



Recommended Operating Budget and Capital Improvement Program

For the Fiscal Year July 1, 2021 through June 30, 2022



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GFOA DISTINGUISHED BUDGET

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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, 2019

Christopher P. Morrill

Executive Director



Wake County, North Carolina

Board of County Commissioners



Matt Calabria
Chair
District 2



Vickie Adamson
Vice Chair
District 7



Sig Hutchinson
District 1



Maria Cervania
District 3



Susan Evans
District 4



James West
District 5



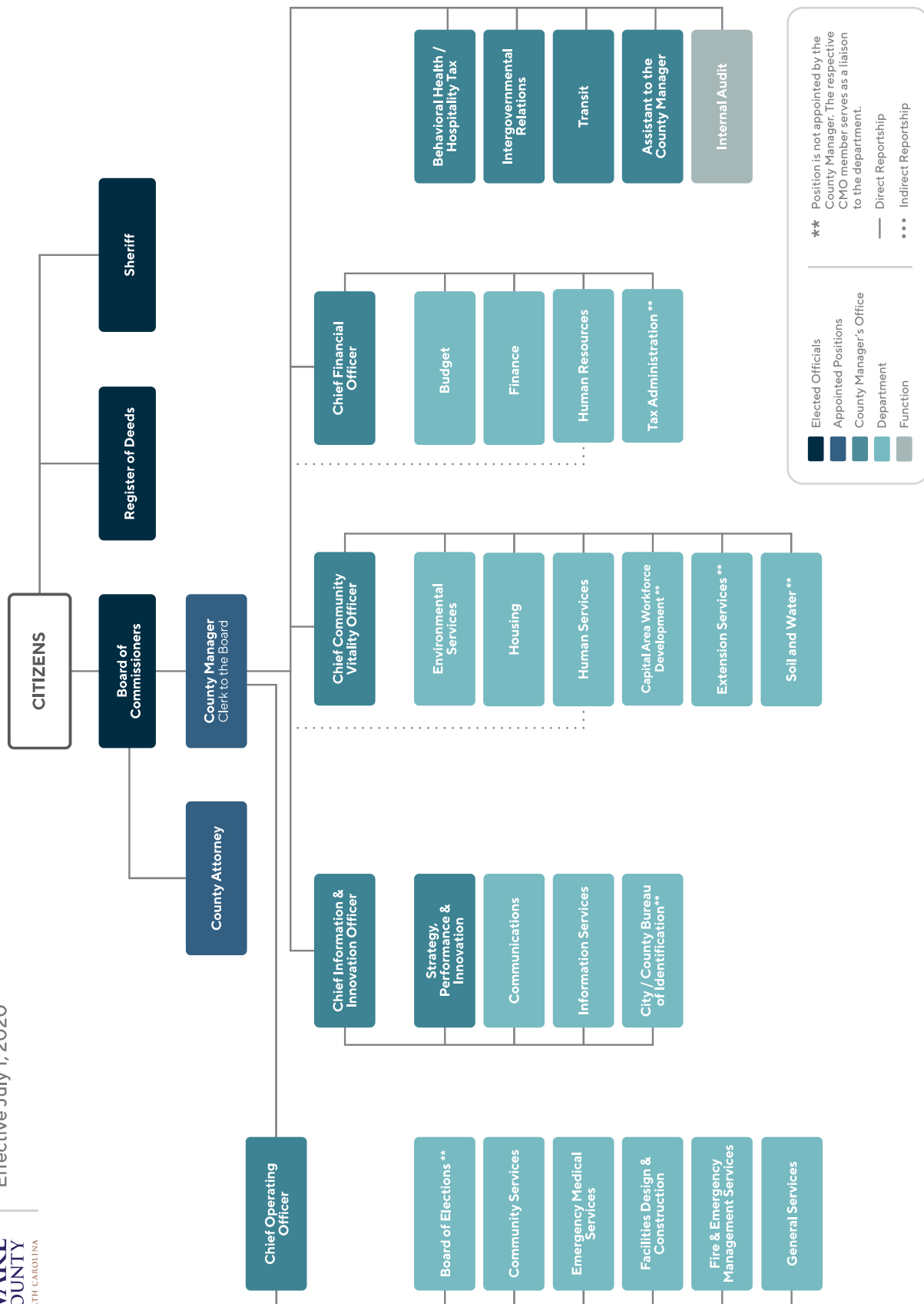
Shinica Thomas
District 6

County Manager: David Ellis

County Administration
County Attorney: Scott Warren

Clerk to the Board: David Ellis

Wake County Government Organizational Chart



Strategic Goals

WAKE COUNTY BOARD OF COMMISSIONERS

2021 STRATEGIC GOALS



COMMUNITY HEALTH AND VITALITY

CHV 1	Improve residents' health and well-being by promoting healthy behaviors and lifestyles.
CHV 2	Improve access to affordable, high-quality care for all residents experiencing medical and/or behavioral health challenges.
CHV 3	Support a higher quality of life for vulnerable residents and communities.
CHV 4	All residents should have access to safe, nutritious, culturally appropriate, and affordable food.
CHV 5	Create affordable housing opportunities and support efforts to end homelessness.



ECONOMIC STRENGTH




ES 1	Every resident has opportunities to be successful and thrive in Wake County's economic prosperity.
ES 2	Ensure that all households have access to affordable, high-speed internet.
ES 3	Support economic development efforts to bring diverse jobs, talent, businesses, and visitors to Wake County.
ES 4	Support, promote, and celebrate arts and culture.



EDUCATION

E 1	Support early childhood care and education programs that prepare young children for life-long learning and overall well-being.
E 2	Partner with the Wake County Public School System (WCPSS) to improve all public-school students' educational outcomes.
E 3	Provide affordable college education and training programs in partnership with Wake Technical Community College.
E 4	Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.

Strategic Goals

 GREAT GOVERNMENT	
GG 1	Engage our community to envision the County's future.
GG 2	Embrace diversity, equity, and inclusion.
GG 3	Maintain a culture that values and supports our employees.
GG 4	Improve resident and customer experiences through efficient, high-quality service delivery and continuous innovation.
 GROWTH AND SUSTAINABILITY	
GS 1	Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.
GS 2	Encourage the use of public transit.
GS 3	Preserve and protect a clean and abundant water supply.
GS 4	Preserve open space and expand access to parks, preserves, recreation resources, and greenways.
GS 5	Promote sustainability and address issues associated with climate change.
 PUBLIC SAFETY	
PS 1	Address equity in the criminal justice system.
PS 2	Support justice-involved residents rejoining the community to improve health and well-being.
PS 3	Provide high quality and sustainable public safety services to meet the community's current and future needs.
PS 4	Ensure that first responders' diversity, health, and well-being are integral parts of all public safety agencies.

Wake County Facts

Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, learn, and play in the United States. Located in the east central section of North Carolina, Wake County's 1,111,761 residents (July 1, 2019 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

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

Wake County contains 14 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 two-year terms. Under their direction, the County Manager oversees the daily provision of resident services, which include human and social services, parks and recreational opportunities, land use planning and zoning responsibilities, law enforcement and public safety, solid waste disposal and recycling, and libraries.

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

Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art. Wake County is home to a professional hockey team, the 2006 Stanley Cup Champions, Carolina Hurricanes. Wake County has professional men's and women's soccer teams, North Carolina FC and North Carolina Courage. The Courage have gone to the finals every year since 2017, having won in 2018 and 2019. Wake County is also home to the Carolina Mudcats, an affiliate of the Milwaukee Brewers baseball team.

Facts at a Glance

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 2019 Population(1)	1,111,761
Municipalities in Wake County	Population
Angier	135
Apex	59,300
Cary	168,029
Durham	21
Fuquay-Varina	30,324
Garner	31,407
Holly Springs	37,812
Knightdale	17,843
Morrisville	28,846
Raleigh	472,791
Rolesville	8,501
Wake Forest	44,318
Wendell	8,577
Zebulon	5,917
Unincorporated areas of Wake County	197,940

(1) July 1, 2020 is the most recent release of U.S. Census Bureau county population estimates. Released May 4, 2021.

Wake County has experienced impressive growth over the past 10 years; the County is growing at a rate of 62 people a day. Around 2060, the County is expected to hit two million people.

As Wake County grows, it's also becoming a more diverse community. Many factors have influenced that shift. In 2010, the U.S. Census Bureau estimated the county's Hispanic/Latino population at 88,908 – 10% of the total population. In 2019, the Hispanic/Latino population increased to 115,531, comprising 10% of the total population. This increase reflected a 30% growth rate in Hispanic/Latino residents between 2010 and 2019. During that same time period, the county's Asian (not Hispanic) population grew by almost 71% to 83,588 residents. That accounts for almost 8% of the total County population.

Wake County's senior population has increased by 69% in the past two decades. In 2010, 77,331 or 8% of the population was over the age of 65. In 2019, the number reached 133,864 or 12% of the total

population. This number is expected to increase over the next decade as many of the baby boomers reach that age bracket. The NC State Demographer projects that 151,194 residents over the age of 65 will live in Wake County in 2021. The projection would mean an increase of roughly 95% since 2010.

Wake County had 747,815 residents over the age of 25 in 2019 according to the U.S. Census Bureau estimates. More than half of them had a bachelor's degree or higher (54%).

Educational Attainment

Population over age 25	747,815
Less than 9th Grade	20,065
9th - 12th Grade, no diploma	29,682
High School Graduate (includes equivalency)	113,857
Some College, no degree	121,804
Associates degree	57,909
Bachelor's degree	245,903
Graduate or Professional degree	158,595

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2004	716,336	108,969	16,407
2005	746,048	114,068	17,015
2006	784,038	120,504	17,465
2007	821,607	128,072	16,899
2008	856,492	134,002	18,899
2009	883,624	137,706	21,193
2010	900,993	139,599	22,860
2011	928,787	143,289	24,814
2012	952,060	146,687	24,871
2013	974,198	149,508	26,248
2014	997,788	153,039	28,594
2015	1,022,319	155,000	29,025
2016	1,048,335	156,644	29,529
2017	1,071,706	159,213	31,472
2018	1,091,273	160,095	29,936
2019	1,111,761	161,591	30,781

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

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

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

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2004	4.6%	37,921
2005	4.4%	39,503
2006	3.9%	41,556
2007	3.8%	42,860
2008	4.6%	47,483
2009	8.6%	45,069
2010	8.3%	45,684
2011	7.9%	46,621
2012	7.1%	48,641
2013	6.0%	48,324
2014	4.9%	50,656
2015	4.7%	53,625
2016	4.3%	54,549
2017	3.9%	56,162
2018	3.4%	59,014
2019	3.3%	62,264

(4) North Carolina Department of Commerce, Labor & Economic Analysis Division, Local Area Unemployment Statistics. Computed using the monthly average for the year.

(5) U.S. Department of Commerce, Bureau of Economic Analysis. Computed using Census Bureau midyear population estimates.



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, 2021 to June 30, 2022; Fiscal Year 2022 or FY 2022.

Process and Policies

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

Sample Fund Summary Format:

Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing for the following fiscal years (FY): FY 2020 actual results; the FY 2021 adopted budget and current budget; and FY 2022 budget.

	FY 2021		FY 2022	
	FY 2020	Adopted	FY 2021	Rec.
	Actual	Budget	Amended	Budget
Personnel				
Services				
Operating				
Expenses				
Capital Outlay				

Full-time Equivalent Positions

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

Budget Highlights

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

Education

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

Capital Improvement Program

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

Performance Measures

Performance measures are dashboards of information communicating how well a service is performing and if the targeted outcome is being met. There are 4 types of performance measures: input, output, efficiency, and effectiveness. Each measure provides a different piece of information regarding how well the department and service is accomplishing its goal/objective.

Formulation of the County Manager's Recommended 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 timelines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

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

County departments may also submit options for reducing their base budgets. For FY 2022, departments were required to submit options to reduce their annual operating budgets. Any proposals to reduce the budgets were evaluated not only for potential savings, but also for the near-term and long-term service impacts.

