs to convert three 24-hour units to 2x12 in FY 2016. Additionally, one supervisor district will be converted to 2x24 as well to

ensure that supervisory staff and ambulances are working the same schedules.

Currently, the department only has one scheduling position, created in May 2010 when Garner EMS was assumed. At the time the scheduling position was added, there were 162 FTEs. In FY15, there are now 249 approved FTEs. Additionally, workload has also increased because of an increase in special events, centralized fill-ins for contract agencies, clinical riders, and other riders who need to be scheduled. Department has used light-duty people to fill in as schedulers, but this has not been effective due to uncertain timeframes for return to shift work and inconsistency with their schedules due to rehab and doctors' appointments.

Currently, the EMS Department has two EMS training specialists and a Deputy Director to provide training development and oversight for the EMS system. This includes developing new content (online and direct delivery) and managing current programs for advanced life support providers, basic life support providers, emergency medical dispatchers, new employees, etc. This also includes administering recredentialing processes for all providers in the system, new employee academies, simulation program, emergency medical dispatch quality assurance, etc. The training specialists are also responsible for the simulation program and operational clearance process for all new providers entering the Wake EMS Division. Currently, the professional development unit uses off-duty personnel to supplement when possible; however, this is also not keeping up with the demand. This position would be dedicated to the academy and supplement other programs when those academies are not being run.

The EMS System has three contract agencies: Apex EMS, Cary EMS, and Eastern Wake EMS. The County is replacing one ambulance and one support vehicle for Apex EMS.

Positions and expansions received in FY 2015 were annualized, including prior year ambulance conversions. Other FY 2015 budget changes include decreases in funding for WECO and 800MHz.

Emergency Medical Services

With the retirement of Brent Myers the Manager's Office has determined to advertise a Medical Director separate from an EMS Director. The two individuals will work together to meet the goals of EMS in their respective roles and expertise.

HORIZON ISSUES

Wake County has demonstrated the value of using data to scientifically manage the EMS system, particularly in the scheduling and deployment of EMS resources. However, we have reached the limits of available technology, and further progress will depend upon the acquisition of emergency vehicle deployment simulation software.

The adequacy of EMS facilities remains an issue for the system. A detailed EMS station capital improvement plan was developed during FY 2008 and implementation will require several years. Phase I of this master plan, including eight facilities, is budgeted in future CIPs.

In addition to EMS station needs, the EMS Department has also out grown the current training facilities. To meet the current training demands, the EMS Department staff have utilized other training facilities as they are available; however, this is only a temporary solution as it is dependent on the availability of these other facilities. A long-term solution will need to be determined within the next few years.

Summary of Services and Performance Measures

Service Area: EMS System Support/Management

Description: Provide Coordination, Management, Training/Professional Development, Medical Direction, and Quality Improvement to the EMS System.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Cardiac arrest survival rate	38	38	38	40
Number of Minutes to Trauma Scene	8	8	10	10
STEMI Compliance Rate	90	90	90	90
Stroke Compliance Rate	85	85	90	90

Service Area: Community Health and Injury Prevention

Description: Provide follow-up and interventions to at-risk citizens to improve quality of life and direct their health care needs to the most appropriate healthcare resources.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
# of Call with Successful Alternate Destination	346	350	360	400

Fire Services

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 1,487,651	1,404,696	1,402,757	1,467,013
Contractual Services	7,892	6,310	6,310	41,577
Supplies, Materials and Other Charges	314,070	139,233	145,542	157,523
Capital Outlay	9,378	900	900	900
Debt	2,237	2,719	2,719	2,719
Expenditure Totals	\$ 1,821,229	1,553,858	1,558,228	1,669,732
Revenues:				
Federal	\$ 62,500	-	-	-
Charges For Services	265,870	242,709	242,709	281,039
Revenue Totals	\$ 328,370	242,709	242,709	281,039
Number of FTE's	19.00	17.00	17.00	17.00

DEPARTMENT PURPOSE AND GOALS

Fire Services will ensure the delivery of the highest quality of professional service in fire code enforcement, emergency response, fire investigations, planning, fire training, and readiness for emergencies. Fire Services accomplishes its mission through five program areas: (a) Fire Services Administration; (b) Fire Code Enforcement/Fire Prevention; (c) Fire Services Training; (d) Emergency Response; (e) Fire Suppression Operations and Support.

Maintained a 100 percent submission rate to NC Office of State Fire Marshal for the National Fire Incident Reporting System (NFIRS) for the seventh straight year. Wake County is one of the few counties statewide to collect and submit fire incident reports from all fire departments as required by General Statute.

Fire Services Training assisted with the Wake County Law Enforcement Adventure Kids Camp sponsored by Wake County Sheriff's Office. 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. We expect to continue this program each year.

Staff participated in the selection of a vendor for a Land Development solution to automate all development services for the County. Staff continues to work with the project team to implement the solution.

Fire Training staff facilitated Post Incident Reviews for several major incidents in Wake County. We anticipate conducting an average of two reviews monthly based upon the current trend. This program is designed to review the response and identify

MAJOR ACCOMPLISHMENTS

The Seventh Wake County Fire Academy Recruit Class is scheduled to graduate July 2015. This academy offers an opportunity for career and volunteer firefighters to complete a 26 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.

opportunities to improve responses. Collectively the PIR allows the Wake County Fire Service to trend emerging challenges and issues. Additionally, participation in this program is a requirement of the Fire Service Contract based upon the defined criteria.

Fire Prevention staff partnered with Wake Safe Kids Coalition to secure a home safety grant that will provide smoke alarms, installation tools and training. Staff will work in conjunction with local fire departments to provide these alarms as requested.

Fire Services staff assisted the Zebulon Fire Department with their scheduled North Carolina Response Rating Schedule inspection. Zebulon Fire Department improved their rating that will reflect in lower insurance premiums for their insurance district.

Fire Prevention staff participated in Operation Save-A-Life campaign with Home Depot, Kidde, ABC 11 News and North Carolina Jaycee Burn Center. The campaign provided approximately 500 smoke alarms for distribution throughout Wake County.

FY 2016 DISCUSSION

The Fire Services budget increased by \$115,874 from the FY 2015 Adopted Budget. The budget includes the Fire portion of licenses and maintenance cost for the Land Development System.

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated fire inspection schedule. The department is working to achieve compliance with the state mandated fire inspection schedule. Success will be measured by complying with the state mandated fire inspection schedule for Level 1, 2, and 3 Inspections.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts. Included in this initiative is the update of the Long-Range Business Plan and Technology programs such as the P25 and CAD Migration.

The Fire Services Director and other administrators will serve to coordinate activities of the Fire Commission and contracted fire departments. The primary objective will be to enable optimum service delivery, establish a Standard of Cover and seek efficiencies as well as evaluate the potential of mergers/consolidations of the contracted fire departments in an effort to provide more efficient and effective delivery of fire protection services. Success will be measured by the annual completion of the contract compliance audits, Review of the Fire Protection Agreement and service level delivery that is compliant with an established Standard of Cover. The completion of a consolidation/merger plan that develops four (4) regional fire departments for the Fire Tax District. The department anticipates the need for hiring an Administrative Assistant as part of the support staff.

Review the new North Carolina Response Rating Schedule and the impact on departmental programs. Evaluate the effect and coordinate the necessary program areas to ensure ratings are optimized.

Complete the NFPA 1403 recommended structural inspection of the fire training center burn building.

HORIZON ISSUES

The amount of staff time required to effectively coordinate and support the Fire Commission and its various committees has increased. Efforts to improve countywide coordination of service delivery and accountability of service providers will increase the demand on county fire services staff to assist with coordination of service delivery, County driven Technology initiatives and updating the Wake County Fire Commission Business plan as well as attempting to monitor compliance with the Fire Commission's directives.

Fire Services

Continued municipal voluntary annexation of unincorporated areas and the decline in the number of active volunteers in the fire service present a number of challenges to the Fire Commission as the Commission continues its long range planning.

As a result of a recent approved bond referendum, there will be an increased amount of construction and renovations at public school sites throughout the County. Staff will need to determine how the impact of this construction will impact service levels.

Fire Prevention staff continues to face workload challenges to obtain compliance with the state mandated fire inspection schedule. Staff will determine current level of compliance and develop a strategy to obtain continuous compliance.

Fire Services staff, Wake County Budget Office, Wake County Fire Commission and Wake County Fire Departments will work together to establish the appropriate service/funding levels for fire protection services.

Fire Training staff will work with training partners to address regional training opportunities for fire departments.

Review existing code enforcement contracts with municipalities to evaluate the need for developing a new model for billing and collecting fees assessed for various inspections.

Review of the current Fire Services fee schedule for code enforcement and training services to evaluate the need for revisions. The current schedule has been in use for many years and current fees may no longer be adequate to cover costs.

Summary of Services and Performance Measures

Service Area: Fire Prevention Services

Description: Maintain and improve the physical and economic quality of life for those that live, work, play and travel in Wake County through comprehensive fire prevention services.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Percent of One-year Occupancies Inspected	95	100	100	100
Percent of Two-year Occupancies Inspected	66	50	50	50
Percent of Three-year Occupancies Inspected	32	33	33	33
Total Square Footage Inspected Annually (All types)	153,539,838	225,000,000	225,000,000	225,000,000
Total Square Footage Inspected Annually (Public Schools only)	34,480,062	150,000,000	150,000,000	150,000,000
Number of Fire Code Enforcement Activities	3,762	4,200	4,200	4,200
Number of Construction Plan Reviews	540	500	500	500
Efficiency				
Percentage of Schools Buildings Inspected on Schedule	69	100	100	100
Percentage of Plans Reviewed within Seven Calendar Days	79	90	90	90
Percent of Complaints Investigated within Two Business Days	84	100	100	100
Effectiveness				
Percentage of Fire Code Enforcement Activities that are Reinspections	9	10	10	10

Service Area: Fire Services Operations and Fire Investigation

Description: Fire Services strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of Fire/Rescue calls and/or responses	200	210	210	210
Effectiveness				
Percent of calls responded to within 45 minutes or less	98	90	90	90
Percent of fire determinations listed as "under investigation"	24	30	30	30

Fire Services

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of emergency incidents responded to by contracted fire departments	28,429	30,782	30,000	30,000
Number of fire incidents responded to by contracted fire departments	10,948	15,026	12,000	12,000
Number of medical first responder incidents responded to by contracted fire departments	17,481	15,756	18,000	18,000
Effectiveness				
Percent of emergency incidents responded to by contracted fire departments within 9.2 minutes (or less)	97	90	90	90

Service Area: Fire Incident Reporting System

Description: Improve the ability of contractors and other public safety partners to communicate and transfer data with and among each other, and increase the use of data in decision support processes.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Effectiveness				
Percent of Fire Report Data that was Collected	100	100	100	100

Service Area: Fire/Rescue Training

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number Student Hours	1,755	1,780	2,200	2,200
Number of Fire Training Course Hours	36,122	44,152	55,000	55,000
Number of Students	3,211	3,944	4,500	4,500
Number of Training Drills Conducted	269	288	300	300
Post Incident Review Annual Reviews	18	12	10	10
Post Incident Review Staff Hours	360	280	280	280
Effectiveness				
Percent of Course Attendees that Improved Test Scores after completing Essential Course	97	100	100	100

Service Area: County Firefighter Program

Description: The Fire Services Division strives to ensure the delivery of the highest level of effective

and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Number of Daytime Rolesville Responses	734	778	700	700

Fire Services

Division Summary - Emergency Management

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	354,894	–	–	–
Contractual Services	3,006	–	–	–
Supplies, Materials and Other Charges	232,607	–	–	3,234
Expenditure Totals	\$ 590,507	–	–	3,234
Revenues:				
Federal	62,500	–	–	–
Revenue Totals	\$ 62,500	–	–	–
Number of FTE's	4.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

As part of the FY 2015 budget, the Emergency Management Division has become a separate department. Please see the Emergency Management departmental narrative.

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Emergency Management

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ –	426,941	425,187	448,340
Contractual Services	\$ –	7,011	7,011	12,011
Supplies, Materials and Other Charges	\$ –	242,667	255,133	263,303
Expenditure Totals	\$ –	676,619	687,331	723,654
Revenues:				
Federal	\$ –	62,500	62,500	62,500
Revenue Totals	\$ –	62,500	62,500	62,500
Number of FTE's	0.00	5.00	5.00	5.00

DEPARTMENT PURPOSE AND GOALS

Wake County Emergency Management serves as the governmental function that coordinates and integrates activities within the county to build, sustain and improve communities' capability to prepare for, protect against, respond to, recover from or mitigate against actual or threatened natural and man-made incidents of high consequence.

To accomplish this purpose, Emergency Management (EM) places a heavy emphasis on planning and coordinating efforts with the private sector and municipal, regional, state and federal partners. Through this coordination, EM identifies steps to effectively accomplish its goals.

EM is available 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 common, unified values, principles and; realistic objectives and performance measures. Emergency Management has successfully authored

its first multi-year strategic plan incorporating the aforementioned industry standards and requirements.

Administered the functions of the Wake County Local Emergency Planning Committee (LEPC). The LEPC has become one of the national examples in LEPC activities by its actions including its participation in land use planning, assistance and oversight to private industry and community education. Held the Business Environmental Safety and Training (BEST) Conference on February 15, 2015 with over 500 attendees.

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.

Led a state-wide initiative to establish policies and functional platforms assisting those with intellectual and functional disabilities prepare themselves for disasters and other emergency events.

Collected approximately 1,625 chemical facility reports providing locations, inventories and other data on specific chemicals; performed Quality

Assurance checks on less than one percent of the submitted reports and distributed the information to first responders for emergency pre-planning and response activities.

Continued fostering a partnership with NC State to develop a cooperative sharing of resources to build an Emergency Operations Center and develop an educational partnership to promote the Emergency Management profession.

As a developing department and profession, recognition of achievements is a desired outcome for staff and the community. Emergency Management desires to pursue accreditation through the Emergency Management Accreditation Program (EMAP). Additional resources, through contract or temporary employment, will likely be necessary to acquire accreditation once Emergency Management is poised to pursue.

FY 2016 DISCUSSION

The Emergency Management budget increased by \$47,035 from the FY 2015 Adopted Budget due to merit allocation annualizations and other adjustments in fuel and fleet.

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. Primary in these opportunities will be the continued development of the new Emergency Management Department; continued assessment of Homeland Security's Target Capabilities List and other industry standards; pursuit of a new Emergency Operations Center (EOC), and establishing staff to oversee a needed training and exercise program and a Volunteer and Outreach program. 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.

As Emergency Management retools its organizational structure and its approach to leading and providing services, additional personnel will be needed to fulfill our vision. As the vision and goals are vetted, justification shall be provided in future budget years to provide these services.

Emergency Communications

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Contractual Services	\$ 420,607	453,993	453,993	438,215
Supplies, Materials and Other Charges	652,902	636,046	636,046	672,861
Capital Outlay	40,213	73,000	73,000	85,000
Expenditure Totals	\$ 1,113,721	1,163,039	1,163,039	1,196,076
Revenues:				
Charges For Services	\$ 1,066,743	1,163,039	1,163,039	1,196,076
Interest Income	3,977	—	—	—
Revenue Totals	\$ 1,070,720	1,163,039	1,163,039	1,196,076
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Emergency Communications is responsible for the coordination of public safety technology platforms including the 800 MHz public safety radio communication system 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 alphanumeric and two tone and voice paging systems. EMS and fire service agencies rely heavily on alphanumeric and tone and voice pagers for dispatch information from CAD and to provide redundant alert and notification to both paid and volunteer personnel. Today, over 7,000 mobile and portable radios and 3,100 pagers have been issued to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

MAJOR ACCOMPLISHMENTS

In 2013, the Board of Commissioners identified as a key partnership goal, working with the City of Raleigh, the Sheriff's Office and other municipalities to develop a plan to upgrade the existing Computer Aided Dispatch (CAD) system and 800 MHz public safety radio communication system. With that goal in

mind, Wake County Information Services completed the following projects during FY 2015:

In 2014, County and City of Raleigh staff completed a business case detailing the need to replace the current CAD system. Based on the business case, funding was included in the County's FY 2015-FY 2021 Community Improvement Plan (CIP) to begin the project to replacement the CAD system. During FY 2015, project team members successfully selected a consultant to assist the County/City with the procurement of a replacement CAD system. Business requirements gathering tasks began in late FY 2015 which will assist with the development of an RFP for the replacement CAD system. Also in FY 2015, IS staff successfully filled the new Wake County CAD Administrator position. The position will serve as the County liaison for the ongoing operation of the CAD system, and will serve as the coordinator of County requirements for the upcoming CAD replacement project.

The County's 800 MHz public safety radio system platform is aging and in need of replacement. Because of the critical nature of the voice traffic that traverses the County 800 MHz radio system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective. In FY 2014 Wake County and the Town of Cary agreed to partner to share 800 MHz radio

system infrastructure owned by the Town of Cary. Associated with the partnership, funding for replacement of the County's 800 MHz system infrastructure was included in the FY 2015-FY 2021 CIP fund. In FY 2015 the County successfully selected a consultant to assist with the 800 MHz radio system replacement project. Numerous project tasks were initiated in late 2015 and are slated to run through December of 2017.

Retaining or improving interoperable communications also remains a Wake County core principle. Projects completed in FY 2015 that align with this principle include:

Completed the 800 MHz radio reprogramming final steps to align County radios with the FCC mandated frequency rebanding requirements.

Reprogrammed all County radios to allow for continued interoperability following the NC State Highway Patrol P25 system upgrade.

FY 2016 DISCUSSION

The FY 2016 Emergency Communications budget increased slightly from the FY 2015 adopted budget. FY 2016 800 MHz radio system budget costs increased approximately two percent over FY 2015, primarily due to infrastructure maintenance cost increases. FY 2016 CAD budget increased approximately one percent over FY 2015, primarily due to CAD software licensing cost increases.

It should be noted that the Public Safety Communications budget reflects expenditures and revenues from outside agencies, and recovered costs from County departments (reflected as an expenditure offset) for CAD and 800 MHz system expenses. Therefore, fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.

Raleigh/Wake City-County Bureau of Identification

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 4,455,902	4,670,804	4,553,655	4,587,991
Contractual Services	209,062	180,784	188,581	5,784
Supplies, Materials and Other Charges	603,399	856,143	663,884	705,751
Debt	—	4,854	349	—
Budget Reserves	—	—	303,846	—
Transfers Out	—	—	—	34,406
Expenditure Totals	\$ 5,268,363	5,712,585	5,710,315	5,333,932
Revenues:				
Charges For Services	\$ 1,043,600	1,075,000	1,075,000	1,075,000
Miscellaneous	(115)	—	—	—
Revenue Totals	\$ 1,043,485	1,075,000	1,075,000	1,075,000
Number of FTE's	71.50	73.50	73.50	75.50

DEPARTMENT PURPOSE AND GOALS

The Raleigh/Wake City-County Bureau of Identification (CCBI) is a Wake County agency that provides forensic services to agencies within the criminal justice system in Wake County. CCBI continuously strives for perfection while setting the highest standards in the delivery of forensic services. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into eight general areas and include: 1) investigate crime scenes; 2) analyze controlled substances; 3) DWI blood alcohol/blood drug analysis; 4) analyze fingerprint and footwear impressions; 5) digital evidence analysis; 6) fingerprint, photograph, and collect DNA from individuals arrested in Wake County; 7) provide fingerprinting and criminal background checks for citizens upon their request.

MAJOR ACCOMPLISHMENTS

Crime Scene Agents investigated 7,114 crime scenes in 2014.

In 2014, CCBI effected 1,831 subject identifications as a result of finger and palm-prints collected from crime scenes. Calendar year 2014 was the seventh

consecutive year CCBI identified in excess of 1,000 subjects.

CCBI became re-accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) on March 22, 2014.

In June 2013, the CCBI Crime Laboratory was successfully awarded forensic ISO accreditation through American Society of Crime Laboratory Directors/Laboratory Accrediting Body.

CCBI received 772 DWI blood alcohol/drug cases while also receiving 997 cases to be analyzed for controlled substances in 2014.

The CCBI Criminal Identification Unit fingerprinted and photographed 29,371 individuals charged with criminal offenses in 2014. Additionally, at the request of the public, the CCBI Civil Identification Unit fingerprinted 26,417 individuals.

CCBI received funding in the amount of \$356,180 from the Governor's Highway Safety Program. These funds are being used for the expansion of the DWI Blood Alcohol/Drug laboratory.

Acquisition of a Laboratory Information Management System (LIMS). LIMS will provide a seamless electronic transfer of information from crime scene investigation to laboratory analysis to courtroom presentation.

CCBI has entered into a one year pilot program with the Raleigh Police Department to provide facial recognition technology to the law enforcement community at no additional cost to taxpayers.

FY 2016 DISCUSSION

The City-County Bureau of Identification's budget decreased by \$378,653 from the FY 2015 adopted budget. There are an additional 2.0 FTEs in the FY 2016 budget for CCBI. This decrease is the result of realigning two positions to the grants fund and the realignment of the WC-7 contract, for the transportation of deceased persons, to the Medical Examiner budget.

Over the prior two years, CCBI has experienced a growing backlog in their fingerprint identification unit. This backlog exists both on the processing side as well as with the identification of subjects and subsequent required reporting. While the number of cases received has been relatively stable over the past five years the unit has experienced an accelerated number of cases placed on backlog. Backlogs for both groups have accelerated due to the new accreditation standards placed into effect on January 1, 2013. While these standards have slowed productivity, the quality of work has also increased. Between 2013 and 2014, CCBI increased the number of persons identified from approximately 1,100 to 1,800 a 63% increase in the key performance measure of persons identified from fingerprint analysis.

In 2014, the Forensic Technician was able to clear 51% of the cases received through the utilization of 127 hours of overtime. CCBI was able to process and prepare another 18% of this workload because the responsibility of working persons crimes lies solely on fully certified Latent Print Examiners, due to the increased complexity and sensitivity of those crimes.

Through the utilization of the previous year's performance data, the addition of one Forensic

Technician will enable CCBI to meet current and anticipated caseloads.

On the Latent Print Forensic Examiner side of fingerprint identification, the cases ready for examination, but not worked, grew 15% between 2013 and 2014. Based upon the current rate of cases received and production capacity per FTE, a gap of 777 cases per year exists within the unit. CCBI estimates that each additional examiner will add additional capacity of 515 cases, meaning that an additional 1.5 FTEs would be required to meet the current caseload. CCBI has identified the opportunity to reclassify one position to meet the additional capacity needs.

An additional expansion is funded in FY 2016 to support funding for the Governor's Highway Safety Program (GHSP) Grant within CCBI.

HORIZON ISSUES

CCBI will pursue grant funding for the continuation of the facial recognition program at the conclusion of the one year pilot project in May 2016.

Contingent on the passage of proposed legislation in the North Carolina General Assembly, which will substantially increase the number of fingerprint background checks for individuals who are licensed and/or certified by NC Department of Health and Human Services, CCBI may be required to seek additional funding for technology or other resources to accommodate the growing demand of services.

Raleigh/Wake City-County Bureau of Identification

Summary of Services and Performance Measures

Service Area: DWI Blood Analysis Laboratory

Description: The analysis of human blood samples for the presence of and quantity of alcohol and/or controlled substances in DWI cases.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Turnaround Time for Analysis of Blood Alcohol Samples	N/A	95	99	99
Turnaround Time for Analysis of Blood Drug Samples	N/A	95	99	99

Service Area: Solid Dose Drug Analysis Laboratory

Description: Analyze and identify suspected controlled substance.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Analyze unknown samples within one-week, 90% of the time	90	95	99	99

Service Area: Criminal Identification Unit

Description: Accurately collecting arrest data on individuals charged with a criminal offense in Wake County.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Complete fingerprinting, photographing, DNA collection within 25 minutes, 90% of the time	91	90	93	93

Service Area: Crime Scene Investigation Division

Description: Documentation, collection, and preservation of items of physical evidence for criminal forensic purposes.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
Respond to officers request within 60 minutes, 90% of the time	72	80	94	94

Service Area: Latent Fingerprint/Footwear Analysis Laboratory

Description: Forensic impression evidence be analyzed for identification of individuals in criminal investigations.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Output				
17 day turnaround for fingerprint case completion.	80	80	17	17

Sheriff

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	\$ 60,263,883	61,670,555	61,667,422	62,756,344
Contractual Services	4,074,002	4,237,160	4,601,096	4,433,096
Supplies, Materials and Other Charges	8,597,944	9,005,283	9,011,230	8,620,041
Capital Outlay	149,355	23,750	23,750	53,372
Budget Reserves	–	363,936	–	125,000
Transfers Out	–	192,534	192,534	93,510
Expenditure Totals	\$ 73,085,184	75,493,218	75,496,032	76,081,363
Revenues:				
Federal	\$ 251,791	250,676	250,676	125,676
State	809	–	–	–
Charges For Services	5,314,345	5,172,140	5,172,140	4,631,700
Licenses & Permits	426,049	367,500	367,500	423,000
Interest Income	400	100	100	–
Miscellaneous	11,692	5,000	5,000	5,000
Revenue Totals	\$ 6,005,087	5,795,416	5,795,416	5,185,376
Number of FTE's	946.00	950.00	950.00	965.00

DEPARTMENT PURPOSE AND GOALS

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County, being elected by the voting citizens of Wake County. The Sheriff has jurisdiction throughout the County, including both the incorporated and the unincorporated areas. This office provides primary law enforcement for the unincorporated areas of the County and serves civil process in all jurisdictions within Wake County. As the population of the County grows, demand for Sheriff's Office services increases. The Sheriff and his staff are dedicated to the philosophy that "serving the citizens is a privilege and not a right; it is the duty of all employees to serve all of the citizens of this County to the best of one's ability; serving these citizens is and will always be the purpose of the organization." The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

The Sheriff's Office consists of 965 personnel organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. For budgetary purposes, detention is a separate account, while the other six divisions are consolidated into one "law enforcement" budgetary account. Assignment of deputies to various divisions in law enforcement is dynamic as rotations occur frequently.

Division Summary - Law Enforcement

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	29,050,636	30,387,690	30,384,557	30,729,594
Contractual Services	575,097	649,223	649,223	781,223
Supplies, Materials and Other Charges	6,400,188	6,698,356	6,704,303	6,320,247
Capital Outlay	81,793	23,750	23,750	53,372
Budget Reserves	—	—	—	125,000
Transfers Out	—	192,534	192,534	93,510
Expenditure Totals	\$ 36,107,714	37,951,553	37,954,367	38,102,946
Revenues:				
Federal	75,676	75,676	75,676	75,676
State	809	—	—	—
Charges For Services	2,454,179	2,690,140	2,690,140	2,448,700
Licenses & Permits	426,049	367,500	367,500	423,000
Interest Income	400	100	100	—
Miscellaneous	11,620	5,000	5,000	5,000
Revenue Totals	\$ 2,968,733	3,138,416	3,138,416	2,952,376
Number of FTE's	423.00	427.00	428.00	430.00

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

Sheriff

their current address) and issuing of parade and picketing permits in the unincorporated areas of the County.

MAJOR ACCOMPLISHMENTS

Dispatched 88,801 calls. Conducted 80,684 Community Checks and 26,112 Security Checks.

Received, processed, and disposed of 153,300 emergency and non-emergency telephone calls.

Communicators dispatched 8,034 Animal Control calls for service.

Worked with Wake Emergency Communications, new digital P-25 capable back-up Consolette Radios were installed and all staff trained. These new digital Consolettes will be of additional support to the Communications Center as a redundant radio system. Their digital capability also assists in the ability for our Communication Center to monitor and communicate with additional interoperable talkgroups utilized by other law enforcement and public safety agencies.

An updated Traffic Camera monitoring system was subscribed to and installed. This allows the Communications Center to monitor major roadway traffic cameras in "real time" in Wake County. This service could be utilized during a vehicle pursuit, Amber or Silver Alert, or other incident in the area of the traffic camera position.

Continued collaboration with the High Intensity Drug Trafficking Areas (HIDTA) Program, in the areas of highway enforcement, parcel interdiction, and hydroponic marijuana enforcement.

Placed two pharmaceutical drug collection boxes at the John Baker Public Safety Center and the Law Enforcement Training Center as part of the Operation Medicine Drop, a collaborative program with the NC Department of Justice, US Drug Enforcement Agency, and Safe Kids North Carolina.

The Firearms Education & Training Center (FETC) held 66 firearms training courses for the public. The FETC also sold close to 11,390 hours of range time.

Continued the Project Lifesaver Program with a total of 35 members; and continued the Citizens' Well-Check Program with a total of 100 members.

Added an additional canine for narcotic detection funded with donations.

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.

Partnered with the NC National Guard's Counter Drug Task Force to provide aviation support for drug related investigations.

Partnered with the State Bureau of Investigation in the Fugitive and Missing Person Task Force

Provided law enforcement experience for 72 middle school students in the 10th Annual Law Enforcement Adventure Camp.

Completed the 22nd Basic Law Enforcement Training academy with 23 graduates.

FY 2016 DISCUSSION

The FY 2016 budget reflects an increase of \$151,393 above the FY 2015 Adopted Budget. This increase reflects salary adjustments and one time equipment reductions approved in FY 2015. Expansions for FY 2016 include an additional two courthouse deputies, and an expansion in the number of IVC trips made on a daily basis to better facilitate the treatment of those with psychological problems.

In January 2014, a contract was awarded to G4S to perform mental health commitments. Under the contract, G4S would fund two people, 24 hours a day, seven days a week including holidays and overtime. Since the contract was implemented in April 2014, G4S along with WCSO staff has struggled to maintain a service level that would satisfy all stakeholders as well as stay within the appropriated contract amount. This has resulted in long wait times for patients, especially female patients, as well

as little to no overnight coverage. Currently, there are few female drivers to provide constant transport for female patients as well as creating a morning waitlist for those patients who could not be transported between the hours of 12:30 am and 6 am. Additional funding will be provided in FY 2016 to add an additional scheduled route.

The original operating plan of the Courthouse included staffing to post deputies at stations within the entrances of the buildings as well as guards within the courtrooms which were expected to run on a regular schedule. Since the opening, the scope of work as well as the number of open courtrooms has increased beyond what was initially anticipated. These duties include, special Court sessions include swearing in ceremonies and NC Court of Appeals Cases. As well as, Brinks escorts two times a day, domestic violence escorts two times a day, Wake County Clerk of Court Escorts three times a day, and other public requests that could include items such as slim jims. Since many of these courts run simultaneously, it is impossible to operate special assignments along with regular court assignments. In addition, the Clerk of Court continues to open courtrooms throughout the year and request a deputy to cover. The most recent request is for DWI related cases, which has resulted in one additional courtroom being open on a daily basis. This courtroom has opened to handle an increase in DWI cases that have risen from the DWI taskforce in Wake County that includes WCSO, Raleigh PD, and Garner PD. As the Clerk opens courtrooms, WCSO staff can only expect the increase to continue and therefore current staffing levels do not allow WCSO to adequately respond to the Clerk's request. Due to the irregularity of work, along with the increased workload associated with special courtrooms and additional courtrooms opened, funding for two additional deputies is recommended in FY 2016.

HORIZON ISSUES

Replace canines as they age out.

Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

Sheriff

Division Summary - Detention

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	31,213,247	31,282,865	31,282,865	32,026,750
Contractual Services	3,498,905	3,587,937	3,951,873	3,651,873
Supplies, Materials and Other Charges	2,197,755	2,306,927	2,306,927	2,299,794
Capital Outlay	67,562	—	—	—
Budget Reserves	—	363,936	—	—
Expenditure Totals	\$ 36,977,470	37,541,665	37,541,665	37,978,417
Revenues:				
Federal	176,115	175,000	175,000	50,000
Charges For Services	2,860,166	2,482,000	2,482,000	2,183,000
Miscellaneous	72	—	—	—
Revenue Totals	\$ 3,036,354	2,657,000	2,657,000	2,233,000
Number of FTE's	523.00	523.00	522.00	535.00

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 five Detention Academies with a total of 119 graduates.

Completed an assessment of the classification tool.

Completed an assessment of medical services in the jail and presented findings and recommendations to the County Manager.

FY 2016 DISCUSSION

The FY 2016 budget reflects an increase of \$436,752 above the FY 2015 Adopted Budget level.

This HSA position was the main action item and identified need that came out of the medical review study conducted this year. When our program was benchmarked to other communities, this was one of the areas where the need for additional expertise was observed. The addition of this position, will better allow the Sheriff's Office to define the services within the Medical Unit, and find the best and most efficient way to deliver those services. With the addition of this position, it will be possible to dig deeper into the need for dedicated serves for mental health as well as drug and alcohol abuse. Additionally, this position can provide the necessary expertise to help define if every position must be classified in the same manner or if cost savings can be achieved by utilizing differing levels of expertise within the unit, such as Certified Nursing Assistants. Finally, this position can better frame the discussion to determine the

efficiency of internal program delivery versus contract administration for services.

An additional six nurses are funded in the FY 2016 budget to provide medical services to inmates going through detox for drugs and alcohol. These positions will provide a safer environment for the inmates and staff within the jail.

The expansion of 6.0 FTEs and overtime funds utilized but not funded overtime within both units of the Sheriff's detention budget. There are two factors which heavily influence the necessity to utilize overtime within detention, required staffing regardless of sickness and vacation, and the structural overtime for muster which is required to be paid by the Fair Labor Standards Act.

As a result of all of these factors, overtime in the Detention division has consistently exceeded budget over the last nine years. The Wake County Sheriff's Office has demonstrated that it is near impossible to manage overtime to the budget allocated and the budget has remained unchanged despite the increase in staff.

While a number of these items have been programmed (Muster, Annual Leave and same amount of turnover) holding positions for detention officers to attend BLET School is a specific management practice that is not accounted for in the annual appropriation. Additionally, the practice of hiring individuals then sending them to DOCC School within one year requires additional backfill of shifts, results in additional overtime. These additional six positions and overtime funding in FY 2016 will provide additional staffing to fill staffing requirements, ensuring uninterrupted staffing of the jail.

HORIZON ISSUES

Evaluation of jail processes as they relate to staffing levels and projected jail population.

Sheriff

Summary of Services and Performance Measures

Service Area: Detention

Description: North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County

Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex).

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Average daily inmate population	1,298	1,181	1,200	1,300
Efficiency				
Average length of stay of inmate population in days	18	21	18	18

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Non-departmental

Public Agencies

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
North Carolina Symphony	27,604	50,000	50,000	80,000
Wake County Arts Council	296,161	284,161	284,161	345,000
East Wake Education Foundation	40,594	40,000	40,000	45,000
Communities In Schools	60,892	60,892	60,892	65,000
The Healing Place	406,000	406,000	406,000	600,000
Contribution to Marbles	650,000	650,000	650,000	650,000
Wake County Smart Start	-	-	-	325,728
Universal School Breakfast Program	-	-	-	90,000
Expenditure Totals	\$ 1,481,251	1,491,053	1,491,053	2,200,728

DIVISION PURPOSE AND GOALS

Wake County contributes to not-for-profit organizations that provide services to the public. Each agency is required to submit an application and meet basic requirements and contractual obligations. A summary of each agency and its purpose is below:

Communities In Schools of Wake County - To connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - To assure that children reach school age healthy and ready to learn.

Healing Place of Wake County - To provide a rescue, recovery and rehabilitation facility for homeless males and females in Wake County.

Marbles Kids Museum - To provide innovative, kid-powered play experiences that motivate learning, strengthen families and bring the entire community together to create bright futures for children.

North Carolina Symphony - A full-time, professional orchestra with 65 members. The symphony performs about 60 concerts a year in the Raleigh, Durham, Chapel Hill and Cary metropolitan area.

Wake County United Arts Council - To build better communities through support and advocacy of the arts.

Wake County SmartStart - Administers the statewide NC Pre-K program (formerly More at Four) within Wake County. Wake County funding allows the agency to leverage additional State funds to serve an additional 100-200 four year olds. The total amount of youth served will depend on the amount leveraged from the State.

Memberships

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Raleigh-Durham Airport Authority	12,500	12,500	12,500	12,500
Triangle J Council of Governments	166,619	185,821	185,821	207,237
CAMPO (Capital Area Metro Planning Organization)	69,195	92,792	92,792	108,862
Institute Of Government	102,779	108,030	108,030	113,342
National Association Of Counties	12,941	12,941	12,941	12,941
NC Association Of County Commissioners	62,760	62,049	62,049	66,392
Expenditure Totals	\$ 426,794	474,133	474,133	521,274

DIVISION PURPOSE AND GOALS

The County takes part in various organizations wherein membership dues are charged for participation and organizational benefits. Dues for the North Carolina Association of County Commissioners, National Association of Counties, Institute of Government and Capital Area Metro Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments (TJCOG) dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion are based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by TJCOG. The Raleigh Durham International Airport is a flat annual fee.

Non-departmental

Non-departmental

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Historic Preservation	127,558	127,566	127,566	127,566
Women's Commission	5,101	5,912	6,240	5,912
Non-departmental	799,327	3,830,000	137,060	80,000
Co. Mgr. Contingency	—	—	—	120,000
Salary & Benefit Reserve	—	879,582	848,053	6,411,136
Combined Campaign	300	—	—	—
Chamber of Commerce	289,500	329,500	369,500	390,000
Criminal Justice	890,689	898,534	898,534	916,846
Indirect Reimbursements	(117,176)	(140,680)	(140,680)	(140,680)
FCS Nutrition/Health Agent	12,116	—	—	—
Transit 2014	—	—	443,000	27,000
Expenditure Totals	\$ 2,007,416	5,930,414	2,689,273	7,937,780

DIVISION PURPOSE AND GOALS

Funding for organization-wide activities such as consulting services and other professional services are budgeted within this category. A summary of each significant program area is below:

Historic Preservation - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

Non-Departmental - This unit is used for various consulting and legal fees that may have been tentatively identified and for contracts that may be entered into during the fiscal year.

Salary & Benefit Reserve - Represents funds that may be distributed throughout the County to address

pending salary adjustments, such as merit increases or benefit changes.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Criminal Justice Partnership Planning - The purpose of the CJPP program is to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Programs include Pretrial Release, electronic monitoring, and the "Free the People" program offered through the District Attorney's office.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY 2016 DISCUSSION

In FY 2015, the County was able to provide a merit pay increase of 2.75% to county employees. Due to continued strong financial planning and to ensure county employees are compensated fairly; the FY 2016 budget includes a 3% merit pay increase to county employees starting on the first of October. The amount of the pay increase is included in the salary and benefits reserve.

Non-departmental

Soil & Water Conservation District

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	394,372	412,162	410,709	454,656
Supplies, Materials and Other Charges	29,960	26,403	26,403	32,115
Expenditure Totals	\$ 424,332	438,565	437,112	486,771
Revenues:				
State	25,500	25,500	25,500	25,500
Revenue Totals	\$ 25,500	25,500	25,500	25,500

DIVISION PURPOSE AND GOALS

The Soil and Water Conservation Department works to ensure healthy watersheds and healthy communities through the science based application of best management practices primarily on agricultural farms, agribusiness, and forest parcels in Wake County. The Department's mission is to conserve Wake County's soil, water, and natural resources. It provides voluntary technical, educational, and economic incentives to farm landowners, farmers, citizens, and businesses. To achieve this mission, the Department has five broad goals in its Long Range Business Plan:

- 1) conservation planning and watershed management,
- 2) providing technical expertise in sustainable working farm and forest lands,
- 3) protecting natural resources,
- 4) promoting environmental stewardship, and
- 5) innovative leadership during changing times.

The Soil and Water Conservation District embraces these goals in coordination with the Wake County Board of Commissioners' goals. Work is accomplished by leveraging resources from grant sources, non-profit partnerships, and local, state, and federal agencies. The natural resources work prioritizes the delivery of services through the most effective and efficient use of department staff. The

Department works to ensure abundant and reliable clean water and natural resources are available in Wake County's future.

MAJOR ACCOMPLISHMENTS

The Soil and Water Conservation District is in the forefront of natural resources work and water quality protection. The Department strategically focuses its projects on priority watersheds, impaired streams, and targeted funding areas for state and federal water quality improvements. The priority areas are Falls Lake, Little River, Swift Creek and Jordan Lake drinking water supply watersheds. Priority is then directed to rural areas that have EPA 303(d) impaired streams and working lands active in farm, forest, and local food production. Marks Creek watershed is also designated as a priority work area for its water quality impacts, scenic designations and its importance in the County's open space work goals. Work is directed to match the resource concerns that are increasing due to Wake County's high number of livestock and horse operations with nutrient management concerns. The Department also addresses collaborative funding projects to address community stormwater erosion issues, but state funds are limited. Citizens and businesses provide a cost shared amount for each project.

The Department applied conservation practices to 795 acres that reduced the amount of sediment and nutrients entering surface waters by designing and installing practices such as engineered grassed waterways, field borders, and establishing no-till and sod-based rotation techniques during FY 2014. The

Department also developed conservation plans on 1,372 acres to reduce soil erosion and improve soil quality. In livestock agriculture, the Department assisted farms with pasture renovations and provided nutrient management technical assistance to improve water quality by preventing runoff of animal waste to creeks and streams.

To assist landowners with conservation actions, the Department matches projects with outside funding sources. During FY 2014, the Department reimbursed landowners \$107,885 for conservation projects from federal and state funds. The Department encumbered \$93,996 of federal and state funds into contractual agreements with landowners for future conservation work. The Department visited 389 farms or problem sites in FY 2014.