Areas of new services or service expansions requested by departments were based on a strong definition of the issue, strategic alignment with business plan and objectives, a clear statement of what is trying to be accomplished, and identification of opportunities to collaborate or partner with others. For FY 2022, departments were asked to first realign funding where possible. Each expansion item was analyzed based on these objectives.

Board of Commissioners' Authorization and Appropriations

In compliance with the North Carolina Local Government Budget and Fiscal Control Act (G.S. 159-8) the Board of Commissioners adopts an annual balanced budget ordinance for all governmental and

proprietary funds except funds authorized by project ordinances. All budget ordinances are prepared on the modified accrual basis of accounting. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency funds are not required by state law to be budgeted. All capital projects funds, certain special revenue funds, and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

County Manager's Authorization

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

Budget Implementation

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

Public Engagement

Residents have opportunities to provide comments about the budget in a variety of ways, including public hearings, advisory commissions, informal conversations, round-table briefings, TV and video presentations, opinion surveys, neighborhood

Budget Process

meetings, office hours, letter writing, telephone calls, and e-mail.

The County Manager recommended a budget to the Board of Commissioners on May 3, 2021. During a regular (virtual) meeting on May 17, public

comments regarding the proposed budget will be presented to the Board of Commissioners, and a special budget work session will be held on May 24. On June 7, the Board of Commissioners will consider the budget for adoption for both the Operating and Capital Improvement Program.

Budget Calendar for Fiscal Year 2022

Date	Budget Activity
September	Budget Process Kick-Off on Guidance, Calendar, and Business Cases
September 30, 2020	Submission of FY 2022 - 2028 Capital Requests
January 8, 2021	Submission of FY 2022 Operating Budget Requests
January 7, 8, 29, 2021	Board of Commissioners Goal-Setting Retreat
February - March	Capital Improvement Program and Operating Department budget meetings
March – April	Board of Education and Wake Technical Community College submit formal budget requests
March 29 & April 5, 2021	Board of Commissioners Budget Planning Retreat
May 3, 2021	Formal presentation of Recommended Budget to Board of Commissioners at regularly scheduled meeting
May 10, 2021	Board of Commissioners Special Budget Work Session
May 17, 2021	Public Hearing on FY 2022 Recommended Budget
May 24, 2021	Board of Commissioners Special Budget Work Session
June 7, 2021	Board of Commissioners consider adoption of FY 2022 Operating Budget and FY 2022 - 2028 Capital Improvement Program at regular meeting

Fund Structure

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

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

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

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 nine special revenue funds: Capital Area Workforce Development Fund, Fire Tax District Fund, Grant and Donations Fund, Housing and Community Revitalization Fund, Major Facilities Fund, the Transportation Fund, the Coronavirus Relief Fund, Fines & Forfeiture, and Human Services Clients Trust.

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

Fund Structure

those financed by proprietary funds, certain special assessments, or trust funds). The County has seven capital project funds within the governmental fund types: County Capital Projects Fund, Wake County Public Schools Capital Projects Fund, Wake Technical Community College Capital Projects Fund, Fire Tax District Capital Projects Fund, Major Facilities Capital Projects Fund, Solid Waste Capital Projects Fund, and Housing Capital Fund.

Proprietary Fund Types

Enterprise Funds

The enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the

costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds: Solid Waste Management Fund and South Wake Landfill Fund.

Internal Service Fund

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

Fund Structure Chart

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

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

Basis of Budgeting and Basis of Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

Basis of accounting refers to how revenues and expenditures or expenses and related assets and

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

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

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

Financial Policies

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

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

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

Operating Budget

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. The Local Government Budget and Fiscal Control Act (G.S. 159-8) requires a balanced budget ordinance from all local governments.

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.

Long-Term Financial Health

All departments share in the responsibility of meeting policy goals and ensuring long-term financial health of the County. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.

Forecasts

Balanced revenue and expenditure forecasts model the County's ability to absorb operating costs from changes in the economy, service demands, debt service and capital improvements.

Budget Development

Budget development is bounded by conservative revenue forecasts. Addition of personnel will only be requested to meet program initiatives and policy directives. After service needs have been thoroughly examined, it is determined if additional staffing will result in increased revenue, enhance operating efficiencies, or improve service levels.

Budget Adjustments and Revisions

The annual budget process weighs all competing requests for County resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process are discouraged, although when required, these mid-year commitments are incorporated into plans for future budgets.

Appropriations requested after the original budget is adopted require Board approval and must identify expenditure reductions or revenue increases to offset.

Grants

Grant funding supplements County funds when it complements County programs and services. Inconsistent or fluctuating grants are not used to fund ongoing programs. Programs financed with grants will be budgeted in separate units, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, County resources will be substituted only after all program priorities and alternatives are considered during the budget process.

Revenues

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 shall diversify its revenue sources to the extent possible to reduce reliance on the property tax. Periodically, the County reviews certain programs and services as areas for potential funding through user fees. The Board of Commissioners will determine the level of cost recovery for the programs

Financial Policies

or services. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

User Fee Policy

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

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

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

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

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

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

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

1. 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.

a. 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.

b. 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.

2. 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:

a. 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.

b. 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.

c. 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

Financial Policies

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.

Fund Balance

General Fund

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

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

Operating Funds

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

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

Financial Reporting

Distinguished Budget Awards Program

The County's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. Since 1997, the County has received the GFOA Distinguished Budget Award. The budget should satisfy criteria as a financial and programmatic policy document, a comprehensive financial plan, an operations guide for all organizational units, and a communications device for all significant budgetary issues, trends, and resource choices.

GFOA has not completed review of Wake County's FY 2021 Adopted Budget document as of this publishing of this document.

Accounting and Financial Reporting

The County's accounting and financial reporting systems are maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and best practices identified by the Government Finance Officers Association (GFOA).

Annual Comprehensive Financial Report

The County's Annual Comprehensive Financial Report (ACFR) is annually submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, be thorough and sufficiently detailed, and not contain misleading information. The audit opinion will be included with the County's ACFR.

Internal Control

The County's financial systems, along with its policies and procedures, maintain internal controls to allow monitoring of revenues and expenditures on an ongoing basis.

Fiscal Monitoring

Monthly interim financial statements present actual revenues and expenditures versus budget for the fiscal year to date. These summary interim financial statements are presented to County management and the Board and will identify major variances that

Financial Policies

require investigation to preserve the County's financial position.

Capital Improvements

The County adopts a seven-year Capital Improvement Program 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 Capital Improvement Program cost at least \$100,000 and have a useful life of at least ten years. The Board of Commissioners determine actual funding source (i.e., cash, debt, grant, etc.) for capital projects on an annual basis.

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

Capital and Debt

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

The County maintains several Capital Funds which can relate to certain enterprise, departments, general government, or specific capital projects. Revenues deposited into the County's capital project funds are

used to pay capital project expenditures. These revenues can include debt and/or pay-as-you-go cash.

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

The County's financial model currently includes the following multi-year assumptions: property tax rate will reset to a revenue neutral rate in a revaluation year occurring every 4 years (recently done in FY 2021; next occurring in FY 2025); property tax rates ranging from 60.00 cents/\$100 property valuation to 51.55 cents/\$100 property valuation; property valuation natural growth rates ranging from 1.15% to 2%; property tax collection rates ranging from 99.25% to 99.65%; sales tax growth rates ranging from 2.5% to 3%; investment income growth rates ranging from 0.5% to 2%; short-term debt variable rate costs ranging from 1.16% to 2.34%; long-term general obligation bond rates ranging from 2.5% to 4% for new issues; long-term limited obligation bond rates ranging from 2.75% to 4.25% for new issues; general obligation bonds amortizing over 17 years with level principal repayment for new issues; and limited obligation bonds amortizing over 17 years with level principal repayment for new issues.

Debt Policies

Bonds are typically rated by one or more of the three major rating agencies – Moody's; Fitch; and S&P. A bond rating attempts to gauge an issuer's ability to meet its continued financial obligations. The County has achieved each rating agency's highest triple-A rating (Moody's AAA; Fitch AAA; S&P AAA). As such, the County can issue long-term bonds at the

lowest possible financing cost for its citizens. In effort to protect and maintain its long-established triple-A bond ratings, the County follows several established debt guidelines and policies.

Debt Planning Guidelines

- ♦ Provide for capital facilities as needed.
- ♦ Preserve the County's triple-A bond rating from all three rating agencies.
- ♦ Ensure sufficient flexibility to meet future obligations and take advantage of cost saving opportunities
- ♦ Maintain a debt affordability model which analyzes the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.
- ♦ Maintain a Capital Improvement Program budget planning cycle of at least seven years. This provides management the ability to ascertain the timing and designated funding source(s) for needed capital facilities.

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

- ♦ Projected 18.78 cents of the 60.00 property tax rate in FY 2022 dedicated to debt and capital;
- ♦ 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; and
- ♦ Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income as well as County, WCPSS and Wake Tech capital project funds interest income to the Debt Service Fund. This dedication is in effort to match investment earnings with short term debt interest expense as market conditions vary.

Debt Service Guidelines

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

Guideline 1: The Debt Service Fund will maintain a fund balance of no less than 19% of the subsequent fiscal year's debt service payments. The 19% represents the amount of approximate debt service due on average within the first five months of the fiscal year (through November). The County's financial model projects annual fund balance in the County's Debt Service Fund to be on average approximately 32% of the subsequent fiscal year's debt service payments.

Guideline 2: The County's seven-year Capital Improvement Program should be funded with debt funding comprising 75 to 85% of the total funding over the span of the seven-year Capital Improvement Program. The remaining funding should come from pay-as-you-go financing (i.e., cash on hand). Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when construction payments are due. A pay-as-you-go element contributes to the financial integrity of the County and its ability to maintain AAA bond ratings. The County strives for a target of approximately 80% debt funding and 20% cash funding of its CIP in any given fiscal year. The County's financial model currently projects the County will fund its current CIP needs with an average of 79% debt funding and 21% cash funding.

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed 25% 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 only exposure to variable rate debt is short-term in nature represented by its use of construction period financing bank loans (County has no variable rate bonds). Currently the County's variable rate debt is 2.7% of total outstanding debt.

Guideline 4: The County will maintain a debt payment schedule which retires 70% of bond principal within ten years. This guideline is a factor considered by rating agencies and is commensurate with other triple-A rated counties. The County currently retires 72.3% of bond principal within ten years.

Guideline 5: The amount of general obligation net debt (including municipal net debt) per capita should be consistent with other triple-A rated units. Per capita debt is considered a basic benchmark that depicts a jurisdiction's burden on the general population. The County's current per capita debt is \$2,113.

Guideline 6: The combined County and municipal debt should not exceed 4% of the countywide tax base. Based on historical funding levels as well as standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general obligation debt that exceeds 4% of the tax base. This includes debt issued by Wake County government as well as debt issued by the various municipalities within the boundaries of the County. Municipal debt is included since the municipal taxpayer bears the burden of debt issued by both the respective municipal government and county government (in North Carolina property within municipal boundaries is also within the county boundaries). The current combined County and municipal debt is 2.98% of the countywide tax base (*does not include bonds previously authorized by voters but not yet issued or nominal amounts for rolling stock financings).

Guideline 7: The County's net outstanding debt should not exceed 2.5% of the County-wide assessed valuation (i.e., tax base). North Carolina statute permits local governments to issue debt up to 8% of

total assessed valuation. As the County maintains a debt to assessed value that is consistent with other triple-A rated counties, it currently strives for its net debt to remain under a more stringent 1.75% of the countywide tax base. The County's current net outstanding debt is 1.31% of the countywide assessed valuation.

Guideline 8: The County will monitor annual debt service expenditures as a percent of total governmental expenditures and strive to not exceed 20%. This computation is a ratio that rating agencies use to judge a government unit's ability to make debt payments and continue meeting its operating obligations. County debt service is currently 18% of total governmental expenditures.

Business Development Grant Policy

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

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

New Investment Threshold: New or existing companies may be eligible for a Business Development Grant for new investments, which exceed the minimum thresholds as outlined in the chart on this page. New investment is defined as 'improvements to real estate, machinery, equipment, and other business personal property.' The value of land is not included in the calculation of new investment. New investment must exceed the minimum threshold in assessed valuation, as determined by the Wake County Tax Administrator.

New Jobs Threshold: New or existing companies may be eligible for a Business Development Grant when the investment threshold is met and new jobs are created as outlined in the chart on this page. New jobs are defined as a new increase in the company's number of full-time employees who live in Wake

Financial Policies

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

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

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

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

Policy Guidelines:

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

Revised May, 2017

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

Board of Commissioners’ Goals

The Board of Commissioners Goals are the highest-level strategic planning document for Wake County and establish a strategic directive for County policies, priorities, and budget recommendations. The Wake County Board of Commissioners first adopted comprehensive goals using a related format in 2016 and reviewed and modified goals in subsequent years. The most recent revisions occurred during a goal-setting process between December 2020 and February 2021.

Commissioners received updates on the status of the prior year goals in December 2020. Staff also solicited key priorities and summarized feedback from elected officials. The 2021 retreat was held virtually based on health guidance related to COVID-19. Public meetings were held on January 7, 8, and 29. During the retreat, Commissioners and staff restructured the goals to place a stronger emphasis on the goal statement, objectives, links to existing comprehensive plans and resources, and performance measures. The Board of Commissioners reviewed draft language at a February work session and approved the goals and objectives on February 15, 2021.

Board goals include example strategies, with continued refinements expected throughout the year through development of staff workplans, discussions in board work sessions and committee meetings, and the implementation of a robust performance measurement process. Staff conduct at least three strategy meetings annually to review the status of each strategy, to identify and address obstacles affecting progress, and to coordinate implementation with other departments. Departments are encouraged to align budget requests with key focus areas. Board goals, objectives, and strategies are used

to align budget resources and messaging to the public.

The 2021 Board of Commissioner Goals include six key focus areas and 26 goals. Current information is available on the Wake County Transparency Portal (<https://www.wakegov.com/transparency-portal>).

Long-Range Financial Plan

The County projects General Fund revenues and expenditures based on a series of conservative assumptions. These long-range projections were shared initially with the Board of Commissioners at their March 29, 2021 budget retreat and will be updated as needed for subsequent 2021 budget work sessions.

The County continues to project future property tax revenue based on an average of 1.3 percent (1.3%) growth, after 24.5 percent (24.5%) growth in the tax base realized with the property reappraisal that was effective January 1, 2020. A 2 percent (2%) revenue growth rate is projected from FY 2023 to FY 2024.

Sales tax revenues are projected to grow at a rate of 2.5 percent (2.5%) per year in the near term. The updated medium-term sales tax revenue projections reduced growth in future years to 2.75-3 percent (2.75-3%) growth per year. These long-range projections will be revised annually in light of legislative and economic changes.

FY21	FY22	FY23	FY24	FY25	FY26
9.6%	2.5%	2.5%	2.75%	3%	3%

Expenditures for County operations and Wake Technical Community College are modeled to increase on a per capita basis, aligning expenditure growth and population growth. Additionally, Wake County Public Schools System per pupil funding is modeled to increase based on inflation and the opening of additional of new schools.

Finally, debt and capital transfers are separately projected through the long-range debt and capital model, with those results incorporated into high-level county projections.

Advisory Boards and Long-Range Planning

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

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

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

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

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

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

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

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

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

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

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

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

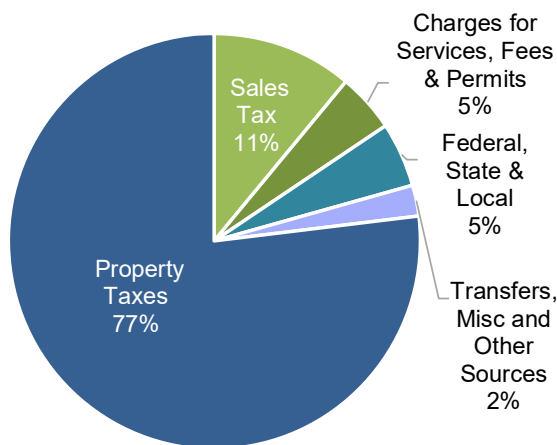
Wake County Water Partnership: Evaluates the types of activities, initiatives, and projects that may affect water resource management within Wake County and makes recommendations to the Board of Commissioners about the most urgent, important, and efficient actions that could be taken to improve long-term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

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



Budget Overview

General Fund Revenue Sources



Property taxes and sales taxes make up approximately 88 percent of the County General Fund revenue.

Property Tax

The property tax is Wake County's largest revenue source, comprising 73% of all General Fund revenues. Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation. The values of real property in Wake County were assessed this year based on the current quadrennial cycle. The FY 2021 budget assumed a total tax base of \$188.6 billion and the most recent tax base projection totals \$189.4 billion. The FY 2022 budget assumes a new tax base estimate of \$191.83 billion, an increase of 1.3%. The next property revaluation is scheduled to take effect January 1, 2024.

Tax Base FY 2021 - 2022 Estimates

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real property assessed valuation is anticipated to increase by 1.6% from the FY 2021 projected assessed valuation to a total of \$167.45 billion, which was used for developing the revenue estimates for the FY 2022 budget.

Personal property includes unlicensed vehicles and business property. The personal property portion of the tax base is projected to decrease in FY 2022 by 5.5% from the assessed valuation projected for FY 2021 to a total of \$7.62 billion.

The public service 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 2022 valuation is expected to decrease by 3.8% from the assessed value projected for FY 2021.

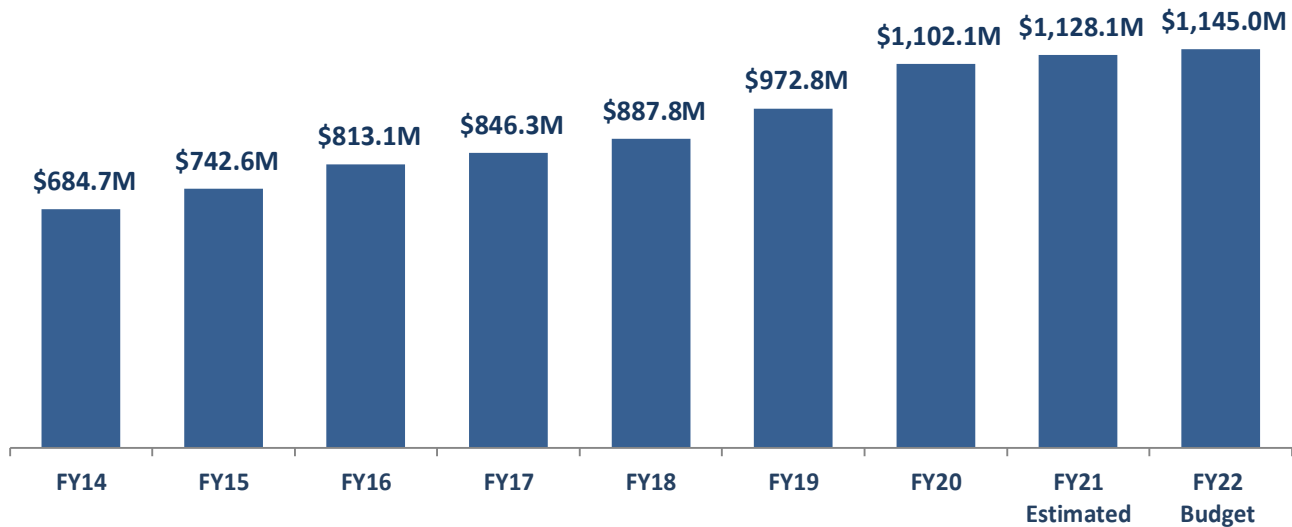
The motor vehicle portion of the tax base is projected in FY 2022 to increase by 3.0% from the estimate for FY 2021.

The County's property tax collection rate continues to be one of the highest in the State at 99.5% projected for FY 2021. The FY 2022 budget estimates include a collection rate of 99.25% on real property and 99.5% on vehicles.

Tax Base Estimates (in thousands)	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Budget	\$ Change	% Change
Real Property	\$126,482,476	\$130,415,760	\$164,833,716	\$167,450,000	\$2,616,284	1.6%
Personal Property	\$7,430,852	\$7,890,233	\$8,069,394	\$7,625,000	\$(444,394)	-5.5%
Public Service	\$3,454,216	\$3,572,974	\$3,612,463	\$3,475,000	\$(137,463)	-3.8%
Vehicles	\$10,235,644	\$11,346,951	\$12,889,273	\$13,280,000	\$390,727	3.0%
Total Valuation	\$147,603,187	\$153,225,918	\$189,404,846	\$191,830,000	\$2,425,154	1.3%

Revenue Overview

Property Tax Growth



Tax Rate

Property tax rate is 60.00 cents, which maintains the tax rate from FY 2021.

Sales Tax

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

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-destination basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2021 was received in April 2021).

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

On October 1, 2009, Article 42 changed to a point-of-sale basis from a per capita basis. Because of the large volume of sales within Wake County, this

significantly increased the County's revenues from this Article. By statute, 60% 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 2022, revenues from the State under the hold harmless agreement are expected to be \$33.5 million.

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

As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY 2017, a portion of articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at \$7.4 million in FY 2022.

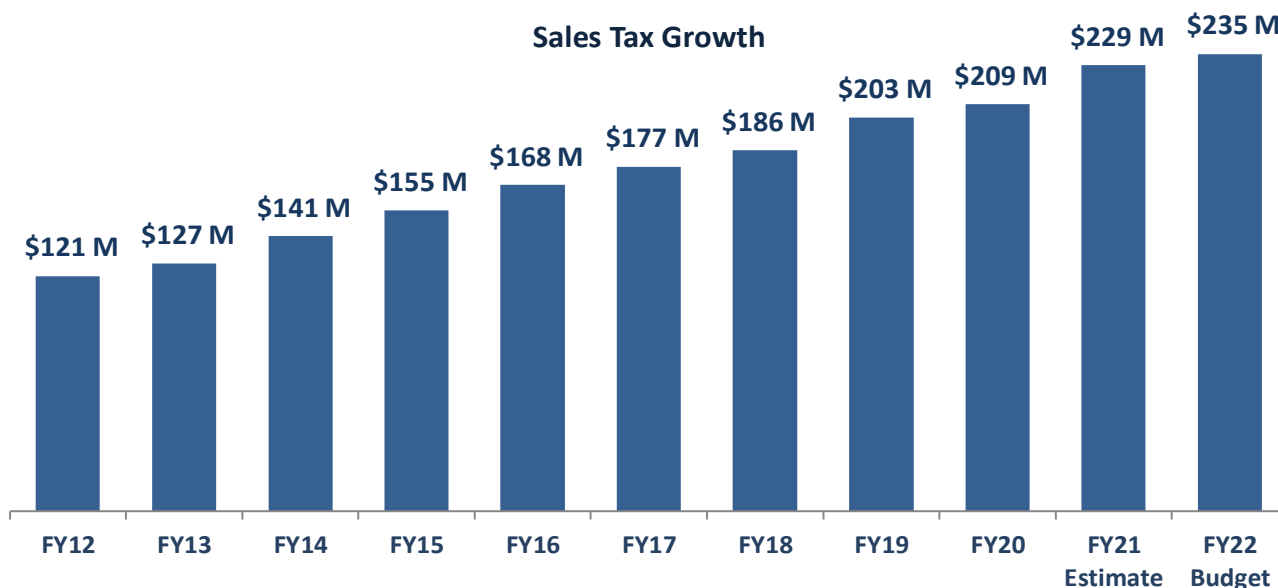
Revenue Overview

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

Sales Tax Revenue is expected to increase in FY 2022 as the global economy continues to recover from the impacts of the COVID-19 pandemic. FY

2022 Sales Tax revenue projections are modeled based long-term growth trends experienced pre-pandemic. Article 39, Article 40, and Article 42 are each estimated to increase by 2.5% over projected FY 2021 actual revenues.