The North Carolina Agricultural Cost Share Program's water quality and conservation projects require a 25 percent match on a set rate for area counties. Wake's cost is on average higher and a landowner's share typically exceeds 25 percent. Essentially all public and private lands are eligible for the programs. Eligible participants include homeowners, farm operators, businesses, schools, community groups and local governments. According to data from the NCDA&CS Division of Soil and Water Conservation, Wake's 2014 contracts prevented the loss of 1,992 tons of soil from productive fields and prevented this soil from entering streams, creeks and waterways.

An important focus of the Wake Soil and Water Conservation Department is environmental education, outreach, and volunteer coordination. The Education component consists of public events, school and group presentations, and trainings. Examples of training accomplishments include successful coordination of the Resource Conservation Workshop for high school students, Project Food Land and People, WOW: Wonders of Wetlands, and Conservation Employee Training workshops for educators. Most environmental education activities are coordinated by the Environmental Educator. The Department Conservationists also work with partners to provide technical workshops throughout the year. Meetings

are held in rural Wake County between farmers and the soil and water conservation partnership. A local work group planning session which provides stakeholder input is structured to determine the needs and priorities of conservation efforts for the upcoming year. The annual Keeping the Farm Workshop provides conservation and estate planning information for landowners.

The Department coordinates the Wake County Big Sweep program. In FY 2014, 1,661 volunteers removed 27,637 lbs. of litter from watersheds in Wake County. Volunteers donated 3,979 hours for the equivalent of \$88,924 value to Wake County.

Wake Soil and Water Conservation Department's Environmental Educator conducted public outreach to 3,520 citizens on water quality at various events. Events include York Elementary STEM Expo, Frog Fest at Crowder County Park and Science Expo at Sycamore Creek Elementary. The Educator provided training to five high school Envirothon Teams and five middle school Envirothon Teams. Participation in the soil and water conservation Poster Contest totaled 1,125 students from 45 fifth grade classes in Wake County. WRAL-TV 5 spotlighted top "The Living Soil" posters for a week during the evening news.

FY 2016 DISCUSSION

The FY 2016 Soil and Water Conservation District's budget reflects a net increase of \$48,206 and 1.0 FTEs over the FY 2015 adopted budget.

The Soil and Water Conservation District has refined their request for additional staffing over the past three budget cycles. The current request is for an additional FTE to accommodate the increased workload associated with the 2014 Farm Bill, as well as an increase in the backlog of technical assistance work that landowners have requested. With the more than 4,000 landowners of agricultural and forestry parcels listed in the Wake County Revenue Department database there are a substantial number of needs for technical assistance. Furthermore, Soil and Water has identified a substantial increase in the workload associated with their core services resulting in additional work for staff and longer waits for

Non-departmental

landowners. The new 2014 Farm Bill, requiring updated Conservation Plans for crop insurance, has already increased the number of calls and visits Soil and Water receives. In addition to the increase already observed, Soil and Water anticipates two seasons of drastic increases in June and July (when farmers report their crops to FSA and are informed of the new farm bill rules), and again in December. Each of these updates is expected to take between 13 and 33 hours to complete, depending on the size and complexity of farm operations.

The Soil and Water Conservation District has seen various increases in the demand for the services over the past few years. This includes training on no-till farm practices, beaver management assistance and help with various other conservation practices. As a result, the department has seen increasing strain on their operating funds and supporting resources to support these programs. The additional funding programmed in FY 2016 will allow the department to continue meeting landowners demands and supporting additional programmatic and education opportunities.

HORIZON ISSUES

Wake County has 186 square miles of farm and forestry parcels that are greater than 10 acres. It also has an additional 73 square miles of parcels classified as vacant and actual land use varies from farm, forestry, or in-transition use. These 259 square miles are outside of the municipalities and completely in the Soil and Water Conservation Department program area. Workload demand for technical assistance has increased consistently since the tobacco buyout. The Department's clients are no longer solely the farmer or farm manager/operator. Individual landowners personally seek natural resources assistance for services. They and their heirs have become active decision makers concerned with the management of the farm. The number of clients contacting the department has increased.

In 2014, the new "Farm Bill" passed with requirements for conservation compliance to Federal Crop Insurance. All farms will have to be in compliance with conservation measures to reduce soil loss on erosion-prone lands to participate in the

insurance program. The Department expects to see a significant increase in requests for conservation plans from 2015 through 2018.

The Soil and Water Conservation Department will focus on extensive outreach to increase the amount of cover crops and no-till best management practices on cropland over the next three years. The deluge of rainfall during the spring and fall of 2014 created an increase of sediment runoff from plowed fields, which was preventable. The Department will focus on changes in farming operations to include winter cover and biodiversity in cover crops. Our goals will include seeking additional funding from state, federal and private grants to assist with this aggressive approach toward soil health, soil quality and vegetative cover.

There are several new initiatives that will be included in the Department's goals when staffing resources are increased.

1. For many years, Wake County landowners have requested technical assistance with flooding due to increased beaver activity. Unmanaged beaver populations create flooding that destroy valuable timber and endanger road traffic. Landowners will have access to BMAP (Beaver Management Assistance Program) that provide individual management resources for beaver problems. BMAP is only available through Soil and Water Conservation Districts in partnership with USDA Wildlife Services.
2. The Department will participate with the new Local Food Network for Raleigh and Wake County to provide technical support to partners developing and supporting a new local food system. This workload is in alignment with the Wake County Agriculture Economic Development Plan.
3. In partnership with AmeriCorps, the Soil and Water Conservation Department will begin a new project to map water bodies (ponds, etc.) in eastern Wake County and determine their suitability for use as Dry Hydrants. Long range outcomes for this

project will provide safer homes in the community, and, a database of water bodies for future planning assistance to support diversified agricultural opportunities that may require irrigation.

Wake County has the largest public school system in the state, as well as many private and home schools. The Soil and Water Conservation Department field a number of requests for educational assistance and programs from a growing number of educators, youth leaders, and organizations. Emphasis is on science-based and hands-on instruction that aligns with North Carolina's K-12 Essential Standards.

The number of volunteer request from individuals, youth groups, schools, churches, and businesses has increased as people look for meaningful and local community improvement projects. To meet the demand for citizen's active engagement in volunteerism in their community, the Soil and Water Conservation Department will continue to coordinate Wake County Big Sweep and provide Earth Team and Junior Earth Team projects to engage Wake County citizens in practicing environmental stewardship.

Non-departmental

Cooperative Extension

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Contractual Services	148,202	190,193	189,693	218,943
Supplies, Materials and Other Charges	16,509	19,336	19,836	20,586
Expenditure Totals	\$ 164,711	209,529	209,529	239,529
Revenues:				
Charges For Services	–	1,000	1,000	1,000
Revenue Totals	\$ –	1,000	1,000	1,000

DIVISION PURPOSE AND GOALS

North Carolina State University's Extension program in Wake County partners with communities to deliver non-formal education that enhances the lives, land, and economy. Extension represents a partnership between Wake County Government, the State land grant universities and the community. These groups work to align resources to reflect expertise at the local and state levels within the Extension system, the strategic initiatives of both systems and the goals established by the Wake County Board of Commissioners. Recognizing there are many interdependent factors that influence priorities in any given year, the program is jointly funded by the two entities and administered in alignment with a signed Memorandum of Agreement between the Board of County Commissioners and NC State University. County budget allocations are determined through the annual budgeting process and plans of work are developed in conjunction with departments and driven by an alignment of educational capability and local priorities.

In order to remain effective in helping local communities, Extension must adapt to new technology, research and ideas when strategic opportunities arise. The program is positioned to contribute in meaningful ways to the local food system, the growth of sustainable agriculture, the preservation of natural resources, effective programming and partnerships that bolster positive youth development and efforts to build the human side of the economy.

MAJOR ACCOMPLISHMENTS

Cooperative Extension partnered with WCHS and the Health Promotion Team to provide technical support to two farmer's markets for electronic benefits transfer (EBT) payment processing capabilities, onsite local food education, and increased local media marketing resulting in increased marker attendance and farmer revenues with EBT sales representing 26% of total sales. The markets together recorded EBT, debit and credit sales of \$18,033, with \$4,725 in EBT sales.

Approximately 86 food handlers received food safety training where 69 received ServSafe Certification. In addition, 309 citizens increased skills in making healthy food choices, preparing/growing healthy food and increased knowledge about locally grown produce.

More than 30 adults and youth completed the Farm It Forward multi-session food preparation skills training for targeted youth at-risk for diabetes partnering with a community supported agriculture (CSA) farm.

Extension is also working to engage municipal leaders in policy issues by participating on Executive Board and contributing to current local food efforts for Advocates for Health in Action (AHA).

Extension also provided leadership to the burgeoning Capital Area Food Network which emerged after engaging municipal leaders and community

members in policy issues around the Food Council/ Network.

Extension provides leadership locally to promote the NC 10% Campaign in Wake County which drives market demand for locally sourced food by encouraging citizens/ business to spend 10 percent of their food dollars on NC produced foods. 157 restaurants and businesses are partners in the NC 10% campaign by promoting/serving locally sourced food options.

In Wake County, Extension focuses on providing nutrition, wellness, and physical activity education for targeted youth and adult population with an emphasis on building the capacity of families. In partnership with Wake Human Services and others, 89% of youth and adults engaged through Club CHOICE, Moovin' and Groovin' and Youth Overcoming Life Obstacles have increased physical activity and 93% of those families reported they have increased their daily fruits and vegetables intake.

Extension trained 43 volunteers to promote healthy decision making with youth and families. In fact, 85% of youth ages 13-18 who participated in serial programming related to prevention of risky behaviors reported that they would modify one or more risky behaviors in their lifestyle.

In addition, Extension hosted the Expanded Food and Nutrition Education Program (EFNEP) which uses a series of 22 lessons from its "Families Eating Smart, Moving More" curriculum to graduate 678 families including 91% who were enrolled in one or more food assistance program this past year. 72% improved in one or more food safety practices; 89% improved in one or more nutrition practices; 88% improved in one or more food resource management practices; 38% of participants increased the amount of daily physical activity and 97% of participants improved their diet including: 61% increased fruit consumption; 52% increased vegetable consumption; 39% increased consumption of calcium-rich foods.

Overall, 3,020 youth and adults adopted healthier eating or increased their physical activity level following participation in Extension programs.

Cooperative Extension, in conjunction with the Human Services Department, worked to implement Human Capital Development (HCD) efforts to help adults achieve or maintain self-sufficiency and become engaged citizens. This past year Extension staff facilitated the Human Capital Cabinet, co-led life-coach training and the delivery of strategic planning and evaluation measurement systems for HCD.

Extension staff continue to provide financial coaching for HCD participants, lead group coaching sessions and provide orientation for participants in the Middle Class Express. Staff also serve as Family Developers through the Family & Community Network, as well as helping to maintain the HCD partnership inventory and support regional strategies for partnerships.

Overall, 1,100 participants in Extension programs implemented basic financial or risk management strategies to support family economic well-being. 765 individuals from economically fragile families increased knowledge and skills in budgeting, financial record keeping, debt management, and estate planning and retirement strategies. 2,432 youth and adults demonstrated use of effective life skills in goal-setting, stress management, self-care, and healthy relationships. In addition, 472 professionals increased knowledge of human development and emerging best practices in parenting or caregiving and 70 individuals were trained in Life Coaching to support HCD activities.

Cooperative Extension collaborates with partners and stakeholders in the implementation of strategies that bolster positive youth development. Extension provided support for more than 3,720 youth and prioritized families involved in child welfare, public health, family support, and juvenile justice.

Capacity-building efforts increased the quantity and quality of youth programming by teaching best practices to 65 adults representing 15 youth serving organizations.

More than 780 volunteers have been trained to contribute 9,161 hours of service.

Non-departmental

Staff-led educational groups teach critical skills to at-risk youth resulting in 85% of youth increasing life skills (ex. communication, decision making) and 91% reducing risky behavior (ex. court involvement, substance use).

Cooperative Extension contributed to the growth of sustainable agriculture and preservation of natural resources, specifically ensuring water quality for our growing population. 168 Extension Master Gardener Volunteers contributed 10,500 hours to supporting Wake County Extension initiatives with more than 15,000 consumer contacts through educational events, phone response lines, WaterWise demonstration gardens and other outreach methods.

1,500 Wake County residents received training in growing vegetables and herbs for home consumption using environmentally safe techniques, and more than 200 landscape professionals and 90 farmers were educated in the proper use of pesticides and environmental sustainability through training and education classes.

10,530 participants in Extension programs increased knowledge regarding gardening, landscape practices, soil management, pest or wildlife management or pesticide education with over \$220,000 estimated in savings to agribusiness.

35 local producers gained skills to meet buyer demands, build relationships and understand procedure and requirements of different institutional markets at Retail Ready for Local Markets training. In addition, extension staff helped provide workshops to 757 professionals, home owners, or city officials who learned about stormwater BMP's, erosion control, stream-bank stabilization or water harvesting.

Extension trained and certified over 350 Low Impact Development practitioners. Over 2,500 stormwater engineers, receiving training and certification, reduced nitrogen, phosphorus, and sediment by 40%, 10% and 85% respectively, resulting in savings of \$36,000 in portable water use annually, and over 100,000 pounds of nitrogen saved.

FY 2016 DISCUSSION

The Cooperative Extension budget increased by \$30,000 from the FY 2015 Adopted Budget to \$239,529 due to an expansion of funding for Youth Thrive, a community-driven, collective impact initiative for youth ages 5-19 throughout Wake County.

Youth Thrive, founded in 2010, is a community-based collaborative comprised of organizations and individuals working toward creating and maintaining a sustainable partnership to promote positive change for Wake youth ages 5-19. Through \$1.25M in funding provided by the Jon Rex Endowment, the initial partners Wake County, WCPSS, United Way of the Greater Triangle and City of Raleigh, created an independent organization to provide a space for communication, alignment and sharing of resources to better serve young people in the community. A contract extension by the endowment will provide operational funding through March 31, 2016. This expansion will provide additional operating funding in the amount of \$30,000 for the fourth quarter of the fiscal year 2016.

As a result of implementation of the Cooperative Extension Strategic Plan, State resources to support secretarial and administrative support to County offices were reduced to .5 FTE. In Wake County, the Extension Center lost one position, the County will provide half the cost associated with employee severance.

HORIZON ISSUES

Urban expansion caused by population growth will further strain natural resources and contribute to a loss of open space

The number of state and federally mandated environmental programs and food safety requirements continues to increase, requiring additional staff and client education.

The number of on-site wastewater systems and the growing number of new systems installed annually place demands on proper installation and

maintenance of these systems, as do the number of potentially contaminated sites in the county.

There is an increasing demand for integrated efforts in Human Services that: reach high numbers of youth and young adults who continue to be over-represented by those contracting sexually transmitted infections; engage in under age drinking and use of illegal drugs; early onset of sexual activity; are currently under active and significantly over weight, with evidence-based education.

Wake County's Commissioners remain committed to using a human capital development approach in order to help individuals and their families attain and sustain positive transformation in their lives. Human Services, Cooperative Extension along with community leaders need to work to strengthen the infrastructure for these efforts including a common agenda around priorities such as local foods, youth development, mental health and educational success.

There has recently been a significant increase in the number of children and youth entering the foster care system and those placed with kinship caregivers which calls for integrated efforts with Human Services. In addition, there is an increasing demand for community based services provided for youth with a history of significant behavioral problems. Extension is well positioned to meet those demands but it will require additional time and resources to support these strategies.

The increasing demand for locally sourced fresh foods will drive the need for local food policy councils, expansion to new markets and support for producers who will be required to pass emerging FDA food rules associated with Good Agricultural Practices and Food Safety regulations.

Non-departmental

Health Benefits

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Healthcare - County Share	(19,655,891)	(19,443,000)	(20,414,289)	(20,414,289)
Dental - County Share	(1,105,524)	(1,250,000)	(1,250,000)	(1,250,000)
Health - Employee Share	(4,850,590)	(5,342,000)	(4,964,008)	(4,964,008)
DNTL/Fringe Adj/Employee Share	(940,633)	(833,000)	(833,000)	(833,000)
Consulting Fees	6,700	–	–	–
Contracted Services - Diabetes Bus	43,680	–	51,000	51,000
Contracted Services	407,062	151,000	864,297	914,297
Health Self Insurance Admin Costs	1,675,518	1,720,736	1,761,736	1,761,736
Health Self Insurance Claims	17,499,900	19,218,277	18,368,277	18,418,277
Dental Self Insurance Claims	1,879,118	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs	–	95,000	95,000	95,000
Health - Retiree Claims	3,653,781	3,428,000	3,828,000	3,828,000
Stop Loss and Othe Reimbursements	(69,920)	(148,000)	(704,000)	(704,000)
Other Healthcare claims	–	8,000	–	–
IBNR_Insurance Claims	240,263	–	–	–
RX/Administration	–	95,000	171,000	171,000
RX/Claims	6,571,874	4,176,000	4,176,000	4,176,000
Stop Loss Premium	713,646	773,000	796,000	796,000
Rx Reimbursements	(267,780)	(349,000)	(419,000)	(419,000)
Medicare D Subsidy	(168,243)	(157,000)	(168,000)	(168,000)
FSA Administration	55,957	70,000	70,000	70,000
COBRA Administration	11,429	11,000	11,000	11,000
RX Claims - Retirees	–	1,859,000	2,205,000	2,205,000
PPACA Fees	–	–	350,000	350,000
Medical Supplies	–	12,000	–	–
Southern Bell Centrex	2,253	–	–	–
Purchased Repairs & Maint - Building	71,641	–	4,615	–
Service Charges/From GSA	200	–	–	–
Moving Charges (All American)	300	–	–	–
Purchase Of Credit/Legal Reports	118	–	–	–
Expenditure Totals	\$ 5,774,859	5,977,013	5,881,628	5,977,013

DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. The source of funding for these expenditures are employer contributions and employee withholdings that are recorded as part of the payroll expenditures. These amounts are reflected as a "contra" expenditure within

non-departmental so that types of actual payments may be reflected in the budget without "double-counting" the expenditures.

Risk Management - Cost of Claims

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
IT Software Setup Fees	–	2,500	2,500	–
Legal Fees/Litigation Services	138,705	–	–	90,000
Actuarial Fees	15,500	15,500	15,500	16,000
Brokerage Fees	41,950	42,500	42,500	42,500
Claims Administration Expense	86,202	–	–	90,000
Contracted Services	–	75,000	75,000	–
Mileage Reimbursement	9	–	–	–
Risk Management - Property/Theft Claims	142,055	–	–	–
Risk Management - Vehicle Claims	(298,352)	(443,105)	(443,105)	(350,000)
Risk Management - Liability Claims	(143,502)	–	–	–
Risk Management - Workers Comp Claims	(1,965,772)	(2,041,407)	(2,041,407)	(1,914,000)
Payout Of Litigation/Legal Expenses-Non C/P	130	–	–	–
Computer Issued Reports	740	–	–	–
Purchased Insurance & Bonding	904,565	807,215	807,215	799,703
Self Insurance Claims	2,345,109	2,916,000	2,916,000	2,600,000
Health care claims/year-end adjustment	(28,223)	–	–	–
Vehicle Replacements	48,054	–	–	–
Expenditure Totals	\$ 1,287,171	1,374,203	1,374,203	1,374,203

DIVISION PURPOSE AND GOALS

The County's Risk Management program is managed within three departments: County Attorney's Office, Finance and GSA. The County Attorney and his staff manage the claims, settlement and litigation of those claims. Finance manages the insurance program, administers the County driving policy and risk management reporting. GSA manages the safety program and completes the OSHA reporting. Wake County is self-insured for workers compensation, liability and vehicle claims, purchasing commercial excess insurance coverage for worker's compensation and liability claims that exceed our retention levels. Bonds are purchased to cover specific risks and officials. The County will continue posting the claims portion of the cost of risk to departments as payment for claims are made in FY 2016.

In the last year this area has been adjusted by renegotiating the workers' compensation rate and annualizing a full-year of property insurance for the Justice Center. Self-insurance claims have increased in the past but are currently holding steady and there is no increase planned in the FY 2016 budget.

FY 2016 DISCUSSION

The Risk Management budget does not change from the FY 2015 adopted budget and stays at \$1,374,203.

Non-departmental

Transfers

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Transfer To C/P Co Construction Fund	35,564,000	27,418,000	27,418,000	28,158,000
Transfer To C/P Schools	–	56,184,000	56,184,000	43,708,000
Transfer To Debt Service (property tax)	162,529,000	164,563,000	164,563,000	182,892,000
Intrafund Transfers	850,000	850,000	850,000	850,000
Transfer To Wake Tech Capital Fund	2,185,000	3,305,000	3,305,000	3,522,000
Transfer To Debt Service (sales tax)	31,315,000	34,211,000	34,211,000	38,150,000
Expenditure Totals	\$ 232,443,000	286,531,000	286,531,000	297,280,000

DIVISION PURPOSE AND GOALS

The budget includes a dedication of 19.90 cents of the 61.45 cents of property tax rate for pay-as-you-go

capital funding and debt service. For FY 2016, the tax rate was increased by 3.65 cents to support education.

Non Departmental Revenue Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Revenues:				
Property Taxes	\$ 684,676,704	737,930,000	737,930,000	799,893,000
Sales Tax	141,340,059	147,883,570	147,883,570	163,631,000
Lease/Rental Vehicle Tax	2,752,926	2,550,000	2,550,000	2,550,000
Lease/Rental Heavy Equipment Tax	14,956	—	—	—
Payment in Lieu of Taxes	1,253,222	1,231,685	1,231,685	1,232,587
FEMA	149,091	—	—	—
Beer & Wine	861,667	877,200	877,200	877,200
Other	4,051,861	1,525,500	1,525,500	1,525,500
ABC Board	6,832,818	2,000,000	2,000,000	2,000,000
Parks & Recreation Fees	1,068	—	—	—
Reimbursements	—	—	346,696	—
Other	943,120	696,000	696,000	696,000
Licenses	70,401	72,000	72,000	72,000
Interest	8,790	21,000	21,000	10,412
Miscellaneous Revenue	917,727	1,230,080	1,230,080	834,080
Appropriated Fund Balance	—	3,887,000	9,086,224	—
Transfers From	250,000	293,680	293,680	293,680
Revenue Totals	\$ 844,124,408	900,197,715	905,743,635	973,615,459

Wake County Public School System

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Wake County Schools Allocations	327,496,020	337,676,400	341,426,400	386,000,000
Direct Appropriation	327,496,020	337,676,400	341,426,400	386,000,000
Debt Service	177,623,308	180,627,269	180,627,269	202,057,751
Expenditure Totals	\$ 505,119,328	518,303,669	522,053,669	588,057,751

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 106 elementary schools, 35 middle schools, 27 high schools, one K-8 Academy and two leadership academies.

The Wake County Board of Commissioners, through the appropriation process, provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State. The Wake County Board of Commissioners provides funding for the construction and maintenance of school facilities through the operating budget appropriation and in the capital improvement plan appropriations. Other voluntary funding by the Wake County Board of Commissioners includes appropriations for increased instructional and non-instructional personnel, salary supplements, and other operating support.

FY 2016 DISCUSSION

The FY 2016 appropriation for the school system is \$386.0 million; an increase of \$44,573,600. This amounts to a 13.1 percent increase over the FY 2015 Amended Budget, which reflects the full FY 2015 appropriation including the \$3.75 million which was approved for teacher salary supplements. With

projected enrollment of 158,400 in 2015-16, this appropriation will bring WCPSS to per pupil funding of \$2,437, an increase of \$240. In addition to the direct appropriation, \$878,054 will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease.

The FY 2016 budget also includes \$202.0 million for debt service in support of WCPSS' CIP 2013, CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 11.8 percent increase from FY 2015.

WCPSS will be opening Abbotts Creek and Scotts Ridge elementary schools, and Apex Friendship High. This budget includes the operating costs of maintaining these buildings.

HORIZON ISSUES

Over the next four years, WCPSS operating costs will increase as a result of new and renovated school construction work in CIP 2013.

Wake Technical Community College

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Wake Technical College Allocation	15,895,938	16,183,000	16,183,000	19,121,000
Communities In Schools	295,000	295,000	295,000	295,000
Direct Appropriation	16,190,938	16,478,000	16,478,000	19,416,000
Debt Service	23,269,782	24,032,168	24,032,168	26,074,537
Expenditure Totals	\$ 39,460,720	40,510,168	40,510,168	45,490,537

DEPARTMENT PURPOSE AND GOALS

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. The mission of the college is to provide education and training for the workforce and to serve as an instrument of economic growth and job creation for the county. For-credit curriculum programs in a variety of career preparation and college transfer specialties offer more than 218 options that lead to two-year associate's degrees, one-year diplomas, or two-semester certificates. Continuing education programs include training for public safety officers (law enforcement, fire protection, and emergency medical services), literacy and high school equivalency classes, entrepreneurship and small business classes, noncredit courses for personal and professional development, and customized workforce training for new and expanding industries.

Wake Tech serves all of Wake County through seven primary sites: (1) the Main Campus on U.S. Highway 401 (Fayetteville Road), south of Garner; (2) the Northern Wake Campus on U.S. 401 (Louisburg Road), just north of 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 Beltline Education Center on Bush Street (opened January 2015); and (7) the Eastern Wake Education Center in Zebulon. Wake Tech offers classes at more than 40 other sites across the county, including the Vernon Malone College and Career Academy, public schools, churches, chambers of commerce, senior citizen

centers, and other community facilities. Wake Tech also owns 94 acres in Morrisville, the site of the future RTP campus.

Wake Technical Community College priorities are to (1) promote economic growth and job creation in Wake County through educational partnerships with business and industry; (2) retrain unemployed workers; (3) maximize the use of existing facilities and develop additional facilities to serve Wake

County's rapidly-growing population; (4) locate new facilities more convenient to the population base; and (5) Ensure that Wake County citizens have the knowledge and skills required to compete and be successful in the global economy.

MAJOR ACCOMPLISHMENTS

Facilities: Main Campus - began construction for the Holding Hall renovation and conversion to classroom space and the Parking Lot Repaving project. Northern Wake Campus completed design for and started construction on Building F, Parking Deck 2, Pedestrian Bridges, Regional Energy Plant 2, the Building L Health Sciences and Applied Technology Buildings, Regional Energy Plant 3, and Building M. Public Safety Education Campus - completed design and began construction of Phase III renovation of the Public Safety Education Building. RTP Campus - began design of the new RTP Campus Classroom Building.

Instruction: Served more than 70,000 students in Wake County; curriculum (for-credit) education is

Wake Technical Community College

adding an Associate in Engineering (AE) as well as Associate in Applied Science (AAS) degrees in Distribution Management, Global Business Management, and Marketing.

Collegewide: An increase in the number of students graduating required the college to move its spring 2013 graduation ceremony to the Raleigh Convention Center. In October 2014, Wake Tech hosted a three-day site visit by the Reaccreditation Committee of the Southern Association of Colleges and Schools-Commission on Colleges (SACSCOC), as part of the college's 10-year reaffirmation of SACSCOC accreditation. Wake Tech received a report of "no recommendations" for improvement from the committee - a very rare occurrence in the reaccreditation process - indicating that the college is compliant in all areas and that no problems were identified. Wake Tech's accreditation will be reaffirmed in June 2015 by the SACSCOC Board of Trustees. Wake Tech is a member of Cooperating Raleigh Colleges (CRC), where it collaborates with Meredith College, NC State University, Saint Augustine's University, Shaw University, and William Peace University on education, transportation, emergency management, and community projects that benefit county residents. Wake Tech's Applied Benchmarking initiative, first launched in 2010, continues to engage employees in finding creative and innovative solutions to improve instruction, operations, and management throughout the college. More than 1,263 Applied Benchmarking projects have been submitted to the college database; the first Applied Benchmarking Project of the Year was awarded in April 2015.

FY 2016 DISCUSSION

The FY 2016 Budget for Wake Technical Community College is \$19,416,000, \$295,000 of which is appropriated for lifelong learning and community use of school in conjunction with WCPSS. The FY 2016 budget is a \$2,938,000 increase from the FY 2015 budget due to two new buildings opening on the Northern Wake Campus, one addition to a building opening on the Public Safety Education Campus and one renovation being completed on Main Campus. These projects are the first projects to be completed in the Wake Tech 2012 Building Program and will not

only add to Wake Tech's facilities operating and maintenance costs but will also include new faculty and staff. Part of their budget increase this year will go towards funding the first year of personnel costs at these buildings which total \$1,585,083. After FY 2016, state funding should cover these costs. With additional square footage coming online at these campuses, there will be increases in operations and maintenance costs which Wake County is mandated by NCGS 115D-32 to cover. Total additional recurring operating costs for FY 2016 total \$1,352,917.

Facilities: Due to the economic recession and continued population growth in Wake County, the number of students turning to Wake Tech for training has steadily increased. Further, the rate of full-time equivalent student (FTE) growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. For the past four years, more than 5,000 students on a waiting list each semester were unable to register for classes at the times and places they requested. Wake Tech will need to revise its master plan to prepare for the future county construction bond and accelerate future buildings and parking facilities to meet enrollment demand.

Instruction: Wake Tech continues to balance the use of seated, hybrid, and online course offerings to expand student access to courses and programs that lead to jobs and further education; it is also engaged in numerous local, state, and national reforms to improve student success. The college received approval to offer associate degree programs in Global Logistics & Distribution Management Technology, Global Logistics & Distribution Management Technology/Distribution Management, Business Administration/Human Resources Management, Business Administration/Global Business Management, and Business Administration/Marketing, as well as the following certificates: Homeland Security; Intelligence Analysis; Accounting Software Application; CPA Exam Prep-Financial; CPA Exam Prep-Regulation; CPA Exam Prep-Audit; Forklift: Fuel Injection & Electrical Systems; Forklift: Hydraulics, Engines & Transmissions; Fabrication Design; Architectural and

Landscape Illustration; Landscape Design; Logistics Core; Global Supply Chain; Distribution Management Core; Transportation Management; Global Business Core; Business Administration/Marketing & Sales; and Business Administration/Public Administration. In addition, Wake Tech completed its first year of partnership with WCPSS on the Vernon Malone College and Career Academy, a CTE (Career Technical Education) high school on South Wilmington Street. The programs offered to high school students include Simulation and Game Development; Air Conditioning, Heating, and Refrigeration; Biopharmaceutical Technology; Collision and Refinishing Technology; Cosmetology; Geographical Information Systems; Certified Nursing; Plumbing; and Welding.

As a key contributor in statewide and nationwide community college reform, Wake Tech continues to focus on college readiness, orientation, goal setting, proactive advising, developmental education acceleration, math mastery, structured pathways, and stackable credentials to assure the effective use of student time and resources and college resources. The college's Applied Benchmarking program has engaged full-time employees in seeking best practices nationwide, fueling Wake Tech's growing reputation as a leader in innovation. The college continues to develop ways to keep personnel motivated in the face of limited prospects for salary increases. To recognize and reward high-performing, high-quality instructors, Wake Tech has implemented a Faculty Rank program. The college also continues to explore additional funding streams from the federal government and private foundations to help offset reductions in state and county budgets, and to seek resources to expand "green technology" training and incorporate sustainability into all curriculum and continuing education programs.

HORIZON ISSUES

Facilities: Accelerate completion of projects funded by the 2012 Wake Tech bond referendum, including: renovation/conversion of Holding Hall into a classroom building; Main Campus parking lot repaving; Phase III Renovation of the Public Safety Education Building; completion of the construction at the Northern Wake Campus for Building F,

Parking Deck 2, Regional Energy Plant 2, Pedestrian Bridges, Building L Health Sciences and Applied Technology Buildings, Building M and Regional Energy Plant 3; completion of design for the new RTP Campus Classroom Building and start construction of the associated site and roadway work; design and construct various building, roof, and elevator upgrade projects at the various campuses. Work with the Board of Commissioners and the County Budget Office to manage funding for the 2012 Wake Tech Building Program, update the College Master Plan, and begin planning for the next county construction bond referendum.

Instruction: Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students through cooperative innovative high schools, apprenticeships, accelerated credentials, non-credit-to-credit transitions, prior learning assessments, and competency-based education. It will continue to pursue multiple reform efforts and grants that focus on increasing the number of student completers, especially through initiatives such as Reverse Transfer, which will allow students who have transferred to four-year college without earning a credential to receive an associate's degree while in their bachelor's program; to provide increased job placement assistance to students; and to keep students informed of new and expanded financial aid options available to them. As part of the college's innovation efforts, Curriculum Education will continue to support the individual Applied Benchmarking initiatives of all employees.

Debt Service

Department Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Debt Service Principal	\$ 152,250,703	152,387,603	152,387,603	170,121,289
Debt Service Interest	88,882,415	90,550,139	90,550,139	94,509,566
Debt Service Fees	1,147,704	1,342,000	1,342,000	1,217,912
Salary / Benefits	177,771	218,005	218,005	229,080
Contractual Services	111,675	102,600	102,600	133,000
Supplies, Materials and Other Charges	5,267	7,653	7,653	9,153
Budget Reserves	—	1,923,000	1,923,000	—
Expenditure Totals	\$ 242,575,536	246,531,000	246,531,000	266,220,000
Revenues:				
Federal	\$ 2,783,640	2,786,017	2,786,017	2,783,015
State	7,873,415	10,000,000	10,000,000	10,000,000
Charges For Services	12,483	—	—	—
Interest Income	2,023,018	1,712,000	1,712,000	2,314,000
Other Financing Sources	—	30,860,983	30,860,983	29,039,985
Transfers	196,079,904	201,172,000	201,172,000	222,083,000
Revenue Totals	\$ 208,772,460	246,531,000	246,531,000	266,220,000
Number of FTE's	2.00	2.00	2.00	2.00

Debt Service Expenditures by Entity

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
WCPS Debt Service	177,623,308	180,627,269	180,627,269	202,057,751
WTCC Debt Service	23,269,782	24,032,168	24,032,168	26,074,537
Criminal Justice Debt Service	25,629,999	26,952,678	26,952,678	26,092,049
Open Space Debt Service	582	—	—	—
Other Debt Service	15,060,684	14,918,885	14,918,885	11,995,663
Debt Service/5 County Stadium	991,180	—	—	—
Expenditure Totals	\$ 242,575,536	246,531,000	246,531,000	266,220,000

Debt Service

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assesses the future impact of plan variables, is a strong management tool that is key to Wake County's continued success as a triple-A rated government, as determined by the three rating agencies.

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of May 1, 2015 the outstanding general obligation principal indebtedness of the County totaled \$1.96 billion and the County's total outstanding debt, totaling general obligation bonds, limited obligation bonds, and installment purchases totaled \$2.2 billion.

On October 8, 2013, Wake County voters authorized \$810 million of general obligation bonds in support of the WCPSS CIP 2013 building program. These bonds will be combined with \$129.9 million of cash funding and \$43.8 million of existing funds for a total building program of \$983.7 million. During FY 2015, the County implemented the first phase of this building program. The County held site visits to allow all three rating agencies the opportunity to directly see and hear information concerning the County's demographics, economic overview and recent announcements, and finance and debt profile. The County's AAA/AAA/Aaa rating was affirmed in conjunction with bond sales of \$370.24 million for WCPSS in FY 2015.

During FY 2015, the County also issued \$58 million in general obligation bonds in support of the Wake Tech 2012 Building Program and \$11 million of bonds for the libraries building program. Voters

approved these bonds in bond referenda in 2012 and 2007, respectively. The County also entered into installment purchase agreements for fire apparatus and network equipment.

The budget for debt service payments and related expenditures for FY 2016 totals approximately \$266.2 million. Debt service expenditures for education total approximately 86 percent of these expenditures while debt service for libraries, open space, criminal justice and other functions comprise the remaining 14 percent of the County's FY 2016 debt service budget.

The County will continue to review market conditions and update its financial model prior to issuing additional long term general obligation debt. Bond sales planned in FY 2016 are for the second year of funding WCPSS CIP 2013, the final year of bond sales for Wake Tech's 2012 building program, and continue funding of new libraries and renovations at existing libraries. In January 2016, \$341.443 million is planned to be issued for WCPSS, \$37.75 million for Wake Tech, and \$17.9 million for libraries.

There exists some debt and cash funding capacity for future capital projects without a tax increase in the future, but the timing and distribution of that capacity will require planning and strategy to generate capacity in the earlier years. During FY 2016, the County will actively model future building programs and financing strategies. More information related to projected future years debt service expenditures may be found under the Financial Model section of the budget book.

Debt Service

Legal Debt Margin Information

Historical Information

	Fiscal Years 2009	2010	2011	2012	2013	2014
Assessed Value of Property	\$116,610,525,500	\$119,158,250,199	\$119,535,621,641	\$120,555,400,651	122,450,151,129	127,426,491,226
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	\$9,328,842,040	\$9,532,660,016	\$9,562,849,731	\$9,644,432,052	9,796,012,090	10,194,119,298
Amount of Debt Applicable to Limit General Obligation Bonds	\$1,772,370,000	\$1,794,370,000	\$1,831,620,000	\$1,754,870,000	1,801,325,000	1,664,875,000
General Obligation Commercial Paper	-	-	-	-	-	-
Other Long Term Debt	10,664,659	313,263,004	311,595,642	303,938,059	291,217,436	278,885,802
Bonds Authorized not Issued	514,500,000	391,870,000	239,070,000	65,700,000	145,450,000	950,450,000
Total net debt applicable to limit	2,297,534,659	2,499,503,004	2,382,285,642	2,124,508,059	2,237,992,436	2,894,210,802
Legal Debt Margin	\$7,031,307,381	\$7,033,157,012	\$7,180,564,089	\$7,519,923,993	7,558,019,654	7,229,908,496
Total net debt applicable to limit as a percentage of debt limit	24.63%	26.22%	24.91%	22.03%	22.85%	28.39%

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.

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT
As of June 30, 2014

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2013	Net Additions (Retirements)	Debt Outstanding June 30, 2014
GENERAL OBLIGATION BONDS:						
2003B Public Improvement	04/08/03	variable	55,000,000	55,000,000	-	55,000,000
2003C Public Improvement	04/08/03	variable	45,000,000	45,000,000	-	45,000,000
2003 Criminal Justice Facilities	11/01/03	3.00-5.00%	8,000,000	400,000	(400,000)	-
Refunding Series 2003A	11/01/03	3.00-5.00%	83,145,000	1,200,000	(400,000)	800,000
2004 Public Improvement Bonds	04/01/04	3.00-5.00%	130,000,000	10,000,000	(10,000,000)	-
Refunding Series 2004	11/01/04	4.00-5.00%	114,380,000	6,405,000	(3,540,000)	2,865,000
Refunding Series 2005	04/01/05	3.00-5.00%	33,020,000	32,360,000	(125,000)	32,235,000
2005 School Bonds	11/01/05	3.25-5.00%	41,000,000	3,000,000	(1,500,000)	1,500,000
2007 Public Improvement Bonds	03/08/07	4.25-5.00%	455,000,000	92,000,000	(23,000,000)	69,000,000
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	36,000,000	(6,000,000)	30,000,000
2009B Public Improvement Bonds	04/01/09	4.00-5.00%	300,000,000	248,000,000	(10,000,000)	238,000,000
2009C Refunding	04/01/09	4.00-5.00%	66,320,000	25,140,000	(14,150,000)	10,990,000
2009D Refunding	06/16/09	3.00-4.00%	168,980,000	144,065,000	(33,295,000)	110,770,000
2010A Public Improvement Bonds	03/30/10	3.00-5.00%	86,295,000	66,350,000	(6,635,000)	59,715,000
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	383,320,000	(6,045,000)	377,275,000
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	15,160,000	(1,895,000)	13,265,000
2010F Public Improvement BAB	08/05/10	4.15%	7,580,000	7,580,000	-	7,580,000
2010F Public Improvement RZEDB	08/05/10	4.15%-5.40%	9,475,000	9,475,000	-	9,475,000
2011 Public Improvement	03/30/11	3.00-5.00%	116,800,000	104,550,000	(6,150,000)	98,400,000
2012A School Bonds	02/08/12	3.00-5.00%	96,790,000	91,800,000	(5,100,000)	86,700,000
2012B Refunding	02/08/12	5.00%	75,290,000	-	75,290,000	75,290,000
2013A School Bonds	05/06/13	2.50-5.00%	51,165,000	51,165,000	(2,565,000)	48,600,000
2013B Public Improvement	05/07/13	3.00-5.00%	125,250,000	125,250,000	(6,450,000)	118,800,000
Total General Obligation Bonds				1,801,325,000	(136,450,000)	1,664,875,000

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2014

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2013	Net Additions (Retirements)	Debt Outstanding June 30, 2014
OTHER LONG-TERM DEBT:						
Installment Purchase				5,327,348	1,773	5,329,121
Limited Obligation Bonds				285,155,000	(12,140,000)	273,015,000
Qualified Zone Academy Bonds				653,850	(163,461)	490,389
Capitalized Equipment Leases				81,238	(29,945)	51,293
Compensated Absences				10,752,254	377,629	11,129,883
Other Post-employment Benefits				81,959,990	15,847,575	97,807,565
Total Other Long-term Debt				383,929,680	3,893,571	387,823,251
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TOTAL GOVERNMENTAL LONG-TERM DEBT				\$2,185,254,680	\$(132,556,429)	\$2,052,698,251
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**SCHEDULE OF LONG-TERM DEBT MATURITIES AND
ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES**
As of June 30, 2014

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2015	113,754,160	169,930,585,	22,770,840	36,340,860	136,525,000	206,271,445
2016	132,284,375	183,303,685	22,770,625	35,314,602	155,055,000	218,618,287
2017	129,818,574	175,377,580	23,166,426	34,621,771	152,985,000	209,999,351
2018	119,887,650	160,238,612	20,767,350	31,108,222	140,655,000	191,346,834
2019	121,303,583	157,598,321	20,011,417	29,340,276	141,315,000	186,938,597
2020	108,960,755	140,876,686	20,174,245	28,521,484	129,135,000	169,398,159
2021	86,824,852	113,792,396	22,785,148	30,142,624	109,610,000	143,935,020
2022	99,365,876	122,013,746	22,164,124	28,439,545	121,530,000	150,453,291
2023	96,727,977	115,267,079	21,652,023	26,875,019	118,380,000	142,142,099
2024	95,481,059	110,143,845	19,313,941	23,585,332	114,795,000	133,729,176
2025-2029	240,471,680	267,418,662	58,273,320	69,075,562	298,745,000	336,494,224
2030-2034	23,923,459	25,107,456	22,221,541	23,879,084	46,145,000	49,986,540
2035-2037	0	0	0	0	0	0
Total	1,368,804,000	1,741,068,652	296,071,000	397,244,381	1,664,875,000	2,138,313,033

OTHER LONG-TERM DEBT:

Qualified zone academy bonds, Five County Stadium debt, installment purchase agreements, & limited obligation bonds

2015	-	-	13,970,072	27,050,843	13,970,072	27,050,843
2016	-	-	13,102,112	25,683,822	13,102,112	25,683,822
2017	-	-	13,036,322	25,157,828	13,036,322	25,157,828
2018	-	-	12,777,000	24,401,989	12,777,000	24,401,989
2019	-	-	12,491,000	23,562,640	12,491,000	23,562,640
2020	-	-	12,388,000	22,913,703	12,388,000	22,913,703
2021	-	-	12,394,000	22,309,715	12,394,000	22,309,715
2022	-	-	12,398,000	21,704,160	12,398,000	21,704,160
2023	-	-	12,351,000	21,059,134	12,351,000	21,059,134
2024	-	-	12,302,000	20,413,571	12,302,000	20,413,571
2025-2029	-	-	60,700,000	92,291,219	60,700,000	92,291,219
2030-2034	-	-	60,700,000	77,326,300	60,700,000	77,326,300
2035-2037	-	-	30,225,000	32,925,400	30,225,000	32,925,400
Total			278,834,506	436,800,324	278,834,506	436,800,324

Debt Service

TOTAL LONG-

TERM DEBT	<u>\$1,368,804,000</u>	<u>\$1,741,068,652</u>	<u>\$574,905,506</u>	<u>\$834,044,705</u>	<u>\$1,943,709,506</u>	<u>\$2,575,113,357</u>
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1 Interest rate on variable rate bonds assumed to range from 0.20% to 1.35%. Actual results may vary.