Article Type	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Budget	\$ Change	% Change
Article 39 (1 cent)	\$85,056,089	\$85,948,951	\$90,246,005	\$92,502,000	\$2,255,995	2.5%
Article 40 (1/2 cent)	\$44,936,213	\$46,936,573	\$51,717,116	\$53,010,000	\$1,292,884	2.5%
Article 42 (1 cent)	\$55,881,220	\$57,194,494	\$61,926,703	\$63,475,000	\$1,548,297	2.5%
Article 44 (expired)	\$(2,329)	\$11,512	—	—	—	0.0%
Medicaid Hold Harmless	\$23,486,483	\$25,769,736	\$32,727,224	\$33,545,000	\$817,776	2.5%
Adjustments to Sales Tax	\$(6,807,590)	\$(6,572,527)	\$(7,239,245)	\$(7,420,000)	\$(180,755)	2.5%
Total Sales Tax	\$202,550,086	\$209,288,738	\$229,377,803	\$235,112,000	\$5,734,197	2.5%



Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The budget totals \$16.8 million, a 74% increase from the prior year projection.

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 1.5% gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$3.35 million from this revenue source.

Revenue Overview

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% of the amount collected; for fortified wine, local governments receive 22% of the proceeds; and for wine, local governments receive 62% of the tax proceeds. The current amount budgeted is \$877,200, which is not changed from the prior year adopted budget.

Revenue Overview

Licenses and Permits

The largest revenue source in this category is from building and construction permits. Given the increase in housing demand during COVID-19, the budget increased \$602,000 over the prior year budget to a new Licensing and Permits total of \$5.34 million. The budget is based on an anticipated increase in building & construction permits (\$764,000) and new pool permit fees (\$3,500), netted against decreases in marriage licenses (\$141,000), tattoo parlor permit fees (\$12,000), zoning permits (\$2,000), sign permits (\$3,900), minor commercial permits (\$700), and temporary food establishment permits (\$5,600) when compared to the FY 2021 Adopted Budget.

Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Housing Affordability and Community Revitalization, Emergency Medical Services, Fire Services, and Environmental Services. These revenue sources are dependent upon actions by the federal and state legislative bodies of government, as well as upon administrators of the respective programs. Federal, state, and local dollars total \$75.80 million in FY 2022, an increase of \$2.37 million from FY 2021.

State shared revenues in the General Fund are expected to increase from \$56.71 million in the FY 2021 budget to \$57.70 million in FY 2022. This is primarily from anticipated increases in juvenile justice programming support, administration, child support services, food assistance, Medicaid administration funding, and foster care and adoption assistance.

The FY 2022 budget contains \$11.95 million in federal revenue, a decrease of \$659,000 from the prior year budget. This is primarily due to a decrease in Child Support Enforcement Incentive Funds, which are now budgeted in the Grants and Donations Fund for more flexibility.

Local revenues, consisting primarily of ABC Board revenue, are budgeted at \$6.14 million in FY 2022, an increase of \$2 million from FY 2021.

Fees and Charges for Services

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

Register of Deeds Fees and Charges

The Register of Deeds collects fees for recording official documents and issuing certified copies of vital records. Fees and charges for these services are expected to generate \$6.24 million, a 10% increase from the prior year budget.

Environmental Services Fees and Charges

The Environmental Services Department provides services that protect the natural environment and public health and safety. Developers require services to meet regulatory obligations that help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and childcare facilities require County services to ensure health and safety requirements are met. The department intends to recover eligible costs for providing these services through fees and charges. In FY 2022, the department anticipates receiving \$1.70 million.

General Services Fees and Charges

The General Services Administration Department provides facility maintenance and fleet services for County departments, as well as manages the Wake County Parking Deck. Parking fees are collected for public parking at hourly, daily and monthly rates and employee monthly parking. In FY 2022, the department expects to receive \$900,000 in parking fees. This is a 10% decrease from the prior year's budget. Court facility fees are also collected by GSA, and this budget estimates \$850,000 to be collected, a \$160,000 decrease from the prior year budget.

Revenue Overview

Human Services Fees and Charges

In FY 2022, the Human Services Department will earn \$14.27 million from fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending and sales income.

Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for: services of civil process, evictions, executions of writs, pistol and concealed weapon permit 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 total, all fees and charges revenue generated by the Sheriff's Office are budgeted at \$5.28 million, in line with the prior year budget.

Raleigh/Wake City-County Bureau of Identification Revenue

The City/County Bureau of Identification collects fees in the Civil Fingerprinting unit. The public utilizes the Civil Fingerprinting unit to obtain fingerprints required for: background checks, applications for employment, obtaining visas or licenses, or other related private needs. COVID-19 caused a decrease in demand and processing speed for Civil Fingerprinting services, resulting in a lower expected revenue of \$400,000 for FY 2022. The County also receives \$775,000 per year from the City of Raleigh to fund department salaries as currently agreed upon per state statute. In total, the FY 2022 Fees and Charges budget for the City/County Bureau of Identification is \$1.18 million.

Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries, and parks. Fees associated with these services include planning and inspection fees, park rentals, and fees for damaged books. In FY 2022, the department expects to receive \$873,000 in fees and charges. This is a \$129,000 increase from the prior year's budget due to inspections and reinspection fees.

Emergency Medical Services Fees and Charges

The Emergency Medical Services Department provides emergency medical services throughout Wake County. This includes ambulance user fees based on established Medicare rates. In FY 2022, the department expects to receive \$21.53 million in ambulance fees, in line with the prior year's budget.

In addition to billing, EMS offers a subscription fee to Wake County residents that relieves the direct cost of 911 ambulance service not paid by insurance. In FY 2022, the department expects to receive \$1.18 million in subscription revenue.

Emergency Medical Services provides coverage at public events each year. These special event fee total \$175,000 in FY 2022 which is a 50% decrease compared to the prior year budget and is the result of an anticipated decrease in special events due to COVID-19. In total, the Emergency Medical Services department revenues are budgeted at \$26.04 million.

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The budget includes three transfers to the General Fund that total \$2.74 million.

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

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

Finally, the Wake County Public School System Capital Fund will transfer approximately \$888,000 to the General Fund for its administrative lease.

Revenue Overview

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 a transfer from the Fire Tax District to cover the cost of bank and self-financing of fire apparatus. The largest of these transfers is property and sales tax which for FY 2022 is estimated to be \$286.9 million. The fund also includes \$10.47 million in state revenues from the North Carolina Education Lottery to support debt service for school construction needs. The budget also includes \$595,000 in anticipated interest income.

Grants and Donations Fund

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

The FY 2022 budget includes \$2.76 million in the Grants and Donations fund. By department, this revenue represents \$85,000 in Communications, \$223,000 in Fire Services, and \$2.45 million in Human Services.

The majority of the grant revenues are from intergovernmental sources: \$975,000 federal, 1.04 million from state, and \$539,000 from local sources

Housing and Community Revitalization Fund

The Housing Affordability and Community Revitalization Special Revenue Fund administers programs to preserve, develop, and improve housing affordability for residents. The primary revenue sources are from four Federal Department of Housing and Urban Development programs: Community Development Block Grant, Home Investment Partnership Program, Housing Opportunities for People with AIDS, and Emergency Solutions Grant. The fund also earns program income through repayment of portfolio loans. The FY 2022 budget totals \$9.81 million, an increase of \$2.68 million from the FY 2021 Adopted Budget.

Fire Tax District Fund

The County has a single consolidated Fire Tax District created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund the operating and capital needs of the district.

The FY 2022 tax rate is recommended to be 10.17 cents. This 10.17 cent recommended rate is an increase of 1.07 cent from the previous budget's adopted rate of 9.10 cents. Overall, the FY 2022 Fire Tax District budget is expected to generate \$33.99 million in total revenue, an increase of \$4.34 million, or 14.6% over the FY 2021 Adopted Budget.

Major Facilities Fund

The Major Facilities Fund was established in 1991 for proceeds levied from a 6% tax on occupancy sales at hotels, motels and guest houses, and from a 1% 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.

Travel restrictions, event cancellations and capacity limitations continued to directly impact these revenue sources throughout FY 2021. Occupancy revenues were especially impacted through lower bookings and average daily room rates. As a result, projected occupancy and prepared food and beverage revenues for FY 2021 total \$40.17 million, which is \$7.89 million below the FY 2021 Adopted Budget amount of \$48.06 million.

The FY 2022 budget includes increases above the FY 2021 projections for both revenue sources. Occupancy tax revenues are projected to increase by 30%, or \$4.03 million, in FY 2022 compared to the FY 2021 projection. Prepared food and beverage revenues are expected to increase by 7%, or \$1.88 million, in FY 2022 compared to the FY 2021 projection.

The FY 2022 Budget for the fund totals \$47.68 million, of which \$17.33 million is from occupancy taxes and \$28.75 million is from prepared food and beverage. A \$1.61 million appropriation of fund

Revenue Overview

balance is also included to sustain current expenditure plans.

Capital Area Workforce Development Fund

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

The primary revenues are federal grants from the Workforce Innovation and Opportunity Act that are awarded by the NC Department of Commerce. Capital Area Workforce Development receives an annual award for four program areas: adult, dislocated worker, youth, and administration. The FY 2022 budget totaling \$5.60 million is based off prior year grant award amounts.

Human Services Transportation Fund

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. One-third of the revenue sources for this fund are charges for services which includes Medicaid reimbursement. The rest of the revenues are mostly composed of Federal and State dollars. The fund is expected to total \$12.89 million in FY 2022. This is an increase of \$3.45 million from the prior adopted year. The majority of this increase was the result of federal CARES Act dollars appropriated from the U.S. Department of Transportation and the NC Department of Transportation to continue services in rural communities safely.

Enterprise Funds

Solid Waste Operating Fund

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling programs, provides environmental education programs, monitors environmental protection systems at closed

county landfills (East Wake, Feltonsville, and North Wake Landfills), and performs other solid waste management activities. These initiatives are accounted for in the Solid Waste Operating Fund and funded through an annual household fee, sale of recyclable materials, state shared revenues, grants and interest income.

The household fee, set at \$20 per year per household, is the largest funding source and accounts for 54% of total revenues for the fund. State revenues for scrap tires, white goods, electronic recycling and the Solid Waste Disposal tax distributions account for make up another 14%. Revenues from the sale of scrap metal and landfill gas rights are account for another 13%. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2022, operating revenues total \$16.94 million, a minimal increase of \$73,000 over the prior year budget. Total fund revenues are \$18.12 million which includes a fund balance appropriation of \$1.17 million to support solid waste capital projects.

South Wake Landfill Partnership Fund

The South Wake Landfill Partnership operations are accounted for in a separate enterprise fund, supported by tipping fees paid at the East Wake Transfer Station and the South Wake Landfill. 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 2022, revenues total \$21.28 million based on projected tonnage of 568,000. Revenues that support landfill and transfer station operations come from tipping fees. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a \$3 per ton large volume discount through an Interlocal Agreement, the tipping fee is \$29 per ton.

User Fee Change Summary

User Fee Authorization and Overview

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

Fees may be defined, for the purpose of the policy, as regulatory or non-regulatory. Regulatory fees are those charged to individuals for participation in

government-regulated activities. Examples include building permits, land disturbance fees, and code enforcement permits. For regulatory fees, the User Fee Policy strives to recover the full cost of the service unless restricted by NCGS.

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

The following fee changes are included for FY 2022:

Name	Description of Fee	Current Fee	New Fee
Environmental Services: Environmental Health and Safety			
Mobile Food Unit Plan Review Fee	Plan review fee	\$100.00	\$200.00
Push Cart Plan Review Fee	Plan review fee	\$50.00	\$100.00
Temporary Tattoo Permit Fee	Temporary tattoo permit for short term events	\$100.00	\$150.00

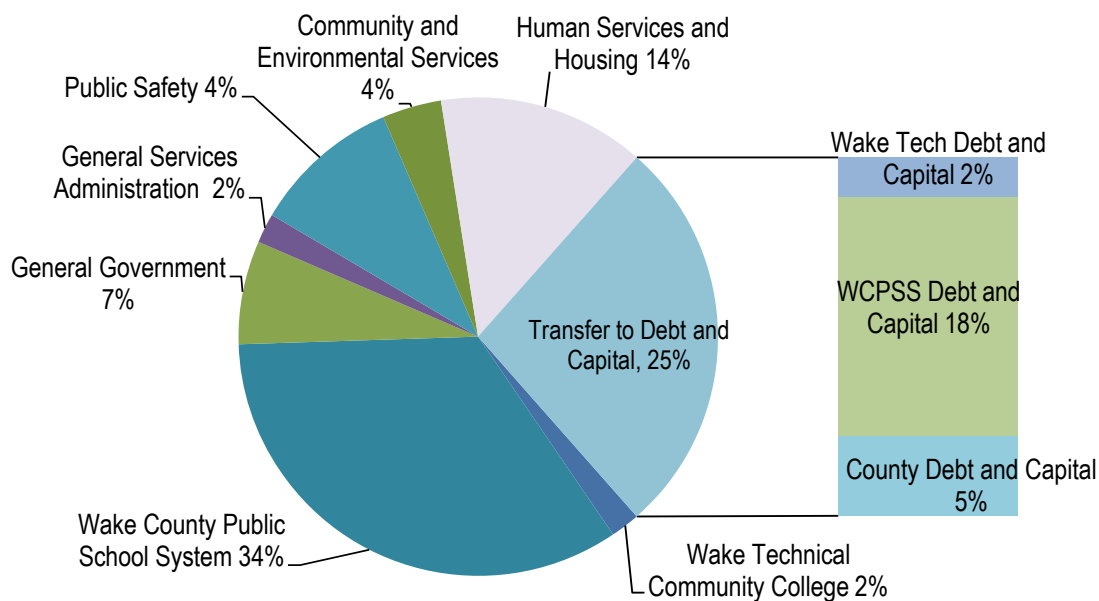
Expenditure Overview

Expenditures by Function

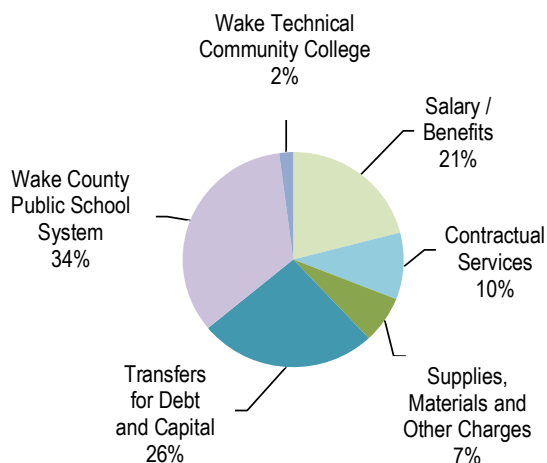
Within the General Fund, 43% supports spending for County operations, debt service and capital; 52% supports Wake County Public School System operating and capital; and 5% supports Wake Technical Community College.

The General Fund supports education through Wake County Public School and Wake Tech operating and capital funding (52% WCPSS and 5% Wake Tech) for a total investment in education of 57%.

	Operating	Debt and Capital	Total
County	\$588.6 M	\$89.3 M	\$677.9 M
Wake Tech	\$28.9 M	\$41.8 M	\$70.7 M
WCPSS	\$539.2 M	\$278.2 M	\$817.4 M
Total	\$1,156.7 M	\$409.3 M	\$1,566.0 M



Expenditures by Component



By type of expenditure, the Wake County Public School system is the largest portion of the county budget at 34%. Transfers for debt and capital comprise the second largest component of County expenditures, followed by personnel costs for the more than 4,200 employees.

Expenditure Overview

Board of Commissioners

The Board of Commissioners' budget increased by \$77,000, reflecting the addition of a new Senior Executive Assistant position to increase support for the Board of Commissioners in the areas of constituent services, communications, and outreach.

Communications Office

The Communications Office budget includes the addition of 4.000 FTE to improve the County's internal employee communications, communication related to the South Wake Landfill, and broader communication with the public.

County Manager

The budget increased by \$1.00 million from the prior year, reflecting the addition of positions and recurring funding to continue a performance management software program piloted in FY 2021. The budget includes three new positions: a Diversity and Inclusion Director to lead the County's work in this area and two Performance Analysts to support performance measure development, training, and year-round performance monitoring. It also includes the transfer in of three existing positions from Information Services to bolster the County's strategy and performance program.

Behavioral Health

The Behavioral Health budget increased by \$3.95 million from the prior year budget, primarily from the one time inclusion of an additional \$2.5 million for WakeBrook operations. The Behavioral Health Urgent Care and Mobile Crisis for First Responders programs will transition from pilot programs to permanent services. The pilot program for supportive housing will continue along with a new pilot for substance abuse treatment with funding from prior year unspent funds from previous Behavioral Health budgets.

County Attorney

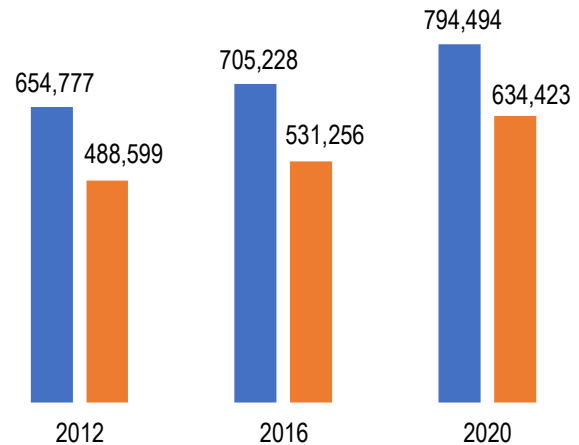
The County Attorney's budget includes funding increases for an additional County Attorney to support Child Protective Services and a Real Estate Paralegal to assist with drafting documents and managing open space bond acquisitions.

Budget and Management Services

The Budget and Management Services budget includes funding to restore hours for a part-time masters-level assistant who supports the department in daily activities and projects. It also adds two Supervising Senior Analysts to improve supervisory span of control, enabling increased technical, functional, and professional development, guidance, and direction for increased productivity and quality of customer service.

Board of Elections

Wake County seeing increased voter registration and voter turnout in presidential election



The Board of Elections budget increased \$1.6 million when compared to the prior year. As the budget is established annually based on the number and scale of upcoming elections, funds are included on a one-time basis and revisited each year. The budget includes election-day and early voting funding for the March primary election as well as the reimbursed October and November municipal elections. Board of Elections has increased the stipend for the associated election day and early voting workers up to \$15/hour. The budget also includes 4.000 FTE to support early voting, election security, and management of Precinct Officials. One time funding will support the mailing of updated voter cards following any redistricting changes from the 2020 census.

Expenditure Overview

Facilities, Design & Construction

The Facilities, Design and Construction budget increased from the prior year from compensation and benefit adjustments.

Finance

The Finance budget includes increases to banking credits, along with upgrades to audit command language software. The budget also includes restoration of an Internal Auditor to manage backlogs and conduct risk assessment, as well as a Senior Accountant to provide process improvements with Emergency Medical Services billing and capital assets.

Human Resources

The Human Resources budget increased as a result of new positions to support workforce succession planning, salary administration, onboarding, offboarding, and employee relations. The expansion also includes support to manage the volume and complexity of HR systems.

Information Services

The Information Services department budget has increased by \$800,000 from the prior year. This increase includes new 5.000 FTEs: a Software Architect and an Application Engineer to support Tax Administration's Mass Appraisal platform, 1.000 Junior Data Analyst to support the Enterprise Data Management program, a Desktop Support Technician, and a Business Analyst.

The budget also includes funding to match the rising costs of data circuits in County facilities. Software to monitor and prevent spoofing of County email addresses is added. Recurring funding for an enterprise-wide DocuSign subscription to improve and expedite form processing is included. The budget includes a malware analysis tool to allow safe testing of files and URLs without introducing risk to Wake County devices or networks. An automation tool to expedite tasks, create workflows, and support a broad range of functions from the security operation center is included. The budget adds an upgrade to the employee emergency communication service, Everbridge, to send important notifications.

The budget transfers 3.000 FTE from the Information Services department to County Manager's Office to support the County's Performance and Strategy Program.

The budget eliminates three software platforms no longer needed after the County's migration to an enterprise agreement with Microsoft in FY 2020: Ivanti PC management, Airwatch mobility management, and Symantec encryption.

Tax Administration

The Tax Administration budget includes adjustments to the Reappraisal Reserve Sub-Fund, including an increase in the intrafund transfer to fund the next four-year appraisal and funding for contracted appraisers. The budget also includes 4.000 FTE to support the shortened reappraisal cycle and increase timeliness of property processing and billing.

Quasi-Governmental

The Quasi-Governmental Department comprises of the Soil and Water Conservation District and Cooperative Extension. The budget for Soil and Water Conservation District increased \$83,000 from the prior year. It sets approximately \$1,000 for client transportation, an additional \$9,000 for travel and training, and funding for a Big Sweep Coordinator (0.5000 FTE). The budget also includes \$3,000 for materials and meals to support resident landowners participating in the annual day-long Keeping the Farm Workshop.

Similarly, the FY 2022 budget for Cooperative Extension increased \$68,000 to include one-time funding to support the update of Wake County comprehensive food security plan and cost share for Food Security VISTA Program.

Non-Departmental

The Non-Departmental budget includes an increases in funding for the historic preservation multi-year service agreement, Wake County Economic Development, and premium insurance for risk and cyber security. One-time funding to support a disparity study is also included, along with services to help the County identify and implement diversity, equity, and inclusion strategies in Wake County.

Expenditure Overview

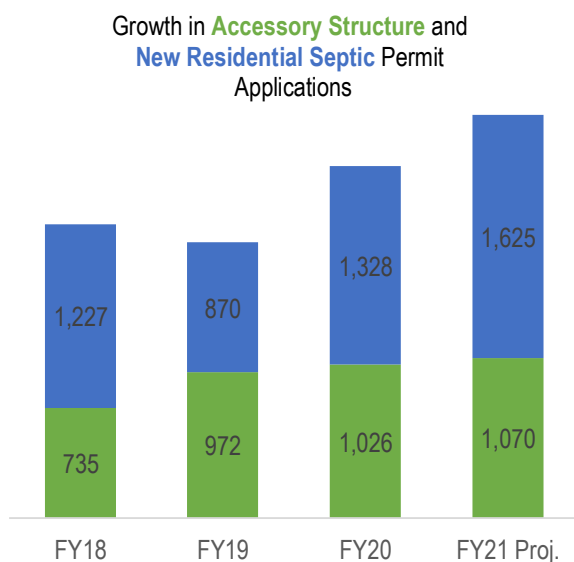
Salaries and Benefits

The budget includes a performance pay increase of 4% and up to additional 3% for highest performers, increase of living wage to \$17.33 per hour, salary and benefit reserve to fund wage compression studies. The County will continue to evaluate health and dental insurance and provide the Board of Commissioners with changes.

Community Services

The Community Services budget increased \$682,000 from the prior year budget. This increase reflects the addition of 2.500 FTE of parks and open space staff, additional contract costs, and salary and benefit adjustments from staff changes.

Environmental Services



The Environmental Services budget increased by \$335,000 from the prior year, reflecting expansions across the department. The budget adds five positions: an Environmental Consultant, an onsite Wastewater Environmental Health Consultant, an Environmental Health Specialist, a Watershed Environmental Engineer, and a Plans and Permits Technician. The budget also includes a restoration and increase for card payment bank fees, LDS uses license contractual cost escalation, and an increase to the contracted laboratory services budget to meet the

demand for required and voluntary well water testing.

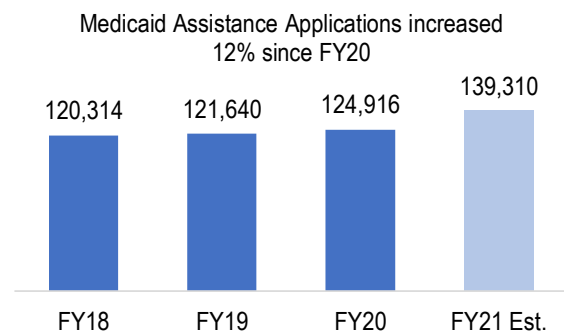
The Animal Services division has restorations for medical supplies for Animal Control operations and overtime to provide daily coverage required at the Animal Center.