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Capital Area Workforce Development

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,423,716	1,069,758	1,162,946	1,320,732
Contractual Services	3,796,237	5,322,124	6,245,189	3,899,721
Supplies, Materials and Other Charges	1,063,908	726,118	1,135,089	625,547
Budget Reserves	—	—	10,539	—
Expenditure Totals	\$ 6,283,861	7,118,000	8,553,763	5,846,000
Revenues:				
Federal	6,280,925	7,118,000	8,535,988	5,846,000
Charges For Services	3,519	—	17,775	—
Revenue Totals	\$ 6,284,444	7,118,000	8,553,763	5,846,000
Number of FTE's	28.00	22.00	18.00	18.00

DEPARTMENT PURPOSE AND GOALS

The Capital Area Workforce Development (CAWDB) fund was established to account for U.S. Department of Labor and North Carolina Department of Commerce employment and training grant activities as they relate to the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), and various other federal and state initiatives. The Boards of Commissioners of the Counties of Wake and Johnston reestablished the Capital Area Workforce Development Consortium in 2015. The Consortium plans and administers federal and state workforce programs; competitively procures services; conducts quality assurance; and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board.

The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) Promoting business partnering to enhance regional competitiveness, (2) Facilitating employment success for adults and youth, (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives, (4) Expanding resources through strategic leadership and collaborative engagement.

Additionally, responsibilities include certifying and providing oversight for the area's One Stop Centers; Administration of Incumbent Worker Training grant funds; and partnering with economic development in providing assistance with new and expanding business and industry. Twenty three boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follows federal and state appropriations and is received throughout the year. Amendments to the project ordinance to include new funds are periodically presented to the Board of Commissioners.

The Workforce Board's vision is to be the leader in providing innovative solutions to match workforce skills with employer needs. The mission of Workforce Development is to create a highly skilled workforce system. The system provides employers with productive, skilled workers, and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all citizens to contribute to prosperity of the community.

MAJOR ACCOMPLISHMENTS

Seventy two (72) percent of adults exiting the Workforce Investment Act (WIA) program entered full time employment.

Eighty two (82) percent of dislocated workers exiting the Workforce Investment Act (WIA) program entered full time employment.

Fifty five (55) percent of the youth exiting the Workforce Investment Act (WIA) program received a degree or credential.

Sixty one (61) percent of youth exiting the Workforce Investment Act (WIA) program entered employment or post-secondary education.

Opened new NCWorks Career Center in Raleigh

Seven Capital Area NCWorks Career Centers certified by the NCWorks Commission

FY 2016 DISCUSSION

The Capital Area Workforce Development department budget decreased by \$1.27 million from the FY 2015 Adopted budget of \$7.12 million due to decreased allocations from one-time initiatives and a decrease in Federal funding.

HORIZON ISSUES

The Workforce Investment Act of 1998, the grant that has funded Capital Area Workforce Development board activities since 1998, will be replaced with the Workforce Innovation and Opportunity Act of 2014 (WIOA) effective July 2015. Even though many of the same criteria and program design elements will stay available, there are still several changes and new emphasis such as the age for youth increases from 21 to 24. Programs must use 75% of their youth funding on out of school youth. 20% of funding for youth must be used for work-based learning. For adults, the sequencing of services is no longer required and there is a new emphasis on career pathways. CAWDB feels that all these things are attainable as they have already moved in these directions; however, there are still concerns over the new program and regulations that

will not be available until spring 2015 with implementation starting July 1, 2015. Staff will continue to monitor changes and implement programmatic strategies to comply.

Fire Tax District

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Contractual Services	17,235,628	17,655,602	17,690,597	18,233,483
Supplies, Materials and Other Charges	841,911	940,236	940,236	914,517
Budget Reserves	–	16,162	16,162	–
Transfers Out	2,574,000	2,691,000	2,691,000	3,013,000
Expenditure Totals	\$ 20,651,539	21,303,000	21,337,995	22,161,000
Revenues:				
Taxes	21,436,833	20,935,000	20,935,000	21,523,000
Interest Income	25,579	15,000	15,000	15,000
Miscellaneous	32,292	–	–	–
Other Financing Sources	–	353,000	387,995	623,000
Revenue Totals	\$ 21,494,704	21,303,000	21,337,995	22,161,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

The County contracts with 19 departments to provide fire suppression and emergency services in the Fire Tax District. Thirteen departments are non-profit corporations and six are municipal fire departments. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell. Departments use a combination of full-time staff, part-time staff, and partially compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

MAJOR ACCOMPLISHMENTS

Fire Commission Members and County staff are engaged in efforts to address the long term management, planning, and financial sustainability of the Fire Tax District. Major initiatives include the establishment of a Standard of Cover for the District,

an update to the Long-Range Business Plan and various technology improvements.

The Fire Commission is also evaluating the potential for consolidations and mergers of the contracted fire departments that would lead to more efficient and effective provision of fire protection services in the District.

These efforts will help identify the optimal level of fire service protection for the District while also ensuring the long-term financial sustainability of the Fire Tax District Fund.

FY 2016 DISCUSSION

The Fire Tax District tax revenue increases by \$858,000 or 4 percent over the FY 2015 Adopted budget. The increase is attributable to projected growth in the tax base. This increase reflects funding for increased health insurance costs and a projected three percent average merit increase for contract fire department personnel beginning October 1, which matches the merit increase allocation for Wake County employees.

The FY 2016 Adopted Budget temporarily suspends the Fire Commission's 5-year fund balance sustainability policy. The Fire Tax fund is currently projected to be sustainable through FY 2018 (3 years). The tax rate remains \$.08 for FY 2016.

The Fire District Special Revenue Fund provides contractually funded departments with operating funds to provide services in their respective insurance boundary. The FY 2016 operating budget is \$18,213,483 for all 19 departments. The remaining amount of expenditures are for the system wide support costs that benefit the entire Fire Tax District. This amount is budgeted at \$934,517 for FY 2016. Also budgeted is a transfer to the Debt Service Fund in the amount of \$962,000 to pay for existing debt on apparatus. Finally, \$2.051 million in revenues is transferred to the Fire CIP to provide funds for cash funded purchases of apparatus, replacement equipment and facilities upkeep.

HORIZON ISSUES

Many fire departments that rely on volunteers are continuing to experience a decline in volunteer rosters. If volunteer member shortages intensify, the Fire Commission will need to identify strategies to provide manpower through full-time career staff, part-time staff, or other compensation programs.

The Fire Commission and supporting staff must work within the environment of limited revenue. Even while the Special District Tax has increased slightly the revenue generated is limited, and it is difficult to support increases in operating expenses each year. The Fire District Operating Fund Balance is required by Fire Commission policy to be sustainable over a five year period.

Members and stakeholders of the Fire Tax District Fund will need to determine the best way, in terms of cost efficiency and effectiveness, to manage and administer the District and to make the Fire Tax District fiscally sustainable in the long term.

FY 2016 Fire Tax Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Budget
Fire Tax Revenue				
Operating	18,435,598	18,244,000	18,244,000	18,510,000
Pre-Existing Debt Service (a)	327,052	-	-	-
Capital	2,674,092	2,691,000	2,691,000	3,013,000
Subtotal, Taxes	21,436,742	20,935,000	20,935,000	21,523,000
Apparatus Sales (b)	-	-	-	-
Appropriated Fund Balance	-	353,000	387,995	623,000
Interest	20,053	15,000	15,000	15,000
Other Revenue	37,909	-	-	-
Total Revenues	21,494,704	21,303,000	21,337,995	22,161,000

NOTES:

- (a) Department pre-existing debt service is budgeted directly from the Fire CIP in FY 2015.
- (b) Sale of replaced fire apparatus is dedicated to future capital purchases.
- (c) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.

Fire Tax District

FY 2016 Fire Tax Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Budget
Expenditures				
Department Appropriations				
Personnel and Operating	17,208,971	17,655,602	17,655,602	18,213,483
Subtotal, Department Appropriations	17,208,971	17,655,602	17,655,602	18,213,483
Systemwide Costs				
800 MHz Fire Costs	125,075	129,366	129,366	130,941
CAD Fire Costs	6,342	9,954	9,954	9,596
County-owned Station Utilities	22,398	18,912	18,912	24,224
Fire Service Training	321,132	358,695	358,695	343,127
HAZMAT Program	89,789,	87,585	87,595	77,927
NC Forestry - Wildfire Prevention Programs	64,124	80,025	80,025	67,929
Pager & Radio Maintenance	11,020	17,832	17,832	17,832
RWCC Dispatch Services	170,054	187,857	187,587	195,773
Contracted Services	26,657	-	34,995	20,000
Other	3,008	-	-	-
DMV Motor Vehicle Tax Collection Fees	28,970	50,000	50,000	50,000
Future Appropriation or Contingency	-	16,162	16,162	-
Contribution to Fund Balance	-	-	-	-
Subtotal, Systemwide Costs	868,568	956,398	991,393	934,517
Capital				
Appropriation to Capital	1,350,000	1,284,000	1,284,000	2,051,000
Transfer to Debt Service Fund	1,224,000	1,407,000	1,407,000	962,000
Subtotal, Capital	2,574,000	2,691,000	2,691,000	3,013,000
Total Expenditures	20,651,539	21,303,000	21,337,995	22,161,000
Change in Fund Balance (c)	843,165	(353,000)	(387,995)	(623,00)

NOTES:

- (a) Department pre-existing debt service is budgeted directly from the Fire CIP in FY 2015.
 - (b) Sale of replaced fire apparatus is dedicated to future capital purchases.
 - (c) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.
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Summary of Appropriations by Department

Fund Summary

Department	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Bay Leaf FD	1,535,189	1,568,390	1,568,390	1,609,979
Durham Highway FD	745,314	755,394	755,394	773,844
Eastern Wake FD	1,633,070	1,555,048	1,555,048	1,618,084
Fairview FD	1,141,926	1,174,766	1,174,766	1,196,539
Garner FD	1,650,765	1,689,738	1,689,738	1,736,668
Hopkins FD	722,842	752,967	752,967	785,959
Rolesville FD	559,803	726,592	726,592	761,301
Stony Hill FD	1,007,648	1,004,926	1,004,926	1,019,273
Swift Creek FD	486,939	489,060	489,060	489,587
Wake Forest FD	699,366	697,597	697,597	713,540
Wake-New Hope FD	1,095,054	1,116,231	1,116,231	1,147,297
Wendell FD	1,445,902	1,425,792	1,425,792	1,477,033
Western Wake FD	566,089	524,834	524,834	525,885
Total - Rural	13,289,907	13,481,335	13,481,335	13,854,989
Apex FD	707,525	717,851	717,851	741,083
Cary FD	71,688	74,765	74,765	85,000
Fuquay Varina FD	1,389,098	1,421,823	1,421,823	1,499,639
Holly Springs FD	422,738	585,277	585,277	603,207
Morrisville FD	794,122	831,306	831,306	846,120
Zebulon FD	533,893	543,245	543,245	583,445
Total - Municipal	3,919,064	4,174,267	4,174,267	4,358,494
TOTALS:	17,208,972	17,655,602	17,655,602	18,213,483

Grants and Donations

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,182,416	1,442,110	1,147,088	1,522,463
Contractual Services	2,598,341	1,243,417	649,922	992,428
Supplies, Materials and Other Charges	898,731	234,473	13,228	109,109
Capital Outlay	286,302	—	17,444	—
Debt	2,491	—	—	—
Budget Reserves	—	—	2,178,399	—
Expenditure Totals	\$ 4,968,283	2,920,000	4,006,081	2,624,000
Revenues:				
Federal	1,492,930	1,122,005	1,256,302	1,264,523
State	789,243	681,732	(863,508)	788,454
Local	2,529,984	1,048,729	784,331	443,107
Charges For Services	54,533	—	279,070	—
Fines & Forfeitures	4,084	—	—	—
Interest Income	4,321	—	240	—
Miscellaneous	21,534	—	2,482,109	—
Transfers	137,043	67,534	67,534	127,916
Revenue Totals	\$ 5,033,671	2,920,000	4,006,078	2,624,000
Number of FTE's	18.50	23.55	23.55	22.80

Summary by Source and Department

Department	Grants	Forfeitures	Totals
CCBI	\$229,375	-	\$229,375
Emergency Management	\$131,411	-	\$131,411
Human Services	\$ 1,928,175	-	\$1,928,175
Sheriff	\$335,039	-	\$335,039
Totals	\$2,624,000	-	\$2,624,000

Planned Use of Funds in FY 2016

Revenue Source	Description	FY 2016 Budget
<hr/>		
Grants		
Emergency Management		
Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	131,411
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Human Services		
Casey Family Services a Direct Service Agency of the Anne E. Casey Foundation	The grant enables Child Welfare staff to expand their efforts to support reunification and reintegration services to families prior to return of child to birth parents; and promote promising practices preventing child placements.	135,000
Special Children Adoption Fund	Funds from the State Adoption Promotion Fund to provide adoption resources and support adoptive families.	36,000
Smart Start	This grant supports the Health, Safety and Nutrition Technical Assistance program, funded by Smart Start. Funds allow child care health consultants to provide health, safety, and nutrition consultations to 170 one-star to three-star rated child care centers and homes.	390,454
United States Department of Health and Human Services - Health Resources and Services Administration	Ryan White Title III Early Intervention Services grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, primary care, mental health and substance abuse assessment and treatment, medication adherence education and counseling, nutrition education and counseling, emotional support and linkage for clients of HIV test sites and private providers to the HIV Clinic.	503,025
Delta Dental of NC	The Delta Dental grant funds are used to offset the cost to low income families for dental sealants not covered by insurance.	5,000
Substance Abuse and Mental Health Services Administration	The grant supports the administration of the Wake County Drug Treatment Court	325,000
North Carolina Department of Public Safety - Division of Juvenile Justice	The grant supports the Level II Community Intervention Program for Wake County Juveniles that have been adjudicated. This program provides cognitive behavioral therapy, skill-building and family counseling, and utilizes and leverages the existing continuum of services within Wake County to achieve the goals of reduced subsequent complaints, reduced violations of community supervision, reduced subsequent juvenile court convictions, and increased parental involvement and support.	212,000
North Carolina Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	150,000
Private Donations	The Child Health Clinic Donations Fund is supported by donations and external contributions to support clinic activities.	1,000

Grants and Donations

Planned Use of Funds in FY 2016

Revenue Source	Description	FY 2016 Budget
Private Donations	The Child Welfare Donations Fund is supported by donations and external contributions to support activities related to youth in Foster Care.	9,271
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 Duke Energy Progress 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 Williams/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	4,000
Private Donations	The 4-H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	79,425
Private Donations	The HIV Clinic Donations Fund is supported by donations and external contributions to support clinic activities.	2,000
Sheriff		
Governor's Highway Safety Program	The NC Governor's Safety Program was established to provide funding for initiatives to improve on roadways. The Wake County Sheriff's Office was awarded a multi-year grant for the establishment of a DWI taskforce. This group is tasked with enforcing the laws within WAke County and works in coordination with various other local law enforcement agencies.	335,039
CCBI		
Governor's Highway Safety Program	The Wake County Sheriff's Office and other local municipalities were awarded grants to establish DWI taskforces. Grant funds were awarded to CCBI in order to process the laboratory cases which serve to provide evidence in courts.	229,375
Subtotal, Grants		\$2,624,000
FUND TOTAL		\$2,624,000

Housing and Community Revitalization

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	528,960	573,869	566,338	607,186
Contractual Services	6,588,467	5,471,339	6,226,407	5,207,474
Supplies, Materials and Other Charges	69,802	69,792	91,782	80,340
Capital Outlay	59,947	—	9,497	—
Expenditure Totals	\$ 7,247,175	6,115,000	6,894,024	5,895,000
Revenues:				
Federal	5,502,986	4,597,982	5,272,527	4,570,328
Charges For Services	491,782	549,802	654,186	494,672
Interest Income	(368)	137,216	137,311	—
Transfers	830,000	830,000	830,000	830,000
Revenue Totals	\$ 6,824,401	6,115,000	6,894,024	5,895,000
Number of FTE's	7.25	7.75	8.00	8.00

DEPARTMENT PURPOSE AND GOALS

The Housing and Community Revitalization (HCR) program receives federal and county funds to mitigate the affordable housing need within the community. The HCR Fund has three primary revenue sources: Federal Community Development Block Grant (CDBG) funds, Federal Home Investment Partnership Program (HOME) funds, and Wake County capital funds. In addition, the Fund receives Federal Emergency Shelter Grant and Housing Opportunities for Persons with AIDS (HOPWA) funds. Finally, HCR fund earns program income on its CDBG, HOME, and County funds.

Every five years, HCR creates a five-year action plan which it submits to the federal government and the Board of Commissioners. The most recent plan will be submitted in May 2015. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

Since the demand for affordable housing in Wake County exceeds the production capability of the HCR program budget, the five-year plan establishes priorities for spending. These programs are for homeowners and renters earning less than 40 percent

Annual Median Income (AMI) per year, homeless individuals and families, and non-homeless individuals and families with special needs.

These populations were selected for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and this coordinates with other efforts such as the Ten Year Plan to End Homelessness.

To address the housing and community development needs of these population groups, Housing and Community Revitalization administers programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

MAJOR ACCOMPLISHMENTS

During FY 2015, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 23 very low-income families and made 5 emergency grants to very-low income families to help with emergency repairs to their homes. The Anderson Street sidewalk project

Housing and Community Revitalization

was completed in Wendell. Funds were provided for paving this street. Funding was provided to the Towns of Knightdale, Apex, Wake Forest, Morrisville, Zebulon and Rolesville for sidewalk projects. Additional funds were provided for job training through the Homeless Employment Initiative Program.

HOME & HOPWA: Completed Timber Spring Apartments (48 units in Garner).

CIP: Funded 42 rental subsidies for persons with a mental illness. Completed Sunnybrook Apartments (10 units for Veterans in Raleigh).

Other Projects: Shelter Plus Care funds provide approximately 200 rental subsidies for homeless persons with a mental illness. HOPWA funds provide approximately 54 rental subsidies for persons with HIV/AIDS.

FY 2016 DISCUSSION

The Housing and Community Revitalization budget decreased by \$220,000 from the FY 2015 Adopted budget to \$5.89 million due to a decrease in available federal funding. In FY 2016, HCR will administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary:

Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 40 families in FY 2016 through rental unit production.

Housing Rehabilitation: HCR makes grants to help homeowners and repair their sub-standard houses. Grants are for emergency repairs of up to \$5,000 and up to \$15,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis and provides assistance for up to 30 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 700 families in FY 2016 through public facility improvements.

Rental Subsidies: HCR funds 52 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing.

HORIZON ISSUES

During FY 2016, HCR will enter into a new 5 year Consolidated Plan period, which will require an updated plan to be approved by the Board of Commissioners and the federal Department of Housing and Urban Development (HUD).

Major Facilities

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Cary Hold Harmless - Occupancy	931,852	915,658	915,658	1,056,000
Cary Sports Venues	1,000,000	1,000,000	1,000,000	1,300,000
Centennial - Debt Service	5,207,606	5,207,315	5,207,315	5,209,000
Centennial Authority Facility Improvements	1,500,000	1,000,000	2,820,645	1,000,000
Centennial Authority Operation 7%	2,391,070	2,449,639	2,449,639	2,716,000
Convention Center	19,455,196	20,116,860	20,116,860	23,894,000
Greater Raleigh Convention And Visitors Bureau	4,906,510	4,825,540	4,825,540	5,527,000
Green Square	200,000	200,000	200,000	400,000
NC Museum of Art	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Annual Distribution - \$1M	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Hold Harmless - Occupancy	680,000	680,000	680,000	680,000
St. Augustine's	100,000	100,000	100,000	100,000
Transfer To Debt Service	991,000	991,000	991,000	79,000
Transfer to GF-Food Admin	660,602	694,000	694,000	750,000
Transfer to GF-Occ Admin	576,403	566,000	566,000	653,000
Unallocated and Other	—	249,988	249,988	418,000
Wake Annual Transfer To CIP	1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	\$ 41,600,239	41,996,000	43,816,645	46,782,000
Revenues:				
Convention Center	19,455,196	—	1,820,645	—
Occupancy Rev and 3% Adm	19,213,444	18,880,000	18,880,000	21,774,000
Prepared Food & Beverage Tax Div	22,026,888	23,116,000	23,116,000	25,008,000
Revenue Totals	\$ 60,695,527	41,996,000	43,816,645	46,782,000
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct contributions include the City of Raleigh, Centennial

Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through Interlocal Agreements and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, nineteen amendments have been approved to determine the use of uncommitted funds.

Projects that have received or scheduled to receive funds include: the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural

Major Facilities

Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, Cary Sports Facility, and Yates Mill Pond Park.

MAJOR ACCOMPLISHMENTS

Interlocal Agreement amendments approved by the Raleigh City Council and County Board of Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the PNC Arena (formerly RBC Center) through Fiscal Year 2020 and the third amendment authorizes debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled "Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2015)" summarizes approved projects and payment schedule.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds. The public review was held between February 2011 and March 2012 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives includes a capital maintenance plan for the Raleigh Convention Center, an update to the PNC Arena capital maintenance plan, and benchmarking data comparing the Raleigh Convention Center's funding sources and operational expenses to other similar convention center facilities. The review included several recommendations that required approval of the Raleigh City Council and the

Wake County Board of Commissioners. The approved recommendations, among others, will include: 1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program; 2) reaffirming the funding schedule for the 15 percent Uncommitted Funds; and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues. The budget includes all of these aforementioned recommendations. Another interlocal review is scheduled to be started in calendar year 2016.

FY 2016 DISCUSSION

Occupancy tax revenues are projected to increase in FY 2015 by 10.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2016. Occupancy revenues are budgeted with an increase by three percent in FY 2016 over the FY 2015 projections. Prepared food and beverages revenues are expected to increase 8.0 percent in FY 2015 and increase by an additional 5.0 percent in FY 2016. All revenue estimates were generated with significant input from stakeholders during the last interlocal review during 2012.

In FY 2016, the fund equals \$46.8 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. Required distributions total about \$12 million with the following agencies receiving a significant portion: \$5.5 million to the Greater Raleigh Convention and Visitors Bureau, \$2.7 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.06 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2016, significant amounts will be directed to the following agencies: \$23.9 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, \$1.3 million to the Town of Cary for its sports facilities, and \$400,000 to the North Carolina Museum of Natural Sciences.

Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (May 2015)

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	PNC Center	St. Augustine's College Track	Whitewater Park**
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	150,000
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,679,355	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,500,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	2,820,645	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,000,000	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	-	-	-	-	3,500,000	-	-
2022	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-
Total	10,000,000	15,000,000	250,000	6,000,000	26,000,000	1,000,000	150,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** Appropriations have not yet been made and are pending executed funding agreements.

Transportation

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	–	–	–	280,992
Contractual Services	–	–	–	8,797,339
Supplies, Materials and Other Charges	–	–	–	890,358
Capital Outlay	–	–	–	881,311
Expenditure Totals	\$	–	–	10,850,000
Revenues:				
State	–	–	–	1,908,976
Local	–	–	–	384,466
Charges For Services	–	–	–	8,507,904
Interest Income	–	–	–	23,654
Miscellaneous	–	–	–	25,000
Revenue Totals	\$	–	–	10,850,000
Number of FTE's	0.00	0.00	0.00	3.00

DEPARTMENT PURPOSE AND GOALS

Newly established in FY 2016, the Human Services Transportation Fund, previously contained in the General Fund, provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. Transportation is provided for Wake County Human Services and other human service organizations and primarily includes services for mandated Medicaid transportation, Work First, Public Health, Wake County Resources for Seniors and limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls. The Transportation Fund is designed to be self-sustaining through Federal, State and Local funding, as well as fees for services provided. Transportation is coordinated through a mobility manager and provided by service contracts with multiple private vendors. Staff assures compliance, efficiency, quality and safety of services. The Transportation Advisory Board (TAB) is appointed by the County Manager and provides staff with feedback on current service operations and guidance for future planning initiatives.

MAJOR ACCOMPLISHMENTS

In FY 2015, the Transportation program completed a comprehensive consultant study review which praised several areas of operational efficiencies, as well as suggested various areas of potential improvement. As a result, several strategies will be implemented in the coming year including the shift to a new special revenue fund to accurately account for program revenue and expenditures.

Transportation implemented several innovative new technologies, including: One Call/One Click Web Site; New real time data management module added to the RouteMatch software; on board cameras installed for monitoring of van services; and new on board tablets installed for trip, location and data capture.

A new Mobility Management business process was implemented which centralized scheduling, dispatch and verification responsibilities assigned to a new vendor. The City of Raleigh entered into an ILA service agreement to extend mobility management services for the accessible Raleigh transit program. Staff estimate by year end that Wake County services

will have been provided or arranged for more than 185,000 trips for the elderly, disabled, low income and others lacking access and mobility options.

Additional partnerships with municipalities, including Apex, Garner, Holly Springs, Knightdale, and Wake Forest resulted in \$40,000 in donations of local support. Transportation staff also assisted with the update of the Aging Plan and chaired the transportation subcommittee. Furthermore, the Transportation program successfully completed a Compliance, Capacity and Proficiency Review audit for the NCDOT/Public Transportation Division.

FY 2016 DISCUSSION

The Human Services Transportation Fund, previously located in the Human Services General Fund, was established in FY 2016 to provide access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager. Contractual Services comprise 81% or approximately \$8.80 million of the total FY 2016 budget of \$10.85 million. The remaining \$2.05 million is comprised of operating supplies and administration expenses including the salary and benefits of transportation staff. The major revenue sources for this fund include Medicaid Reimbursement and Charges for Service, as well as State and Local funding resources.

HORIZON ISSUES

Following a comprehensive consultant study in FY 2015, the Transportation program was reorganized within the Housing Division. Additionally, the program was transferred to a newly created special revenue fund, with the exception of the Medicaid funded positions within the Call Center. This will allow Transportation to track revenues and expenditures to make future programmatic shifts to better serve clients. Further efficiencies will be assessed in the upcoming year.

An implementation team has been formed to analyze and execute several recommendations made as a result of the consultant study in the previous fiscal

year. Recommendations include overall business process changes in the areas of capital planning, fleet maintenance, technology, budgeting, administration and the Transportation Advisory Board.

State decisions on Medicaid expansion may impact how the transportation program receives funding and performs services. Transportation will undergo a System Safety Program Plan audit by the NC Department of Transportation in FY 2016.

Corporate Fleet Fund

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	839,528	942,327	942,327	1,133,821
Contractual Services	217,992	235,057	259,757	147,538
Supplies, Materials and Other Charges	4,483,595	4,873,916	4,920,915	4,176,501
Capital Outlay	3,707,458	4,015,700	4,349,482	4,468,140
Expenditure Totals	\$ 9,248,573	10,067,000	10,472,481	9,926,000
Revenues:				
State	—	—	—	58,498
Charges For Services	8,424,930	8,842,972	8,842,972	8,453,972
Interest Income	15,783	20,000	20,000	20,000
Miscellaneous	449,142	412,400	412,400	653,766
Other Financing Sources	—	666,628	1,072,109	739,764
Transfers	—	125,000	125,000	—
Revenue Totals	\$ 8,889,855	10,067,000	10,472,481	9,926,000
Number of FTE's	14.00	15.00	15.00	17.00

DIVISION PURPOSE AND GOALS

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible Fleet to Wake County and its customers, consistent with the Corporate Fleet Plan. Fleet Operations is a Division of the General Services Administration department.

Fleet Services Division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset, Service and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

MAJOR ACCOMPLISHMENTS

Achieved ASE (Automotive Service Excellence) Blue Seal Certification: ASE offers a recognition opportunity for highly qualified repair facilities, which allows them to showcase their technicians and their commitment to excellence. The program's emphasis is to identify establishments with a large percentage of ASE-certified professionals. It is a

recognition program for businesses striving to be the best, and willing to prove their commitment.

Achieved EVT (Emergency Vehicle Technician Certification Commission) training and certification for technicians who are primarily dedicated to working on ambulances. Training enhances skills required to service and repair ambulance chassis and modules. Efficiencies allow reduce down time for ambulance repairs.

Awarded one of the Top 100 Best Fleets in North America: The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry. This was the fifth consecutive year receiving this recognition.

Installed new tire carousel to prevent back injuries, create more efficient tire issuing and increase available work space.

Completed first full year of outsourcing the Parts Management function of the service shop. This

provided opportunity to save on purchases, eliminate inventory overhead, increase efficiencies and eliminate need to expand staff.

Bid and awarded Fleet Market Analysis allowing us to evaluate the County's fleet program and to assess its overall effectiveness based on a market analysis. Established priority list of enhancements to Fleet Operations recommended by the report.

Field tested GPS in admin and service vehicles to evaluate benefits to customers. Partnered with Environmental Services and was awarded grant to cover installation and service fees for 153 telematic units.

Worked with FDC, designer and owner of future L building. Coordinated construction events to minimize impact to employees and public. Evaluated options for managing future tenants parking logistics. Completion in 3rd quarter FY15.

FY 2016 DISCUSSION

The FY 2016 Fleet budget totals \$9,926,000 which is a \$546,481 decrease from the FY 15 Adopted budget. This decrease is due largely to a reduction in the fuel rate for FY 2016. GSA and Fleet Management staff have examined fuel rates since 2012 and identified a downward trend that has held steady for over a year for both unleaded and diesel fuel. The new rates are projected to be at \$2.27 for unleaded and \$2.77 for diesel. This comes to a total reduction of \$745,000 in fuel costs across the County for those departments that utilize fleet vehicles.

The Corporate Fleet Fund budget will have an additional unit in FY 2016, called Fleet Fuel Management. Capital and Fuel Management have been separated out into different units which should provide better financial management of these funds. In FY 2016, a new diesel mechanic will be funded to relieve the ambulance fleet backlog. This position will be covered by Fleet Fund balance. Also, one outsourced mechanic will be converted to a permanent county employee which represents a revenue neutral change.

Fleet plans to address the following areas in FY16:

Evaluate new Fleet management software providers that will enhance our ability to communicate Fleet Management information with our partnering departments, increase efficiencies, and create and monitor key performance indicators.

Provide idle data to our departments to allow opportunity for development of their own fleet idle policy and goals

Establish Fleet Advisory Board made up by staff from partnering departments to assist in monitoring standard Fleet key performance indicators, vehicle replacement budgeting, departmental vehicle expansion requests and any recommended changes in vehicle class.

HORIZON ISSUES

Achieving fuel reduction through conservation techniques and alternative energy vehicles.

Continuing evaluating Market Analysis recommendations for future enhancements.

Corporate Fleet Fund

Summary of Services and Performance Measures

Service Area: Fleet: Asset Management/ Service/ Fuel

Description: To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Number of gallons of fuel consumed	1,018,569	995,238	1,021,775	N/A
Number of vehicles per mechanic	108	109	98	100
Number of vehicles owned by County	921	930	930	N/A
Number of vehicles leased to County departments and partners	819	834	834	N/A

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Solid Waste Management

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	1,134,972	1,346,983	1,346,983	1,392,389
Contractual Services	7,689,073	9,635,334	9,665,934	10,093,654
Supplies, Materials and Other Charges	3,062,163	977,166	977,166	934,956
Capital Outlay	(105,502)	42,300	42,300	37,000
Debt	3,784	2,823	2,823	2,823
Budget Reserves	–	1,005,394	1,005,394	1,004,178
Transfers Out	20,839,320	450,000	450,000	450,000
Expenditure Totals	\$ 32,623,809	13,460,000	13,490,600	13,915,000
Revenues:				
State	1,638,998	1,616,991	1,616,991	1,660,936
Charges For Services	7,978,308	8,231,779	8,231,779	8,827,646
Licenses & Permits	6,400	6,500	6,500	4,800
Interest Income	174,647	251,681	251,681	130,564
Miscellaneous	1,562,706	2,343,590	2,343,590	2,268,255
FA Gain/Loss	2,818,893	–	–	–
Other Financing Sources	6,550	–	30,600	–
Transfers	991,789	1,009,459	1,009,459	1,022,799
Revenue Totals	\$ 15,178,291	13,460,000	13,490,600	13,915,000
Number of FTE's	14.00	15.00	15.00	15.00

DEPARTMENT PURPOSE AND GOALS

The mission of the Solid Waste Management Division is to protect the public health and safety of Wake County by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible. The SWMD works collaboratively with Wake County municipalities to plan and implement a comprehensive, integrated, county-wide solid waste management system which addresses the community needs without costly duplication of efforts.

The Solid Waste Management Division (SWMD):

1) Provides the maximum opportunity practicable for waste reduction, reuse, and recycling with a variety of incentives, policies and ordinances.

2) Offers convenient methodologies for residents for waste disposal and to recycle a wide range of materials. Provides a wide range of recycling opportunities to businesses.

3) Monitors and enforces illegal dumping and littering. Regularly collects and disposes of roadside litter.

4) Is responsible for the maintenance of several closed (and one open) County landfills. A team of environmental specialists regularly monitor and maintain the sites according to regulations specified by the North Carolina Department of Environment and Natural Resources. Groundwater protection, landfill gas management and erosion control are the most important aspects of closed landfill maintenance.

-
- 5) Has a staff of environmental educators to ensure the Wake County residents of all ages are informed and educated about the importance of recycling, landfill operations and other environmental issues.
 - 6) 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.

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' remodeling projects; two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

MAJOR ACCOMPLISHMENTS

During FY 2015 the SWMD started a new convenience center operations contract based upon an RFP issued in FY2014. Further, the SWMD opened a newly constructed convenience center that has received significant praise from the community based upon its ease of use. A new permanent electronics collection was established at three convenience centers. The 86-it campaign was able to have a strong presence at the 2014 State Fair and developed a new anti-litter commercial. An Organics study was concluded with some recommendations for pilot programs, which are planned for FY 2016. SWMD outreach staff worked hard to conduct a significant number of landfill tours and outreach to the community regarding our South Wake Landfill Citizens Committee. Community service litter pick up events were conducted most weekends during the year as well as approximately 30 miles of roadways received two litter sweeps by our litter contractor. The Gas to Energy project at the South Wake Landfill (SWLF) had its first full year of successful operation. An expansion of the landfill gas collection and

control system at the SWLF is under design for construction during late FY 2015 and early FY 2016. The SWLF was expanded into Phase 2A and a new borrow site was established for County use. An RFP was issued and proposals received for the North Wake Landfill Gas to Energy System. The East Wake Landfill cap repair project was completed during FY 2015. All SWMD staff was consolidated into one office location for better coordination and administration and the Program Manager position was filled.

FY 2016 DISCUSSION

During FY 2016 Solid Waste anticipates several other RFP processes, both for existing contracts that are expiring and for new programs. There are some expected convenience center and multi-material projects anticipated to be designed and built through the Facilities, Design and Construction Department, with our assistance. Significant effort will be expended in completing the new contract for the landfill gas to energy project at the North Wake Landfill. The current contract expires at the end of calendar year 2015, so a vendor for the new contract will need to be chosen during FY 2015. Several pilot programs will be undertaken and evaluated during FY 2016, including working with WCPSS on a commingled recycling program in the public schools as well as accepting food waste at some convenience centers.

HORIZON ISSUES

During the next few fiscal years, the SWMD will be dealing with significant expansion/renovation of numerous convenience center sites as well as Multi-Material and HHW facilities. These efforts will bring about the potential for new and different contracts with potentially varying cost structures as some facility operations will be changed based upon the expansions and renovations. There will be some opportunities for cost savings through consolidation of some operations, but there will also be the potential for additional costs where some additional services are added such as Household Hazardous Waste (HHW) collection at two of our convenience centers. Continued monitoring of the Construction and Demolition waste collected at our convenience

Solid Waste Management

centers and the cost impacts to the overall system is critical to the long term health of the Solid Waste funding.

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 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Efficiency				
Dollars Collected through the Sale of Recyclable Materials	1,306,196	1,029,168	1,048,797	1,500,000
Effectiveness				
Number of Days Open for Household Hazardous Waste (HHW) Collection	305	305	305	305
Tons of Recyclables Diverted from Landfill	23,179	28,239	31,525	35,000
Input				
Tons Collected at Convience Centers (including recyclables and solid waste)	66,816	75,152	81,444	85,000
Tons Collected of Household Hazardous Waste (HHW)	580	617	617	650
Tons Collected of White Goods (Large Appliances)	503	505	505	505

South Wake Landfill

Fund Summary

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
Expenditures:				
Salary / Benefits	250,155	256,017	256,017	261,634
Contractual Services	8,890,511	9,187,041	9,187,041	9,527,846
Supplies, Materials and Other Charges	4,589,289	4,438,483	4,439,477	4,519,721
Transfers Out	6,436,471	1,009,459	1,009,459	1,022,799
Expenditure Totals	\$ 20,166,426	14,891,000	14,891,994	15,332,000
Revenues:				
Charges For Services	14,685,407	14,891,000	14,891,000	15,332,000
Interest Income	36,506	-	-	-
Miscellaneous	(169)	-	-	-
Other Financing Sources	-	-	994	-
Transfers	5,444,682	-	-	-
Revenue Totals	\$ 20,166,426	14,891,000	14,891,994	15,332,000
Number of FTE's	5.00	5.00	5.00	5.00

DEPARTMENT PURPOSE AND GOALS

The South Wake Landfill Partnership was created in 2006 to provide the most efficient, effective and sustainable long-term waste disposal services to all the citizens of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity and involves the operating and maintenance of the South Wake Landfill (SWLF) and the East Wake Transfer Station (EWTS).

The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environment and Natural Resources (NC DENR). They accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement, along with 11 other Wake County local governments.

MAJOR ACCOMPLISHMENTS

During FY 2015 the SWMD implemented a tip fee increase at the EWTS in order to minimize the current commercial waste subsidy that has been brought about by keeping the tip fee very low (below cost). Solid Waste updated a prior year odor study regarding the SWLF in order to be prepared for potential odor complaints. This study has helped staff work with the contractor to modify daily operations to minimize potential odor issues, including better documentation of potential odors. In addition, construction of Phase 2A at the SWLF started and was finished in FY2015. Construction of the Phase 1 Closure was placed on hold until the spring of 2016 to accommodate further waste placement and to correspond with completion of the Phase 2A construction. A soil borrow site was established and will be in place for use during the Phase 1 Closure project.

FY 2016 DISCUSSION

Placement of waste in Phase 2A will be undertaken and design of the Phase 1 closure will be completed in FY2016 with construction to start at the end of the FY2016.

HORIZON ISSUES

Soil for future phases of the landfill will continue to be a primary importance. As long as development continues in the Apex/Holly Springs area this should be a minimal issue, but it continues to be an important concern. We are better able to deal with this issue now that we have an established soil borrow site for County use.

South Wake Landfill

Summary of Services and Performance Measures

Service Area: Solid Waste - Partnership Operations

Description: The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Services. They accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The

landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement, along with 11 other Wake County local governments.