The budget eliminates on-call pay for wastewater system inspections now covered by the State. Software licensing to limit changes and upgrades to County dashboards while transitioning to a new software system is reduced.

General Services

The General Services Administration budget increased by \$572,000 compared to the prior year. The budget includes 1.000 FTE and data analytics software to improve facility maintenance and reduce energy consumption. Additional funding is also included for contract cost escalations and system maintenance. The budget also includes reductions to account for the closing of the Falstaff Building and the transition of Perry Road Elementary School Park to Town of Cary maintenance (\$76,000).

Human Services

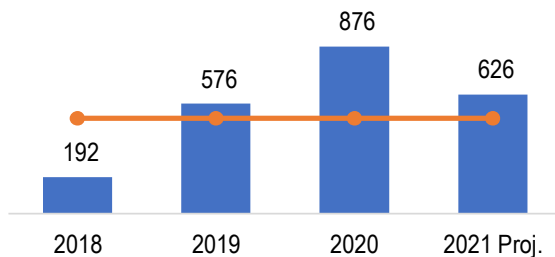


The FY 2022 Human Services budget increased \$2.90 million from the prior year. Increases to the budget include an additional of 22.333 FTE in Public Health, Economic Services, Administration and Operations, and Health Clinics. The budget sees its largest reduction in supplies, materials, and mileage reimbursements, totaling \$277,000.

Expenditure Overview

Housing

For the third year, Wake surpasses goal for new units awarded



The budget increased by \$314,000 from the prior year budget. A one-time project to renovate the Cornerstone Building was removed and an ongoing transfer of \$1.45 million to capital for affordable housing development was restored. The budget also includes a transfer to capital for rental subsidies for permanent supportive housing. The budget includes 3,000 FTEs for a Deputy Director of Administration and Operations, a Contracts and Compliance Specialist, and a SOAR Specialist. Funding to contract for a single number for residents to access housing services is added.

Raleigh/Wake City-County Bureau of Identification

The FY 2022 City/County Bureau of Identification (CCBI) budget decreased from the prior year's adopted budget by approximately \$94,000 because of reduced risk management charges, office supplies, and equipment maintenance and repair.

Office of the Sheriff

The Sheriff's Office budget increased \$3.68 million compared to the prior adopted budget for additional personnel, recruitment funding and inventory asset management.

The personnel expansion includes restoration of a Paralegal and County Attorney; additional Deputies and a Sergeant to provide behavioral transportation services; a new System Administrator to support the Video Management System; two Investigators to support the Drugs and Vice Unit and Criminal Analysis Apprehension Team; a Telecommunicator to operate 24/7 dispatch; two IT Specialists to help

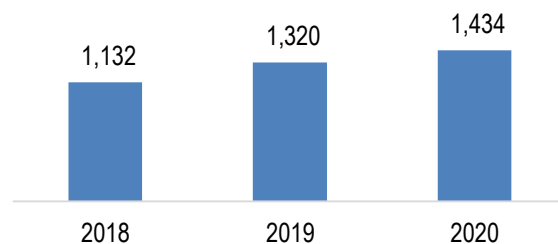
agency personnel 24/7; and an Inventory Control Specialist to manage and maintain evidence.

Fire Services

The Fire Services budget increased from the prior year's budget to include a new Emergency Management Outreach and Community Management Specialist. Additional costs also reflect funding for supplies, materials, training, membership fees, and contractual services.

Emergency Medical Services

EMS ESTAT increased 27% between 2018 and 2020



The Emergency Medical Services expenditure budget increased by \$1.85 million from the prior year adopted budget. The budget restores two 12-hour ambulance resources lost during FY 2021 reductions to address the continuing rise in instances of ESTAT or periods in which EMS has fewer than 10 ambulances free to respond to calls. The budget also includes increased funding to support emergency medical dispatch operations to manage EMS response.

Education

Wake County Public School System

The County operating budget support for the school system totals \$539.15 million. This is comprised of the direct appropriation of \$538.27 million and \$888,050, which will be transferred from the Wake County Public Schools Capital Projects Fund to the operating budget for the Crossroads Administrative building lease.

The budget includes an \$11.25 million increase in the WCPSS General Fund appropriation over the prior year budget. The FY 2022 appropriation also includes

Expenditure Overview

\$11.95 million in recurring funding that was funded on a one-time basis in FY 2021.

With combined projected enrollment for WCPSS and charter students of 175,736, this brings the County's per pupil funding to \$3,068, an increase of 4.6%, or nearly \$136 per student increase from the prior year budgeted per pupil.

Wake Technical Community College

The County operating budget support for Wake Technical Community College is \$28.84 million, an increase of \$4.09 million from the prior year. Nearly half of the increase relates to facility maintenance and operations costs, for which the County is statutorily responsible. These include costs for opening two new facilities, plus lease, utility, custodial and maintenance increases at existing facilities. The budget also adds funding to bring staff compensation to market rates and eight positions to support increased workload in the areas of facilities and information technology services.

New funds totaling \$500,000 are included to support reimbursements for tuition, fees, books, tools and uniforms associated with the Wake Works Apprenticeship program.

Other Education Initiatives

The budget for Other Education Initiatives totals \$2.04 million. This continues a \$1.69 million allocation to Wake County Smart Start to support an estimated 1,532 NC Pre-K slots for income-eligible four-year-olds in Wake County, plus an additional \$350,000 for Smart Start to begin developing a pilot pre-k program to serve income-eligible three-year-olds in the County.

General Fund Transfers

The budget includes a dedication of an equivalent 18.78 cents of the 60.00 cents of property tax rate for pay-as-you go capital funding and debt service. General Fund property and sales tax transfers represent \$409.4 million of the FY 2022 budget.

Expenditure Overview

Debt Service Fund

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. The Debt Service Fund is used to budget debt service payments for long-term debt outstanding and to retire debt principal. The County currently utilizes debt for three broad purposes: County needs; Wake Technical Community College needs; and Wake county Public School System needs.

The FY 2022 budget includes \$336.1 million funding to pay total projected expenditures of the Debt Service Fund, which includes \$335.7 million for total principal and interest on debt. By purpose, total principal and interest on debt represents \$253.1 million for Wake County Public School System; \$34.0 million for Wake Technical Community College; and \$40.5 million for County.

Grants and Donations Fund

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

The budget includes \$2.76 million in the Grants and Donations fund. By department, this represents \$85,000 in the County Manager's Office; \$223,000 in Fire Services; and \$2.45 million in Human Services.

Housing and Community Revitalization Fund

The Housing and Community Revitalization Special Revenue Fund administers federal funds to preserve, develop, and improve affordability in housing for residents of Wake County.

Existing programs include the Elderly & Disabled and Emergency Rehabilitation Grant Program to assist low income individuals with repairs to substandard conditions, as well as Public Facility projects that improve infrastructure conditions in low income neighborhoods.

HOME funds and prior County funds are used to preserve and develop additional affordable units across the County. Funds are also used to provide employment training, multifamily rehabilitation, community outreach, rapid rehousing, and

supportive services to vulnerable populations targeted in the five-year consolidated plan.

The FY 2022 budget totals \$9.8 million, \$2.7 million more than the prior year. \$2.1 million of the increase is related to CDBG and HOME expenditures as a result of program income revenue.

Fire Tax District Fund

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

The Budget for the Fire Tax District totals \$33.99 million, an increase of \$4.34 million over the prior year. The majority of the increase is in direct appropriations to the contracted departments, which increased by \$1.60 million over the prior year. The majority of increases were for full-time personnel, including retirement and healthcare benefit rate increases and annualization of prior year performance pay.

The budget also includes \$5.42 million to be transferred for capital projects and debt service. These transfers increased by \$2.36 primarily because of increases in cash funded capital projects planned for FY 2022 and repayments made to the Debt Service Fund for the purchase of fire apparatus. The budget also includes \$1.81 million for systemwide expenses such as dispatch services, hazardous materials response and medical exam reimbursements. These expenses increased by \$385,000 from the prior year based on expected increases to the cost of dispatch services from the Raleigh-Wake Emergency Communications center and the implementation the software platform First Due.

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

Expenditure Overview

purpose of promoting tourism in Wake County. In FY 2022, the fund totals \$47.68 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. The following agencies receiving a significant portion of required distributions: \$4.41 million to the Greater Raleigh Convention and Visitors Bureau, \$2.76 million to the Centennial Authority (PNC Arena), and \$834,000 to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2022, significant amounts will be directed to the following agencies: \$19.23 million to the Raleigh Convention Center, \$9.0 million to PNC Arena, \$5.36 million to the Town of Cary for sports venues, including \$2.36 million for a new indoor sports facility. In FY 2022, \$3.00 million will be transferred to Major Facilities Capital Fund: \$2.00 million will be awarded through a competitive process and \$1.00 million supports capital improvements at Five County Stadium and the Marbles Kids Museum.

Capital Area Workforce Development Fund

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

The FY 2022 Capital Area Workforce Development Budget is \$5.60 million. Each year, Workforce Development receives grant awards for four program areas: adult, dislocated workers, youth, and administration. The budget is based off of grant awards received in the prior fiscal years until actual awards are announced.

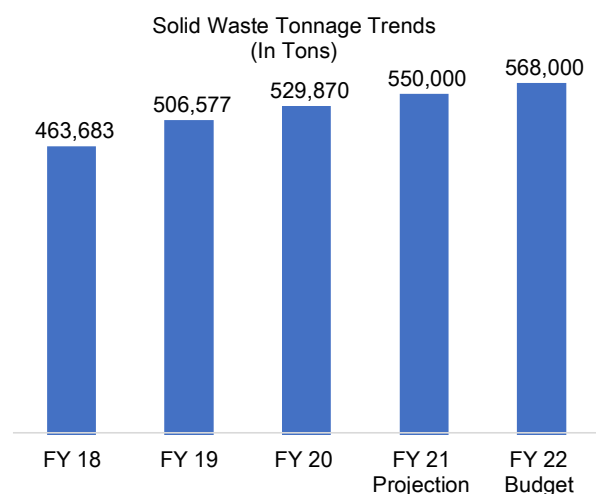
Solid Waste Operating Fund

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

management activities. These initiatives are accounted for in the Solid Waste Operating Fund and funded through an annual household fee, sale of recyclable materials, state shared revenues, grants and interest income.

The budget totals \$18.12 million. Approximately 68% of the budget, or \$12.34 million, funds convenience centers, multi-material recycling and household hazardous waste programs. A \$993,000 transfer to the Solid Waste Capital projects Fund is included for various capital projects. Administration of the Solid Waste Division programs including staff salaries and benefits and administrative transfers for cost allocation total \$2.35 million. Other funded programs include state mandated post-closure activities at closed landfills, education and outreach, school recycling and landfill gas to energy initiatives.

South Wake Landfill Partnership Fund



The South Wake Landfill Partnership Fund was established to account for the activities associated with the South Wake Landfill and the East Wake Transfer Station. The landfill is the only active municipal solid waste landfill in the County and serves as the waste disposal facility for municipal solid waste from municipalities, unincorporated, and commercial sources in Wake County. The fund receives input from municipal partners including Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

Expenditure Overview

The budget totals \$21.27 million. Of that, \$13.19 million directly supports operation of the South Wake Landfill and the East Wake Transfer Station. Contributions to capital reserves for the East Wake Transfer Station and landfill closure and post-closure reserves are budgeted on a per-ton basis and total \$2.67 million. The budget includes \$2.28 million in anticipated rebates to partners, which reflect payouts of net revenues following the end of the fiscal year. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and actual tonnages. Transfers totaling \$1.49 million are also included for cost allocation and capital projects in FY 2022. Other items include salary and benefits for staffing at the scalehouse for the landfill and the transfer station, consulting fees, and other minor operating expenses.