Key Measures	FY 2014 Actual	FY 2015 Estimated	FY 2016 Target	Desired Level
Input				
Tons Received at South Wake Landfill	406,569	412,000	415,000	415,000
Number of Trucks across East Wake Transfer Station Scales	37,892	38,609	39,456	39,456
Number of Trucks across South Wake Landfill Scales	36,414	36,900	37,169	37,169
Tons Received at East Wake Transfer Station	252,462	258,000	258,000	260,000

Operating Budget Impact

New General Fund Operating Impact

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
County Capital Elements								
Automation	\$50,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$752,000
Libraries	\$925,000	\$1,300,000	\$705,000	\$1,509,000	\$906,000			\$5,345,000
Open Space	\$40,000		--	--	--	--	--	\$70,000
Public Safety	--		\$900,000	--	--	--	--	\$900,000
Total Operating Budget Impact	\$1,015,000	\$1,417,000	\$1,722,000	\$1,626,000	\$1,023,000	\$117,000	\$117,000	\$7,067,000

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 2016 - 2022 CIP; more detailed information is shown on individual project pages within this document. These costs are assumed to be recurring within the relevant department's operating budget. The above chart shows the first year impact to operating costs and subsequent increases in operating costs because of the capital project. When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a useable office will have minimal impact on the cost of maintaining useable space and will not require any new, additional County staff. However, the construction of libraries requires new operating budget dollars for both staff and facility maintenance which have been included in the FY 2016 Budget. In some cases, operating impacts are provided for equipment acquisition. In these instances, the operating costs shown reflect the

cost to maintain the new equipment beyond current resources.

Horizon Issues

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as Horizon Issues for future Community Improvement Plans. Typically, these are projects for which business cases, timing and project cost estimates need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project	Cost Estimate
Automation	CCBI Facial Recognition Pilot Project Child Support Document Management System Identity and Access Management Email Modernization Electronic Medical Records - Sheriff's Detention Division Hyland OnBase Enterprise License Acquisition for Document Management Vital Records Management System	\$267,000 2,875,000 1,075,000 1,606,000 2,300,000 1,610,000 425,000
County Building Improvements	Board of Elections Permanent Space Wake County Justice Center 6th Floor Buildout Courthouse 3rd Floor Office, Skywalk, 10th Floor Arbitration	2,000,000 12,150,000 1,000,000
Public Safety	Zebulon Main EMS Renovation Knightdale South EMS Station Garner Co-location (Garner Fire #5) Public Safety Training Space (or lease)	1,300,000 1,600,000 1,785,000 6,000,000
Criminal Justice	Hammond Road Detention Center Phase 3	90,000,000
Libraries	Future Library Projects Not Included in 2007 Building Program	TBD
Open Space	Open Space Land Acquisitions	TBD
Parks	Future Park Bond	26,300,000
Education	Future Wake Tech Building Bond Future Wake County Public School System Building Bond	TBD TBD

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of May 5, 2015

The FY 2016 - 2022 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2016 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 2016 - FY 2022 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 5, 2015 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under actual balance indicates that grant funded revenues have not yet been realized. Some negative actual balances represent a project unit code that is for salary and benefit costs, and there will always be another related project with the same unit code for non-salary and

Fund: 4100 County Capital Improvement Fund

Department 62 Automation CIP

Division 6210 Major Automation Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
210A	Major Systems - Property Tax	6210V0100	\$410,000.00	\$0.00	\$410,000.00	\$90,465.32	\$275,153.32	\$134,846.68
237A	DSS Document Management	6210V0100	\$1,395,000.00	\$0.00	\$1,395,000.00	\$1,224,580.09	\$1,256,016.56	\$138,983.44
238A	Public Health System Replacement	6210V0100	\$3,435,500.00	\$0.00	\$3,424,449.90	\$2,165,177.34	\$2,667,982.07	\$767,517.93
238A	Public Health System Replacement	6210V01SB	\$0.00	\$0.00	\$11,050.10	\$6,786.25	\$6,786.25	(\$6,786.25)
240A	eWake Upgrade	6210V0100	\$5,388,065.94	\$462,870.12	\$5,388,065.94	\$4,555,287.71	\$4,738,372.11	\$186,823.71
241A	CCBI Lab Information Management	6210V0100	\$300,000.00	\$0.00	\$300,000.00	\$270,502.04	\$270,502.04	\$29,497.96
243A	Automated Call Distribution Platform	6210V0100	\$181,600.00	\$0.00	\$181,600.00	\$94,848.51	\$181,782.50	(\$182.50)
244A	Jail & Records Management System	6210V0100	\$285,790.00	(\$425.00)	\$285,790.00	\$197,715.31	\$202,975.31	\$83,239.69
246A	ROD Books	6210V0100	\$1,339,000.00	\$0.00	\$1,339,000.00	\$1,053,341.92	\$1,334,143.73	\$4,856.27
247A	Reval Projects	6210V0100	\$825,000.00	\$0.00	\$620,000.00	\$111,995.00	\$158,091.00	\$666,909.00
247A	Reval Projects	6210V01SB	\$0.00	\$0.00	\$205,000.00	\$273,406.65	\$273,406.65	(\$273,406.65)
278A	Planning & Permitting System	6210N0100	\$2,878,992.00	\$0.00	\$2,878,992.00	\$81,418.25	\$1,400,000.00	\$1,478,992.00
279A	DSS Document Management - Child	6210N0200	\$1,450,000.00	\$0.00	\$1,450,000.00	\$1,059,700.38	\$1,194,215.77	\$255,784.23
279A	DSS Document Management - Child	6210N025B	\$0.00	\$0.00	\$0.00	\$4,196.56	\$4,196.56	(\$4,196.56)
295A	eWake Pilot Document Management	6210N0500	\$450,000.00	\$0.00	\$450,000.00	\$204,003.83	\$204,248.52	\$245,751.48
296A	Telecommunications Infrastructure	6210N0600	\$2,242,000.00	\$0.00	\$2,242,000.00	\$167,172.18	\$324,941.80	\$1,917,058.20
297A	Video Conferencing Platform	6210N0700	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
311A	AT&T Dark Fiber Replacement	6210N0800	\$200,000.00	\$0.00	\$200,000.00	\$77,122.50	\$138,821.00	\$61,179.00
312A	VoIP System Acquisition and Implementation	6210N0900	\$375,000.00	\$0.00	\$375,000.00	\$370,410.37	\$370,410.37	\$4,589.63
313A	Enterprise Infrastructure - WCSO Infra	6210N1000	\$435,000.00	\$0.00	\$435,000.00	\$435,000.00	\$435,000.00	\$0.00
Total Division 6210 Major Automation Projects			\$21,690,947.94	\$462,445.12	\$21,690,947.94	\$12,443,130.21	\$15,437,045.56	\$5,791,457.26

Division 6220 Business Applications

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
052A	WCSO Automation Upgrades	6220V0100	\$902,929.00	(\$0.77)	\$902,929.00	\$886,437.28	\$886,437.28	\$16,492.49
204A	Risk Management System	6220V0100	\$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	\$993,296.03	\$995,382.28	\$17,947.49

Division 6230 Computer Equipment

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
059A	General Computer Equipments Rep	6230V0100	\$546.51	\$0.00	\$546.51	\$546.20	\$546.20	\$0.31
265A	New Equipment 2013	6230V0100	\$1,660,000.00	\$0.00	\$1,660,000.00	\$1,657,770.92	\$1,657,770.92	\$2,229.08
266A	Maintenance Libraries 2013	6230V0100	\$20,000.00	\$0.00	\$20,000.00	\$17,504.69	\$17,504.69	\$2,495.31
268A	Maintenance Repairs 2013	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$31,542.39	\$31,542.39	(\$21,542.39)
269A	Telephone Equipment 2013	6230V0100	\$50,000.00	\$0.00	\$50,000.00	\$49,474.57	\$49,474.57	\$525.43
283A	New Equipment 2014	6230V0100	\$1,660,000.00	\$0.00	\$1,660,000.00	\$1,601,918.90	\$1,601,918.90	\$58,081.10
284A	Maintence Libraries 2014	6230V0100	\$20,000.00	\$0.00	\$20,000.00	\$7,598.40	\$7,598.40	\$12,401.60
285A	Maintence Upgrades 2014	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$7,511.34	\$7,511.34	\$2,488.66
286A	Maintence Repairs 2014	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$9,111.44	\$9,111.44	\$888.56
287A	Telephone Equipment 2014	6230V0100	\$50,000.00	\$0.00	\$50,000.00	\$39,243.49	\$39,243.49	\$10,756.51
298A	New Equipment 2015	6230V0100	\$1,890,000.00	\$0.00	\$1,890,000.00	\$1,620,282.78	\$1,760,792.78	\$129,207.22

Community Improvement Plan Projects

299A	Maintenance Libraries 2015	6230V0100	\$25,000.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$25,000.00
300A	Maintence Upgrades 2015	6230V0100	\$10,000.00	\$0.00	\$10,000.00	\$3,079.45	\$4,939.94	\$5,060.06
301A	Maintence Repairs 2015	6230V0100	\$25,000.00	\$0.00	\$25,000.00	\$9,498.81	\$9,498.81	\$15,501.19
302A	Telephone Equipment 2015	6230V0100	\$50,000.00	\$0.00	\$50,000.00	\$30,918.31	\$30,918.31	\$19,081.69
Total Division 6230 Computer Equipment			\$5,490,546.51	\$0.00	\$5,490,546.51	\$5,086,001.69	\$5,228,372.18	\$262,174.33

Division 6240 Enterprise Network

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
085A	Enterprise Network General	6200P0100	\$0.00	\$0.00	\$0.00	\$0.08	\$0.08	(\$0.08)
085A	Enterprise Network General	6240V0100	\$22,860.67	\$0.00	\$22,860.67	\$17,806.25	\$17,806.25	\$5,054.42
188A	Security Strategy Implementation	6240V0100	\$198,420.84	\$0.00	\$198,420.84	\$128,101.34	\$128,101.34	\$70,319.50
288A	Application Hardware/Software 2014	6240V0100	\$325,000.00	\$0.00	\$325,000.00	\$206,231.61	\$206,231.61	\$118,768.39
289A	CCBI and Sheriff Infrastructure 2014	6240V0100	\$20,000.00	\$0.00	\$20,000.00	\$15,803.00	\$18,503.50	\$1,496.50
290A	Database Operations 2014	6240V0100	\$7,000.00	\$0.00	\$7,000.00	\$6,754.28	\$6,754.28	\$245.72
291A	GIS Infrastructure 2014	6240V0100	\$46,000.00	\$0.00	\$46,000.00	\$0.00	\$0.00	\$46,000.00
292A	Network Services 2014	6240V0100	\$297,000.00	\$0.00	\$297,000.00	\$293,775.00	\$297,000.00	\$0.00
293A	Security Services 2014	6240V0100	\$37,000.00	\$0.00	\$37,000.00	\$25,320.17	\$37,000.00	\$0.00
294A	Server Services 2014	6240V0100	\$808,000.00	\$0.00	\$808,000.00	\$808,065.83	\$808,065.83	(\$65.83)
303A	Application Hardware/Software 2015	6240V0100	\$325,000.00	\$0.00	\$325,000.00	\$64,492.55	\$64,492.55	\$260,507.45
304A	CCBI and Sheriff Infrastructure 2015	6240V0100	\$68,000.00	\$0.00	\$68,000.00	\$1,110.00	\$1,110.00	\$66,890.00
305A	Database Operations 2015	6240V0100	\$25,000.00	\$0.00	\$25,000.00	\$16,454.25	\$16,454.25	\$8,545.75
306A	GIS Infrastructure 2015	6240V0100	\$60,650.00	\$0.00	\$60,650.00	\$0.00	\$0.00	\$60,650.00
307A	Libraries Infrastructure 2015	6240V0100	\$90,000.00	\$0.00	\$90,000.00	\$0.00	\$0.00	\$90,000.00
308A	Network Services 2015	6240V0100	\$8,350.00	\$0.00	\$8,350.00	\$5,315.80	\$5,315.80	\$3,034.20
309A	Security Services 2015	6240V0100	\$139,000.00	\$0.00	\$139,000.00	\$111,146.78	\$137,896.95	\$1,103.05
310A	Server Services 2015	6240V0100	\$380,000.00	\$0.00	\$380,000.00	\$130,864.39	\$130,864.39	\$249,135.61
Total Division 6240 Enterprise Network			\$2,857,281.51	\$0.00	\$2,857,281.51	\$1,831,241.33	\$1,875,596.83	\$981,684.68
Total Department 62 Automation CIP			\$31,052,104.96	\$462,444.35	\$31,052,104.96	\$20,353,669.26	\$23,536,396.85	\$7,053,263.76

Department 64 Community Capital Projects

Division 6400 Community Capital Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
007C	Hospice of Wake County	6400N0600	\$2,000,000.00	\$0.00	\$2,000,000.00	\$2,000,000.00	\$2,000,000.00	\$0.00
012C	Boys and Girls Club - Teen Center	6400N1200	\$615,000.00	\$0.00	\$615,000.00	\$615,000.00	\$615,000.00	\$0.00
013C	Inter-faith Food Shuttle-Urban Agric	6400N1300	\$140,000.00	\$0.00	\$140,000.00	\$0.00	\$0.00	\$140,000.00
014C	Wake Health Services - Medical Offi	6400N1400	\$250,000.00	\$0.00	\$250,000.00	\$0.00	\$250,000.00	\$0.00
015C	Southlight Healthcare - Integrated C	6400N1500	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
Total Division 6400 Community Capital Projects			\$3,105,000.00	\$0.00	\$3,105,000.00	\$2,615,000.00	\$2,865,000.00	\$240,000.00
Total Department 64 Community Capital Projects			\$3,105,000.00	\$0.00	\$3,105,000.00	\$2,615,000.00	\$2,865,000.00	\$240,000.00

Department 66 County Building Improvements

Division 6610 Major County Building Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
019B	Facilities Condition Assessment	6610V0100	\$624,148.28	\$0.00	\$624,148.28	\$610,570.15	\$620,132.01	\$4,016.27
200B	Mental Health Continuum	6610V0300	\$28,450,000.00	\$2,351,836.98	\$28,450,000.00	\$24,187,781.08	\$27,549,202.60	(\$1,451,039.58)
248B	WCOB Tower Elevator Modernizatio	6610V0100	\$283,283.96	\$0.00	\$283,283.96	\$283,283.96	\$283,283.96	\$0.00
249B	Community Services Center Renov	6610V0100	\$370,000.00	\$0.00	\$370,000.00	\$105,817.66	\$376,707.87	(\$6,707.87)
250B	Restack Renovations and Upgrades	6610V0100	\$104,000.00	\$0.00	\$104,000.00	\$36,790.92	\$58,455.92	\$45,544.08
281B	Board of Elections	6610N0100	\$105,000.00	\$0.00	\$105,000.00	\$0.00	\$0.00	\$105,000.00
282B	WCOB Life Safety/Egress Renovatio	6610N0200	\$517,000.00	\$0.00	\$517,000.00	\$7,481.40	\$18,281.40	\$498,718.60

Community Improvement Plan Projects

285B	Public Health Center	6610N0500	\$1,652,000.00	\$0.00	\$1,652,000.00	\$1,036,958.39	\$1,499,723.16	\$152,276.84
308B	Animal Control Center Renovations	6610N0700	\$560,000.00	\$0.00	\$560,000.00	\$525,523.06	\$525,854.59	\$34,145.41
329B	WCOB Renovations	6610N0900	\$800,000.00	\$0.00	\$800,000.00	\$43,529.47	\$123,487.47	\$676,512.53
330B	Community Services Center FCA U	6610N1000	\$300,000.00	\$0.00	\$300,000.00	\$5.75	\$300,002.80	(\$2.80)
Total Division 6610 Major County Building Projects			\$34,731,432.24	\$2,351,836.98	\$34,731,432.24	\$27,678,928.23	\$32,211,698.30	\$167,896.96

Division 6630 County Building Security Projects

Unit	Unit Name	Appropriation on Unit	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	6600P0100	\$315,090.93	\$0.00	\$315,090.93	\$286,195.84	\$315,090.93	\$0.00
255B	Security Improvements-Phase 8	6630V0100	\$318,814.83	\$0.00	\$318,814.83	\$278,317.22	\$307,723.75	\$11,091.08
280B	Security Improvements - Ph 9	6630V0100	\$637,000.00	\$0.00	\$637,000.00	\$120,107.61	\$206,547.72	\$430,452.28
Total Division 6630 County Building Security Project			\$1,270,905.76	\$0.00	\$1,270,905.76	\$684,620.67	\$829,362.40	\$441,543.36

Division 6640 Minor CIP Projects

Unit	Unit Name	Appropriation on Unit	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 Bld Renov - Minor-General	6640V0100	\$388,922.66	\$100,000.00	\$388,922.66	\$0.00	\$0.00	\$288,922.66
148B	Willow Springs FD Well, Pump & Tai	6600P0100	\$28,525.37	\$0.00	\$28,525.37	\$27,625.37	\$27,625.37	\$900.00
240B	PSC Data Center UPS Life Cycle Re	6640V0100	\$80,000.00	\$0.00	\$80,000.00	\$32,951.06	\$51,733.56	\$28,266.44
268B	RR - WCOB Boiler Room Sump Pum	6640V0100	\$63,905.00	\$0.00	\$63,905.00	\$59,080.50	\$63,905.00	\$0.00
269B	RR - WCOP Exterior Waterproofing	6640V0100	\$23,500.00	\$0.00	\$23,500.00	\$0.00	\$0.00	\$23,500.00
289B	AR - Swinburne JobLink FF&E I	6640V0100	\$133,691.23	\$0.00	\$133,691.23	\$133,691.23	\$133,691.23	\$0.00
290B	AR - Animal Control Workflow Modi	6640V0100	\$99,360.00	\$0.00	\$99,360.00	\$87,146.25	\$87,317.63	\$12,042.37
291B	RR- Blue Jay EDUCATION CENTER	6640V0100	\$299,449.13	\$0.00	\$299,449.13	\$299,449.13	\$299,449.13	\$0.00
294B	RR - PSC VAV Replacement - Floors	6640V0100	\$96,000.00	\$0.00	\$96,000.00	\$87,691.00	\$87,691.00	\$8,309.00
295B	RR - WCOB Life Safety/Fire/ADA/Ele	6640V0100	\$96,000.00	\$0.00	\$96,000.00	\$0.00	\$0.00	\$96,000.00
296B	RR - Sunnybrook Mechanical Test a	6640V0100	\$23,200.00	\$0.00	\$23,200.00	\$0.00	\$22,550.00	\$650.00
297B	RR - PSC Domestic Water Booster F	6640V0100	\$140,435.00	\$0.00	\$140,435.00	\$137,016.40	\$137,016.40	\$3,418.60
298B	RR - WCOB Basement Interior Finis	6640V0100	\$84,754.83	\$0.00	\$84,754.83	\$79,010.83	\$79,010.83	\$5,744.00
302B	RR - Cornerstone Fire Alarm Replac	6640V0100	\$42,058.48	\$0.00	\$42,058.48	\$42,058.48	\$42,058.48	\$0.00
312B	AR - EMS Training/Storage Facility t	6640V0100	\$30,004.13	\$0.00	\$30,004.13	\$29,294.63	\$30,004.13	\$0.00
313B	RR - WCOB Toilet Exhaust Fan Repl	6640V0100	\$21,409.00	\$0.00	\$21,409.00	\$21,409.00	\$21,409.00	\$0.00
315B	RR - WCCH Replace Dry Pipe Sprinkl	6640V0100	\$75,000.00	\$0.00	\$75,000.00	\$74,753.03	\$74,753.03	\$246.97
317B	RR - CSC Exterior Building Envelop	6640V0100	\$162,624.00	\$0.00	\$162,624.00	\$162,550.43	\$162,550.43	\$73.57
318B	RR - ATC 2nd Floor Demolition	6640V0100	\$199,578.54	\$0.00	\$199,578.54	\$157,520.28	\$199,578.54	\$0.00
319B	RR - WCCH LL Parking Sprinkler Pip	6640V0100	\$158,839.20	\$0.00	\$158,839.20	\$146,050.29	\$146,050.29	\$12,788.91
320B	RR - Fellowship Home Partnership I	6640V0100	\$55,000.00	\$27.65	\$55,000.00	\$54,068.64	\$54,068.64	\$903.71
321B	RR - Swinburne 1st Floor Intake Me	6640V0100	\$39,875.00	\$0.00	\$39,875.00	\$18,181.40	\$33,421.40	\$6,453.60
331B	RR - WCCH Parking Levels Fire Alar	6640V0100	\$80,000.00	\$0.00	\$80,000.00	\$70,261.08	\$70,261.08	\$9,738.92
332B	RR - WCCH UL_LL Life Cycle	6640V0100	\$180,029.80	\$0.00	\$180,029.80	\$166,794.80	\$166,794.80	\$13,235.00
333B	RR - GSA Training upfit for HR Train	6640V0100	\$220,186.00	\$0.00	\$220,186.00	\$15,300.00	\$220,186.00	\$0.00
334B	RR - WCCH Parking Deck Structural	6640V0100	\$72,294.33	\$0.00	\$72,294.33	\$70,082.83	\$71,485.33	\$809.00
337B	AR - Library Administration Bldg Pr	6640V0100	\$18,500.00	\$0.00	\$18,500.00	\$2,600.00	\$18,500.00	\$0.00
338B	AR - CCBI Lab Renovation	6640V0100	\$36,480.00	\$0.00	\$36,480.00	\$0.00	\$11,480.26	\$24,999.74
339B	AR - WC Animal Control Facility Nec	6640V0100	\$25,001.61	\$0.00	\$25,001.61	\$10,001.61	\$25,001.61	\$0.00
340B	RR - CSC Exterior Building Tuck Po	6640V0100	\$153,600.00	\$0.00	\$153,600.00	\$0.00	\$153,600.00	\$0.00
341B	RR - WCOB Boiler Sub-system Repl	6640V0100	\$105,500.00	\$0.00	\$105,500.00	\$65,358.33	\$101,153.75	\$4,346.25
342B	AR - 4th Floor Attorney_Guardian A	6640V0100	\$159,380.00	\$0.00	\$159,380.00	\$233.04	\$124,838.60	\$34,541.40
343B	RR - WCOB Data Center UPS_Sherif	6640V0100	\$259,779.00	\$0.00	\$259,779.00	\$0.00	\$0.00	\$259,779.00
Total Division 6640 Minor CIP Projects			\$3,652,882.31	\$100,027.65	\$3,652,882.31	\$2,050,179.64	\$2,717,185.52	\$835,669.14

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
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Community Improvement Plan Projects

304B	WCOB Building Systems Upgrades	6650V0100	\$1,015,061.00	\$180,000.00	\$1,015,061.00	\$42,906.59	\$79,655.34	\$755,405.66
322B	Sunnybrook HVAC	6650V0100	\$775,862.00	\$0.00	\$775,862.00	\$5,813.69	\$15,561.19	\$760,300.81
Total Division 6650 Mechanical, Electrical And Plum			\$2,869,384.91	\$180,000.00	\$2,869,384.91	\$393,770.07	\$1,084,440.63	\$1,604,944.28

Division 6660 Roofing Projects

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Actual Balance
098B	Roof Replacements - General	6660V0100	\$162,343.74	\$0.00	\$162,343.74	\$3.23	\$3.23
305B	Blue Jay Point - Roof Replacements	6660V0100	\$121,464.00	\$0.00	\$121,464.00	\$116,179.49	\$116,179.49
306B	Swinburne Roof Replacement	6660V0100	\$794,859.00	\$0.00	\$794,859.00	\$783,203.84	\$787,703.84
307B	Lake Crabtree Roof Replacements	6660V0100	\$49,677.00	\$0.00	\$49,677.00	\$24,600.00	\$24,600.00
324B	GSA Parking Deck Recoating	6660V0100	\$214,368.00	\$0.00	\$214,368.00	\$0.00	\$0.00
325B	Oakview Historic Park Roof	6660V0100	\$220,057.00	\$0.00	\$220,057.00	\$87,362.91	\$206,191.09
326B	Agriculture Services Building	6660V0100	\$8,575.00	\$0.00	\$8,575.00	\$0.00	\$0.00
Total Division 6660 Roofing Projects			\$1,571,343.74	\$0.00	\$1,571,343.74	\$1,011,349.47	\$1,134,677.65
							\$436,666.09

Division 6680 Crabtree Creek Flood Control Structur

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Actual Balance
256B	Site 1 - Sorrell's Grove	6680V0100	\$129,500.00	\$0.00	\$129,500.00	\$128,277.83	\$128,277.83
257B	Site 2 - Hatcher's Grove	6680V0100	\$250,500.00	\$0.00	\$250,500.00	\$155,127.06	\$227,637.84
258B	Site 3 - Bond Lake	6680V0100	\$177,174.00	\$0.00	\$177,174.00	\$28,807.84	\$52,404.51
259B	Site 20A - Brier Creek	6680V0100	\$67,000.00	\$0.00	\$67,000.00	\$9,770.14	\$29,703.64
311B	Site 5A - Page Lake	6680V0100	\$263,442.00	\$0.00	\$263,442.00	\$15,545.40	\$46,701.40
327B	Site 18 - Cole's Branch Reservoir	6680V0100	\$74,884.00	\$0.00	\$74,884.00	\$1.40	\$24,898.07
Total Division 6680 Crabtree Creek Flood Control St			\$962,500.00	\$0.00	\$962,500.00	\$337,529.67	\$509,623.29
							\$452,876.71

Division 6685 Infrastructure Paving

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Actual Balance
310B	Blue Jay Point Paving Projects	6685V0100	\$611,747.00	\$0.00	\$611,747.00	\$254,318.62	\$278,638.62
328B	Southeast Regional Library	6685V0100	\$155,253.00	\$0.00	\$155,253.00	\$0.00	\$155,253.00
Total Division 6685 Infrastructure Paving			\$767,000.00	\$0.00	\$767,000.00	\$254,318.62	\$278,638.62
Total Department 66 County Building Improvements			\$45,825,448.96	\$2,631,864.63	\$45,825,448.96	\$32,410,696.37	\$38,765,626.41
							\$4,427,957.92

Department 68 Criminal Justice CIP

Division 6810 Detention Facilities

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Actual Balance
007J	Detention Phase 2 Hammond Site	6810V0100	\$144,933,097.59	\$0.00	\$144,933,097.59	\$144,861,853.26	\$144,933,097.59
066J	CCBI Alcohol/Drug Analysis Renov	6810V0200	\$190,000.00	\$0.00	\$190,000.00	\$51,677.12	\$189,997.73
Total Division 6810 Detention Facilities			\$145,123,097.59	\$0.00	\$145,123,097.59	\$144,913,530.38	\$145,123,095.32
							\$2.27

Division 6820 Criminal Justice Security

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Actual Balance
009J	General Detention Security	6800P0100	\$0.00	\$0.00	\$0.05	\$0.00	\$0.00
013J	Programmable Controller	6800P0100	\$936,901.07	\$0.00	\$936,901.07	\$712,803.00	\$936,637.98
054J	Detention and Security Assessment	6820V0100	\$1,644,249.13	\$0.00	\$1,644,249.13	\$693,758.72	\$1,195,599.80
Total Division 6820 Criminal Justice Security			\$2,581,150.20	\$0.00	\$2,581,150.25	\$1,406,561.72	\$2,132,237.78
							\$448,912.42

Division 6830 Judicial Facilities

Unit	Unit Name	Appropriation on Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Actual Balance

Community Improvement Plan Projects

034J	CTHS Elevator Upgrade/Reburbishn	6800P0100	\$2,613,137.65	\$0.00	\$2,613,137.65	\$230,425.23	\$2,466,549.23	\$146,588.42
041J	Justice Facilities Displacements	6830V0100	\$8,419,000.00	\$0.00	\$8,419,000.00	\$8,380,220.50	\$8,411,788.88	\$7,211.12
042J	Justice Center	6830V0100	\$176,517,269.55	\$0.00	\$176,517,269.55	\$175,472,120.59	\$176,299,817.32	\$217,452.23
043J	CTHS Partial Renov - Fl. 7,8,9&12	6830V0100	\$5,035,577.00	\$0.00	\$5,035,577.00	\$4,619,326.46	\$4,761,966.58	\$273,610.42
062J	Upper Parking Deck Abatement	6800P0100	\$660,000.00	\$0.00	\$660,000.00	\$641,747.64	\$645,845.14	\$14,154.86
063J	Stairwell/Elevator Security	6830V0300	\$251,600.00	\$0.00	\$251,600.00	\$11,614.00	\$24,500.00	\$227,100.00
064J	CTHS Renovations - Floors 1 - 5	6830V0400	\$250,000.00	\$0.00	\$250,000.00	\$53,641.47	\$250,000.00	\$0.00
065J	CTHS - Skywalk Repair	6830V0500	\$200,000.00	\$0.00	\$200,000.00	\$6,655.00	\$12,100.00	\$187,900.00
067J	NC Business Court Upfit	6830V0600	\$100,000.00	\$0.00	\$100,000.00	\$73,960.28	\$73,960.28	\$26,039.72
068J	Salisbury Street Lobby Renovation	6830V0700	\$1,100,000.00	\$0.00	\$1,100,000.00	\$84,636.85	\$105,409.85	\$994,590.15
Total Division 6830 Judicial Facilities			\$225,633,421.43	\$0.00	\$225,633,421.43	\$219,965,106.15	\$223,534,091.04	\$2,099,330.39

Division 6840 Public Safety Center

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Actual Balance
060J	Public Safety Center Renovations	6840V0100	\$8,547,474.96	\$0.00	\$8,547,474.96	\$8,511,064.45	\$8,547,460.78	\$14.18
Total Division 6840 Public Safety Center			\$8,547,474.96	\$0.00	\$8,547,474.96	\$8,511,064.45	\$8,547,460.78	\$14.18
Total Department 68 Criminal Justice CIP			\$381,885,144.18	\$0.00	\$381,885,144.23	\$374,796,262.70	\$379,336,884.92	\$2,548,259.26

Department 70 Public Libraries CIP

Division 7000 Library Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Actual Balance
003L	Master Libraries	7000P0100	\$133,682.61	(\$0.00)	\$133,682.61	\$97,074.91	\$123,069.66	\$10,612.95
009L	Northeast Regional Library	7000N0100	\$9,602,834.81	\$0.00	\$9,602,834.81	\$2,849,499.64	\$8,843,023.66	\$759,811.15
014L	Northeastern Regional Library - Box	7000N0100	\$2,435,001.00	\$0.00	\$2,435,001.00	\$1.01	\$1.01	\$2,434,999.99
023L	Wake Forest Library	7000N0200	\$327,155.85	(\$0.00)	\$327,155.85	\$275,336.20	\$327,155.85	\$0.00
025L	Middle Creek Library (Construction)	7000N0300	\$295,000.00	\$0.00	\$295,000.00	\$68,023.89	\$280,913.89	\$14,086.11
026L	Fuquay Varina Library (Construction)	7000N0400	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$3,000.00	\$47,000.00
029L	Olivia Raney Library FCA	7000N0800	\$510,000.00	\$0.00	\$510,000.00	\$0.00	\$0.00	\$510,000.00
041L	Zebulon Library Upgrade FCA	7000N0800	\$355,000.00	\$0.00	\$355,000.00	\$344,938.23	\$344,938.23	\$10,061.77
051L	Cary Regional Library (Land & Cons)	7000N1100	\$100,000.00	\$0.00	\$100,000.00	\$6,544.94	\$9,501.19	\$90,498.81
052L	Southeast Regional Library Upgrad	7000N1200	\$770,000.00	\$0.00	\$770,000.00	\$24,175.45	\$86,286.68	\$683,713.32
053L	East Regional Library Upgrade	7000N1300	\$90,000.00	\$0.00	\$90,000.00	\$8,718.77	\$89,938.77	\$61.23
999L	Library Bond/BAN Revenue	7000P0100	\$0.00	(\$6,371,000.00)	\$0.00	\$0.00	\$0.00	\$6,371,000.00
Total Division 7000 Library Projects			\$14,668,674.27	(\$6,371,000.00)	\$14,668,674.27	\$3,674,313.04	\$10,107,828.94	\$10,931,845.33

Division 7010 Library Materials & Collections

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Actual Balance
050L	Library Materials & Collection Devol	7010V0100	\$2,800,000.00	\$0.00	\$2,800,000.00	\$1,895,154.61	\$2,189,687.90	\$610,312.10
Total Division 7010 Library Materials & Collections			\$2,800,000.00	\$0.00	\$2,800,000.00	\$1,895,154.61	\$2,189,687.90	\$610,312.10
Total Department 70 Public Libraries CIP			\$17,468,674.27	(\$6,371,000.00)	\$17,468,674.27	\$5,569,467.65	\$12,297,516.84	\$11,542,157.43

Department 72 Open Space

Division 7200 Open Space

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments and Pending	Actual Balance
036G	Unallocated Open Space	7200P0100	\$0.00	(\$2,131,699.92)	\$0.00	\$0.00	\$0.00	\$2,131,699.92
046G	Little River Reimbursement - Raleig	7200P0100	\$2,500,000.00	\$0.00	\$2,500,000.00	\$0.00	\$0.00	\$2,500,000.00
047G	TOW - Open Space Loan Agreement	7200P0100	\$60,000.00	(\$5,541.64)	\$60,000.00	\$0.00	\$0.00	\$65,541.64
050G	Pond Dam Rehabilitation	7200N0200	\$313,088.28	\$0.00	\$313,088.28	\$313,088.28	\$313,088.28	\$0.00

Community Improvement Plan Projects

066G	Buffalo Creek Assemblage	7200N1800	\$6,300,000.00	\$22,316.00	\$6,300,000.00	\$6,257,939.55	\$6,257,939.55	\$19,744.45
067G	Frances Parham Property	7200N1900	\$50,000.00	\$7,161.00	\$50,000.00	\$44,860.44	\$44,860.44	(\$2,021.44)
068G	Sonya Tongue Property	7200N2000	\$60,000.00	\$0.00	\$60,000.00	\$47,812.94	\$47,812.94	\$12,187.06
100G	Open Space Administration	7200P0100	\$200,000.00	\$0.00	\$200,000.00	\$58,359.65	\$59,840.65	\$140,159.35
999G	Open Space Bond/BAN revenue	7200P0100	\$0.00	(\$10,300,276.45)	\$0.00	\$0.00	\$0.00	\$10,300,276.45
Total Division 7200 Open Space			\$10,688,088.28	(\$12,408,041.01)	\$10,688,088.28	\$7,256,596.71	\$7,769,302.34	\$15,326,826.95
Total Department 72 Open Space			\$10,688,088.28	(\$12,408,041.01)	\$10,688,088.28	\$7,256,596.71	\$7,769,302.34	\$15,326,826.95

Department 74 Parks And Recreation CIP

Division 7410 County Parks

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
035R	Southeast Regional Wake Co Park	7400P0100	\$2,466,089.64	\$0.00	\$2,466,089.64	\$2,022,865.83	\$2,022,865.83	\$443,223.81
074R	Randleigh Farm	7400P0100	\$25,000.00	(\$562.50)	\$25,000.00	\$0.00	\$0.00	\$25,562.50
077R	Parks Facility Master Planning	7400P0100	\$100,000.00	\$0.00	\$100,000.00	\$14,536.48	\$99,005.46	\$994.54
Total Division 7410 County Parks			\$2,591,089.64	(\$562.50)	\$2,591,089.64	\$2,037,402.31	\$2,121,871.29	\$469,780.85

Division 7420 Community Use Of School/Parks

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
004R	General Community Use Of Schools	7400P0100	\$305,534.55	\$0.00	\$305,534.55	\$2,995.05	\$2,995.05	\$302,539.50
076R	Rolesville Middle School (M-6)	7400P0100	\$247,460.50	\$0.00	\$247,460.50	\$247,460.50	\$247,460.50	\$0.00
Total Division 7420 Community Use Of School/Parks			\$552,995.05	\$0.00	\$552,995.05	\$250,455.55	\$250,455.55	\$302,539.50

Division 7430 Other Park Projects

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
033R	Recreation Fees	7400P0100	\$0.00	(\$1,587,873.36)	\$0.00	\$0.00	\$0.00	\$1,587,873.36
Total Division 7430 Other Park Projects			\$0.00	(\$1,587,873.36)	\$0.00	\$0.00	\$0.00	\$1,587,873.36

Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
052R	PARK FACILITY IMPROVEMENTS	7490V0100	\$2,697,085.72	\$0.00	\$2,697,085.72	\$2,346,458.27	\$2,387,793.91	\$309,291.81
Total Division 7490 Existing Park Facility Improveme			\$2,697,085.72	\$0.00	\$2,697,085.72	\$2,346,458.27	\$2,387,793.91	\$309,291.81
Total Department 74 Parks And Recreation CIP			\$5,841,170.41	(\$1,588,435.86)	\$5,841,170.41	\$4,634,316.13	\$4,760,120.75	\$2,669,485.52

Department 76 Public Safety CIP

Division 7620 Computer Aided Dispatch

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
070P	CAD System Replacement	7620N0100	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00	\$0.00	\$0.00
Total Division 7620 Computer Aided Dispatch			\$100,000.00	\$100,000.00	\$100,000.00	\$0.00	\$0.00	\$0.00

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
044P	Sprint/Nextel - Rebanding Project	7630V0100	\$589,731.00	\$268.59	\$589,731.00	\$208,610.20	\$423,682.57	\$165,779.84
052P	800Mhz Infrastructure Study	7630V0100	\$100,000.00	\$0.00	\$100,000.00	\$98,605.75	\$98,605.75	\$1,394.25
068P	800 MHz Radio System Infrastructure	7630N0100	\$5,369,000.00	\$0.00	\$5,369,000.00	\$1,010,087.30	\$1,134,986.84	\$4,234,013.16

Community Improvement Plan Projects

059P	Brier Creek EMS	7640N0100	\$1,759,000.00	\$0.00	\$1,759,000.00	\$404,423.99	\$1,641,282.15	\$117,717.85
064P	Bay Leaf Station 3	7640N0300	\$388,000.00	\$0.00	\$388,000.00	\$158,832.37	\$361,493.78	\$26,506.22
067P	New Hope (EMS)	7640N0400	\$350,000.00	\$0.00	\$350,000.00	\$0.00	\$3,000.00	\$347,000.00
069P	Hilltop/Fuquay Fire Station #2 (EMS)	7640N0500	\$400,000.00	\$0.00	\$400,000.00	\$2.38	\$313,826.38	\$86,173.62
071P	EMS District Drive Station	7640N0600	\$250,000.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$250,000.00
072P	Emergency Operations Center	7640N0700	\$100,000.00	\$0.00	\$100,000.00	\$32,555.11	\$49,775.11	\$50,224.89
999P	EMS Holding Account	7640N9900	\$22,519.04	\$21,802.24	\$23,235.84	\$0.00	\$0.00	\$716.80
Total Division 7640 EMS			\$7,832,054.00	\$21,802.24	\$7,832,770.80	\$3,570,923.94	\$5,344,487.51	\$2,465,764.25

Division 7650 Public Safety

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
026P	Former 911 Emergency Fund	7600P0100	\$315,965.83	\$750.45	\$315,965.83	\$314,865.83	\$314,865.83	\$349.55
065P	EOC Commons Study	7650N0100	\$15,000.00	(\$100,000.00)	\$15,000.00	\$12,802.59	\$12,802.59	\$102,197.41
066P	WC & TOC CAD-to-CAD Interface	7650N0200	\$206,292.00	(\$10,838.54)	\$206,292.00	\$40,862.19	\$206,060.00	\$11,070.54
Total Division 7650 Public Safety			\$537,257.83	(\$110,088.09)	\$537,257.83	\$368,530.61	\$533,728.42	\$113,617.50

Division 7660 Sheriff

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
056P	Sheriff's Communication Center	7660V0200	\$1,877,480.96	\$0.00	\$1,877,480.96	\$1,877,480.96	\$1,877,480.96	\$0.00
Total Division 7660 Sheriff			\$1,877,480.96	\$0.00	\$1,877,480.96	\$1,877,480.96	\$1,877,480.96	\$0.00
Total Department 76 Public Safety CIP			\$16,405,523.79	\$11,982.74	\$16,406,240.59	\$7,134,238.76	\$9,412,972.05	\$6,980,569.00

Department 78 Water And Sewer

Division 7860 Watershed Planning

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
015S	Jordan Lake Water Reclamation	7840V0100	\$7,694,506.76	\$2,207,820.74	\$7,694,506.76	\$5,487,895.49	\$5,487,895.49	(\$1,209.47)
Total Division 7860 Watershed Planning			\$7,694,506.76	\$2,207,820.74	\$7,694,506.76	\$5,487,895.49	\$5,487,895.49	(\$1,209.47)
Total Department 78 Water And Sewer			\$7,694,506.76	\$2,207,820.74	\$7,694,506.76	\$5,487,895.49	\$5,487,895.49	(\$1,209.47)

Department 79 Economic Development

Division 7910 On-Site Water and Sewer

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
001D	On-Site Water and Sewer Unallocat	7910V0100	\$724,822.29	\$0.00	\$724,822.29	\$704,386.49	\$704,386.49	\$20,435.80
Total Division 7910 On-Site Water and Sewer			\$724,822.29	\$0.00	\$724,822.29	\$704,386.49	\$704,386.49	\$20,435.80

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
010D	RTP Off-Site Water and Sewer Unall	7920V0100	\$2,105,070.00	\$0.00	\$2,105,070.00	\$110,660.56	\$110,660.56	\$1,994,409.44
011D	Jordan Lake Water Allocation	7920V0100	\$31,767.00	\$0.00	\$31,767.00	\$18,436.62	\$31,660.62	\$106.38
012D	RTP Phase 2 - Cape Fear Sanitary S	7920V0100	\$1,847,750.00	\$1,321,000.00	\$1,847,750.00	\$1,272,188.07	\$1,272,188.07	(\$745,438.07)
Total Division 7920 Off-Site Water and Sewer			\$3,984,587.00	\$1,321,000.00	\$3,984,587.00	\$1,401,285.25	\$1,414,509.25	\$1,249,077.75

Division 7930 Economic Incentives

Community Improvement Plan Projects

Division 7940 Watershed Nutrient Management

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
040D	Nutrient Reduction Study	7940V0100	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
Total Division 7940 Watershed Nutrient Management			\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
Total Department 79 Economic Development			\$16,499,906.16	\$1,321,000.00	\$16,499,906.16	\$12,819,494.80	\$12,832,718.80	\$2,346,187.36

Department 88 Program Wide Projects

Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Appropriation Unit	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
001W	Revenue Subfund For CIP	8800P0100	\$0.03	(\$2,715,569.49)	\$0.00	\$0.00	\$0.00	\$2,715,569.52
004W	Transfer to Affordable Housing	8810N0100	\$8,120,000.00	\$0.00	\$8,120,000.00	\$8,120,000.00	\$8,120,000.00	\$0.00
005W	RESERVED FOR FUTURE PROJECT	8800P0100	\$21,152,111.20	(\$0.04)	\$18,356,089.50	\$0.00	\$0.00	\$21,152,111.24
006W	Transfer to Wake Tech Capital Fund	8810N0200	\$10,500,000.00	\$0.00	\$10,500,000.00	\$10,500,000.00	\$10,500,000.00	\$0.00
007W	Transfer to General Fund	8810N0300	\$1,257,182.00	\$0.00	\$1,257,182.00	\$1,257,182.00	\$1,257,182.00	\$0.00
008W	Transfer to Debt Service Fund	8810N0400	\$7,666,901.93	\$0.00	\$7,666,901.93	\$7,666,901.93	\$7,666,901.93	\$0.00
009W	Transfer to Fire CIP	8810N0500	\$940,000.00	\$0.00	\$940,000.00	\$940,000.00	\$940,000.00	\$0.00
010W	Transfer to Major Facilities CIP	8810N1000	\$1,295,000.00	\$1,295,000.00	\$1,295,000.00	\$1,295,000.00	\$1,295,000.00	(\$1,295,000.00)
Total Division 8810 440 Co Construction - General - I			\$50,931,195.16	(\$1,420,569.53)	\$48,135,173.43	\$29,779,083.93	\$29,779,083.93	\$22,572,680.76
Total Department 88 Program Wide Projects			\$50,931,195.16	(\$1,420,569.53)	\$48,135,173.43	\$29,779,083.93	\$29,779,083.93	\$22,572,680.76
Total Fund: 4100 County Capital Improvement Fund			\$587,396,762.93	(\$15,152,933.94)	\$584,601,458.05	\$502,856,721.80	\$526,843,518.38	\$75,706,178.49

Introduction and Highlights

Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens. Continuing this tradition, the FY 2016 - 2022 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 \$911.7 million. The FY 2016 - 2022 CIP represents a continuum of projects. The FY 2016 capital budget, or \$492.6 million, represents funded commitments. The remaining projects shown in FY 2017 - 2022 represent planned projects. For planned projects, revenues are assigned, but projects are continually vetted, may change, or ultimately may not be funded. Horizon projects are not included in the CIP; these projects are those in which project timing, priority, or funding are still being determined.