The budget includes new funding in FY 2022 to support an additional position within the County's

Communications department. The position will focus on outreach and communications efforts associated with the South Wake Landfill.

Human Services Transportation Fund

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager.

The budget totals \$12.89 million, \$3.45 million higher than the prior year. Nearly all of that increase is related to CARES Act grant funds to ensure continued operating services in rural communities and prevent, prepare, and respond to the COVID-19 public health emergency.

Capital and Debt Service Transfers / Allocations

Property Tax

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

The County's FY 2021 tax rate was 60.0 cents (per \$100 of valuation), with an equivalent of 18.57 cents dedicated to support debt and capital. Three changes were made to the FY 2021 budget to further support the operating budget in anticipation of a COVID-19 related economic downturn: 1) .21 cents of the 18.78 cents dedicated to debt and capital was shifted to operating, 2) a one-time appropriation of \$3.78 million of ABC fund balance was utilized in lieu of transferring dedicated property tax revenues, and 3) \$11.949 million of the transfer planned for debt and

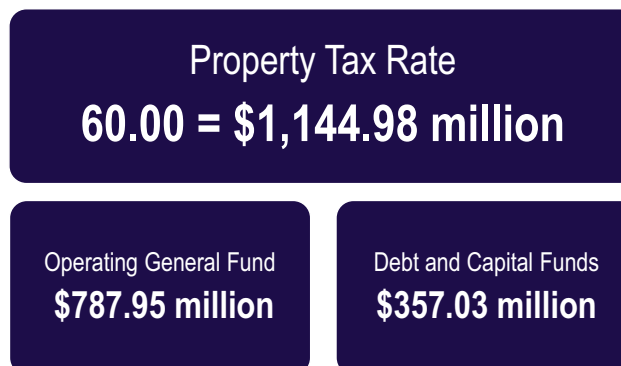
capital for FY 2021 was held in the General Fund to support the operating request of the Wake County Public School System.

For the FY 2022 budget, the .21 cents of the property tax rate was restored and expanded for a total increased contribution of \$5,050,000 for future capacity to support capital programs.

Sales Tax

The FY 2022 Sales Tax projection is \$235.11 million and is allocated to the Operating General Fund and debt service for the Wake County Public School System. Defined percentages per state statute are designated to funds schools capital outlay and/or debt service (Article 40 – 30%; Article 42 – 60%).

Property Tax



Sales Tax



Schedule of Interfund Transfers

Transfers From	FY 2022
General Fund	
County Capital CIP	\$56,718,000
Debt Service (Property Tax)	\$234,586,554
Debt Service (Sales Tax)	\$52,318,000
Grants Fund	\$199,966
Housing CIP	\$10,995,000
Intrafund Transfer - Health & Dental	\$8,742,000
Intrafund Transfers	\$1,000,000
Wake Tech CIP	\$7,500,000
WCPSS Capital Fund	\$58,230,000
Total Transfers from General Fund	\$430,289,520
Fire Tax District	
Debt Service From Fire Tax	\$1,565,762
Fire Tax CIP	\$3,859,000
Total Transfers from Fire Tax District	\$5,424,762
Major Facilities	
General Fund	\$1,400,000
Major Facilities CIP	\$3,000,000
Total Transfers from Major Facilities	\$4,400,000
Debt Service	
Fire Tax CIP	\$2,296,000
Total Transfers from Debt Service	\$2,296,000
County Capital Improvement Fund	
Intrafund Transfers	\$0
Total Transfers from County Capital Improvement Fund	\$0
Wake County Public Schools Capital Projects	
General from WCPSS CIP	\$888,050
Total Transfers from Wake County Public Schools Capital Projects	\$888,050
Major Facilities Capital Trust	
County Capital CIP	\$0
Total Transfers from Major Facilities Capital Trust	\$0
Solid Waste Operating	
General Fund	\$450,000
Solid Waste CIP	\$993,000
Total Transfers from Solid Waste Operating	\$1,443,000

Schedule of Interfund Transfers

Transfers From	FY 2022
South Wake Landfill	
Solid Waste CIP	\$265,000
Solid Waste Enterprise	\$1,223,406
Total Transfers from South Wake Landfill	\$1,488,406
Total	\$446,229,738

Schedule of Interfund Transfers

Transfers To	FY 2022
General Fund	
Intrafund Revaluation Reserve	\$1,000,000
Intrafund Transfers - Health & Dental	\$8,742,000
Major Facilities	\$1,400,000
Solid Waste Enterprise	\$450,000
WCPSS CIP	\$888,050
Total Transfers to General Fund	\$12,480,050
Grants and Donations	
General Fund	\$199,966
Total Transfers to Grants and Donations	\$199,966
Debt Service	
Fire Tax District	\$1,565,762
General Fund	\$0
General Fund - Property Tax	\$234,586,554
General Fund - Sales Tax	\$52,318,000
Total Transfers to Debt Service	\$288,470,316
County Capital Improvement Fund	
Capital Reserve	\$0
General Fund	\$56,718,000
Major Facilities CIP	\$0
Total Transfers to County Capital Improvement Fund	\$56,718,000
Wake County Public Schools Capital Projects	
General Fund	\$58,230,000
Total Transfers to Wake County Public Schools Capital Projects	\$58,230,000
Wake Technical Community College Capital Projects	
General Fund	\$7,500,000
Total Transfers to Wake Technical Community College Capital Projects	\$7,500,000
Fire Tax District Capital	
Debt Service	\$2,296,000
Fire Tax District	\$3,859,000
Total Transfers to Fire Tax District Capital	\$6,155,000
Major Facilities Capital Trust	
Major Facilities	\$1,000,000
MF - Competitive Projects	\$2,000,000
MF - Medium Competitive Projects (Section 1)	\$0
MF - Medium Competitive Projects (Section 3)	\$0
Total Transfers to Major Facilities Capital Trust	\$3,000,000

Schedule of Interfund Transfers

Transfers To	FY 2022
Solid Waste Capital	
Solid Waste Enterprise	\$993,000
South Wake Landfill Fund	\$265,000
Total Transfers to Solid Waste Capital	\$1,258,000
Affordable Housing CIP	
General Fund	\$10,995,000
Total Transfers to Affordable Housing CIP	\$10,995,000
Solid Waste Operating	
South Wake Landfill Fund	\$1,223,406
Total Transfers to Solid Waste Operating	\$1,223,406
Total	\$446,229,738

General Fund Requests Funded

TOTAL REQUESTS FUNDED - \$79,452,000

GENERAL GOVERNMENT - \$8,083,000

Board of Commissioners \$97,000

- ♦ Senior Executive Assistant (1.000 FTE)

Communications Office \$317,000

- ♦ Graphic Design Support (1.000 FTE)
- ♦ Senior Consultant – Solid Waste (1.000 FTE)
- ♦ Internal Communications Consultant (1.000 FTE)
- ♦ Communications Consultant – Board of Commissioners (1.000 FTE)

County Manager \$366,000

- ♦ Continue ClearPoint Strategies system
- ♦ Diversity & Inclusion Director (1.000 FTE)
- ♦ Senior Performance Analysts (2.000 FTE)

County Attorney \$213,000

- ♦ Restoration of legal services software funding
- ♦ Real Estate Paralegal (1.000 FTE)
- ♦ Child Protective Services Attorney (1.000 FTE)

Board of Elections \$4,231,000

- ♦ 6 early voting sites for the March 2022 primary election
- ♦ Online, interactive software to train Precinct Officials
- ♦ Mail courier service and postage for increased absentee mail voting
- ♦ Offset from reimbursement from municipalities from October and November 2021 municipal elections
- ♦ One-time voter card mailing notification due to redistricting
- ♦ Increase stipend for Election Day and Early Voting workers
- ♦ Early Voting Coordinator (1.000 FTE)
- ♦ IT Specialist (1.000 FTE)
- ♦ Staffing Specialist (1.000 FTE)

- ♦ Desktop Support Technician to manage election equipment and Board of Elections office technology (1.000 FTE)

Budget & Management Services \$279,000

- ♦ Restoration for part-time budget support staff
- ♦ Supervising Senior Budget & Management Analysts (2.000 FTEs)

Facilities Design & Construction \$1,000

- ♦ Three mobile hotspots for teleworking staff

Finance \$387,000

- ♦ Restoration of banking services credit
- ♦ Lease tracking software for increased reporting requirements issued by the Governmental Accounting Standards Board
- ♦ Restoration of 0.5 FTE Internal Auditor and add a new Internal Auditor (1.000 FTE) to address increased backlog and provide additional risk assessment procedures throughout the county
- ♦ Robotics software to schedule reports and queries
- ♦ Senior Accountant in EMS billing and Capital Assets (1.000 FTE)

Human Resources \$799,000

- ♦ Systems Administrators (2.000 FTEs)
- ♦ Employee Relations Consultant (1.000 FTE)
- ♦ Onboarding Manager (1.000 FTE)
- ♦ Onboarding Specialists (2.000 FTEs)
- ♦ Consultant to centralize salary administration (1.000 FTEs)
- ♦ Consultant for Workforce Succession Planning (1.000 FTE)

Information Services \$929,000

- ♦ LandSystems Rewrite staffing (2.000 FTEs)
- ♦ Monthly public wi-fi charges
- ♦ Data circuit increases at County facilities
- ♦ Email monitoring platform that detects and prevent unauthorized spoofing of wakeGOV.com
- ♦ Continue enterprise DocuSign subscription

General Fund Requests Funded

- ♦ Malware analysis tool to safely test files and URLs associated with security incidents
- ♦ Junior Data Analyst for the Enterprise Data Management program (1.000 FTE)
- ♦ Desktop Support Technician (1.000 FTE)
- ♦ Restoration of Business Analyst position (1.000 FTE)
- ♦ Security automation tool for security investigations and remediation
- ♦ Security team software deployment tool
- ♦ Emergency communication tool upgrade

Register of Deeds \$57,000

- ♦ Restoration of Recording Technician (1.000 FTE)

Tax Administration \$280,000

- ♦ Real Estate Tax Agent (1.000 FTE)
- ♦ Real Estate Appraisers (2.000 FTEs)
- ♦ Personal Property Tax Agent (1.000 FTE)

Quasi-Governmental \$127,000

- ♦ Soil & Water Keeping the Farm Workshop to promote conservation of farmland, open space, and watershed protection
- ♦ Support for the Wake County comprehensive food security plan
- ♦ Soil & Water Big Sweep Coordinator (0.5000 FTE)
- ♦ Cost share offset to continue Food Security VISTA program

NON-DEPARTMENTAL - \$28,287,000

Non-Departmental \$22,581,000

- ♦ Disparity study
- ♦ Diversity, equity, and inclusion contracted services
- ♦ Performance pay increase of 4% and up to additional 3% for highest performers.
- ♦ Living wage adjustments
- ♦ Salary and benefits reserve for wage compression

- ♦ Host Lead for NC Fellow
- ♦ Additional funding for Wake Economic Development
- ♦ Multi-year service agreement for historic preservation

Risk Management \$313,000

- ♦ Insurance premium increases
- ♦ Cyber insurance premium increases

Community Organizations \$342,000

- ♦ Increase Community Organization funding

Transfers \$5,050,000

- ♦ Restore and expand transfer for debt and capital

COMMUNITY SERVICES - \$347,000

Parks, Recreation, and Open Space \$260,000

- ♦ New Sandy Pines Preserve staffing (3.500 FTEs)

Libraries \$87,000

- ♦ Regional library daytime restroom cleaning

ENVIRONMENTAL SERVICES - \$739,000

Administration \$138,000

- ♦ Restoration of Energov card payment bank fees
- ♦ LDS user license contractual cost escalation
- ♦ Plans and Permits Technician (1.000 FTE)

Environmental Health & Safety \$228,000

- ♦ Health & Safety Environmental Consultant (1.000 FTE)
- ♦ Health & Safety Environmental Health Specialist (1.000 FTE)