Wake County's capital program is funded through a variety of sources including transfer from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding from the Fire Tax, Major Facilities Fund, and the Solid Waste Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioners' financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Market events during Fall 2008 continue to influence appropriations in the FY 2016 - 2022 CIP. Wake County continues to wait to appropriate funds for

debt funded projects until such debt has been secured. Appropriations for bond funded projects, while shown in the CIP, will be appropriated by the Board of Commissioners once bonds are issued for the project. This approach ensures that the County has sufficient funds on hand prior to the award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Bond issues for county, WCPSS and Wake Technical Community College projects will be issued with one-year of interest only and 19 years of principal and interest such that the County will not be making a principal payment while the asset is under construction.

The FY 2016 - 2022 CIP maintains the County's strategic, long-term approach to capital facilities and policy regarding the ratio of debt-to-cash financing of capital projects and maintains sustainable debt repayment schedules. The FY 2016 - 2022 CIP is a funded CIP. Future debt or cash capacity that is shown in the financial model for FY 2017 and beyond is not included in the CIP as those funds have not been authorized nor have specific programs been approved.

Highlights of the FY 2016 - 2022 CIP

The \$911.7 million FY 2016 - 2022 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements Element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of a Regional Library. Most non-routine capital projects in the CIP are driven by the County's rapid growth.

Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

Introduction and Highlights

Wake County Public School System

The FY 2016 - 2022 CIP of \$512.8 million includes the balance of \$810 million of general obligation bonds approved by the voters on October 8, 2013 and \$129.0 million of cash funding. The first \$334.2 million of bonds to be issued for the building program were sold in August 2014. The WCPSS CIP 2013 building program contemplates commitments through fiscal year 2017.

The WCPSS CIP 2013 building program was developed to provide for eleven new elementary schools, three middle schools and two high schools. Additionally the plan includes six major renovations, start-up renovation cost at three other schools, life cycle equipment replacement, education equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

The FY 2016 - 2022 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Wake Technical Community College

In November 2012, voters approved \$200 million of general obligation bonds, combined with \$10.2 million in cash, to support the new capital program. The \$210.2 million Wake Tech Building Program includes additional facilities at Northern Wake Campus, expansion of the Public Safety Campus, construction at the Research Triangle Park (RTP) Campus and repairs and renovations collegewide. In Spring 2013, \$104.250 million of bonds were issued in support of the program. The FY 2016 - 2022 Community Improvement Plan includes \$37.750 million in bonds for Wake Technical Community College. Bond sales occurred in winter of 2015 and are planned for winter 2016 and cash in the amount of \$3.71 million will be appropriated in FY 16. The FY 2016 - 2022 CIP also includes funding of \$1.5 million per year for repair, renovations and minor capital for Wake Tech.

Automation

The FY 2016 - 2022 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Included in the funds for Major Projects are dollars for Human Services Document Management projects and implementation of Master Address Repository.

Community Capital

The FY 2016 - 2022 CIP includes \$500,000 annually for Community Capital Projects, totaling \$3.5 million over the seven year period. These funds are meant to go towards partnering with community organizations who have identified capital projects that address countywide problems. During the summer of FY 14, a process was undertaken to evaluate and recommend projects to be funded from 2014 - 2018. The following projects were recommended for funding and are shown in the FY 2016 - 2022 CIP: Boys and Girls Club's Teen Center, Hospice of Wake County's 10 bed expansion to their Cary Facility, SouthLight Healthcare's Integrated Care Facility and Medical Respite Center and Wake Health Services's Medical Office Building.

County Buildings

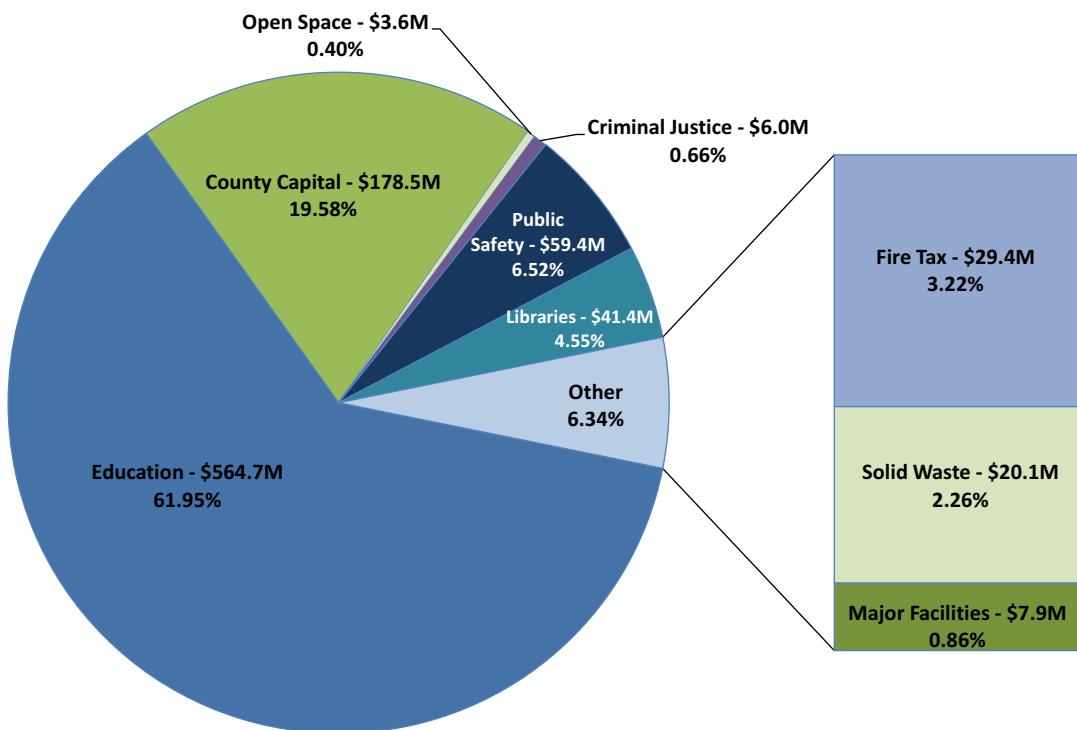
The FY 2016 - 2022 CIP maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for re-roofing and building systems projects at County buildings, repaving projects at county facilities, for minor renovations, for repairs to dams in the Crabtree Creek Watershed and for improvements identified in facility condition assessments. Included in the CIP are dollars for the upgrades at Sunnybrook and Cameron Village Library.

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 2016 - 2022 CIP continues to implement the Criminal

Introduction and Highlights

FY2016 - 2022 Capital Improvement Plan: \$911.7 Million



Justice Master Plan. Funding is provided in FY 2016 for Existing Courthouse Renovations to provide a fire sprinkler system in the tunnel from the EOC to the Public Safety Center and to upfit a housing unit at Hammond Detention Center to better serve inmates going through drug or alcohol detox. Also, in FY 16, funding is provided for establishing better inmate projections that look more closely at the make up of that population for Detention Center Phase 3 planning.

Libraries

The FY 2016 - 2022 CIP includes bond funds in support of new library projects. In August 2014, \$11 million dollars of library bonds were issued: \$3.3 million to reimburse the County for funds appropriated in the prior fiscal year and \$7.67 million of bonds to fund the design and construction of Middle Creek Community Library, the design and construction of Fuquay-Varina Community Library, design of a new Cary Regional Library and repairs at Southeast Regional Library and East Regional Library. A

planned bond sale for March 2016 will issue \$18 million dollars of library bonds to fund construction to Fuquay Varina Community Library, construction of Cary Regional Library and design at both the Wake Forest and Morrisville Community Libraries. Planned bond sales reflect the project schedule shown in the FY 2016 - 2022 CIP.

Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

During November 2007 the voters of Wake County approved a \$50 million bond referendum to continue the program's efforts and maintain exemplary status as one of the nation's best Open Space preservation initiatives. In FY 2016, Wake County will use the balance of the \$10.34 million in general obligation

Introduction and Highlights

bonds that were sold in April 2013 to acquire additional open space and proceed with partnerships such as greenways. These bond funds will also fund the construction for public access for 3 new preserves on Turnipseed, Robertson's Mill Pond, and Procter Farm open space properties. They FY 2016 - 2022 CIP includes annual reimbursements from the City of Raleigh (\$500,000) and Town of Wendell (\$20,000).

Parks

The FY 2016 - 2022 CIP includes \$5.8 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program and \$3.2 million for existing facility improvements at various County parks and school/park facilities. Funding is provided in FY 16 for construction of an ADA compliant path and boat ramp at Lake Crabtree County Park.

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 2016 - 2022 CIP plans to address these issues with the planned addition of stations or renovations at 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.

Economic Development

The FY 2016 - 2022 CIP includes \$14.1 million to go towards economic development strategies within Wake County. These include water and sewer system upgrades and economic development business development grants. Phase 1 of the Jordan Lake Water Reclamation project was completed in FY 2013, phase 2 of this project will be completed by the Town of Cary and Phase 3 of this project is budgeted in the CIP in FY 19. Also, On-Site Water and Sewer funding for companies moving to the Wake County portion of RTP are budgeted for FY 2018 - 2020. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY 2016 - 2022 CIP includes funding to provide business development grants to

the following companies: Novartis, Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Capital Budget Process

The County develops and manages its long-term community improvement plan in three steps: Needs assessment, project prioritization and in-depth cost estimation and funding capacity analysis.

Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2016 - 2022 CIP are driven by master plans. The "History/Background" section within each capital element of this document discusses relevant master plans that have driven that element's capital expenditures. One example of a project driven by a master planning process is the County's planned investment in detention facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County's long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, General Services Administration, Community Services, Human Services, Emergency Management and Finance (CIP Core Team) meet annually with other County departments who are requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

Project Prioritization

Within limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans' assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County's Senior Management Team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

Ensure life, safety, and basic environmental concerns. Investments in public safety communications, building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.

Provide operating expense savings. Investments such as energy-saving projects in buildings, technology infrastructure or constructing libraries instead of leasing space provide long-term operating costs savings.

Capital Budget Process

Maintain the integrity of current capital assets. Projects such as roof replacements, building system replacements, enterprise infrastructure replacement and space renovations that improve service delivery illustrate these types of projects.

Improve existing facilities, technology systems and infrastructure to meet emerging needs and higher service levels.

Without expanding the County's existing role, add new facilities and systems based on approved plans. These types of investments include new, libraries, detention facilities, technology systems, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school and community college construction.

Expand the County's service delivery role with investments in facilities, infrastructure, and new technology based on Board Goals and/or State and/or Federal Mandates..

Match contributions by partners to support community and systems infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, General Services Administration and Finance conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, Budget and Management Services and Finance uses the County's long-term financial planning model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as debt is incurred in the future years of the CIP planning period.

Debt Funding

The County also funds the capital plan with long-term debt. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19 percent of the next year's debt service expenditures;

Maintain a combined general fund and debt service fund total fund balance of at least 30 percent of

Capital Budget Process

general fund and debt service fund combined revenues.

Maintain a debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A further discussion of the financial planning model is behind the “Financial Planning Model” tab within this book.

How to Read the Community Improvement Plan

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two

elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
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 2016 appropriation (a financial commitment by the Board of Commissioners), FY 2017-2022 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2017-2022 will be refined as design, engineering, and cost studies are completed during FY 2016 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 2015

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.

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How to Read the Community Improvement Plan

Seven-Year Summary of Sources and Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16–22
FY 2016 - FY 2022 CIP Uses								
County Capital	51,482,000	55,983,000	43,057,000	36,192,000	35,008,000	33,190,000	34,170,000	289,082,000
Education	429,106,146	123,651,574	2,399,014	2,409,360	2,419,604	2,429,728	2,380,050	564,795,476
Fire Rescue	3,144,000	3,097,000	3,836,000	9,270,000	3,829,000	2,480,000	3,727,000	29,383,000
Major Facilities	1,174,000	1,158,000	1,130,000	1,315,000	1,102,000	1,000,000	1,000,000	7,879,000
Solid Waste	7,701,000	5,106,000	1,559,000	3,000,000	526,000	1,499,000	1,184,000	20,575,000
Total Uses	492,607,146	188,995,574	51,981,014	52,186,360	42,884,604	40,598,728	42,461,050	911,714,476
FY 2016 - FY 2022 CIP Sources								
Transfers From CP/ Co Construction	1,758,000	2,304,000	1,733,000	1,500,000	1,500,000	1,500,000	1,500,000	11,795,000
Pooled Investments	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
Debt to be Authorized	–	420,000	450,000	6,998,000	1,329,000	499,000	1,567,000	11,263,000
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
Authorized and Unissued	38,584,752	17,322,000	10,918,000	4,876,000	–	–	–	71,700,752
Appropriated Fund Balance	23,145,000	12,666,000	1,924,000	185,000	4,011,000	1,236,000	1,184,000	44,351,000
Transfers From Special Districts Fund	2,828,000	3,424,000	2,993,000	2,242,000	1,700,000	1,951,000	2,160,000	17,298,000
Transfers From General Fund	75,388,000	51,874,000	29,799,000	30,696,000	31,619,000	32,570,000	33,550,000	285,496,000
Miscellaneous	507,000	130,000	905,000	3,130,000	156,000	263,000	–	5,091,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Authorized and Issued	1,000,000	–	–	–	–	–	–	1,000,000
Municipalities	–	–	180,000	–	–	–	–	180,000
Premium	305,092	–	–	–	–	–	–	305,092
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	–	180,000
Generic Bond Issuance	346,563,248	98,317,000	–	–	–	–	–	444,880,248
Outside Agencies	100,000	100,000	630,000	100,000	100,000	100,000	100,000	1,230,000
Total Sources	492,607,146	188,995,574	51,981,014	52,186,360	42,884,604	40,598,728	42,461,050	911,714,476

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Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16–22
Affordable Housing								
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Subtotal: Affordable Housing	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Automation								
Computer Equipment	2,000,000	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	14,904,000
Enterprise Infrastructure	1,618,000	1,649,000	1,426,000	2,189,000	2,261,000	2,237,000	1,450,000	12,830,000
Major Projects	7,520,000	5,511,000	2,785,000	2,719,000	3,540,000	2,753,000	2,374,000	27,202,000
Subtotal: Automation	11,138,000	9,256,000	6,417,000	7,208,000	7,801,000	7,086,000	6,030,000	54,936,000
Community Capital Grants								
Boys and Girls Club	150,000	50,000	—	—	—	—	—	200,000
Hospice of Wake County	100,000	150,000	200,000	—	—	—	—	450,000
Reserved for Future Community Capital Projects	—	—	—	500,000	500,000	500,000	500,000	2,000,000
SouthLight Healthcare	100,000	250,000	300,000	—	—	—	—	650,000
Wake Health Services	150,000	50,000	—	—	—	—	—	200,000
Subtotal: Community Capital Grants	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Crabtree Creek Flood Control Structures	116,000	187,000	341,000	186,000	217,000	458,000	—	1,505,000
Infrastructure Paving	263,000	556,000	1,064,000	474,000	491,000	214,000	310,000	3,372,000
Major Building Renovations	2,990,000	2,945,000	2,498,000	3,975,000	3,090,000	3,140,000	1,490,000	20,128,000
Building Systems Replacements	908,000	1,684,000	1,049,000	1,600,000	708,000	170,000	839,000	6,958,000
Minor Building Projects	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	9,100,000
Roofing Projects	662,000	512,000	602,000	1,075,000	2,344,000	469,000	1,029,000	6,693,000
Security Improvements County Buildings	180,000	348,000	258,000	280,000	305,000	340,000	365,000	2,076,000

County Capital: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Subtotal: County Building Improvements	6,419,000	7,532,000	7,112,000	8,890,000	8,455,000	6,091,000	5,333,000	49,832,000
Criminal Justice								
Detention Facilities	220,000	—	100,000	200,000	200,000	200,000	200,000	1,120,000
Criminal Justice Security	480,000	520,000	571,000	399,000	451,000	644,000	595,000	3,660,000
Existing Courthouse Renovations	400,000	—	—	850,000	—	—	—	1,250,000
Subtotal: Criminal Justice	1,100,000	520,000	671,000	1,449,000	651,000	844,000	795,000	6,030,000
Economic Development								
Business Development Grants	1,675,000	2,032,000	2,054,000	1,074,000	1,693,000	1,051,000	1,007,000	10,586,000
Jordan Lake Reclaimed Water Project	—	—	—	2,649,000	—	—	—	2,649,000
On-site Water and Sewer	—	—	300,000	300,000	300,000	—	—	900,000
Subtotal: Economic Development	1,675,000	2,032,000	2,354,000	4,023,000	1,993,000	1,051,000	1,007,000	14,135,000
Libraries								
Library Materials and Collection Development	1,400,000	—	—	—	—	—	—	1,400,000
Cary Regional Library	835,000	11,930,000	—	—	—	—	—	12,765,000
Upgrades to Existing Library Facilities	250,000	400,000	225,000	—	—	—	—	875,000
Fuquay-Varina Library	1,000,000	4,784,000	—	—	—	—	—	5,784,000
Middle Creek Library	4,870,000	—	—	—	—	—	—	4,870,000
Morrisville Library	—	108,000	5,520,000	—	—	—	—	5,628,000
North Hills Library	—	—	1,517,000	4,764,000	—	—	—	6,281,000
Reserved for Future Library Projects	—	—	—	112,000	—	—	—	112,000
Wake Forest Library	—	100,000	3,656,000	—	—	—	—	3,756,000
Subtotal: Libraries	8,355,000	17,322,000	10,918,000	4,876,000	—	—	—	41,471,000
Open Space								
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Subtotal: Open Space	520,000	3,640,000						
Parks								
Existing Parks	814,000	400,000	450,000	500,000	500,000	500,000	500,000	3,664,000
Facility Improvements								
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Subtotal: Parks	1,114,000	700,000	750,000	800,000	800,000	800,000	800,000	5,764,000
Program-wide Projects								
Reserve for Future Projects	—	—	2,769,000	2,930,000	—	10,807,000	16,510,000	33,016,000
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Subtotal: Program-wide Projects	1,500,000	1,500,000	4,269,000	4,430,000	1,500,000	12,307,000	18,010,000	43,516,000
Public Safety								
800 Megahertz System	10,817,000	13,488,000	6,066,000	128,000	—	—	—	30,499,000
CAD Improvements	4,000,000	175,000	350,000	175,000	350,000	175,000	175,000	5,400,000
EMS Defibrillators	1,614,000	—	—	—	1,586,000	1,586,000	—	4,786,000
EMS Projects	1,900,000	1,438,000	2,130,000	1,275,000	—	—	—	6,743,000
Emergency Operations Center	—	—	—	918,000	9,852,000	1,230,000	—	12,000,000
Subtotal: Public Safety	18,331,000	15,101,000	8,546,000	2,496,000	11,788,000	2,991,000	175,000	59,428,000
Total: County Capital Uses	51,482,000	55,983,000	43,057,000	36,192,000	35,008,000	33,190,000	34,170,000	289,082,000

County Capital: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Transfers From CP/Co Construction	258,000	804,000	233,000	—	—	—	—	1,295,000
Authorized and Unissued	835,000	17,322,000	10,918,000	4,876,000	—	—	—	33,951,000
Appropriated Fund Balance	14,714,000	7,532,000	—	—	2,769,000	—	—	25,015,000

County Capital: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16–22
Transfers From General Fund	28,158,000	28,928,000	29,799,000	30,696,000	31,619,000	32,570,000	33,550,000	215,320,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Transfers From Special Districts Fund	777,000	777,000	777,000	—	—	—	—	2,331,000
Authorized and Issued	1,000,000	—	—	—	—	—	—	1,000,000
Municipalities	—	—	180,000	—	—	—	—	180,000
Generic Bond Issuance	5,120,000	—	—	—	—	—	—	5,120,000
Outside Agencies	100,000	100,000	630,000	100,000	100,000	100,000	100,000	1,230,000
Total: County Capital Sources	51,482,000	55,983,000	43,057,000	36,192,000	35,008,000	33,190,000	34,170,000	289,082,000

Education: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16–22
Wake Technical Community College								
WTCC General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech CIP 2012	41,460,000	—	—	—	—	—	—	41,460,000
Subtotal: Wake Technical Community College	42,960,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	51,960,000
Wake County Public School System								
WCPSS Administrative Lease Reserve	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
CIP 2013	385,268,092	121,263,000	—	—	—	—	—	506,531,092
Subtotal: Wake County Public School System	386,146,146	122,151,574	899,014	909,360	919,604	929,728	880,050	512,835,476
Total: Education Uses	429,106,146	123,651,574	2,399,014	2,409,360	2,419,604	2,429,728	2,380,050	564,795,476

Detailed Seven-Year Summary of Sources and Uses

Education: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Pooled Investments	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
Authorized and Unissued	37,749,752	–	–	–	–	–	–	37,749,752
Transfers From General Fund	47,230,000	22,946,000	–	–	–	–	–	70,176,000
Premium	305,092	–	–	–	–	–	–	305,092
Generic Bond Issuance	341,443,248	98,317,000	–	–	–	–	–	439,760,248
Total: Education Sources	429,106,146	123,651,574	2,399,014	2,409,360	2,419,604	2,429,728	2,380,050	564,795,476

Fire Rescue: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Fire/Rescue								
Fire Apparatus and Vehicles	885,000	733,000	691,000	5,131,000	3,050,000	868,000	2,337,000	13,695,000
Fire Facilities	117,000	248,000	257,000	2,771,000	100,000	100,000	100,000	3,693,000
Reserve for Future Projects	289,000	179,000	100,000	436,000	30,000	737,000	702,000	2,473,000
Fire Equipment	1,853,000	1,937,000	2,788,000	932,000	649,000	775,000	588,000	9,522,000
Subtotal: Fire/ Rescue	3,144,000	3,097,000	3,836,000	9,270,000	3,829,000	2,480,000	3,727,000	29,383,000
Total: Fire Rescue Uses	3,144,000	3,097,000	3,836,000	9,270,000	3,829,000	2,480,000	3,727,000	29,383,000

Fire Rescue: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Debt to be Authorized	–	420,000	450,000	6,998,000	1,329,000	499,000	1,567,000	11,263,000
Appropriated Fund Balance	1,063,000	–	1,140,000	–	770,000	–	–	2,973,000
Transfers From Special Districts Fund	2,051,000	2,647,000	2,216,000	2,242,000	1,700,000	1,951,000	2,160,000	14,967,000

Fire Rescue: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	–	180,000
Total: Fire Rescue Sources	3,144,000	3,097,000	3,836,000	9,270,000	3,829,000	2,480,000	3,727,000	29,383,000

Major Facilities: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Major Facilities Capital Trust Fund								
Five County Stadium	–	–	405,000	–	382,000	–	–	787,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	816,000	254,000	121,000	1,215,000	620,000	817,000	–	3,843,000
Reserve for Major Facilities Future Projects	258,000	804,000	504,000	–	–	83,000	900,000	2,549,000
Subtotal: Major Facilities Capital Trust Fund	1,174,000	1,158,000	1,130,000	1,315,000	1,102,000	1,000,000	1,000,000	7,879,000
Total: Major Facilities Uses	1,174,000	1,158,000	1,130,000	1,315,000	1,102,000	1,000,000	1,000,000	7,879,000

Major Facilities: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Transfers From Major Facilities								
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	44,000	28,000	–	185,000	102,000	–	–	359,000
Miscellaneous	130,000	130,000	130,000	130,000	–	–	–	520,000
Total: Major Facilities Sources	1,174,000	1,158,000	1,130,000	1,315,000	1,102,000	1,000,000	1,000,000	7,879,000

Detailed Seven-Year Summary of Sources and Uses

Solid Waste: Uses

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Solid Waste								
Multi-material and Convenience Centers	6,089,000	5,106,000	–	–	–	187,000	570,000	11,952,000
North Wake	–	–	165,000	–	–	–	–	165,000
South Wake Landfill	1,241,000	–	775,000	3,000,000	156,000	1,312,000	–	6,484,000
Landfill Gas Development	371,000	–	619,000	–	370,000	–	614,000	1,974,000
Subtotal: Solid Waste	7,701,000	5,106,000	1,559,000	3,000,000	526,000	1,499,000	1,184,000	20,575,000
Total: Solid Waste Uses	7,701,000	5,106,000	1,559,000	3,000,000	526,000	1,499,000	1,184,000	20,575,000

Solid Waste: Sources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Solid Waste								
Appropriated Fund Balance	7,324,000	5,106,000	784,000	–	370,000	1,236,000	1,184,000	16,004,000
Miscellaneous	377,000	–	775,000	3,000,000	156,000	263,000	–	4,571,000
Total: Solid Waste Sources	7,701,000	5,106,000	1,559,000	3,000,000	526,000	1,499,000	1,184,000	20,575,000

Affordable Housing

Element Summary: Affordable Housing

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Transfers From General Fund	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2016 - 2022 CIP includes \$7 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2016. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2016; 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 2016, 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 \$4.7 million over and above the County's CIP contribution of \$830,000. The total action plan, totaling \$5.8 million for FY 2016 will be used towards the following Housing activities: Community Development Block Grant (CDBG), Home Investments Partnership Grant (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and other County CIP programs. The ordinance reflects a breakdown by these categories.

History/Background

Through annual contributions to the Housing and Community Revitalization Fund, the County works to increase the supply of affordable housing for Wake County's low-income working families, senior citizens, and those that are unable to work because of a disability. Wake County administers its affordable housing initiative through the Housing and Community Revitalization (HCR) division of the Human Services Department. In addition to County Capital funds, HCR's annual budget also consists of Federal Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force's 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets,

installation of water and sewer lines, and the building or repair of sidewalks.

HCR administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary:

Housing Production - Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 40 families in FY 2016 through rental unit production.

Housing Rehabilitation - HCR makes grants to help homeowners repair their sub-standard houses. Grants are for emergency repairs of up to \$5,000 and up to \$15,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis and provides assistance for up to 30 families per year.

Public Facilities and Infrastructure Improvements - HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 700 families in FY 2016 through public facility improvements.

Rental Subsidies - HCR funds 52 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing.

Within the Housing Production and Housing Rehabilitation programs, the County focuses on maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, the receivables portfolio totals \$28 million

(\$10 million of County funds and \$18 million of federal loan contributions).

Project Accomplishments

During FY 2015, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 23 very low-income families and made 5 emergency grants to very-low income families to help with emergency repairs to their homes. The Anderson Street sidewalk project was completed in Wendell. Funds were provided for paving this street. Funding was provided to the Towns of Knightdale, Apex, Wake Forest, Morrisville, Zebulon and Rolesville for sidewalk projects. Additional funds were provided for job training through the Homeless Employment Initiative Program.

HOME & HOPWA: Timber Spring Apartments (48 units in Garner).

CIP: Funded 42 rental subsidies for persons with a mental illness. Completed Sunnybrook Apartments (10 units for Veterans in Raleigh).

Other Projects: Shelter Plus Care funds provide approximately 200 rental subsidies for homeless persons with a mental illness. HOPWA funds provide approximately 54 rental subsidies for persons with HIV/AIDS.

Operating Budget Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through the federal grant funding through the CDBG and HOME grants. For more information about the affordable housing program, see the "Housing and Community Revitalization" pages behind the Special Revenue Funds tab in this book.

Affordable Housing

Affordable Housing Transfer

The FY 2016-2022 CIP includes \$7 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2016. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2016; these loan repayments are shown as revenue in the Housing

and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families.

Program Summary: Affordable Housing Transfer

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Interfund Transfers Out	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Funding Sources								
Transfers From General Fund	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Automation

Element Summary: Automation

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Enterprise Infrastructure	1,618,000	1,649,000	1,426,000	2,189,000	2,261,000	2,237,000	1,450,000	12,830,000
Computer Equipment	2,000,000	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	14,904,000
Major Projects	7,520,000	5,511,000	2,785,000	2,719,000	3,540,000	2,753,000	2,374,000	27,202,000
Total Uses	11,138,000	9,256,000	6,417,000	7,208,000	7,801,000	7,086,000	6,030,000	54,936,000
Transfers From General Fund	11,138,000	9,256,000	6,417,000	7,208,000	7,801,000	7,086,000	6,030,000	54,936,000
Total Sources	11,138,000	9,256,000	6,417,000	7,208,000	7,801,000	7,086,000	6,030,000	54,936,000
CIP Operating Impacts	50,000	117,392	117,392	117,392	117,392	133,843	137,133	790,544
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The Automation CIP funds the improvement of core information technologies and of business processes and operations that use those information technologies. These goals are accomplished through acquiring, upgrading and modernizing the County's technical infrastructure and technical solutions for the County's business units. The FY 2016-2022 Automation CIP budget includes approximately \$55 million to support investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet the organization's and public's needs.

The County will continue to focus on using technology to improve the delivery of information and services. These changes will affect internal operations and the County's relationship and service to the community. Information Services will also focus on using technology to ease access to public information while addressing privacy concerns, linking geographically based information with service needs, and effectively managing the increased volume of data that surrounds the County's work.

History/Background

The County's Automation Program has made investments in the following categories:

Computer equipment: Funding to replace, upgrade or repair PCs and laptops and associated network devices (e.g., network printers and plotters), to purchase materials (e.g., memory, hard drives), and to refurbish computer equipment.

Enterprise infrastructure: Funding to maintain and improve the County's technical infrastructure, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, security hardware and software, the County's database platform and specialty equipment for other County departments.

Major projects and major systems replacement: Funding to upgrade or replace major computer systems in County departments and across the enterprise. These projects deliver technology improvements intended to improve business operations and business outcomes. The scope of the systems either benefit the entire organization (e.g., the County's ERP system) or support large departmental operations that require significant investments in resources and time, (e.g., the replacement of the public health care management

Automation

system). As large systems are upgraded by vendors or are no longer supported and require replacement, they will be scheduled with typical lead times of 18 to 24 months.

The Board of Commissioners' goals, the County Manager's business plan and the plans of County departments provide the business drivers that shape the approach to the Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. Among the guiding principles for the selection and prioritization of technology projects are: business and service needs drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired.

Project Accomplishments

In FY 2015, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

Telecom Infrastructure Improvements: In FY 2014 IS Customer Services staff began the work to update the telecom infrastructure. This project will prepare the County's buildings for the eventual migration to a Voice over IP system. Work continued in FY 2015 and includes upgrading communications cabling, adding air conditioning to network closets, and constructing new telecom closets where needed. Customer Services will continue to partner with General Services Administration and Facilities Design and Construction to identify construction projects that can be worked in tandem with the telecom project, in an effort to lower costs as well as to minimize disruption to County staff. The project is expected to run through FY 2018.

Network Upgrades: In FY 2015 Network Services upgraded the County's Internet connection to alleviate bandwidth constraints. Associated with the Internet upgrade, Network Services also upgraded the County's firewalls to higher capacity models. A new security tool was included in the firewall

upgrade that provides the County added intrusion prevention capability and increased visibility and control of the County's Internet traffic. The tool allows the County to better evaluate Internet usage and predict future bandwidth constraints.

In the County's datacenter environment, Server Services used CIP funds to continue the migration of the County's VMware servers to a new platform, providing improved bandwidth and capacity for County business applications. In addition, CIP funds were used to expand the use of solid state drives in the County's primary storage platform, reducing disk latency for critical County databases and applications.

Document Management: During FY 2015 staff added the Child Protective Services (CPS) division to the County's enterprise document management platform. This phase of the project provides CPS with 24/7 access to their electronic client case files. In addition CPS staff can load electronic files on encrypted laptops for offline access to client records. During this period IS staff also added the Day Care Subsidy program to the platform. This allows synergy of document and case sharing based on HIPAA guidelines. The project, which began in FY 2012, includes redesigning business processes to retrieve and digitize mail to allow delivery through the document management system. The technology and updated business processes enable the digital storage and retrieval of client applications, evidence of eligibility and certification for economic support programs as well as case files for Child Welfare. The platform provides workers with current and accurate information about their cases, improved compliance with State and Federal requirements, enables timely and accurate communication with others involved in case management and provides documentation for improved administration of the program. Staff also implemented an additional self-service kiosk at the Human Services Swinburne facility. The new kiosk design accommodates both active and new clients, allowing clients to scan documentation into the system and receive receipts without interaction from case managers. IS staff is also in the final stages of testing OCR software, which will save staff indexing

time and gain efficiencies as a result of fewer manual errors.

Public Health System Replacement: In FY 2015 IS staff began implementation of electronic health records using the GE Centricity application. The implementation is scheduled to complete in early FY 2016 when staff brings the Regional Center clinics online. Included with this implementation is a clearing house billing function for the Public Health and Dental divisions, electronic prescriptions, an interface to the State for reporting, an interface to LabCorp for electronic lab orders and receipts, and Clinical Laboratory Improvement Amendments compliance for the Wake County labs. The project has two additional phases: implementation of ICD10 medical code compliance as mandated by Department of Health and Human Services, and an upgrade to Centricity 12. Completion of those phases is scheduled for FY 2017.

Dental System: In FY 16 staff completed an upgrade of the Dental System to meet Federal "Meaningful Use" requirements. The upgrade included the addition of digital camera equipment and the introduction of electronic dental records.

Board of Commissioners Agenda Video Project: In order to enhance the online viewing of Wake County Board of Commissioners (BoC) meetings, hardware associated with the recording platform was upgraded to support higher quality video. Current project focus centers on the migration of historical documents (old meeting minutes and agendas) into the agenda management application. The County has BoC meeting minutes and agenda documents dating back to the mid 1970s that are ready to import into the application. Once imported, the County will have a single searchable repository of documents to improve the manual search process required in the Clerk's and Manager's offices today. Also, as part of this project all handwritten minute and agenda documents back to 1868 will be scanned and stored electronically for historical accuracy, disaster recovery and search capability. Lastly, because the agenda management application is no longer under development by the software vendor, new agenda management software must be found. The project team is researching

agenda management solutions with the features and capabilities desired by Wake County, as noted in survey results conducted in late February.

Revenue Systems: Beginning in FY 2013, IS partnered with the Revenue department to begin modifications to the CAMA and Reval modules to prepare the County for the revaluation process scheduled in 2016. User testing for the upgraded CAMA and Reval began in June 2013 and moved to production in late FY 2014 with additional enhancements identified to be implemented until early FY 16. A few notable enhancements provided this fiscal year include: provide a quick search for taxpayer that allows the user to locate comparable sales most closet to their property attributes, GIS Zoning Updates, and enhancing sample sets to perform data analysis for overall neighborhood values. Additional enhancements will be released in partnership with the Revenue department through early FY 2016 in order to support the Revenue department revaluation efforts.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts that begin in FY 2016 and carry through FY 2022 include: the County's document management initiatives implemented in the Human Services department, the Revenue department and Finance/Budget department.

Automation

Computer Equipment

The FY 2016-2022 CIP includes approximately \$14.9 million to provide, maintain and upgrade desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on ensuring that the business units have equipment that is appropriate to the technical needs of their business processes.

The FY 2016 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 2016 CIP Equipment Budget will continue to replace County PCs that are at end of life cycle as well as meet the more specialized needs for some County departments.

Program Summary: Computer Equipment

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Purchased Services Construction	2,000,000	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	14,904,000
Total Uses	2,000,000	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	14,904,000
Funding Sources								
Transfers From General Fund	2,000,000	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	14,904,000
Total Sources	2,000,000	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	14,904,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Automation

Enterprise Infrastructure

The FY 2016-2022 CIP includes approximately \$12.8 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 2016 includes funds for projects to replace aging server, security and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to the County network and the Internet and wireless hardware for the County's mobile workers. Projects include the upfit of several County facilities to full

wireless coverage. Server Services will use FY 2016 CIP funding to continue the deployment of high-capacity servers to replace and augment existing servers that are at end-of-life, especially for those servers that support the County's virtual server environment. Several security platforms are also scheduled for updates in FY 2016, including the antivirus tool used by Security Services. Security Services also plans the implementation of advanced authentication (2-factor authentication) for the County's webmail platform in order to help the County safeguard access to data and applications. Lastly CIP funds will be used to implement an additional work station endpoint security protection product during FY 2016. The security product will augment the existing endpoint protection platform used by the County.

Program Summary: Enterprise Infrastructure

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Purchased Services Construction	1,618,000	1,649,000	1,426,000	2,189,000	2,261,000	2,237,000	1,450,000	12,830,000
Total Uses	1,618,000	1,649,000	1,426,000	2,189,000	2,261,000	2,237,000	1,450,000	12,830,000
Funding Sources								
Transfers From General Fund	1,618,000	1,649,000	1,426,000	2,189,000	2,261,000	2,237,000	1,450,000	12,830,000
Total Sources	1,618,000	1,649,000	1,426,000	2,189,000	2,261,000	2,237,000	1,450,000	12,830,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-							

Automation

Major Projects

The FY 2016-2022 CIP includes approximately \$27.2 million for major information system projects. The FY 2016-2022 CIP will provide funding for the maintenance and upgrade of the County's Enterprise Resource Planning (ERP) system, Property Tax system, Revaluation system, Jail and Records management system, and the Register of Deeds' Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system implementation and the document management initiatives for Child Medicaid, Child Welfare and integration into the County's ERP system. Funding continues to be allocated in Major Projects to upgrade the County's

telecommunications infrastructure which began in FY 2014 and runs through FY 2018. Also programmed into the CIP is funding for the replacement of leased network circuits, a Microsoft Office upgrade, and the acquisition and implementation of a Voice over IP system to replace the aging Centrex service used by the County today. CIP funds are requested to add document management to the Senior and Adult Services and Program Integrity divisions of the Human Services department. Lastly CIP funds are requested for the implementation of a Master Address Repository to serve as the trusted source of address information for County applications.

Program Summary: Major Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Purchased Services Construction	7,290,000	4,088,000	1,472,000	1,406,000	2,227,000	1,440,000	1,061,000	18,984,000
IT Services Contracts	–	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	7,878,000
Appraisal	230,000	110,000	–	–	–	–	–	340,000
Total Uses	7,520,000	5,511,000	2,785,000	2,719,000	3,540,000	2,753,000	2,374,000	27,202,000

Funding Sources

Transfers From General Fund	7,520,000	5,511,000	2,785,000	2,719,000	3,540,000	2,753,000	2,374,000	27,202,000
Total Sources	7,520,000	5,511,000	2,785,000	2,719,000	3,540,000	2,753,000	2,374,000	27,202,000
CIP Operating Impacts	50,000	117,392	117,392	117,392	117,392	133,843	137,133	790,544
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Community Capital Grants

Element Summary: Community Capital Grants

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Reserved for Future Community Capital Projects	–	–	–	500,000	500,000	500,000	500,000	2,000,000
Boys and Girls Club	150,000	50,000	–	–	–	–	–	200,000
SouthLight Healthcare	100,000	250,000	300,000	–	–	–	–	650,000
Wake Health Services	150,000	50,000	–	–	–	–	–	200,000
Hospice of Wake County	100,000	150,000	200,000	–	–	–	–	450,000
Total Uses	500,000	3,500,000						
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	3,500,000						
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2016-2022 CIP includes \$500,000 annually for Community Capital Grants Projects, totaling \$3.5 million over the seven year period. In the summer of FY 14, the Board of Commissioners approved a process for the selection of community capital projects to be funded through FY 2018. Projects were reviewed and selected to receive funding through a competitive, analytical process which included a request for proposals, submissions by applicants, finalist interviews, and analysis by an evaluation team comprised of external and internal stakeholders. Recommendations were presented to the Board of Commissioners, and in January 2014, the Board allocated funds for five Community Capital Grants Projects. Funding in FY 2016 is allocated to Boys and Girls Clubs of Wake County, Hospice of Wake County, SouthLight Healthcare and Wake Health Services.

History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grants funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to accomplish the following goals: Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

To accomplish these goals, project proposals are reviewed and selected to receive funding through a competitive, analytical process. The selection of particular projects for funding is based primarily on whether an applicant's business plan meets the following criteria: Provides a comprehensive analysis of an unmet need in the countywide community;

Community Capital Grants

provides an analysis of alternative strategies for addressing the problem and recommends a project plan; researches or demonstrates a clear link between the project initiatives and resolution of the countywide problem; includes a mechanism to track and measure success and demonstrates a need for County capital investment for project success.

During the summer of FY 2014, the County requested project proposals for Community Capital Grant Funding for FY 2014 - FY 2018. The evaluation team chose finalists based on specific project criteria requirements and these finalists presented projects to the evaluation team which further evaluated the projects to come to final recommendations and funding amounts. All of the projects chosen include varying scopes, but all represent a county-wide need. The projects have a mix of funding sources, rely on Wake County funding of no more than 35 percent of total project funding, requested an amount no more than \$1 million, describe an operating plan in detail, and demonstrate a self-sufficient operating budget.

Operating Budget Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

Community Capital Grants



Boys and Girls Club

For more than 46 years, the Boys & Girls Clubs has been at the forefront of youth development, working with young people from disadvantaged economic, social and family circumstances.

The organization's mission is to enable all young people- especially those who need it most - to reach their full potential as productive, caring, responsible citizens. To accomplish this, Boys & Girls Clubs offers after-school and summer programs for children and teens at seven locations focusing on three key areas: Academic Success, Health & Life Skills and Good Character & Citizenship.

The youth population in Wake County is among the area's fastest growing demographic segments - increasing more than 50% in just over 10 years. Rapid growth in this segment has strained, and in some cases, outpaced community resources, leaving a gap in service and opportunity that puts many young people at risk of negative influences like school dropout, teen pregnancy, drug use and juvenile crime.

The FY 2016-2022 CIP allocates the remaining \$200,000 towards funding the construction of a \$3.5 million 16,000 square foot Teen Center located on the corner of Raleigh Boulevard and Glascock Street in Raleigh. The project meets an unmet county-wide need for teen outreach services. There is a significant mix of funding sources from municipal, private, and not-for-profit partners, and Boys and Girls Clubs has been successful in building and achieving results from prior capital projects. The Boys and Girls Clubs has proposed several different ways to track and measure success, including growing teen membership, tracking of report cards, end of grade test results, grade matriculation, and graduation rates, as well as data gleaned from the National Youth Outcome Initiative toolkit survey and feedback from parents, community members, and other stakeholders. The Ralph E. Capps Teen Center opened its doors for teens in August of 2014.

Program Summary: Boys and Girls Club

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Aid to Community Agencies	150,000	50,000	-	-	-	-	-	200,000
Total Uses	150,000	50,000	-	-	-	-	-	200,000
Funding Sources								
Transfers From General Fund	150,000	50,000	-	-	-	-	-	200,000
Total Sources	150,000	50,000	-	-	-	-	-	200,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital Grants



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 2016-2022 CIP allocates a total of \$450,000 to Hospice of Wake County towards the expansion of ten beds for the existing 30-bed inpatient facility in Cary. The total construction cost is \$2.9 million. There is an unmet county-wide need for Hospice beds due to growing population in Wake County. Hospice of Wake County proposes a mix of funding sources from municipal, private, and not-for-profit partners. There is evidence of successful prior projects and Hospice of Wake County proposes using several measures to demonstrate project outcomes including increased usage and achieving self sufficiency by 2017 for the entire facility.

Program Summary: Hospice of Wake County

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Aid to Community Agencies	100,000	150,000	200,000	-	-	-	-	450,000
Total Uses	100,000	150,000	200,000	-	-	-	-	450,000
Funding Sources								
Transfers From General Fund	100,000	150,000	200,000	-	-	-	-	450,000
Total Sources	100,000	150,000	200,000	-	-	-	-	450,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital Grants

Reserved for Future Community Capital Projects

The FY 2016-2022 CIP includes \$2 million in reserve for future Community Capital projects. FY 2016 - FY 2018 projects were already recommended and approved by the Board of Commissioners and are in the CIP for FY 2016 - FY 2018. From FY 2019 - FY 2022, \$500,000 is in the CIP each year to address growing community infrastructure needs. Typically

appropriated as part of the budget process and selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year timeframe. These projects address critical community problems with capital solutions. A process similar to that which was undertaken to choose FY 2014- FY 2018 projects will likely occur for the reserve for future funding that starts in FY 2019.

Program Summary: Reserved for Future Community Capital Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Aid to Community Agencies	-	-	-	500,000	500,000	500,000	500,000	2,000,000
Total Uses	-	-	-	500,000	500,000	500,000	500,000	2,000,000
Funding Sources								
Transfers From General Fund	-	-	-	500,000	500,000	500,000	500,000	2,000,000
Total Sources	-	-	-	500,000	500,000	500,000	500,000	2,000,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital Grants



SouthLight Healthcare

Since 1970, SouthLight Healthcare has developed and implemented comprehensive substance abuse treatment programs for youth, adults, and families as they face the disease of addiction and its impact on mental, physical, social, and emotional health. Originally founded as an opioid treatment provider, they have expanded and enhanced their service continuum over the past four decades to include mental health treatment, residential services, pregnant and postpartum mothers' treatment, youth education/prevention, youth substance abuse treatment, criminal justice services, and most recently - primary care, crisis/community intervention services, and homeless healthcare. Their mission is to meet the holistic needs of individuals facing addiction, mental illness, and chronic health challenges, by delivering compassionate and

coordinated behavioral healthcare with successful outcomes.

They are entering Phase two of a three phase capital development plan that will include recovery apartments, an integrated care facility and a homeless respite and resource center. The FY 2016 - 2022 CIP allocates a total of \$650,000 to partially fund \$9.6 million planned for a 35,000 SF integrated care facility and 22,000 SF medical respite facility, both located on Garner Road in Raleigh. The project meets an unmet county-wide need for wrap-around primary care services for mental health and medical respite for the County's homeless population. SouthLight has demonstrated several community partnerships, including the Capital Care Collaborative, Community Care of North Carolina, United Way of the Greater Triangle, and the Partnership to End and Prevent Homelessness. SouthLight has proposed reporting on several clinical and project development outcomes, including increased number of clients serviced and tangible results related to abstinence from drug use, improved level of functioning, reduction in mental illness symptoms, employment/ education, crime and criminal justice, stability in housing, social connectedness and treatment retention. The estimated project completion date is August of 2016. Funding is contingent upon successful progress on Phase 1 (Recovery Apartments) and demonstration of a bank loan commitment or other significant funding commitment towards Phase 2 and Phase 3 of the project.

Program Summary: SouthLight Healthcare

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Aid to Community Agencies	100,000	250,000	300,000	-	-	-	-	650,000
Total Uses	100,000	250,000	300,000	-	-	-	-	650,000
Funding Sources								
Transfers From General Fund	100,000	250,000	300,000	-	-	-	-	650,000
Total Sources	100,000	250,000	300,000	-	-	-	-	650,000

Program Summary: SouthLight Healthcare

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Community Capital Grants



Wake Health Services

Founded in 1972, Wake Health Services, Inc. is a private-not-for-profit community health center located in Raleigh. The mission of Wake Health Services is to deliver quality, comprehensive primary healthcare - every patient, every time - in response to the needs of Wake County's communities. Wake Health Services was formed with a key purpose to address the primary healthcare needs of the citizens of Wake County who did not have access to care. Since its founding, the organization has grown to five medical practices; two are located in Raleigh and three are located in the communities of Apex, Fuquay-Varina, and Louisburg. Wake Health Services also provides services one day a week at the County's South Wilmington Street Center for homeless men.

They FY 2016-2022 CIP allocates the remaining \$200,000 to partially fund the construction of a new

\$11 million, 29,000 SF, medical office building in Raleigh. There is an unmet need for primary care services for low-income residents not served by Wake County Human Services or private insurance. The target population is those unable to receive subsidies for private insurance and those who do not qualify for Medicaid. Community Health Centers are required to provide the full continuum of primary care services. The new site will provide comprehensive services including primary healthcare for persons of all ages from newborns to the elderly, behavioral and substance abuse counseling, nutrition counseling, diabetes education, pharmacy and prescription assistance services, dental services, healthcare for the homeless services, Medicaid eligibility screening and referral to inpatient and specialty care. All services are offered on a discounted fee plan based on family size and income. Wake Health Services proposes using several measures to demonstrate project effectiveness including reporting on the health status of consumers and the impact of reducing hypertension, obesity, asthma, low birth rates, and diabetes. They will also report on the level of additional persons served, payer mix, and zip codes from which residents are served. The project is estimated to be completed in the Fall of 2015. Funding is contingent upon Wake Health Services having a successful capital campaign generating \$450,000 from community partners.

Program Summary: Wake Health Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Aid to Community Agencies	150,000	50,000	-	-	-	-	-	200,000
Total Uses	150,000	50,000	-	-	-	-	-	200,000
Funding Sources								
Transfers From General Fund	150,000	50,000	-	-	-	-	-	200,000
Total Sources	150,000	50,000	-	-	-	-	-	200,000

Program Summary: Wake Health Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Element Summary: County Building Improvements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Minor Building Projects	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	9,100,000
Major Building Renovations	2,990,000	2,945,000	2,498,000	3,975,000	3,090,000	3,140,000	1,490,000	20,128,000
Roofing Projects	662,000	512,000	602,000	1,075,000	2,344,000	469,000	1,029,000	6,693,000
Crabtree Creek Flood Control Structures	116,000	187,000	341,000	186,000	217,000	458,000	—	1,505,000
Building Systems Replacements	908,000	1,684,000	1,049,000	1,600,000	708,000	170,000	839,000	6,958,000
Infrastructure Paving	263,000	556,000	1,064,000	474,000	491,000	214,000	310,000	3,372,000
Security Improvements	180,000	348,000	258,000	280,000	305,000	340,000	365,000	2,076,000
County Buildings								
Total Uses	6,419,000	7,532,000	7,112,000	8,890,000	8,455,000	6,091,000	5,333,000	49,832,000
Transfers From CP/Co Construction	258,000	804,000	233,000	—	—	—	—	1,295,000
Transfers From General Fund	6,061,000	6,628,000	6,069,000	8,790,000	8,355,000	5,991,000	5,233,000	47,127,000
Municipalities	—	—	180,000	—	—	—	—	180,000
Outside Agencies	100,000	100,000	630,000	100,000	100,000	100,000	100,000	1,230,000
Total Sources	6,419,000	7,532,000	7,112,000	8,890,000	8,455,000	6,091,000	5,333,000	49,832,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

A total of \$49,832,000 is planned for County Building Improvements within the FY 2016-2022 CIP. As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of the Wake County citizens. Funds are allocated for roofing and building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the scope of the County Buildings element was expanded to include multiyear funding for repairs to the Crabtree Creek Watershed flood control structures. For FY 2014, the element was expanded further to cover replacement of paved

parking areas and access roads where the pavement has exceeded its useful life and needs to be replaced.

History/Background

Wake County Government now occupies or has facility responsibility for nearly 175 buildings, totaling over 4.9 million sq. ft.. Because many of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. The County Building Improvements element supports many of the goals of the overall CIP. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers;

improve response times to suspicious activities and alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

Facility Master Planning

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan proposed various building renovation projects over the ensuing seven-year period. All County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating, and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.

Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the reviewed building components are given a condition

rating based upon: serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems, repair/maintenance, and renewal/ replacement considerations.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments will begin in FY 2016 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessments.

Operating Budget Impact

Since these expenditures primarily represent routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

County Building Improvements

Crabtree Creek Flood Control Structures

The FY 2016-2022 CIP includes \$ 1,505,000 for the repair and renovation to the flood structures in the Crabtree Creek Watershed. The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm

flood impoundment structures throughout northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

Construction and installation of a new siphon control was completed for Site 1, Sorrell's Grove. Site 3, Bond Lake, and Site 5A, Page Lake, are expected to be constructed by Fall 2015. Funding for Site 18, Cole's Branch Reservoir, is included in FY 2016. Funding for the repair and renovation of the remaining 7 sites will continue through FY 2021.

Program Summary: Crabtree Creek Flood Control Structures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	116,000	187,000	341,000	186,000	217,000	458,000	-	1,505,000
Total Uses	116,000	187,000	341,000	186,000	217,000	458,000	-	1,505,000
Funding Sources								
Transfers From General Fund	116,000	187,000	341,000	186,000	217,000	458,000	-	1,505,000
Total Sources	116,000	187,000	341,000	186,000	217,000	458,000	-	1,505,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Infrastructure Paving

The FY 2016-2022 CIP includes \$3,372,000 for Infrastructure Paving projects. Wake County maintains and operates nearly 175 buildings, many of which have paved parking areas and access drives. Some of the paving has reached life cycle and is in need of repair and replacement. Infrastructure Paving was added to the CIP as a new County Building Improvement Program beginning in FY 2014.

Pavement assessments were conducted at most of the county facilities. These assessments identified

pavement areas that were in disrepair. Further evaluation was done to identify the highest priorities for facilities that were nearing life cycle and were in the greatest need for pavement repair and replacement.

For FY 2016, \$263,000 is planned for Infrastructure Paving Projects, which includes the first phase of parking replacement at Human Services Sunnybrook Public Health Center. Funding for FY 2017 - FY 2022 includes an additional \$3,109,000 for pavement repair and replacement at eight county facilities.

Program Summary: Infrastructure Paving

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	263,000	556,000	1,064,000	474,000	491,000	214,000	310,000	3,372,000
Total Uses	263,000	556,000	1,064,000	474,000	491,000	214,000	310,000	3,372,000
Funding Sources								
Transfers From General Fund	263,000	556,000	1,064,000	474,000	491,000	214,000	310,000	3,372,000
Total Sources	263,000	556,000	1,064,000	474,000	491,000	214,000	310,000	3,372,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Major Building Renovations

The FY 2016-2022 CIP includes \$20,128,000 to undertake major repairs and renovations at various County facilities and to conduct the next cycle of Facility Condition Assessments.

Major Renovations in the County Buildings Element may include any of the following types of projects - projects that are part of a long term Master Plan, a department request for renovated or new space, or a previously unidentified code issue that needs attention.

For FY 2016, funding is obligated for construction of renovations for the first phase of a multi-year renovation, occupancy restack and life cycle replacement of building systems in the Wake County Office Building, life cycle finishes replacement at Cameron Village Library, design for modernization of the elevator at Human Services Sunnybrook Center, development of a Human Services Master Plan, and Phase 1 of a new cycle of Facility Condition Assessments.

Program Summary: Major Building Renovations

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	690,000	745,000	1,698,000	1,475,000	990,000	1,440,000	190,000	7,228,000
Professional Services	50,000	-	-	-	-	-	-	50,000
Preliminary Development	250,000	-	-	-	-	-	-	250,000
Construction in Progress	2,000,000	2,200,000	800,000	2,500,000	2,100,000	1,700,000	1,300,000	12,600,000
Total Uses	2,990,000	2,945,000	2,498,000	3,975,000	3,090,000	3,140,000	1,490,000	20,128,000

Funding Sources

Transfers From CP/Co Construction	258,000	804,000	233,000	-	-	-	-	1,295,000
Transfers From General Fund	2,732,000	2,141,000	2,265,000	3,975,000	3,090,000	3,140,000	1,490,000	18,833,000
Total Sources	2,990,000	2,945,000	2,498,000	3,975,000	3,090,000	3,140,000	1,490,000	20,128,000

CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Building Systems Replacements

The FY 2016 - 2022 CIP includes \$6,958,000 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 2016 projects include replacement of the chiller at Cameron Village Library, replacement of HVAC equipment at the Fire Training Center, installation of the first phase of a migration to a new Direct Digital Control Platform for the County's Master Building Management System, and extension of a new water service line from a community well to replace a malfunctioning water service at the Willow Springs Fire Station.

Program Summary: Building Systems Replacements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	908,000	1,684,000	1,049,000	1,600,000	708,000	170,000	839,000	6,958,000
Total Uses	908,000	1,684,000	1,049,000	1,600,000	708,000	170,000	839,000	6,958,000
Funding Sources								
Transfers From General Fund	908,000	1,684,000	809,000	1,600,000	708,000	170,000	839,000	6,718,000
Municipalities	-	-	180,000	-	-	-	-	180,000
Outside Agencies	-	-	60,000	-	-	-	-	60,000
Total Sources	908,000	1,684,000	1,049,000	1,600,000	708,000	170,000	839,000	6,958,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Minor Building Projects

The FY 2016 - 2022 CIP includes \$9.1 million over the seven year plan. This category includes repairs, replacements, alterations, and renovations that typically cost under \$100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value. These projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various departments rank the alterations/renovations projects submitted by County departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/ cost savings; and 9) Alignment with stated Board of Commissioner priorities. The committee provides project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need.

Program Summary: Minor Building Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Building Maintenance/ Repair	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	9,100,000
Total Uses	1,300,000	9,100,000						
Funding Sources								
Transfers From General Fund	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Outside Agencies	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Sources	1,300,000	9,100,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Roofing Projects

The FY 2016-2022 CIP includes \$6,693,000 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 2016 projects include funds for roof replacements at Eastern Regional Library and for replacement of southern section of the second floor roof at Wake County Office Building.

Program Summary: Roofing Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	662,000	512,000	602,000	1,075,000	2,344,000	469,000	1,029,000	6,693,000
Total Uses	662,000	512,000	602,000	1,075,000	2,344,000	469,000	1,029,000	6,693,000
Funding Sources								
Transfers From General Fund	662,000	512,000	132,000	1,075,000	2,344,000	469,000	1,029,000	6,223,000
Outside Agencies	-	-	470,000	-	-	-	-	470,000
Total Sources	662,000	512,000	602,000	1,075,000	2,344,000	469,000	1,029,000	6,693,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Security Improvements County Buildings

The FY 2016 - 2022 CIP includes \$2,076,000 for security improvements at county buildings. Projects

scheduled for FY 2016 include Video Projects at Cameron Village Library, Wake County Office Building , and Wake County Office Park, as well as, Control Room Life Cycle Replacements for Swinburne and South Wilmington Street Center.

Program Summary: Security Improvements County Buildings

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	180,000	348,000	258,000	280,000	305,000	340,000	365,000	2,076,000
Total Uses	180,000	348,000	258,000	280,000	305,000	340,000	365,000	2,076,000
Funding Sources								
Transfers From General Fund	180,000	348,000	258,000	280,000	305,000	340,000	365,000	2,076,000
Total Sources	180,000	348,000	258,000	280,000	305,000	340,000	365,000	2,076,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-							

Criminal Justice

Element Summary: Criminal Justice

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Detention Facilities	220,000	—	100,000	200,000	200,000	200,000	200,000	1,120,000
Criminal Justice Security	480,000	520,000	571,000	399,000	451,000	644,000	595,000	3,660,000
Existing Courthouse Renovations	400,000	—	—	850,000	—	—	—	1,250,000
Total Uses	1,100,000	520,000	671,000	1,449,000	651,000	844,000	795,000	6,030,000
Transfers From General Fund	1,100,000	520,000	671,000	1,449,000	651,000	844,000	795,000	6,030,000
Total Sources	1,100,000	520,000	671,000	1,449,000	651,000	844,000	795,000	6,030,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$6,030,000 over the next seven years. Included in the FY 2016-2022 CIP is \$1,000,000 to be invested in FY 2016 through FY 2022 for preliminary design services for a future expansion of the Hammond Road Detention Center. Funding of \$1.25 million will be used to continue make needed improvements to the Courthouse and \$3.6 million over the next 7 years will go towards security at all Criminal Justice Facilities.

History/Background

The primary goals of the Criminal Justice element are to Provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court appearance, trial, or sentencing, or who are serving sentences of less than 180 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize

ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999. This plan was updated in FY 2005 and endorsed by the Board of Commissioners.

The 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County expressed support for the Justice Facilities Master Plan and recommended that the County proceed with the

Criminal Justice

capital improvement projects identified in the Plan. The Board of Commissioners affirmed its support for Criminal Justice capital projects as part of its commitment to ensuring a safe community.

Project Accomplishments

Existing Courthouse: Over the past nine years, approximately 90 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a multi-year Courthouse Renovation Plan. This work began in FY 2004 and has been accomplished in phases, while keeping the over-crowded court system fully operational. Restorations were completed for portions of the 7th, 8th, 9th, 11th, and 12th floors, and also completion of lighting and finish upgrades for the Upper Parking Deck level. Finally renovations to the Salisbury Street Lobby were designed and construction began late in the fiscal year. For FY 2016, funds have been provided to complete a comprehensive update to the fire protection system in the basement level of the courthouse, including the Emergency Operations Center and within the tunnel under Salisbury Street connecting to the Public Safety Center.

Criminal Justice



WAKE COUNTY
DETENTION CENTER
2030 MASTER PLAN
UPDATED DECEMBER 2010

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 are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site. Kitchen, laundry, and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (beyond 2030) and a 300-car parking deck were built at the Hammond Road site as part of the Phase 2 expansion.

Funding is shown in later years of the FY 2016 -2022 CIP for planning and design services for a future Phase 3 expansion of the Hammond Road Detention Center, the addition of 456 beds is planned after 2022. Funding for an overall study of the Detention Facilities Master Plan is needed for FY 17 and FY 18 to more fully evaluate the need for future facility expansions based on inmate projections and other factors.

There is funding in FY 16 for converting a housing unit at Hammond Road Detention Center to a unit that can be better and more safely house inmates going through drug and alcohol detoxification. This category of inmates has seen increases recently. Also, in FY 2016, \$100,000 will go towards a study that will focus on the following: 1) Updating the long term jail numbers to determine the next jail expansion target date. 2) Identifying and reviewing code and regulation changes in jail and detention operations to identify potential budget impacts that will affect capital and operating budget planning. 3) Study the existing jail population to identify various sub-populations to better plan for costs related to mental health, health and service and facility changes required by these sub-populations.

Criminal Justice

Program Summary: Detention Facilities

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	22,000	–	–	–	–	–	–	22,000
Preliminary Development	100,000	–	100,000	–	–	–	–	200,000
Professional Services	–	–	–	200,000	200,000	200,000	200,000	800,000
Furniture, Fixtures & Equipment	98,000	–	–	–	–	–	–	98,000
Total Uses	220,000	–	100,000	200,000	200,000	200,000	200,000	1,120,000
Funding Sources								
Transfers From General Fund	220,000	–	100,000	200,000	200,000	200,000	200,000	1,120,000
Total Sources	220,000	–	100,000	200,000	200,000	200,000	200,000	1,120,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Criminal Justice

Criminal Justice Security

The FY 2016 - 2022 CIP includes \$3,660,000 for Criminal Justice Security. Projects for FY 2016 - 2022: Life cycle replacement projects include Digital

Video Systems; Video Visitation Equipment Replacements; Glazing Modifications; and Design for Replacement of Public Safety Center hardline locks.

Program Summary: Criminal Justice Security

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	480,000	520,000	571,000	399,000	451,000	644,000	595,000	3,660,000
Total Uses	480,000	520,000	571,000	399,000	451,000	644,000	595,000	3,660,000
Funding Sources								
Transfers From General Fund	480,000	520,000	571,000	399,000	451,000	644,000	595,000	3,660,000
Total Sources	480,000	520,000	571,000	399,000	451,000	644,000	595,000	3,660,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Criminal Justice



Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed. Prior to the completion of the Wake County Justice Center in 2013, there were 31 heavily used courtrooms, along with various support functions of the Tenth Judicial District, located in the Courthouse. Although that number has been reduced with new courtrooms in the Justice Center, occupancy loads in the building nonetheless substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed multi-year Improvement Plan for the Courthouse. The planned improvements are being implemented in phases to assure the building remains fully operational and can continue to serve as a judicial

facility for Wake County. These improvements include removal of asbestos containing materials, installation of fire sprinkler, and alarm systems, bringing the building into substantial compliance with modern high-rise building codes and providing additional building accommodations as required by the Americans with Disabilities Act (ADA). Mechanical and electrical systems are also being upgraded, replaced, or refurbished. Implementation of the Courthouse multi-year Capital Improvement Plan is an essential part of the County's 30-year Justice Facility Master Plan.

In FY 2015, construction was completed for renovations on portions of the 7th, 8th, 9th, 11th, and 12th floors in accordance with the multi-year plan. In addition, fire protection, lighting and finish upgrades were completed for the Upper Parking Deck level. Finally renovations to the Salisbury Street Lobby and modernization of Elevators 1-4 were designed and construction began late in the fiscal year. Over 95 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 2016, construction will be completed for renovations to the Salisbury Lobby, and Elevators 1-4 will be modernized. These renovations and modernization of the elevators will constitute the final phases to the multi-year Courthouse Improvements Plan. Also, in FY 2016, \$400,000 will go towards funding the installation of a sprinkler system in the tunnel that connects the Courthouse and the Public Safety Center.

Program Summary: Existing Courthouse Renovations

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	400,000	-	-	850,000	-	-	-	1,250,000
Total Uses	400,000	-	-	850,000	-	-	-	1,250,000

Funding Sources

Program Summary: Existing Courthouse Renovations

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Transfers From General Fund	400,000	–	–	850,000	–	–	–	1,250,000
Total Sources	400,000	–	–	850,000	–	–	–	1,250,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Economic Development

Element Summary: Economic Development

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Jordan Lake Reclaimed Water Project	–	–	–	2,649,000	–	–	–	2,649,000
Business Development Grants	1,675,000	2,032,000	2,054,000	1,074,000	1,693,000	1,051,000	1,007,000	10,586,000
On-site Water and Sewer	–	–	300,000	300,000	300,000	–	–	900,000
Total Uses	1,675,000	2,032,000	2,354,000	4,023,000	1,993,000	1,051,000	1,007,000	14,135,000
Transfers From General Fund	1,675,000	2,032,000	2,354,000	4,023,000	1,993,000	1,051,000	1,007,000	14,135,000
Total Sources	1,675,000	2,032,000	2,354,000	4,023,000	1,993,000	1,051,000	1,007,000	14,135,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2016-2022 CIP includes \$14,135,000 for water and sewer system upgrades and economic development business grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP), and provide payments as approved by the Board of Commissioners for various business development grants.

History/Background

Research Triangle Park Water and Sewer

In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: (1) The County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers. (2) RTF is responsible for all other public

infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.). (3) Cary will provide water, reclaimed water, and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer, and reclaimed water facilities installed by the County. Over the past twenty years, over 30,000 linear feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Jordan Lake Reclaimed Water

Wake County completed closing out the grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the surrounding area. This included reimbursements in coordination with Durham County and the Town of Cary. Phase I of this project was completed in FY 2013. Phase II started construction June 2014 and should complete in late FY 15/early FY 16. Phase III is budgeted in FY 2019.

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2016-2022 CIP includes estimated business development grant payments for Novartis, Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of this infrastructure is the responsibility of our municipal or other partners.

Economic Development

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2016 - 2022 CIP includes approximately \$10,586,000 in anticipated business development grant awards for Novartis, Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Novartis has met the terms of the approved business development agreement. Per the agreement approved by the Board of Commissioners in July 2006, Novartis was required to create an investment of at least \$100 million by December 31, 2010 and create 350 new jobs. Novartis has met the terms of the agreement and the FY 2016-2022 CIP includes \$2.35 million for the remaining estimated payments in accordance with the grant agreement.

NetApp has two business development grant agreements with the County. The first was approved by the Board of Commissioners on February 20, 2012 related to NetApp's investment of \$50 million in building a lab and data center and the creation of 50 new full-time positions. The second agreement was approved by the County on August 6, 2012 for a subsequent datacenter and research and development

lab and an additional 50 new full-time positions. Both investments have been reached, and it is anticipated that NetApp will receive \$5.2 million in business development payments from FY 2016-2022.

As of December 2011, Red Hat committed to the creation and retention of more than 500 jobs and expending over \$30 million in Wake County. Red Hat met the requirements of the County's agreement and is anticipated to receive remaining payments of \$187,000 in the FY 2016 - FY 2022 CIP.

In March of 2013, MetLife committed to a new investment in Wake County of at least \$85 million and the creation of over 1200 jobs. In order to receive a grant payment from the County, MetLife must meet certain performance criteria in the areas of job creation and investments. It is anticipated that MetLife will be eligible for business development grant payments starting in FY 2016; the FY 2016 - 2022 CIP includes \$1.86 million of business development payments for MetLife per the terms of the County's agreement.

On September 9, 2014, the Board of Commissioners approved a business development grant agreement for Xellia Pharmaceuticals related to investment of lyophilization units and a new warehouse. Per the terms of the agreement, Xellia must meet investment of \$100 million, and the creation of 50 new jobs. The FY 2016 - 2022 CIP includes \$1.01 million beginning in FY 2018 in anticipation of Xellia meeting the terms of the agreement.

Program Summary: Business Development Grants

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Economic Development	1,675,000	2,032,000	2,054,000	1,074,000	1,693,000	1,051,000	1,007,000	10,586,000
Total Uses	1,675,000	2,032,000	2,054,000	1,074,000	1,693,000	1,051,000	1,007,000	10,586,000
Funding Sources								
Transfers From General Fund	1,675,000	2,032,000	2,054,000	1,074,000	1,693,000	1,051,000	1,007,000	10,586,000
Total Sources	1,675,000	2,032,000	2,054,000	1,074,000	1,693,000	1,051,000	1,007,000	10,586,000

Program Summary: Business Development Grants

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Economic Development

Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency (EPA) totaling just under \$3.0 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South.

Phase 1 of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers, thereby reducing the

need for potable water. The construction of Phase II of the project will continue south from RTP along Green Level Church Road to Thomas Brook Park and the USA Baseball facilities and will be managed by the Town of Cary. Phase II was bid by the Town of Cary and was completed in Spring of 2015. The final phase of the project will be managed by the County and provide service to the remainder of the sites located in RTP South. This portion of the project is budgeted in FY 2019 and is subject to the development of additional sites and further demand for reclaimed water within RTP South.

Program Summary: Jordan Lake Reclaimed Water Project

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	–	–	–	2,649,000	–	–	–	2,649,000
Total Uses	–	–	–	2,649,000	–	–	–	2,649,000
Funding Sources								
Transfers From General Fund	–	–	–	2,649,000	–	–	–	2,649,000
Total Sources	–	–	–	2,649,000	–	–	–	2,649,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Economic Development

On-site Water and Sewer

To encourage job creation and economic development, the County has provided funds for the installation of off-site water, sewer, and reclaimed water infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water, sewer, and reclaimed water service up to the property line of the individual sites within RTP. In addition, the Wake County Water, Sewer, and 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 2016 - 2022 CIP includes \$300,000 annually from FY 2018 - 2020 for future on-site water, sewer, and reclaimed water infrastructure.

Program Summary: On-site Water and Sewer

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	-	-	300,000	300,000	300,000	-	-	900,000
Total Uses	-	-	300,000	300,000	300,000	-	-	900,000
Funding Sources								
Transfers From General Fund	-	-	300,000	300,000	300,000	-	-	900,000
Total Sources	-	-	300,000	300,000	300,000	-	-	900,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries

Element Summary: Libraries

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
North Hills Library	—	—	1,517,000	4,764,000	—	—	—	6,281,000
Wake Forest Library	—	100,000	3,656,000	—	—	—	—	3,756,000
Library Materials and Collection Development	1,400,000	—	—	—	—	—	—	1,400,000
Upgrades to Existing Library Facilities	250,000	400,000	225,000	—	—	—	—	875,000
Middle Creek Library	4,870,000	—	—	—	—	—	—	4,870,000
Reserved for Future Library Projects	—	—	—	112,000	—	—	—	112,000
Morrisville Library	—	108,000	5,520,000	—	—	—	—	5,628,000
Cary Regional Library	835,000	11,930,000	—	—	—	—	—	12,765,000
Fuquay-Varina Library	1,000,000	4,784,000	—	—	—	—	—	5,784,000
Total Uses	8,355,000	17,322,000	10,918,000	4,876,000	—	—	—	41,471,000
Authorized and Unissued	835,000	17,322,000	10,918,000	4,876,000	—	—	—	33,951,000
Transfers From General Fund	1,400,000	—	—	—	—	—	—	1,400,000
Authorized and Issued	1,000,000	—	—	—	—	—	—	1,000,000
Generic Bond Issuance	5,120,000	—	—	—	—	—	—	5,120,000
Total Sources	8,355,000	17,322,000	10,918,000	4,876,000	—	—	—	41,471,000
CIP Operating Impacts	925,000	1,300,000	705,000	1,817,000	906,000	—	—	5,653,000
CIP Operating Impacts - FTE	19	8	12	15	8	—	—	62

Seven-Year CIP Summary

The FY 2016-2022 CIP includes \$41,471,000 to construct a variety of new, replacement, and expanded libraries. The remaining projects of 2007 Libraries Master Plan 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. \$1,400,000 in County Cash is also allocated in FY 2016 for library materials and collection development.

Due to slower economic growth and modifications to the County's bond sale schedule, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011. A bond sale took place in the Summer of 2014. Following this sale, the remaining major construction projects were resumed in FY 2015 and will stretch through FY 2019.

History/Background

The Wake County Public Library Division of the Community Services Department provides public

library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007, reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional libraries identified in the 2002 Libraries Master Plan do not require any significant changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Project Accomplishments

Construction began in January 2015 for the Northeast Regional Library, which had been suspended since 2008, due to the economic recession.

In addition, planning and design began for the new Middle Creek Community Library and for renovation to the Southeast Regional Library. Advanced planning and preliminary site investigations were also begun for a new regional library in Cary and a new community library in Fuquay-Varina.

Operating Budget Impact

The construction of a new library facility is a non-routine capital project that significantly impacts the County's service delivery and its operating budget. Opening new libraries will require that the County dedicate a portion of its expenditure growth each year to these new facilities. To fully understand the financial impact of these projects, the County has estimated the operating cost of all new and expanded libraries. These cost estimates use the library staffing standards that are part of the Library System Master Plan, along with estimates for each facility's usage of supplies and materials. Generally, the operating costs for new facilities are phased in over two or more fiscal years based on the timing of the library's opening. For example, a library opening late in the fiscal year will not incur a full year's worth of operating expenses until it operates for an entire fiscal year.

Libraries

Library Materials and Collection Development

An adequate collection of print books and digital media are a critical component of a successful library system. The citizens of Wake County heavily use the Wake County Public Library System and check out over 11 million print, audio, and e-books annually. In

order to ensure that the County develops and maintains an appropriately sized book collection, staff developed a collection model used to determine the level of funding needed to meet service demands. \$1.4 million is allocated per year for FY 2014 - FY 2016 to fund additional acquisition of print and digital media for the Wake County Public Library System.

Program Summary: Library Materials and Collection Development

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Library Materials	1,400,000	-	-	-	-	-	-	1,400,000
Total Uses	1,400,000	-	-	-	-	-	-	1,400,000
Funding Sources								
Transfers From General Fund	1,400,000	-	-	-	-	-	-	1,400,000
Total Sources	1,400,000	-	-	-	-	-	-	1,400,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries



Cary Regional Library

The existing Cary Branch Library is 11,800 sq. ft. and is exceeding its circulation capacity. The branch is

operating at the level of a regional facility and is scheduled to be replaced with a 22,000 sq. ft. regional prototype model. The site and building are currently leased from the Town of Cary. The County is working in partnership with the Town of Cary to relocate the library to a site on the east side of South Academy Street, in conjunction with the Town's planned downtown revitalization plan. Planning and design started in FY 2015 and will continue in FY 2016. Construction is currently planned for FY 2017-2018, with completion and opening anticipated in early FY 2019. The replacement library is expected to need approximately twelve new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials (phased in over FY 2018 and FY 2019).

Program Summary: Cary Regional Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	82,000	9,380,000	-	-	-	-	-	9,462,000
Professional Services	753,000	-	-	-	-	-	-	753,000
Library Materials	-	1,750,000	-	-	-	-	-	1,750,000
Furniture, Fixtures & Equipment	-	800,000	-	-	-	-	-	800,000
Total Uses	835,000	11,930,000	-	-	-	-	-	12,765,000
Funding Sources								
Authorized and Unissued	835,000	11,930,000	-	-	-	-	-	12,765,000
Total Sources	835,000	11,930,000	-	-	-	-	-	12,765,000
CIP Operating Impacts	-	-	270,000	833,000	-	-	-	1,103,000
CIP Operating Impacts - FTE	-	-	4	7	-	-	-	11

Libraries

Upgrades to Existing Library Facilities

Wake County's facility condition assessment process identified seven (7) library facilities where renovation and repairs are necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, HVAC and energy conservation improvements, and replacement of furnishings, fixtures, and equipment.

The implementation schedule for library upgrade projects has been adjusted slightly from the previous year. For the FY 2016 - 2022 CIP, upgrades are funded for East Regional and Southeast Regional Library (\$250,000) in FY 2016, completion of upgrades to East Regional Library (\$400,000) in FY 2017 and Olivia Raney Library (\$225,000) in FY 2018.

Program Summary: Upgrades to Existing Library Facilities

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	105,000	400,000	225,000	-	-	-	-	730,000
Professional Services	45,000	-	-	-	-	-	-	45,000
Furniture, Fixtures & Equipment	100,000	-	-	-	-	-	-	100,000
Total Uses	250,000	400,000	225,000	-	-	-	-	875,000
Funding Sources								
Authorized and Unissued	-	400,000	225,000	-	-	-	-	625,000
Generic Bond Issuance	250,000	-	-	-	-	-	-	250,000
Total Sources	250,000	400,000	225,000	-	-	-	-	875,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries

Fuquay-Varina Library

The existing Fuquay-Varina Branch Library is 4,400 sq. ft. and is exceeding its circulation capacity and ability to meet other program demands and services. Working closely with the Town of Fuquay-Varina, staff began looking for a new site for an 8,500 SF community library, since the existing site has been found to be too small to expand the existing building, and provide adequate parking. The new facility is scheduled to open in FY 2018. The replacement library is expected to need approximately four new staff members. Operating cost estimates shown below include these staff along with funds for supplies and materials.



Program Summary: Fuquay-Varina Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	128,000	3,754,000	-	-	-	-	-	3,882,000
Relocation/ Moving/ Temporary Facility	350,000	-	-	-	-	-	-	350,000
Land Costs	247,000	-	-	-	-	-	-	247,000
Professional Services	275,000	-	-	-	-	-	-	275,000
Library Materials	-	700,000	-	-	-	-	-	700,000
Furniture, Fixtures & Equipment	-	330,000	-	-	-	-	-	330,000
Total Uses	1,000,000	4,784,000	-	-	-	-	-	5,784,000

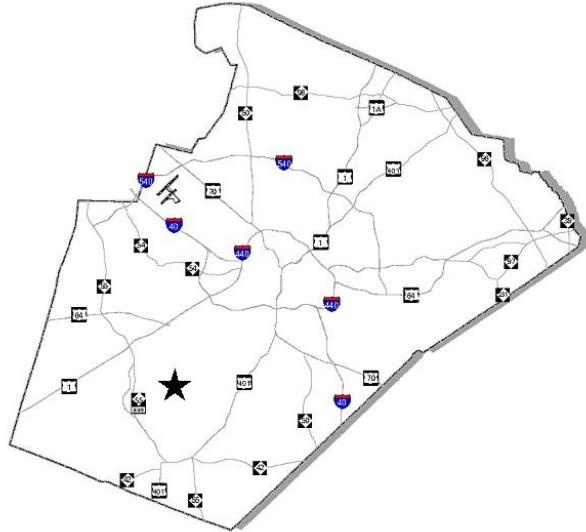
Funding Sources

Authorized and Unissued	-	4,784,000	-	-	-	-	-	4,784,000
Authorized and Issued	1,000,000	-	-	-	-	-	-	1,000,000
Total Sources	1,000,000	4,784,000	-	-	-	-	-	5,784,000
CIP Operating Impacts	-	82,000	269,000	-	-	-	-	351,000
CIP Operating Impacts - FTE	-	-	4	-	-	-	-	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 that does not have convenient access to library services. The building is proposed to be 8,800 sq. ft. and is scheduled for opening in FY 2017. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FY 2016 and FY 2017), along with funds for supplies and materials.



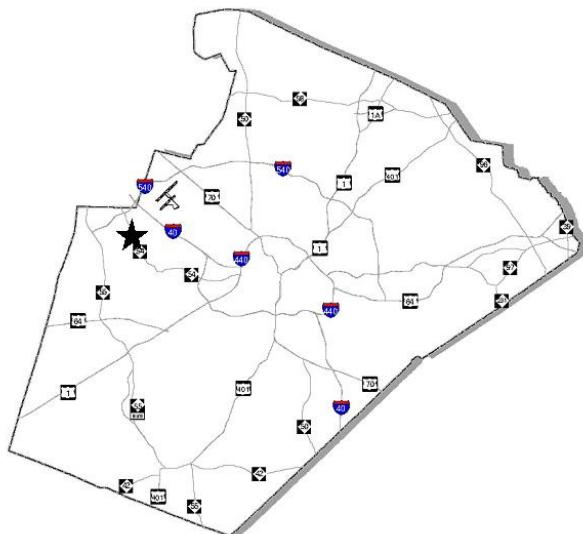
Program Summary: Middle Creek Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	3,625,000	-	-	-	-	-	-	3,625,000
Library Materials	915,000	-	-	-	-	-	-	915,000
Furniture, Fixtures & Equipment	330,000	-	-	-	-	-	-	330,000
Total Uses	4,870,000	-	-	-	-	-	-	4,870,000
Funding Sources								
Generic Bond Issuance	4,870,000	-	-	-	-	-	-	4,870,000
Total Sources	4,870,000	-	-	-	-	-	-	4,870,000
CIP Operating Impacts	-	600,000	-	-	-	-	-	600,000
CIP Operating Impacts - FTE	-	8	-	-	-	-	-	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 8,500 sq. ft. and is scheduled to be completed for opening in FY 2019. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials.



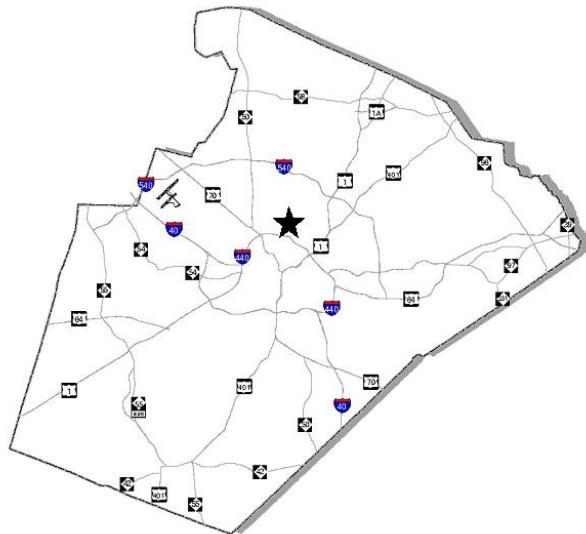
Program Summary: Morrisville Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	–	–	4,274,000	–	–	–	–	4,274,000
Professional Services	–	108,000	–	–	–	–	–	108,000
Library Materials	–	–	916,000	–	–	–	–	916,000
Furniture, Fixtures & Equipment	–	–	330,000	–	–	–	–	330,000
Total Uses	–	108,000	5,520,000	–	–	–	–	5,628,000
Funding Sources								
Authorized and Unissued	–	108,000	5,520,000	–	–	–	–	5,628,000
Total Sources	–	108,000	5,520,000	–	–	–	–	5,628,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	603,000	306,000	–	–	909,000
				8	–	–	–	8

Libraries

North Hills Library

A new community library is proposed for Raleigh in the area of North Hills Center. This is an area of dense population, which currently has limited library services. The County will consider options, most likely leasing space in the North Hills vicinity. The branch is proposed to be 8,000 sq. ft. and scheduled for opening in FY 2020. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phase in beginning in FY 2020), along with funds for supplies and materials.



Program Summary: North Hills Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Land Costs	–	–	1,000,000	–	–	–	–	1,000,000
Construction Costs	–	–	242,000	3,519,000	–	–	–	3,761,000
Professional Services	–	–	275,000	–	–	–	–	275,000
Library Materials	–	–	–	915,000	–	–	–	915,000
Furniture, Fixtures & Equipment	–	–	–	330,000	–	–	–	330,000
Total Uses	–	–	1,517,000	4,764,000	–	–	–	6,281,000

Funding Sources

Authorized and Unissued	–	–	1,517,000	4,764,000	–	–	–	6,281,000
Total Sources	–	–	1,517,000	4,764,000	–	–	–	6,281,000
CIP Operating Impacts	–	–	–	200,000	600,000	–	–	800,000
CIP Operating Impacts - FTE	–	–	–	–	8	–	–	8

Libraries

Reserved for Future Library Projects

During November 2007 voters approved a \$45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of the Libraries Master Plan six projects were identified for major construction or renovations. In addition,

several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of \$112,000 will be used as a reserve for future library projects.

Program Summary: Reserved for Future Library Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Reserves (Budget Entries Only)	-	-	-	112,000	-	-	-	112,000
Total Uses	-	-	-	112,000	-	-	-	112,000
Funding Sources								
Authorized and Unissued	-	-	-	112,000	-	-	-	112,000
Total Sources	-	-	-	112,000	-	-	-	112,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries

Wake Forest Library

The existing Wake Forest Branch Library is 5,100 sq. ft. and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is operating at the level of a large community branch library and is scheduled to expand to 9,000 sq. ft. The site will accommodate expansion of the existing library, which is located adjacent to the County's Northern Regional Center. The expansion is scheduled to open in FY 2018. The expanded library is expected to need approximately four new staff members and includes these staff along with funds for supplies and materials.



Program Summary: Wake Forest Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	–	–	2,681,000	–	–	–	–	2,681,000
Professional Services	–	100,000	–	–	–	–	–	100,000
Library Materials	–	–	675,000	–	–	–	–	675,000
Furniture, Fixtures & Equipment	–	–	300,000	–	–	–	–	300,000
Total Uses	–	100,000	3,656,000	–	–	–	–	3,756,000
Funding Sources								
Authorized and Unissued	–	100,000	3,656,000	–	–	–	–	3,756,000
Total Sources	–	100,000	3,656,000	–	–	–	–	3,756,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	4	–	–	–	–	4

Open Space

Element Summary: Open Space

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	520,000	3,640,000						
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	520,000	3,640,000						
CIP Operating Impacts	40,000	-	-	-	-	-	-	40,000
CIP Operating Impacts - FTE	1	-	-	-	-	-	-	1

Seven-Year CIP Summary

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties and corridors for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

Since 2001, a total 5,939 acres of land has been acquired and preserved as Open Space for a total cost of \$94.7 million which includes \$69.5 million in County funds. Wake County has ownership (and/or management responsibilities) of 4,734 acres and various partners control the remaining 1,205 acres.

History/Background

During the 1990's Wake County experienced rapid growth and development in outlying areas that resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, Wake County committed \$1.3 million for open space planning and to provide grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum in 2000. This bond funding,

along with two additional bonds in 2004 and 2007, helped fund the County's open space acquisitions. The bond funds associated with the 2000 referendum (\$15 million) and the 2004 referendum (\$26 million) have been expended. On April 9, 2013, Wake County sold the final \$21 million of bonds authorized by the 2007 referendum (\$50 million) and that money is now available for open space purchases.

Over the years, Wake County's open space program has relied on input from the Consolidated Open Space Plan, Watershed Management Plan, Growth Management Plan, and other critical documents to help guide the acquisition process. In 2008, the guiding principles were captured in the Wake County Public Open Space Preservation Program Policy, which staff still uses to make decisions about the direction of the open space program.

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

Open Space

information and allows for a more effective evaluation process.

Project Accomplishments

Using the acquisition process described above, Wake has purchased 459 acres of open space for \$6.4 million to date in FY 2015.

Continuing in FY 2016, Wake County will use the approximately \$10 million of general obligation bonds that remain from the April 2013 sale to acquire additional open space and proceed with greenways partnerships. In addition, the bond proceeds will continue to fund the design and construction of three new preserves at the Turnipseed, Robertson's Mill Pond, and Procter Farm open space properties.

Operating Budget Impact

Since the inception of the open space program, Wake County has incurred only minor operating costs associated with the stewardship of acquired land. However, as the number of acres under stewardship continues to grow, County staff is continually monitoring and evaluating its land management operations and programs. It is possible that in the future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

In preparation for opening of the Robertson's Mill Pond Preserve, Turnipseed Nature Preserve and Procter Farm Preserve, one (1) FTE and part time temporary position funds were allocated in Fiscal Year 2015. The FTE and part time funding allocations will be fully annualized in FY 2016. Depending upon the popularity and success of the Preserves, staff may request additional operating dollars and/or FTE's in the future.

Open Space

Open Space

Using the Solicitation of Interest acquisition process, Wake has acquired 459 acres of open space for \$6.4 million to date in FY 2015. Construction of Robertson's Mill Pond Preserve is expected to be completed in summer 2015. The preserve will provide canoe and kayak opportunities on a unique cypress mill pond in the eastern part of Wake County.

Design and permitting of the Turnipseed Nature Preserve is expected to be completed in summer 2015. The preserve will provide hiking opportunities through unique wetland areas in the eastern part of Wake County. Construction is anticipated to start in Fall 2015.

Another project that began in FY 2015 is the construction of Hatcher Creek/Crabtree Creek Trail

in the Town of Morrisville, which is funded in part with County Open Space Bonds.

Continuing in FY 2016, Wake County will use the approximately \$10 million of general obligation bonds that remain from the April 2013 sale to acquire additional open space and proceed with greenway partnerships. In addition, the bond proceeds will continue to fund the design and construction of three new preserves at the Turnipseed, Robertson's Mill Pond, and Procter Farm open space properties.

In addition to Open Space Bond funds, the CIP also includes annual reimbursements from the City of Raleigh (\$500,000) and the Town of Wendell (\$20,000) that may be used toward future open space acquisitions.

Program Summary: Open Space

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Land Costs	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	520,000	3,640,000						
Funding Sources								
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	520,000	3,640,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	1	-	-	-	-	-	-	1

Parks

Element Summary: Parks

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Existing Parks Facility Improvements	814,000	400,000	450,000	500,000	500,000	500,000	500,000	3,664,000
Total Uses	1,114,000	700,000	750,000	800,000	800,000	800,000	800,000	5,764,000
Transfers From General Fund	1,114,000	700,000	750,000	800,000	800,000	800,000	800,000	5,764,000
Total Sources	1,114,000	700,000	750,000	800,000	800,000	800,000	800,000	5,764,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2016-2022 CIP includes \$3.85 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program and \$1.75 million for existing facility improvements at various County parks and school/park facilities.

History/Background

In 2008, staff updated the County's Comprehensive Parks and Recreation Master Plan by facilitating a review of existing facilities and predicted needs for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan.

The 2008 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) Identifying new park facilities that meet current and long-term needs. (3) Continuing to partner with the school system and municipalities in the delivery of parks and recreation services. (4) Continuing the high level of maintenance and renovation at existing facilities.

Each park in the County's system has its own individual master plan. These plans were developed as each park was designed and helped guide the parks facility and program development. The 2008 Comprehensive Plan suggested that each park's master plan be updated to accurately assess the long term needs for the system and individual park facilities. An updated Master Plan would provide recommendations for updated funding levels that reflect current costs sufficient to fund major maintenance and renovation/build-out projects at existing parks, and also identify funding for the development of new facilities at existing parks. This endeavor has been identified in FY 2014 Tactical and Strategic Plan for Parks and Open Space, and funding was included in the FY 2015 CIP budget. The project is currently ongoing, with completion anticipated in the summer of 2015.

Project Accomplishments

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

Completed construction of a new high adventure ropes course at Blue Jay Point County Park, in March 2015.

Completed a Master Plan for Mountain Bike Trails at Harris Lake County Park.

Construction is expected to be completed for Phase I of the trails by summer 2015.

Completed the conceptual design of a new accessible kayak/canoe launch area and associated access paths at Lake Crabtree County Park.

Design was started for the development of updated Master Plans for all (8) existing Wake County parks facilities. The Master Plan updates are expected to be completed by the end of summer 2015.

Construction of Phase II of the Tenant House at Oak View County Park is expected to be completed in Spring 2015. Phase II includes interior renovations, installation of windows and doors and construction of exterior masonry fireplaces.

Parks



Existing Parks Facility Improvements

The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements. The FY 2016-2022 CIP includes \$3.2 million to address improvements identified through the condition assessment process.

Construction is expected to be completed by summer 2015 on various capital improvement projects at six county park facilities and one school park based on priorities listed in the annual facility condition assessments. Park facilities included: American Tobacco Trail, Blue Jay Point, Crowder District Park, Lake Crabtree, North Wake Landfill, Oak View and Fuquay-Varina Elementary School Park. These projects include: gate replacements, construction of new asphalt entries on gravel trails, storm drainage and landscape improvements, asphalt trail repairs, historic building siding replacement, repairs and painting, and shelter structural improvements.

Also in FY 2016, \$464,000 will fund a project at Lake Crabtree Park to widen the ramp leading to the boating area to bring it up to ADA compliance. The funding also includes a portion for enhanced access which will widen the ramp, so that persons with disabilities will be able to transport their boats to the water access area.

Program Summary: Existing Parks Facility Improvements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	814,000	400,000	450,000	500,000	500,000	500,000	500,000	3,664,000
Total Uses	814,000	400,000	450,000	500,000	500,000	500,000	500,000	3,664,000
Funding Sources								
Transfers From General Fund	814,000	400,000	450,000	500,000	500,000	500,000	500,000	3,664,000
Total Sources	814,000	400,000	450,000	500,000	500,000	500,000	500,000	3,664,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Parks



beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

During the economic recession, municipal demand for the Community Use in School Parks program decreased, and the program's funds were reallocated to the Existing Parks Facility Improvements fund.

Beginning in the FY 2015 budget, funding was allocated at the previous level of \$300,000 for land acquisition or infrastructure development for Community Use of School Parks. However, demand has still not returned to pre-recession levels. This fact, coupled with changes in the Wake County Public School System's land acquisition goals have raised questions about this program's future. It is recommended that the Community Use of School Parks program be evaluated during FY 2016.

Community Use of School Parks

The Community Use of Schools Program represents a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop community parks in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure

Program Summary: Community Use of School Parks

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Uses	300,000	2,100,000						
Funding Sources								
Transfers From General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Sources	300,000	2,100,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Program-wide Projects

Element Summary: Program-wide Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
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	-	-	2,769,000	2,930,000	-	10,807,000	16,510,000	33,016,000
Total Uses	1,500,000	1,500,000	4,269,000	4,430,000	1,500,000	12,307,000	18,010,000	43,516,000
Transfers From General Fund	1,500,000	1,500,000	4,269,000	4,430,000	1,500,000	12,307,000	18,010,000	43,516,000
Total Sources	1,500,000	1,500,000	4,269,000	4,430,000	1,500,000	12,307,000	18,010,000	43,516,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Program-wide Projects

Reserve for Future Projects

To ensure sound financial stewardship, the County maintains capital reserves for future projects. Typically these funds are considered available for future capital projects with sound business cases or cost increases for existing projects with changes in scope.

The FY 2016-2022 CIP includes \$33 million for future capital improvement projects. The County CIP uses prior year funds as a revenue source in FY 2018 - FY 2019. After FY 2020, the majority of new funding for reserve for future projects is shown in FY 2021 - 2022.

Program Summary: Reserve for Future Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Reserves (Budget Entries Only)	-	-	2,769,000	2,930,000	-	10,807,000	16,510,000	33,016,000
Total Uses	-	-	2,769,000	2,930,000	-	10,807,000	16,510,000	33,016,000
Funding Sources								
Transfers From General Fund	-	-	2,769,000	2,930,000	-	10,807,000	16,510,000	33,016,000
Total Sources	-	-	2,769,000	2,930,000	-	10,807,000	16,510,000	33,016,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Program-wide Projects

Transfers to Other Funds

The FY 2015-2021 CIP includes a transfer to the Wake Tech Capital Fund of \$10.5 million. These

funds will be used for both current and future general repairs and renovations as well as minor capital projects at Wake Technical Community College.

Program Summary: Transfers to Other Funds

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Interfund Transfers Out	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Total Uses	1,500,000	10,500,000						
Funding Sources								
Transfers From General Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Total Sources	1,500,000	10,500,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety

Element Summary: Public Safety

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Emergency Operations Center	—	—	—	918,000	9,852,000	1,230,000	—	12,000,000
CAD Improvements	4,000,000	175,000	350,000	175,000	350,000	175,000	175,000	5,400,000
800 Megahertz System	10,817,000	13,488,000	6,066,000	128,000	—	—	—	30,499,000
EMS Projects	1,900,000	1,438,000	2,130,000	1,275,000	—	—	—	6,743,000
EMS Defibrillators	1,614,000	—	—	—	1,586,000	1,586,000	—	4,786,000
Total Uses	18,331,000	15,101,000	8,546,000	2,496,000	11,788,000	2,991,000	175,000	59,428,000
Appropriated Fund Balance	14,714,000	7,532,000	—	—	2,769,000	—	—	25,015,000
Transfers From General Fund	2,840,000	6,792,000	7,769,000	2,496,000	9,019,000	2,991,000	175,000	32,082,000
Transfers From Special Districts Fund	777,000	777,000	777,000	—	—	—	—	2,331,000
Total Sources	18,331,000	15,101,000	8,546,000	2,496,000	11,788,000	2,991,000	175,000	59,428,000
CIP Operating Impacts	—	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—

Seven-Year CIP Summary

The FY 2016 - 2022 Community Improvement Plan includes approximately \$59.4 million over the next seven years for Public Safety capital improvements.

Planned projects include:

800 Megahertz Master Plan: This project includes replacing infrastructure; radios; tone, voice, and alphanumeric pagers; and adding simulcast features to a tower in RTP. The portions of the plan related to fire departments are proposed to be funded with Fire Tax District revenue transferred from Fire Tax. This project plan includes a partnership from the Town of Cary.

EMS Facilities: The EMS Facilities Master Plan has a number of projects planned over the course of the FY 2016 - FY 2022 CIP period. A variety of projects are planned for five different stations, two of which will be co-located with Fire Stations. These projects

include: development of a substation in the New Hope area northeast of the City of Raleigh, replacement of an existing station in Wendell, station co-located with a fire and police substation to serve the proposed new Wendell Falls development, and co-location with an new fire station north of Fuquay-Varina.

EMS Defibrillators: The FY 2016 - FY 2022 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

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and \$2 million was budgeted to seed this project. This plan is evaluated and modified each year based on updated response time data and demographics within the EMS system. The modified plan includes a partnership in the renovation and expansion of the Fuquay Fire Station #2 co-location, the addition of stations at New Hope and Fuquay North to address geographic gaps in coverage, the replacement of the Wendell Main, the addition of a new facility at Wendell Falls based on expected future growth, and finally relocation and replacement of the existing District Drive station to a new location, due to the anticipated eviction of the existing station from State property where it currently resides.

The FY 2016 - FY 2022 CIP includes funding for the second of two rounds of defibrillator replacements. This next round of replacements is scheduled for 2015 and 2016. Funds are budgeted to cover those replacements. A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure and alphanumeric, tone, and voice pagers. The FY 2016-2022 CIP proposes funding portions of this plan.

Project Accomplishments

In FY 2015, construction began on the Brier Creek station, which will replace an outdated, existing metal structure used by EMS on RDU International Airport property. Site investigations also were completed for a new station in the New Hope area and site search was continuing for a replacement station for the District Drive station.

Operating Budget Impact

The new EMS facilities will require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. With the exception of Fuquay North and Wendell Falls, these new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Public Safety



800 Megahertz System

Since 2005, the County has operated an 800 MHz radio system for interdepartmental and interagency communication. The system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by solving coverage problems (areas in Wake County where radios could not operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management, and General Services Administration. All municipalities in the county, except Cary, have agencies operating

on the system. Today, over 6,800 mobile and portable radios, 1,900 alphanumeric pagers and 1,200 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS, and other non-public safety Users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that detailed capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. In FY 2013, revisions were made to the original capital funding model including shifting funds allocated for radio replacement (mobiles and portables) out several years to FY 2016 through FY 2018. In addition, end of life replacement projects for the County's paging infrastructure and devices were added to the model in years FY 2018 and FY 2019.

During FY 2013 the Information Services department completed several projects funded through the capital program including performing corrective maintenance on the Wake North and Wake South Radio Tower sites and the procurement and installation of a DiagnosX device to determine if the mobile and portable radios accessing the County radio system are operating to accurate specifications.

Program Summary: 800 Megahertz System

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Purchased Services Construction	10,817,000	13,488,000	6,066,000	128,000	-	-	-	30,499,000
Total Uses	10,817,000	13,488,000	6,066,000	128,000	-	-	-	30,499,000
Funding Sources								
Appropriated Fund Balance	9,399,000	7,357,000	-	-	-	-	-	16,756,000
Transfers From General Fund	641,000	5,354,000	5,289,000	128,000	-	-	-	11,412,000
Transfers From Special Districts Fund	777,000	777,000	777,000	-	-	-	-	2,331,000
Total Sources	10,817,000	13,488,000	6,066,000	128,000	-	-	-	30,499,000

Public Safety

Program Summary: 800 Megahertz System

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety

CAD Improvements

The Raleigh-Wake County Emergency Communications Center (RWECC) is the second-busiest 9-1-1 center in the State of North Carolina, receiving approximately 860,000 calls for service a year, and dispatching approximately 507,000 calls for service a year. RWECC is responsible for answering 9-1-1 calls for all of Wake County, with the exception of Cary, Holly Springs, and wire line calls for North Carolina State University. Fire departments are directly dispatched, with the exception of Cary, and Emergency Medical Services are provided countywide.

Wake County and the City of Raleigh have jointly operated the Computer Aided Dispatch (CAD) system that serves the RWECC. Originally installed in 2003, the CAD system was funded through 911 funds distributed to the County, prior to the changes directing these dollars to the state and Primary Public Safety Answering Point (PSAPs). Since implementation, there have been numerous software and hardware upgrades made throughout its life cycle. The last major hardware upgrade was the replacement of the servers in 2009. No major development is being done on the existing line of software as the manufacturer explores a new product line. Motorola has documented the CADs end-of-life date as August 31, 2018.

In late 2012, County and City of Raleigh staff began a project to identify the need for a replacement CAD system, incorporating input from all current customers of the Raleigh-Wake Emergency Communications 911 Center. A business justification recommending replacement of the CAD system was jointly developed during FY 2014 and approved by all participating municipalities and the County.

Initial cost estimates provided by several CAD vendors, combined with staff calculations of hardware, software, implementation and licensing costs indicate that a replacement CAD system will require approximately \$8-10 million for procurement and implementation. In addition, using industry best practice models, staff estimates that the complete procurement and implementation of a replacement

CAD system serving RWECC will require approximately 30-36 months for full completion. Based on that timeline, the majority of funding needed for the replacement CAD system occurs in FY 2016.

Wake County and the City of Raleigh have secured appropriate funding via their capital processes to ensure that the anticipated initial procurement cost and ongoing maintenance for a new system is programmed into their respective capital funding models beginning in FY16. However, staff members from both organizations also continue to collaborate and explore alternate funding opportunities.

In FY15, RWECC contracted with RCC Consultants, Inc. to assist the organization with the CAD project. Specifically, the consultant will:

- Conduct extensive research with user agencies to identify the necessary features and functions of the new system.
- Work with City of Raleigh procurement and legal departments to turn the business needs into an effective Request for Proposal to be issued to CAD vendors.
- Guide all stakeholders through the evaluation, selection and negotiation phases of the procurement.
- Coordinate with the RWECC and all stakeholder agencies for a successful implementation of the new system.

Public Safety

Program Summary: CAD Improvements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Purchased Services Construction	4,000,000	175,000	350,000	175,000	350,000	175,000	175,000	5,400,000
Total Uses	4,000,000	175,000	350,000	175,000	350,000	175,000	175,000	5,400,000
Funding Sources								
Appropriated Fund Balance	3,820,000	175,000	–	–	–	–	–	3,995,000
Transfers From General Fund	180,000	–	350,000	175,000	350,000	175,000	175,000	1,405,000
Total Sources	4,000,000	175,000	350,000	175,000	350,000	175,000	175,000	5,400,000
CIP Operating Impacts	–	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Public Safety

EMS Defibrillators

GS 131E-157 (a) requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The most recent phase of the scheduled defibrillator replacement cycle was completed in FY 2010 and FY 2011. Replacements are completed over a two year period.

The FY 2016 - 2022 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 2016 to complete the current replacement cycle. The next cycle will start in FY 2020 and conclude in FY 2021. A total of \$3.172 million is included for replacements in those two years.

Program Summary: EMS Defibrillators

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Purchased Services	1,614,000	-	-	-	1,586,000	1,586,000	-	4,786,000
Construction								
Total Uses	1,614,000	-	-	-	1,586,000	1,586,000	-	4,786,000
Funding Sources								
Transfers From General Fund	1,614,000	-	-	-	1,586,000	1,586,000	-	4,786,000
Total Sources	1,614,000	-	-	-	1,586,000	1,586,000	-	4,786,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety



EMS Projects

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are three nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008, which addresses EMS facilities through FY 2021. The plan evaluated

areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future, and facilities are needed to not only store the ambulance, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and to sleep if they are on a 24-hour shift.

An allocation of \$2 million was originally appropriated in FY 2008 to begin funding design and construction of the actual EMS facilities.

The FY 2016-2022 CIP includes continued funding for the EMS Master Plan. The planned facilities in the FY 2016-2022 CIP include: New Hope Substation starting in FY 2016; Wendell Main and Fuquay North Fire and EMS stations starting in FY 2015; and Wendell Falls Fire and EMS station starting in FY 2017.

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Program Summary: EMS Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	1,495,000	263,000	1,980,000	1,220,000	-	-	-	4,958,000
Land Costs	205,000	100,000	-	-	-	-	-	305,000
Professional Services	200,000	1,075,000	150,000	-	-	-	-	1,425,000
Furniture, Fixtures & Equipment	-	-	-	55,000	-	-	-	55,000
Total Uses	1,900,000	1,438,000	2,130,000	1,275,000	-	-	-	6,743,000

Funding Sources

Appropriated	1,495,000	-	-	-	-	-	-	1,495,000
Fund Balance								

Program Summary: EMS Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Transfers From General Fund	405,000	1,438,000	2,130,000	1,275,000	–	–	–	5,248,000
Total Sources	1,900,000	1,438,000	2,130,000	1,275,000	–	–	–	6,743,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Public Safety

Emergency Operations Center

Wake County has operated an Emergency Operations Center (EOC) in the lowest level of the Wake County Courthouse since 1988. Due to population growth, increased responsibilities associated with that growth and operational changes in EOC operations, the Existing EOC has outlived its effectiveness. Replacing the EOC with a new facility will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

In 2012, the City of Raleigh began to explore alternative plans for construction of a new 911 Communications Center in the northeastern part of Raleigh. The City then asked the County to consider partnering to relocate the County's Emergency Operations Center into a co-located facility with the City's Emergency Communications Center.

A new 91,000 SF Critical Public Safety Facility is proposed by the City of Raleigh to include an Emergency Communications (911) Center, City Emergency Operations Center, City Information Center, Raleigh Traffic Control Center, and Raleigh Information Service Data Center. However, after further discussions it was determined that the concept explored by the City would not meet County specifications and needs.

The FY 2016-2022 CIP allocates \$12,000,000 to this project for further study, analysis, planning, and eventual construction of the facility. County Management and Emergency Management are currently exploring multiple options for a future site and building design for the EOC. This includes analyzing existing sites, proposing new sites, defining building specifications, and exploring partnership opportunities.

Program Summary: Emergency Operations Center

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Professional Services	-	-	-	918,000	9,852,000	1,230,000	-	12,000,000
Total Uses	-	-	-	918,000	9,852,000	1,230,000	-	12,000,000
Funding Sources								
Appropriated Fund Balance	-	-	-	-	2,769,000	-	-	2,769,000
Transfers From General Fund	-	-	-	918,000	7,083,000	1,230,000	-	9,231,000
Total Sources	-	-	-	918,000	9,852,000	1,230,000	-	12,000,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

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Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
WTCC General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech CIP 2012	41,460,000	-	-	-	-	-	-	41,460,000
Total Uses	42,960,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	51,960,000
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Authorized and Unissued	37,749,752	-	-	-	-	-	-	37,749,752
Transfers From General Fund	3,522,000	-	-	-	-	-	-	3,522,000
Premium	188,248	-	-	-	-	-	-	188,248
Total Sources	42,960,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	51,960,000
CIP Operating Impacts	2,037,000	3,208,000	4,301,000	-	-	-	-	9,546,000
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2016-2022 CIP includes \$51.960 million for Wake Technical Community College's 2012 building program projects, general repairs and renovations and minor capital.

Items to be funded under general repairs and renovations and minor capital include various smaller renovation projects, HVAC replacements and upgrades, miscellaneous carpet and signage upgrades, and various security and computer equipment for the College.

History/Background

On November 6, 2012, Wake County voters approved a referendum for \$200 million in general obligation bonds for Wake Technical Community College (WTCC) to construct, renovate, expand, improve and equip Wake Tech facilities, in addition to funding additional land acquisition or rights of way for the College. An additional \$10.2 million will be funded by cash in the County's capital budget.

The Wake Tech 2012 building program will include additional new buildings at the Northern Wake Campus (\$130.5 million), continued expansion at the Public Safety Campus (\$9.02 million), repairs and renovations at all campuses (\$15.9 million), and the first two classroom buildings and associated infrastructure constructed at the new Research Triangle Park (RTP) Campus (\$54.75 million). \$104.25 million of general obligation bonds were issued in FY 2013, \$58 million FY 2014 in support of this program; \$37.75 million will be issued in 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, the final projects are underway and the last of the bond funding has been posted to the projects. This funding was approved by referendum on October 9, 2007. It includes \$92 million in general obligation bonds and \$23 million in pay-as-you-go funding for financing the construction and equipment associated with, renovations, additions and various,

improvements to existing facilities as well as development of new buildings, including the acquisition of land.

The County provides funding for Wake Tech in accordance with NCGS §115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Funds provided in the FY 2016-2022 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 2016 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.

Wake Tech has identified \$2.9 million of recurring operating impacts associated with the proposed \$210.2 million building program.

Wake Technical Community College

WTCC General Repairs and Renovations

Wake Technical Community College has identified specific projects categorized as general repairs and renovations. These projects include HVAC system or chiller replacements, sidewalk repairs and replacements, security equipment repairs, ADA compliance projects, and various other life cycle replacements.

For FY 2016, Wake Tech has identified miscellaneous improvements at Main Campus including upgrading 9 bays at the Equipment Technology Building, replace and upgrade security equipment in the Pucher Lemay Building stairwells, replace HVAC units in Early Childhood and Physical Education Buildings, all on Main Campus. At the Health Sciences Campus, replace the carpet in the Health Education Building. And on North Campus, re-caulk all exterior windows and wall joints on Buildings A & B..

Program Summary: WTCC General Repairs and Renovations

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Building Maintenance/ Repair	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	500,000	3,500,000						
Funding Sources								
Transfers From CP/Co Construction	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	3,500,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	-							

Wake Technical Community College

Minor Capital

Wake Technical Community College has identified needs that are categorized as minor capital in the FY 2016 - 2022 CIP. For 2016, the College has requested

funds for the purchase of furniture and equipment to upgrade classrooms, for general relocations, and new vehicles and equipment for the facilities department.

Program Summary: Minor Capital

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Building Maintenance/ Repair	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Uses	1,000,000	7,000,000						
Funding Sources								
Transfers From CP/Co Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Sources	1,000,000	7,000,000						
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake Technical Community College

Wake Tech CIP 2012

Included in the FY 2016 - 2022 CIP is \$41.46 million for the Wake Tech 2012 Building Program. In November 2012, a referendum was approved to allow authorization of \$200 million of general obligations bonds. These general obligation bonds, in addition to \$10.2 million of cash funding, support the \$210.2 million program building.

During FY 2011, Wake Tech finalized the next phase of the Master Plan. The program included six priorities identified by Wake Tech including the completion of North Campus and beginning construction on at Research Triangle Park (RTP). Included in this building program is \$130.5 million for the continued build out for Northern Wake Campus, \$54.75 million to begin construction at the RTP Campus, \$15.9 million for repairs and renovations collegewide and \$9.02 million to complete the Public Safety Campus. \$104.25 million of general obligation bonds were issued in FY 2013 in support of the 2013 Building Program; 58 million of

general obligation bonds were issued in Spring of 2015 and \$37.75 million remains to be issued. In FY 2016, the CIP appropriates \$3.71 of cash funding to be combined with bonds for projects that will be appropriated at future Board of Commissioners meetings.

Project Accomplishments

Main Campus - began construction for the Holding Hall renovation and conversion to classroom space and the Parking Lot Repaving project. Northern Wake Campus completed design for and started construction on Building F, Parking Deck 2, Pedestrian Bridges, Regional Energy Plant 2, the Building L Health Sciences and Applied Technology Buildings, Regional Energy Plant 3 and Building M. Public Safety Education Campus - completed design and began construction of Phase III renovation of the Public Safety Education Building. RTP Campus; began design of the new RTP Campus Classroom Building.

Program Summary: Wake Tech CIP 2012

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Wake Technical Community College Allocations	41,460,000	-	-	-	-	-	-	41,460,000
Total Uses	41,460,000	-	-	-	-	-	-	41,460,000
Funding Sources								
Authorized and Unissued	37,749,752	-	-	-	-	-	-	37,749,752
Transfers From General Fund	3,522,000	-	-	-	-	-	-	3,522,000
Premium	188,248	-	-	-	-	-	-	188,248
Total Sources	41,460,000	-	-	-	-	-	-	41,460,000
CIP Operating Impacts	2,037,000	3,208,000	4,301,000	-	-	-	-	9,546,000
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake County Public School System

Element Summary: Wake County Public School System

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
WCPSS Administrative Lease Reserve	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
CIP 2013	385,268,092	121,263,000	–	–	–	–	–	506,531,092
Total Uses	386,146,146	122,151,574	899,014	909,360	919,604	929,728	880,050	512,835,476
Pooled Investments	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
Transfers From General Fund	43,708,000	22,946,000	–	–	–	–	–	66,654,000
Premium	116,844	–	–	–	–	–	–	116,844
Generic Bond Issuance	341,443,248	98,317,000	–	–	–	–	–	439,760,248
Total Sources	386,146,146	122,151,574	899,014	909,360	919,604	929,728	880,050	512,835,476
CIP Operating Impacts	744,898	3,723,518	3,941,516	702,324	–	–	–	9,112,256
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

History/Background

The FY 2016-2022 CIP includes the continuation of funding for the 2013 WCPSS Building Program. This plan is funded through \$810 million of general obligation bonds approved by the voters on October 8, 2013, and \$129.9 million of cash funding. \$43.8 million of existing funds brought the total building program to \$983.7 million.

The program provides for eleven new elementary schools, three middle schools and two high schools. Additionally the plan includes six major renovations, start-up renovation costs at three other schools, life cycle equipment replacement, educational equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

The FY 2016 - 2022 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities. The cumulative operating impact of CIP 2013 is estimated at a tax increase of 0.67 cents.

Wake County Public School System

WCPSS Administrative Lease Reserve

The FY 2016 - FY 2022 CIP reflects funding transferred on an annual basis from the CIP to the Wake County Public School System's operating

appropriation to fund additional operating costs related to the Crossroads Administrative Building lease.

Program Summary: WCPSS Administrative Lease Reserve

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Interfund Transfers Out	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
Total Uses	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
Funding Sources								
Pooled Investments	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
Total Sources	878,054	888,574	899,014	909,360	919,604	929,728	880,050	6,304,384
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake County Public School System

CIP 2013

The FY 2016-2022 CIP includes \$506.5 million for the continuation of CIP 2013. The plan provides for eleven new elementary schools, three middle schools and two high schools. Additionally the plan includes six major renovations, start-up renovation costs at

three other schools, life cycle equipment replacement, educational equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

Program Summary: CIP 2013

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Wake County School Allocations	385,268,09 2	121,263,00 0	–	–	–	–	–	506,531,092
Total Uses	385,268,09	121,263,00	–	–	–	–	–	506,531,092
Funding Sources								
Transfers From General Fund	43,708,000	22,946,000	–	–	–	–	–	66,654,000
Premium	116,844	–	–	–	–	–	–	116,844
Generic Bond Issuance	341,443,24 8	98,317,000	–	–	–	–	–	439,760,248
Total Sources	385,268,09	121,263,00	–	–	–	–	–	506,531,092
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Fire/Rescue

Element Summary: Fire/Rescue

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Fire Apparatus and Vehicles	885,000	733,000	691,000	5,131,000	3,050,000	868,000	2,337,000	13,695,000
Fire Facilities	117,000	248,000	257,000	2,771,000	100,000	100,000	100,000	3,693,000
Reserve for Future Projects	289,000	179,000	100,000	436,000	30,000	737,000	702,000	2,473,000
Fire Equipment	1,853,000	1,937,000	2,788,000	932,000	649,000	775,000	588,000	9,522,000
Total Uses	3,144,000	3,097,000	3,836,000	9,270,000	3,829,000	2,480,000	3,727,000	29,383,000
Debt to be Authorized	–	420,000	450,000	6,998,000	1,329,000	499,000	1,567,000	11,263,000
Appropriated Fund Balance	1,063,000	–	1,140,000	–	770,000	–	–	2,973,000
Transfers From Special Districts Fund	2,051,000	2,647,000	2,216,000	2,242,000	1,700,000	1,951,000	2,160,000	14,967,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	–	180,000
Total Sources	3,144,000	3,097,000	3,836,000	9,270,000	3,829,000	2,480,000	3,727,000	29,383,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The Fire/Rescue Capital element is designated for capital needs within the Wake County Fire Tax District. The primary goals of the element are to: 1) provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) achieve "seamless" emergency service delivery through nearest station response. To meet these goals, Wake County contracts with 19 fire departments to provide fire protection and emergency services in the county's unincorporated areas and the Town of Wendell.

The Wake County Board of Commissioners levies a fire tax which funds operating, capital and debt uses in the Fire Tax District areas. For FY 2016, 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 2016-2022, funds totaling approximately \$29.38 million are projected for capital appropriation. All fire projects are funded with a combination of Fire Tax District tax revenues, fund balances, debt, municipal reimbursements, and surplus vehicle sales. The seven-year investment plan includes: the replacement of 32 large apparatus (pumper/tankers, tankers, rescue trucks, and an aerial) and 21 small/administrative vehicles; one new fire station, and continued funding for equipment replacement programs. All of these replacements are funded at various cost share portions with other entities. Only the Fire Tax District portion is represented in the 7 year CIP.

History/Background

In FY 2004, the Fire Commission and County staff identified a number of policy issues and capital needs

to address. The FY 2005 budget was approved with the understanding that the Fire Commission and staff would commit to completing a long-range business plan for the Fire Tax District. The issues facing the Fire Tax District were grouped into the following categories: performance standards, apparatus, stations (facilities), staffing, and financial policies. In February 2005, the Fire Commission and staff presented a Long-Range Business Plan (LRBP) to the Board of Commissioners, which the Board accepted. It included detailed recommendations on apparatus and a broad approach for addressing station location. The FY 2006-2012 CIP initiated the apparatus replacement portions of this plan.

In January 2008, the Fire Commission unanimously recommended supplemental sections of the LRBP that incorporated the following: 1) a staffing goal of four firefighters per station per shift for 24 hour coverage, 2) staff compensation, and 3) long-term facility maintenance and repair. The revisions to the LRBP were approved by the Board of Commissioners during FY 2008.

In accordance with the Fire Tax District LRBP, the Fire Commission and County staff have proceeded with actions identified in the plan including station closure evaluations, identifying new station locations and continued monitoring the apparatus replacement plan. The LRBP is currently reviewed each year during the budget process.

Fire/Rescue



Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission and County Staff is charged with coordinating the purchase and replacement of major fire apparatus with Fire Tax District capital revenues and debt proceeds. The committee gathers and

maintains an inventory of fire apparatus with each department in the replacement program. Annually during the budget process, the committee evaluates the inventory and department requests to update the replacement schedule. In addition, the committee develops base specifications for apparatus purchases to ensure quality fire protection equipment and to benefit from competitive pricing.

Types of large apparatus scheduled for replacement include aerials, engines, pumper/tankers, tankers, rescue trucks, and service trucks. Small apparatus include first responder and administrative vehicles. Apparatus not included are other types of ladder trucks, brush trucks, boats, and specialty vehicles.

Program Summary: Fire Apparatus and Vehicles

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Professional Services	10,000	–	30,000	45,000	40,000	31,000	39,000	195,000
Machinery and Equipment	875,000	733,000	661,000	5,086,000	3,010,000	837,000	2,298,000	13,500,000
Total Uses	885,000	733,000	691,000	5,131,000	3,050,000	868,000	2,337,000	13,695,000
Funding Sources								
Debt to be Authorized	–	–	450,000	4,327,000	1,329,000	499,000	1,567,000	8,172,000
Appropriated Fund Balance	–	–	–	–	770,000	–	–	770,000
Transfers From Special Districts Fund	885,000	733,000	241,000	804,000	951,000	369,000	770,000	4,753,000
Total Sources	885,000	733,000	691,000	5,131,000	3,050,000	868,000	2,337,000	13,695,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Fire/Rescue



Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with evaluating current fire

facilities for major maintenance, repairs, renovations, and possible replacement. The committee advises the Fire Commission and Staff regarding the need for new stations or the closure of existing stations. The FY 2016-2022 CIP includes future plans for a new fire station located near the Wendell Falls subdivision. The station is anticipated to be a joint Fire/EMS facility and may include office space for the Wendell Police Department. This station is scheduled to be complete by 2021.

Also, included is \$100,000 each year for routine repair of projects including HVAC systems, roofs, and pavement repair.

Program Summary: Fire Facilities

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	—	148,000	148,000	2,671,000	—	—	—	2,967,000
Improvements	117,000	100,000	109,000	100,000	100,000	100,000	100,000	726,000
Total Uses	117,000	248,000	257,000	2,771,000	100,000	100,000	100,000	3,693,000

Funding Sources

Debt to be Authorized	—	—	—	2,671,000	—	—	—	2,671,000
Transfers From Special Districts Fund	117,000	248,000	257,000	100,000	100,000	100,000	100,000	1,022,000
Total Sources	117,000	248,000	257,000	2,771,000	100,000	100,000	100,000	3,693,000

CIP Operating Impacts

CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—
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Fire/Rescue

Reserve for Future Projects

The Wake County Fire Tax District dedicates a percentage of tax collections and surplus apparatus sale revenues to capital projects. When the amount transferred to capital is greater than the uses in a single fiscal year, the excess amount is placed into reserves. The reserve is used to fund future fire capital projects when the uses are greater than the capital transfer (sources). The use of capital reserves is noted on individual fire capital projects.

Beginning in FY 2012, the program includes the repayment of Garner's municipal share of Garner Fire Station #4 based on an Interlocal Agreement. The Fire Tax District anticipates approximately \$30,000 for ten years. Proceeds from the reimbursement will

be reserved for future projects and may be used in future years.

Beginning in FY 2015, the Fire CIP includes allocations to departments for preexisting departmental debt service on fire apparatus financed in past years by individual departments. This allocation was previously made through the Fire Tax Operating Budget. \$478,000 is included in the FY 2016-2022 to retire these debts. This adjustment aligns Fire Tax fund and Fire CIP budgets with the Fire Tax funding model.

The FY 2016-2022 CIP includes a total of \$1.81 million in reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model, and planned for use in a subsequent fiscal year.

Program Summary: Reserve for Future Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Unallocated Budget CIP	—	—	—	406,000	—	707,000	702,000	1,815,000
Machinery and Equipment	259,000	149,000	70,000	—	—	—	—	478,000
Reserves (Budget Entries Only)	30,000	30,000	30,000	30,000	30,000	30,000	—	180,000
Total Uses	289,000	179,000	100,000	436,000	30,000	737,000	702,000	2,473,000

Funding Sources

Transfers From Special Districts Fund	259,000	149,000	70,000	406,000	—	707,000	702,000	2,293,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	—	180,000
Total Sources	289,000	179,000	100,000	436,000	30,000	737,000	702,000	2,473,000

CIP Operating Impacts

CIP Operating Impacts - FTE

Fire/Rescue



Fire Equipment

The Fire Tax District provides, to contracted fire departments, specific types of equipment necessary to protect the lives of firefighters, aid in medical and rescue operations, and reliable communications and/or dispatch services. The Equipment Committee schedules replacements based on the age and condition of equipment. All equipment funded in the FY 2016-2022 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 2016-2022 CIP includes funding for 800 MHz radio system replacement, 800 MHz subscriber radio replacement, alphanumeric pager replacement, and tone/voice pager replacement.

The Fire Tax District also includes an amount for the replacement of eligible small capital equipment. Examples of eligible equipment include, but are not limited to, hoses, nozzles, automation for training purposes, and other equipment approved by the Equipment Committee. Small capital funds are available proportionally to each participating fire department.

Program Summary: Fire Equipment

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Interfund Transfers Out	777,000	777,000	777,000	-	-	-	-	2,331,000
Machinery and Equipment	452,000	536,000	1,387,000	932,000	649,000	775,000	588,000	5,319,000
Furniture, Fixtures & Equipment	624,000	624,000	624,000	-	-	-	-	1,872,000
Total Uses	1,853,000	1,937,000	2,788,000	932,000	649,000	775,000	588,000	9,522,000
Funding Sources								
Debt to be Authorized	-	420,000	-	-	-	-	-	420,000
Appropriated Fund Balance	1,063,000	-	1,140,000	-	-	-	-	2,203,000
Transfers From Special Districts Fund	790,000	1,517,000	1,648,000	932,000	649,000	775,000	588,000	6,899,000

Fire/Rescue

Program Summary: Fire Equipment

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Total Sources	1,853,000	1,937,000	2,788,000	932,000	649,000	775,000	588,000	9,522,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

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Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Five County Stadium	–	–	405,000	–	382,000	–	–	787,000
Reserve for Major Facilities Future Projects	258,000	804,000	504,000	–	–	83,000	900,000	2,549,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	816,000	254,000	121,000	1,215,000	620,000	817,000	–	3,843,000
Total Uses	1,174,000	1,158,000	1,130,000	1,315,000	1,102,000	1,000,000	1,000,000	7,879,000
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	44,000	28,000	–	185,000	102,000	–	–	359,000
Miscellaneous	130,000	130,000	130,000	130,000	–	–	–	520,000
Total Sources	1,174,000	1,158,000	1,130,000	1,315,000	1,102,000	1,000,000	1,000,000	7,879,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2016-2022 CIP contains \$7.9 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Current funding priorities include accessibility and general improvements to seating and renovations to the box office canopy. Remaining funds are allocated to Marbles Kids' Museum and IMAX for repairs based on a facility condition assessment which includes lighting and roof improvements, as well as the Green Square project as approved by the Board of Commissioners in April 2011. The County agreed to provide a loan to Marbles to assist in the construction of a special exhibit space called Kids Grid, and based on the agreement \$130,000 is added to revenues over a four year period for their repayment. Also, the County agreed to fund a new scoreboard at 5 County Stadium and funding for that has been added in FY 2016

through FY 2018. Remaining funds are appropriated in a reserve to be used for future projects.

History/Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County may levy up to six percent of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau. The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement,

Wake County and the City of Raleigh each receives \$1.0 million from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1.0 million distributions.

Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. Because of this, no projects funded in the seven year timeframe will require operating subsidies from the County.

Major Facilities Capital Trust Fund



Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats Minor League Single A baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses and home team and visiting team clubhouses. Also included are a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional obsolescence. The assessment uncovered deficiencies in building systems and interior finishes compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that required capital outlay within the next five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the stadium sound system, concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

In FY 2015, projects included the replacement of the main scoreboard, 2,250 seats in the upper and lower portions of stadium, sealant and caulking repairs in the upper and lower portions of the center of the stadium, and main entry area accessibility improvements. These projects will continue until finished during FY 2016, and new projects are planned for in FY 2018 (outfield wall replacement) and FY 2020 (perimeter scoreboard replacements).

Program Summary: Five County Stadium

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Building Maintenance/ Repair	-	-	405,000	-	382,000	-	-	787,000
Total Uses	-	-	405,000	-	382,000	-	-	787,000
Funding Sources								
Transfers From Major Facilities	-	-	405,000	-	382,000	-	-	787,000
Total Sources	-	-	405,000	-	382,000	-	-	787,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund

Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, The Nature Research Center in the Green Square project. The Nature Research Center was constructed in 2013 and is located at 111 West Jones Street. The FY 2016 - FY 2022 CIP includes \$700,000

that will be provided to the project as part of development incentives if met. As of FY 2015 the project has not met the requirements to receive any incentives, but this does not impact the total amount of incentives. Based on the agreement the incentive payment schedule is adjusted and all payments will be made when incentive requirements have been met.

Program Summary: Green Square

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Uses	100,000	700,000						
Funding Sources								
Transfers From Major Facilities	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Sources	100,000	700,000						
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund



Marbles/IMAX

Marbles Kids Museum was constructed in 1999. It is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This 83,000 sq. ft. building is located in the southwest corner of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent to the Marbles Kids Museum. The building houses an IMAX projection system and a 270 seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq.

ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, storm drainage repairs, HVAC equipment, and interior and exterior lighting. Repair and replacement of these components was completed in FY 2012 and 2013. Skylights in the museum building were replaced and the first phase of lighting replacements was completed in FY 2014. In addition, construction was completed on a second floor expansion above the museum entry to the lobby to accommodate a new exhibit called Kid's Grid which will be funded through a grant by a private sector company. In FY 2015, the second phase of the lighting replacement was completed.

The FY 2016 budget calls for \$816,000 for the final phase of a Lighting Replacement Master Plan and for replacement of the museum cooling tower unit. In later years, about \$3 million is designated for the replacement of further HVAC systems and the roof systems at both the Marbles Museum and IMAX Theatre buildings.

Program Summary: Marbles/IMAX

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	816,000	254,000	121,000	1,215,000	620,000	817,000	-	3,843,000
Total Uses	816,000	254,000	121,000	1,215,000	620,000	817,000	-	3,843,000
Funding Sources								
Transfers From Major Facilities	816,000	254,000	121,000	900,000	518,000	817,000	-	3,426,000
Appropriated Fund Balance	-	-	-	185,000	102,000	-	-	287,000
Miscellaneous	-	-	-	130,000	-	-	-	130,000
Total Sources	816,000	254,000	121,000	1,215,000	620,000	817,000	-	3,843,000

Program Summary: Marbles/IMAX

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

The FY 2016 - 2022 CIP includes \$2.5 million in reserves for future major facility projects over the next 7 years, and this includes \$390,000 in repayment of loans that the County made to Marbles for

construction of a new exhibit. These funds are identified through the County's portion of the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

Program Summary: Reserve for Major Facilities Future Projects

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Interfund Transfers Out	258,000	804,000	233,000	-	-	-	-	1,295,000
Building Maintenance/Repair	-	-	271,000	-	-	83,000	900,000	1,254,000
Total Uses	258,000	804,000	504,000	-	-	83,000	900,000	2,549,000
Funding Sources								
Transfers From Major Facilities	84,000	646,000	374,000	-	-	83,000	900,000	2,087,000
Appropriated Fund Balance	44,000	28,000	-	-	-	-	-	72,000
Miscellaneous	130,000	130,000	130,000	-	-	-	-	390,000
Total Sources	258,000	804,000	504,000	-	-	83,000	900,000	2,549,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

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Solid Waste

Element Summary: Solid Waste

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
North Wake	–	–	165,000	–	–	–	–	165,000
Multi-material and Convenience Centers	6,089,000	5,106,000	–	–	–	187,000	570,000	11,952,000
South Wake Landfill	1,241,000	–	775,000	3,000,000	156,000	1,312,000	–	6,484,000
Landfill Gas Development	371,000	–	619,000	–	370,000	–	614,000	1,974,000
Total Uses	7,701,000	5,106,000	1,559,000	3,000,000	526,000	1,499,000	1,184,000	20,575,000
Appropriated Fund Balance	7,324,000	5,106,000	784,000	–	370,000	1,236,000	1,184,000	16,004,000
Miscellaneous	377,000	–	775,000	3,000,000	156,000	263,000	–	4,571,000
Total Sources	7,701,000	5,106,000	1,559,000	3,000,000	526,000	1,499,000	1,184,000	20,575,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The Community Improvement Program includes investments in the County's disposal/recycling infrastructure in the form of improvements and remediation to existing facilities to meet the solid waste demands of the general public and conform to NC Department of Environment and Natural Resources requirements for operating solid waste facilities.

Funding for Solid Waste capital projects is provided by the Solid Waste and the South Wake Landfill (SWLF) Partnership Enterprise Funds. The Solid Waste Enterprise Fund generates revenue through household disposal fees, grants, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

History/Background

Wake County is required to submit and update a comprehensive Solid Waste Management Plan on a regular basis. Wake County submits a consolidated plan that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

The Solid Waste Division with involvement from County management completed a 6 month financial and strategic plan. This effort resulted in an updated financial model. The model incorporates a Solid Waste CIP plan through FY 2035, and the first 7 years of that plan are part of the approved FY 2016- 2022 CIP.

Project Accomplishments

Landfills: The County's North Wake Landfill (NWLF) reached capacity in May of 2008 and was permanently capped in 2009. Starting in 2009, construction of reuse facilities began for park purposes. The park facilities opened in July of 2010. Construction for improving the entrance to the park, vehicular circulation, and the provision of a new convenience center, to replace the existing overused and outdated existing facility, is expected to be completed in Summer 2014. The County also continues to provide necessary environmental remediation activities per NCDENR requirements.

The SWLF began accepting municipal solid waste (MSW) in 2008 through a partnership with almost all of the municipalities within the County. Phase 1A of the landfill was filled during 2010 and Phase 1B was constructed during FY 2010. Construction of Phase 1B was performed by the County's operator of the landfill, Waste Industries, but the County provided the landfill liner soil material. Phase 1B was completed in March of 2010 and began to accept waste in July 2010. 60% CD Documents were completed for the partial closure of Phase 1. Drainage and roadway improvements to the gravel access road around Feltonsville Landfill are expected to be completed in Spring 2014. Construction of Phase 2, by Waste Industries, is currently under construction during calendar year 2015.

Schematic design was completed for the NE District of the SWLF operations area. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, transfer station as well as overall circulation improvements.

Convenience Centers: There are eleven (11) convenience center sites located throughout the County where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, and clear), aluminum containers, steel cans, scrap metal and plastics, as well as facilities for MSW. Many of the convenience centers have been in operation for over 20 years without significant improvement.

Improvements to all of the convenience centers have either occurred over the past 3-5 years or will be occurring within FY 2015 or FY 2016. Major improvements to Convenience Center 7, located at NWLF, are under construction and are expected to be completed by Spring 2014.

Schematic design was completed for Convenience Center 2, located at SWLF. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, and transfer station, as well as overall circulation improvements.

East Wake Landfill: During FY 2010, based upon discussions with NCDENR, this previously closed landfill was determined to need remediation. During FY 2011 and FY 2012, the County conducted numerous studies regarding the environmental impacts of this historic landfill including groundwater, soil and air/ gas sampling, and testing. During FY 2013, NCDENR took over efforts for a large portion of this landfill due to their priority site evaluation process. This work will be ongoing over the next several years. In FY 2014, design was completed and construction was started for the landfill cap repair on the County's portion of the landfill. The County also continues to assist NCDENR's inactive branch with their environmental studies for the NCDENR portion of the landfill.

Gas to Energy: As anticipated, the SWLF began to generate methane gas after a couple of years of landfilling. In FY 2014, the landfill gas to energy project was completed by INGENCO and operations started. County staff coordinated efforts to integrate the new system with the existing landfill gas collection and control system. In FY 2015 the County's Solid Waste Division renegotiated contractual arrangements for collection of gas at the closed North Wake Landfill. The County will recognize improved revenue due to revised revenue sharing agreements.

Solid Waste



Multi-material and Convenience Centers

The County currently operates two (2) multi-material facilities. One is located at the NWLF and the other is at the SWLF. In addition, each site (NWLF and SWLF) also has a separate convenience center. Per the Solid Waste Plan for Wake County, the County intends to improve the two (2) existing

multi-material sites by converting them into regional recycling centers rather than separate multi-material and convenience centers. During FY 2010, a master plan was developed for the NWLF and during FY 2012 work started on a plan for SWLF. During FY 2014 and FY 2015, major improvements to Convenience Center 7, located at NWLF, were under construction and have been completed towards the end of FY 2015. Improvements to the Multi-material and Household Hazardous Waste areas of NWLF are scheduled for FY 2015. The SWLF improvements will be broken into multiple year improvements based upon the master plan and available funding. Design of Phase 1 of these improvements is expected to start in FY 2015.

Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to establish similar facilities in the eastern and western portion of the County. During FY 2014, a financial study and a convenience master plan were completed to help prioritize improvements at various convenience center facilities.

Program Summary: Multi-material and Convenience Centers

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	6,089,000	4,524,000	-	-	-	-	-	10,613,000
Machinery and Equipment	-	582,000	-	-	-	187,000	570,000	1,339,000
Total Uses	6,089,000	5,106,000	-	-	-	187,000	570,000	11,952,000
Funding Sources								
Appropriated Fund Balance	6,089,000	5,106,000	-	-	-	187,000	570,000	11,952,000
Total Sources	6,089,000	5,106,000	-	-	-	187,000	570,000	11,952,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Solid Waste



Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that is owned and operated by a third party through an agreement that lasts until 2015. The agreement was revised in FY 2015 to provide the County with improved revenue sharing.

During FY 2012 and FY 2013 the County installed both an air sparging system and a small gas disposal system for the smaller, unlined landfill that closed in the 1990's. These were considered environmental remediation efforts. During FY 2013 these systems were started up and evaluated for further improvements/remediation.

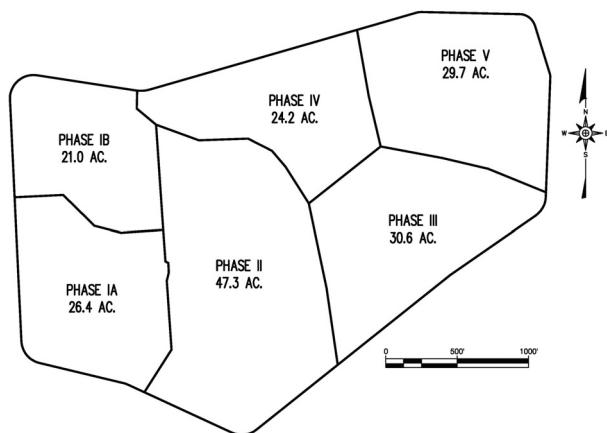
North Wake

The North Wake Landfill (NWLF) was closed to accepting municipal solid waste (MSW) in FY 2009.

Program Summary: North Wake

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Professional Services	-	-	165,000	-	-	-	-	165,000
Total Uses	-	-	165,000	-	-	-	-	165,000
Funding Sources								
Appropriated Fund Balance	-	-	165,000	-	-	-	-	165,000
Total Sources	-	-	165,000	-	-	-	-	165,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Solid Waste



South Wake Landfill

In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste (MSW). Waste Industries was selected by the County Commissioners in June of 2006 to serve as the County's designer, builder, and operator of the SWLF. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the SWLF partnership. First, the County has to provide the soil needed for each phase of construction. The County is also responsible for the final closure of each cell of landfilling. Phase 1A (26 acres) started accepting MSW in 2008 and reached initial capacity in 2010. Phase 1B was constructed during FY 2010 for which the County provided the clay liner material. It was determined during FY 2014, that closure and capping for Phase 1 would not be required until FY 2015. 60% construction documents were completed in FY 2014 in preparation of the closure. Construction of the next phase (Phase 2) was undertaken by Waste Industries during calendar year 2014. The County

will once again need to provide the clay soil as a liner for the construction of Phase 2, for which funding was set aside in the FY 2013 CIP.

Also in 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. Having a transfer station allows solid waste providers to maximize collections while reducing time needed to transport MSW. The facility was built by the City of Raleigh and the County has an agreement with the City for operating the facility. During FY 2013 repairs were made to the existing structure. In FY 2016, additional funds will be needed for roadway and scalehouse improvements.

During FY 2011, a consultant was selected through the County's RFQ process for the development of a master plan for the SWLF and during FY 2012 and FY 2013 this master plan was developed. During FY 2013 and FY 2014, further refinements were made to the master plan relative to the existing operational area. During FY 2014, a schematic design was completed for this operational area. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, and transfer station, as well as overall circulation improvements. A financial plan was completed in FY 2014 in conjunction with a convenience center master plan, which will guide the priorities in the upcoming years.

Program Summary: South Wake Landfill

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	864,000	-	-	-	-	1,049,000	-	1,913,000
Professional Services	377,000	-	775,000	3,000,000	156,000	263,000	-	4,571,000
Total Uses	1,241,000	-	775,000	3,000,000	156,000	1,312,000	-	6,484,000

Funding Sources

Program Summary: South Wake Landfill

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Appropriated Fund Balance	864,000	–	–	–	–	1,049,000	–	1,913,000
Miscellaneous	377,000	–	775,000	3,000,000	156,000	263,000	–	4,571,000
Total Sources	1,241,000	–	775,000	3,000,000	156,000	1,312,000	–	6,484,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Solid Waste



Landfill Gas Development

During FY 2011, the County began operating the landfill gas collection and control system. These

facilities are enabling the County to control gas odors at the SWLF as well as seek beneficial reuse of the landfill gas to create energy. On July 7, 2011 a contract was signed with a landfill gas to energy developer (Ingenco). During FY 2014, the landfill gas to energy project was completed by INGENCO and operations were started. County staff coordinated efforts to integrate this new system with the existing landfill gas collection and control system. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Further, the gas collection and control system will need to be expanded as the landfill grows. During FY 2015, an expansion of the gas collection and control system into Phase 1B will occur with the partial closure project.

Program Summary: Landfill Gas Development

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY16-22
Construction Costs	371,000	–	619,000	–	370,000	–	614,000	1,974,000
Total Uses	371,000	–	619,000	–	370,000	–	614,000	1,974,000
Funding Sources								
Appropriated Fund Balance	371,000	–	619,000	–	370,000	–	614,000	1,974,000
Total Sources	371,000	–	619,000	–	370,000	–	614,000	1,974,000
CIP Operating Impacts								
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

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Financial Planning Model

Financial Planning Model

Wake County uses a long-term financial planning model ("the model") for capital budgeting and issuance of future debt. The capital and debt model is used to evaluate the impact of capital funding decisions on the County's financial condition to ensure that policy targets are maintained long-term.

The Capital and Debt Component

The capital and debt component of the model projects budgets through fiscal year 2025. The model, which uses the County's seven-year CIP as the major driver, helps policy makers maintain the debt policy-objectives necessary to retain the County's AAA/Aaa bond rating. These objectives include:

- ♦ Fund the CIP with dedicated revenue sources;
- ♦ Maintain the mix of cash ("pay-as-you-go") and debt funding within a range of 75% to 85% debt over the span of the seven year CIP. Currently the model is using a target of no more than 80% debt in any given year;
- ♦ Maintain a fund balance of at least 19% of subsequent year debt service expenditures in the Debt Service Fund;
- ♦ Maintain a fund balance of at least 30% of general fund and debt service fund combined revenues; and,
- ♦ Project debt repayment schedules that observers expect of triple-A rated counties (70% within ten years).

Capital and Debt Component Assumptions

Assumptions for the capital and debt component of the Model are as follows:

Dedicated Revenue Sources

Property Taxes: The County allocates a portion of the property tax rate specifically for debt service and cash funding for capital. The dedicated tax rate for debt and capital is 19.90 cents for capital and debt service. The County has an eight-year revaluation cycle for residential property. The last year of revaluation was

effective for FY 2009; the assessed value of property was increased to reflect current market rates and the tax rate is, at first, assumed to be revenue neutral. For the next eight-year revaluation, which takes effect in FY 2017, the model assumes a revenue neutral rate will be calculated and the capital/debt portion of the tax rate will remain at the same relative percentage as prior to the revaluation.

Sales Taxes: State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds come from the local half-cent sales and use tax authorized July 1, 1984 (Article 40) and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 (Article 42) are required to be used for school capital outlay, capital projects, and/or school debt service.

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

Property Tax Assessed Value Growth: FY 2015 serves as the base. Growth projections are 2.7% in FY 2016, 2.75% in FY 2017, 3.0% in FY 2018 and thereafter.

Sales Tax Growth: FY 2015 actuals growth serves as the base. Growth projections are 4% in FY 2016 and thereafter.

Interest rate on Future Debt Issuance: Future interest costs for debt to be issued is based on a 4.5% coupon and premium for a TIC of 4.0% over the average life of the debt for fixed rate general obligation debt.

Cash Funding for Capital: A percentage of property tax revenues is allocated to the Debt Service fund to ensure that the Debt Service Fund Balance does not fall below 19% of the following year's estimated debt service expenditures and the combined fund balance of the general fund and the debt service fund does not fall below 30% of combined general fund and debt service combined revenues during the full horizon of the Model (2017-2025). The model calculates a percentage of property tax revenue dedicated to debt and capital and allocates those funds for cash

Financial Planning Model

funding of County capital projects. Cash funding allocated to Wake Tech and WCPSS is calculated at an amount such that the County does not exceed 80 percent debt in any given year for the combined total of County, WCPSS and Wake Tech Capital projects.

Other Assumptions

The Financial Planning Model included in the FY 2016 Recommended Budget Book is an excerpt of the debt and capital model. The model also calculates the debt and cash capacity that can be funded without an increase in the property tax rate in FY 2017 - FY 2025. These amounts are not approved but are included for illustrative purposes to guide decision making for future building programs.

COUNTY CAPITAL

(in thousands)	2016	2017	2018	2019	2020	2021	2022	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)	835	17,322	10,918	4,876	-	-	-	33,951
Bonds - issued (Libraries)	6,120	-	-	-	-	-	-	6,120
Bonds - authorized/unissued (Open Space)	-	-	-	-	-	-	-	-
Grants/Other	-	-	-	-	-	-	-	-
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Municipal Reimbursement - Other	100	100	810	100	100	100	100	1,410
Transfer In - Property Tax	28,158	28,928	29,799	30,696	31,619	32,570	33,550	215,320
Transfer In - Fire Tax	777	777	777	-	-	-	-	2,331
Transfer In - Major Facilities	258	804	233	-	-	-	-	1,295
Prior Year Uncommitted Funds	14,714	7,532	-	-	2,769	-	-	25,015
Total County Sources	51,482	55,983	43,057	36,192	35,008	33,190	34,170	289,082
Percent Debt Funded	14%	31%	25%	13%	0%	0%	0%	
USES:								
Affordable Housing	830	1,000	1,000	1,000	1,000	1,000	1,000	6,830
Automation	11,138	9,256	6,417	7,208	7,801	7,086	6,030	54,936
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	6,419	7,532	7,112	8,890	8,455	6,091	5,333	49,832
Criminal Justice	1,100	520	671	1,449	651	844	795	6,030
Economic Development	1,675	2,032	2,354	4,023	1,993	1,051	1,007	14,135
Libraries	8,355	17,322	10,918	4,876	-	-	-	41,471
Open Space	520	520	520	520	520	520	520	3,640
Parks & Recreation	1,114	700	750	800	800	800	800	5,764
Public Safety	18,331	15,101	8,546	2,496	11,788	2,991	175	59,428
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	51,482	55,983	40,288	33,262	35,008	22,383	17,660	256,066
Reserved for Future Capital Projects	-	-	2,769	2,390	-	10,807	16,510	33,016
Total County Uses	51,482	55,983	43,057	36,192	35,008	33,190	34,170	289,082
UNCOMMITTED FUNDS (County CIP)								
Beginning of Year	23,868	9,154	1,622	4,391	7,321	4,552	15,359	66,265
Project Closeouts	-	-	-	-	-	-	-	-
Reserved for Future Projects Appropriation	-	-	2,769	2,390	-	-	-	5,699
Use of Uncommitted Funds	(14,714)	(7,532)	-	(2,769)	10,807	16,510	2,302	
End of Year	9,154	1,622	4,391	7,321	4,552	15,359	31,869	74,266

WCPSS CAPITAL

(in thousands)	2016	2017	2018	2019	2020	2021	2022	Total
SOURCES:								
Bonds- unauthorized/unissued	341,443	98,317	-	-	-	-	-	439,760
Premium	117	-	-	-	-	-	-	117
Transfer from General Fund	43,708	22,946	-	-	-	-	-	66,654
Interest	878	889	899	909	920	930	888	6,312
Total Sources	386,146	122,152	899	909	920	930	888	512,843
Percent Debt Funded	88%	80%	0%	0%	0%	0%	0%	
USES:								
WCPSS Building Program	385,268	121,263	-	-	-	-	-	506,531
Transfer for Administrative Lease	878	889	899	909	920	930	888	6,312
Total WCPSS Uses	386,146	122,152	899	899	909	920	930	512,843

WAKE TECH CAPITAL

(in thousands)	2016	2017	2018	2019	2020	2021	2022	Total
SOURCES								
Bonds - unauthorized/unissued	37,750	-	-	-	-	-	-	37,750
Premium	188	-	-	-	-	-	-	188
Transfer from County Capital Projects	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Transfer from General Fund	3,522	-	-	-	-	-	-	3,522
Total Sources	42,960	1,500	1,500	1,500	1,500	1,500	1,500	51,960
Percent Debt Funded	88%	0%	0%	0%	0%	0%	0%	
USES:								
Wake Tech 2012 Building Program	41,460	-	-	-	-	-	-	41,460
Wake Tech Minor Capital	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Wake Tech General Repairs/Renovations	500	500	500	500	500	500	500	3,500
Total Wake Tech Uses	42,960	1,500	1,500	1,500	1,500	1,500	1,500	51,960

FUTURE CAPITAL PROJECTS

(in thousands)	2016	2017	2018	2019	2020	2021	2022	Total
SOURCES:								
Bonds - to be authorized (GO)	-	135,000	195,000	165,000	225,000	295,000	275,000	1,290,000
Transfer In - Ad valorem tax	-	10,000	16,000	8,000	18,000	40,000	31,000	123,000
Total Sources	-	145,000	211,000	173,000	243,000	335,000	306,000	1,413,000
Percent Debt Funded	-	93%	92%	95%	93%	88%	90%	
USES:								
Future Projects	-	145,000	211,000	173,000	243,000	335,000	306,000	1,413,000
Total Uses	-	145,000	211,000	173,000	243,000	335,000	306,000	1,413,000

TOTAL ALL PROJECTS

(in thousands)	2016	2017	2018	2019	2020	2021	2022	Total
SOURCES:								
Bonds - authorized/unissued	380,028	250,639	205,918	169,876	225,000	295,000	275,000	1,801,461
Bonds - authorized/issued	6,120	-	-	-	-	-	-	6,120
Premium	305	-	-	-	-	-	-	305
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Municipal Reimbursement - Other	100	100	810	100	100	100	100	1,410
Transfer In - Ad Valorem Tax	75,388	61,874	45,799	38,696	49,619	72,570	64,550	408,496
Prior Year Uncommitted Funds	14,714	7,532	-	-	2,769	-	-	25,015
Intrafund Transfers	2,535	3,081	2,510	1,500	1,500	1,500	1,500	14,126
Interest	878	889	899	909	920	930	888	6,312
Total All Sources	480,588	324,635	256,456	211,601	280,428	370,620	342,588	2,266,886
Percent Debt Funded	80%	77%	80%	80%	80%	80%	80%	79.7%
USES:								
County	51,482	55,983	40,288	33,262	35,008	22,383	17,660	256,066
Future Projects	-	145,000	211,000	173,000	243,000	335,000	306,000	1,413,000
WCPSS	386,146	122,152	899	909	920	930	888	512,843
Wake Tech	42,960	1,500	1,500	1,500	1,500	1,500	1,500	51,960
Subtotal	480,588	324,635	253,687	208,671	280,428	359,813	326,048	2,192,869
Reserved for Future Capital Projects	-	-	2,769	2,930	-	10,807	16,510	33,016
Total All Uses	480,588	324,635	256,456	211,601	280,428	370,620	342,558	2,266,886
UNCOMMITTED FUNDS (County CIP)								
Beginning of Year	23,868	9,154	1,622	4,391	7,321	4,552	15,359	66,265
Project Closeouts	-	-	-	-	-	-	-	-
Reserved for Future Projects Appropriation	-	-	2,769	2,930	-	-	-	5,699
Use of Uncommitted Funds	(14,714)	(7,532)	-	-	(2,769)	10,807	16,510	2,302
End of Year	9,154	1,622	4,391	7,321	4,552	15,359	31,869	74,266

PROPERTY TAXES

<i>(in thousands)</i>	2016	2017	2018	2019	2020	2021	2022
Tax base	130,810,000	134,407,275	138,439,493	142,592,678	146,870,458	151,276,572	155,814,869
Annual growth rate	2.70%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%
Tax increase (cents) - Operating (County)	3.65	0.28	0.28	0.05	-	-	-
Tax increase (cents) - Capital	-	-	-	-	-	-	-
Tax rate (cents)	61.45	61.73	62.01	62.06	62.06	62.06	62.06
Levy After Collection Rate	796,503	823,079	851,750	878,177	904,608	931,807	959,822
Levy per penny	12,962	13,334	13,735	14,150	14,576	15,014	15,465
Capital tax rate	19.90	19.90	19.90	19.90	19.90	19.90	19.90
Ad valorem tax - capital program	258,280	265,344	273,326	281,584	290,059	298,780	307,763
Percent change - ad valorem tax	2.71%	2.74%	3.01%	3.02%	3.01%	3.01%	3.01%
Ad valorem tax allocation:							
Debt Service Fund	182,892	203,469	227,527	242,888	240,440	226,210	243,213
County Capital Projects Fund	28,158	28,928	29,799	30,696	31,619	32,570	33,550
WCPSS Capital Projects	43,708	22,946	-	-	-	-	-
(Property tax & Premium)	117	-	-	-	-	-	-
Wake Tech Capital Projects	3,522	-	-	-	-	-	-
(Property tax & Premium)	188	-	-	-	-	-	-
Additional Cash Capacity	-	10,000	16,000	8,000	18,000	40,000	31,000
Total	258,280	265,344	273,326	281,584	290,059	298,780	307,763

DEBT SERVICE FUND

<i>(in thousands)</i>	2016	2017	2018	2019	2020	2021	2022
Sales tax annual growth rate	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Investment rate	0.30%	0.65%	1.00%	1.50%	2.00%	2.00%	2.00%
Tax-exempt variable interest rate (with fees)	0.65%	0.78%	1.18%	1.56%	1.90%	1.90%	1.90%
DEBT SERVICE REVENUES							
Ad valorem tax	182,892	203,469	227,527	242,888	240,440	226,210	243,213
Sales Tax: Article 40 & 42	38,150	39,676	41,263	42,914	44,630	46,415	48,272
Transfer from Major Facilities Fund	79	35	35	-	-	-	-
Transfer from Fire Tax District	927	924	820	523	409	411	410
Transfer in for fire trucks debt service	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Lottery Proceeds	16,758	10,512	8,229	6,963	9,495	12,449	11,605
Premium - Bond	839	839	839	839	839	839	839
WCPSS RZEDBs federal subsidy	192	192	192	192	192	192	192
Wake Tech financing subsidy @45%	102	102	102	102	102	102	89
Wake Tech financing subsidy @35%	-	-	-	-	-	-	-

DEBT SERVICE FUND

<i>(in thousands)</i>	2016	2017	2018	2019	2020	2021	2022
QSCB Subsidy	1,650	1,650	1,650	1,650	1,650	1,650	1,650
Interest income - WCPSS, WTCC, and County bond proceeds	451	842	950	1,181	1,937	2,558	2,562
Interest income - General fund & Capital Projects	1,410	3,055	4,700	7,050	9,400	9,400	9,400
Plus interest income - debt service fund	453	901	1,140	1,539	1,900	1,925	1,984
Total Debt Service Revenues	253,937	272,199	297,412	315,841	320,994	312,152	330,217
DEBT SERVICE EXPENDITURES							
G.O. debt service (DS)	235,812	267,649	280,330	295,544	292,843	282,985	311,086
QSCB Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
QSCBs Principal	1,848	1,812	1,772	1,732	1,691	1,651	1,611
Debt Service Justice Center	12,172	11,993	11,780	11,902	11,309	11,011	10,713
Debt Service Jail	12,484	12,218	11,944	11,638	11,336	11,028	10,722
Fire truck debt service	927	924	820	523	409	411	410
Five County Stadium financing agreement	79	-	-	-	-	-	-
Bond fees, Contracts, Admin.	955	344	349	354	359	364	369
QZAB debt service	163	163	-	-	-	-	-
Total Debt Service Expenditures	266,220	296,884	308,774	323,472	319,727	309,230	336,691
Revenues in excess (less than) expenditures	(12,283)	(24,685)	(11,362)	(7,631)	1,268	2,922	(6,474)
Fund Balance - beginning of year	150,948	138,665	113,981	102,618	94,987	96,255	99,177
Fund Balance - end of year	138,665	113,981	102,618	94,987	96,255	99,177	92,703
Ending balance as % of next year's G.O. DS	46.8%	37.0%	31.8%	29.7%	31.2%	29.5%	26.4%
Combined GF and DS Fund Balance as % of Current Year Revenues	33.4%	31.5%	30.5%	30.0%	30.1%	30.3%	30.0%

Wake County Facts

Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, learn, and play in the United States. Located in the east central section of North Carolina, Wake County's 998,691 residents (July 1, 2014 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, educational opportunity, environmental quality and community quality-of-life. A well-rounded combination of business and industry, higher education, historic preservation, arts and culture, and trees, greenways and lakes offers Wake County residents a quality lifestyle with excellent job and educational opportunities, whether they prefer rural or urban settings.

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

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

Wake Med Health and Hospitals, GlaxoSmithKline, Pinkerton and Burns, SAS Institute, Rex Healthcare, Duke Energy, Wake County Government, and the City of Raleigh.

Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art (both located in Raleigh). Wake County is home to the Carolina Mudcats, a double-A affiliate of the Cincinnati Reds baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions.

Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2014 Population (1)	998,691
Municipalities	Population (2)
Angier	108
Apex	42,214
Cary	149,513
Fuquay-Varina	21,277
Garner	26,722
Holly Springs	28,915
Knightdale	13,291
Morrisville	21,932
Raleigh	430,630
Rolesville	4,649
Wake Forest	33,758
Wendell	6,135
Zebulon	4,591
Unincorporated areas of Wake County	190,504

Wake County Facts

(1) July 1, 2014 is the most recent release of U.S. Census Bureau county population estimates. Released March 2015

(2) July 1, 2013 Census is the most recent release of U.S. Census Bureau city and town population data. Released May 2014.

Wake County has experienced explosive growth over the last 20 years. The US Census Bureau reported that Wake County had 998,691 residents as of July 1, 2014. The county gained 97,698 residents from 900,993 that were reported in April 1, 2010. Wake County is the 44th largest county in the United States up from 56th in April 1, 2010.

Wake County continues to experience significant growth and become a more diverse community. Many factors have influenced the growth in diversity within Wake County. In 2000, the US Census estimated the County's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2013, the Hispanic/Latino population increased to 96,955 which comprised 10% of the total population. This increase amounted to a 185% growth rate in Hispanic/Latino residents between 2000 and 2013. During the same period the Asian population grew by 173%: 58,214 residents (6% of the total population).

Wake County's population over age 65 has increased in the last decade by 101%. In 2000, 46,815 or 7.4% of the population was over age 65. In 2013 the number had reached 94,108 or 9.6% of the total population. This number is expected to increase over the next decade as many of the baby boomers reach that age bracket. The NC State Demographer has projected 137,549 residents over the age of 65 for 2020 within Wake County. The projection would mean an increase of roughly 82% for those over age 65 in Wake County.

Wake County had 635,054 residents over the age of 25 in 2013 according to the American Community

Survey. Of which 49.1% had obtained a bachelor's degree or higher.

Educational Attainment (over age 25)	635,054
Less than 9th Grade	26,037
9th - 12th Grade, no diploma	27,942
High School Graduate (includes equivalency)	103,513
Some College, no degree	117,484
Associates degree	48,264
Bachelor's degree	196,866
Graduate or Professional degree	114,944

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2002	661,472	101,432	14,942
2003	681,498	104,461	15,238
2004	702,440	108,969	16,407
2005	725,334	114,068	17,015
2006	757,346	120,504	17,465
2007	793,401	128,072	16,899
2008	831,537	134,002	18,899
2009	866,438	137,706	21,193
2010	892,409	139,599	22,860
2011	900,993	143,289	24,814
2012	928,693	146,687	24,871
2013	974,289	149,508	26,248
2014	998,691	153,039	28,594

(4) North Carolina Employment Security Commission. 2000-2010. *February 2015 Unemployment Rate- 4.4% percent.

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

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

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

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

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
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%	42,860
2008	4.7%	43,136
2009	8.2%	41,280
2010	8.6%	42,296
2011	8.1%	42,987
2012	7.3%	45,801
2013	6.1%	46,097
2014	4.8%	unavailable from this source

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Glossary of Budget Terms

Alcohol Beverage Commission (ABC): The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Adopted Budget: The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

Appropriation: The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

Assessed Valuation: The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

Glossary of Budget Terms

CAP: Capital Area Preservation.

Capital Budget: A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

Capital Outlay: Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than \$5,000, less than \$100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CCBI: City-County Bureau of Identification.

Character of Expenditure: The broadest classification of expenditures used to describe the nature of goods and services purchased. Examples include personnel services, current expenses, capital outlay, and interdepartmental charges.

CIP: Community Improvement Plan.

Clerk to the Board: The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

Community Improvement Plan: A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

Comprehensive Annual Financial Report (CAFR): Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and

all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Contingency Account: An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

Current Budget: Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt Reduction Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the State at two-thirds of the previous year's net debt reduction.

Debt Service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Fund: A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

Division: A functional unit within a County department.

Glossary of Budget Terms

EBT: Electronic Benefit Transfer.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain

objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.5 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and govern-

Glossary of Budget Terms

mental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICS: Incident Command System.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LME: Local Managing Entity.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Glossary of Budget Terms

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

Personal Income: Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

Personal Property: All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

Policy: An established plan of action used to guide decisions and actions.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities

in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation and Open Space.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

ROD: Register of Deeds.

RTP: Research Triangle Park.

Salary Adjustment Reserve: A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

Glossary of Budget Terms

SEIMS: Statewide Election Information Management System.

Self-insurance: A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

SRC: Southern Regional Center.

Statute: A law enacted by the state legislature.

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple units of data over time.

Taxing Authority: When a legislative body has the legal ability to impose a tax on its citizens.

UDO: Unified Development Ordinance.

Unincorporated Area: Area of the county that is not part of any municipality.

User Fee: A charge assessed each time a customer uses a County service for which fees are charged.

Vector Borne: An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIC: Women, Infant and Children.

Workforce Development: Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

Working Capital: The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

Workload Indicator: Measurement used to reflect the quantity of services or effort.

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