Water Quality \$293,000

- ♦ Increase Pace Analytical contracted laboratory services
- ♦ Wastewater Environmental Health Consultant (1.000 FTE)
- ♦ Watershed Environmental Engineer (1.000 FTE)

Animal Care, Control, and Adoption Center \$80,000

- ♦ Restoration of medical supplies
- ♦ Restoration of overtime

General Fund Requests Funded

GENERAL SERVICES - \$293,000

Administration & Support \$105,000

- ♦ Software interface for data analysis of maintenance information
- ♦ Book courier contract increase from anticipated RFP responses and growth in book transports

Physical Plant \$153,000

- ♦ Preventative maintenance to extend service of critical building UPS systems
- ♦ Building Maintenance Systems System Engineer (1.000 FTE)

Leased Buildings \$35,000

- ♦ Mudcats scoreboard maintenance plan

BEHAVIORAL HEALTH - \$6,372,000

- ♦ Support WakeBrook crisis campus, operated in partnership with Wake County, UNC Health, Alliance, and WakeMed
- ♦ Continue Urgent Care Pilot Program supporting medication management and addressing emergent behavioral health needs to avoid crisis facilities
- ♦ New pilot to expand substance use treatment programs with focus on Medically Assisted Treatment and justice involved individuals
- ♦ Continue Enhanced Mobile Crisis Pilot Program to improve response to psychiatric crisis
- ♦ Continue Short Term Supportive Housing Pilot Program
- ♦ Cover 1% Alliance administrative fee for fund balance supported programs
- ♦ Funds for services and individuals not covered by Medicaid or private insurance
- ♦ Technical consulting for Behavioral Health Programs
- ♦ Adult outpatient services to Departure Drive Human Services site

HUMAN SERVICES - \$3,261,000

Economic and Social Services \$854,000

- ♦ Food and Nutrition Services Supervisors (3.000 FTEs)

- ♦ Economic Benefits Technicians (3.000 FTEs)
- ♦ Medicaid Services Supervisors (3.000 FTEs)
- ♦ Adult Medicaid Eligibility Team Lead (1.000 FTE)
- ♦ Family & Children's Medicaid Caseworker (1.000 FTE)

Public Health \$2,239,000

- ♦ Hepatitis C Social Workers (2.000 FTEs)
- ♦ Communicable Diseases Nurses and Social Worker (3.000 FTEs)
- ♦ School Based Nurses (2.833 FTEs)
- ♦ Enhance division-wide capacity

Health Clinics \$41,000

- ♦ SRC Certified Medical Assistant (1.000 FTE)

Administration and Operations \$127,000

- ♦ Departure Drive Customer Service Representatives (2.000 FTEs)
- ♦ Finance Billing & Coding Specialist (1.000 FTE)

HOUSING - \$1,453,000

Operations \$1,130,000

- ♦ Deputy Director of Administration and Operations (1.000 FTE)
- ♦ Contracts and Compliance Specialist (1.000 FTE)
- ♦ Offset for Housing expansions within existing level of General Fund contributions
- ♦ CIP Transfer to restore support for tax credit and non-tax credit affordable rental housing projects
- ♦ CIP Transfer for permanent supportive housing services rental subsidies/assistance

Permanent Housing & Supportive Services \$73,000

- ♦ SOAR Specialist (1.000 FTE)

Homeless & Prevention Services \$250,000

- ♦ Funding to contract a single number for residents to access housing services

SHERIFF - \$1,797,000

- ♦ Inventory Asset Management System upgrade

General Fund Requests Funded

- ♦ Restoration of recruitment funding
- ♦ Administration Inventory Control Specialist (1.000 FTE)
- ♦ Judicial Deputies for Behavioral Transport Services (6.000 FTEs)
- ♦ Judicial Sergeant to supervise coverage for Behavioral Transport Services (1.000 FTE)
- ♦ Restoration of Attorney (1.000 FTE)
- ♦ Restoration of Paralegal (1.000 FTE)
- ♦ IT and Records System Administrator (1.000 FTE)
- ♦ IT and Records Specialists (2.000 FTEs)
- ♦ Patrol / Communications Telecommunicators (1.000 FTEs)
- ♦ Technical Operations Investigators (2.000 FTEs)

FIRE SERVICES - \$169,000

- ♦ Emergency Management Outreach & Community Engagement specialist (1.000 FTE)
- ♦ Restoration of overtime salaries
- ♦ Restoration of training budget
- ♦ Service agreement contract with the Town of Creedmoor for fire response

EMERGENCY MEDICAL SERVICES – \$1,010,000

- ♦ Emergency medical dispatch funding
- ♦ Restoration of two 12-hour ambulance resource for call volume growth (8.000 FTEs)

WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$23,200,000

WAKE TECHNICAL COMMUNITY COLLEGE - \$4,092,000

- ♦ Tuition, fees, books, tools, and uniforms for Wake Works apprentices
- ♦ Facility lease, and maintenance, and operation
- ♦ Information technology services compensation study
- ♦ Facilities Design and Construction compensation study
- ♦ 5% salary increase for non-ITS staff

OTHER EDUCATION INITIATIVES - \$350,000

- ♦ Smart Start 3-Year-Old Pre-K

General Fund Requests Not Funded

TOTAL REQUESTS NOT FUNDED - \$14,990,000

GENERAL GOVERNMENT – \$652,000

County Manager \$47,000

- ♦ Community Perception Survey

Human Resources \$495,000

- ♦ Organizational assessment
- ♦ Service Center ticketing system
- ♦ Organizational chart application
- ♦ Onboarding Specialist (1.000 FTE)
- ♦ Salary Administration Consultant (1.000 FTE)
- ♦ Workforce and Succession Planning Specialist (1.000 FTE)

Information Services \$110,000

- ♦ Enterprise survey solution

HUMAN SERVICES - \$126,000

Administration and Operations

- ♦ Departure Drive Customer Service Representatives (2.000 FTEs)

HOUSING - \$1,620,000

Operations \$1,547,000

- ♦ Affordable housing development CIP transfer beyond reduction restoration

Permanent Housing & Supportive Services \$73,000

- ♦ Social Worker (1.000 FTE)

SHERIFF – \$6,359,000

Law Enforcement \$2,020,000

- ♦ Administration Customer Service Representatives for Pistol Permits Unit (2.000 FTEs)

- ♦ Administration retention awards program
- ♦ Criminal Investigators (5.000 FTEs)
- ♦ Criminal Investigative Supervisor (1.000 FTE)
- ♦ Technical Operations Investigators (8.000 FTEs)
- ♦ Patrol/Communications Telecommunicator (1.000 FTE)
- ♦ IT and Records System Administrator (1.000 FTE)
- ♦ IT and Records Crime Analysts (2.000 FTEs)
- ♦ IT and Records Specialists (2.000 FTEs)

Detention \$4,339,000

- ♦ Detention Medical Holding Area Officers (10.000 FTEs)
- ♦ Detention Medical Holding Area Nurses (4.000 FTEs)
- ♦ Detention Medical Pre-Screen Nurses (4.000 FTEs)
- ♦ Detention Officers (40.000 FTEs)
- ♦ Detention Medical Office Assistants (2.000 FTEs)
- ♦ Detention Medical Physician (1.000 FTE)

WAKE COUNTY PUBLIC SCHOOL SYSTEM – \$5,050,000

WAKE TECHNICAL COMMUNITY COLLEGE – \$688,000

- ♦ First year costs for State-funded personnel for new buildings

General Fund Reductions

TOTAL REDUCTIONS - \$645,000

GENERAL GOVERNMENT - \$232,000

Board of Commissioners \$12,000

- ♦ Contracted Services (\$12,000)

Information Services \$220,000

- ♦ PC Management Module (\$105,000)
- ♦ Telecom – Mobility Management Licenses (\$102,000)
- ♦ Encryption Licenses and Maintenance (\$13,000)

ENVIRONMENTAL SERVICES- \$38,000

- ♦ On-call pay for wastewater system inspections now covered by the State (\$5,000)
- ♦ QlikView Programming and License (\$33,000)

GENERAL SERVICES- \$75,000

- ♦ Penny Rose Environmental Services Park Maintenance (\$5,000)
- ♦ Falstaff Buildings Services (\$70,000)

HUMAN SERVICES - \$300,000

Administration and Operations - \$300,000

- ♦ Juvenile Detention Center Contract (\$300,000)

Personnel Summary

	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended or Transferred Positions	FY 2021 Amended	FY 2022 Amended Positions	FY 2022 Recommended
General Government						
Board of Commissioners	4.000	3.000	0.000	3.000	1.000	4.000
Communications	10.000	10.000	0.000	10.000	4.000	14.000
County Manager	11.000	11.000	(1.000)	10.000	6.000	16.000
County Attorney	20.000	20.000	0.000	20.000	2.000	22.000
Board of Elections	32.000	32.000	0.000	32.000	4.000	36.000
Budget and Management Services	10.000	10.000	0.000	10.000	2.000	12.000
Facilities Design and Construction	16.000	15.000	0.000	15.000	0.000	15.000
Finance	31.000	30.500	1.000	31.500	2.500	34.000
Human Resources	38.000	36.000	1.000	37.000	8.000	45.000
Information Services	115.750	111.750	0.000	111.750	2.000	113.750
Register of Deeds	41.000	40.000	0.000	40.000	1.000	41.000
Tax Administration	76.000	76.000	0.000	76.000	4.000	80.000
Quasi-Governmental	6.000	6.000	0.000	6.000	0.500	6.500
General Fund Total	410.750	401.250	1.000	402.250	37.000	439.250
Debt Service	3.000	3.000	0.000	3.000	0.000	3.000
General Government Total	413.750	404.250	1.000	405.250	37.000	442.250
Community Services						
Management and Budget	7.000	7.000	0.000	7.000	0.000	7.000
Parks, Recreation, and Open Space	36.000	36.000	0.000	36.000	3.500	39.500
Veterans Services	4.000	4.000	0.000	4.000	0.000	4.000
Geographic Information Services	19.000	17.000	0.000	17.000	0.000	17.000
Libraries	284.500	252.500	0.000	252.500	0.000	252.500
Planning and Development	58.000	58.000	0.000	58.000	0.000	58.000
Community Services Total	408.500	374.500	0.000	374.500	3.500	378.000
Environmental Services						
Administration	12.000	12.000	1.000	13.000	1.000	14.000
Environmental Health & Safety	43.000	43.000	0.000	43.000	2.000	45.000
Water Quality	45.000	44.000	(1.000)	43.000	2.000	45.000
Animal Care, Control and Adoption	46.000	45.000	0.000	45.000	0.000	45.000
General Fund Total	146.000	144.000	0.000	144.000	5.000	149.000
Solid Waste Operating	15.000	15.000	0.000	15.000	0.000	15.000
South Wake Landfill	5.000	5.000	0.000	5.000	0.000	5.000
Environmental Services Total	166.000	164.000	0.000	164.000	5.000	169.000

Personnel Summary

	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended or Transferred Positions	FY 2021 Amended	FY 2022 Amended Positions	FY 2022 Recommended
General Services Administration						
Administration/Support	19.000	19.000	0.000	19.000	0.000	19.000
Facility and Field Services	37.000	37.000	0.000	37.000	0.000	37.000
Physical Plant	69.000	69.000	0.000	69.000	1.000	70.000
Safety and Security	7.000	7.000	0.000	7.000	0.000	7.000
General Fund Total	132.000	132.000	0.000	132.000	1.000	133.000
Corporate Fleet Fund	18.000	18.000	0.000	18.000	2.000	20.000
General Services Administration Total	150.000	150.000	0.000	150.000	3.000	153.000
Human Services						
Child Welfare	315.800	314.800	0.000	314.800	0.000	314.800
Public Health	345.797	339.797	6.000	345.797	7.833	353.630
Health Clinics	175.400	176.400	0.000	176.400	1.000	177.400
Administration and Operations	195.500	196.500	0.000	196.500	3.000	199.500
Social Services	596.500	596.500	0.000	596.500	11.000	607.500
General Fund Total	1,628.997	1,623.997	6.000	1,629.997	22.833	1,652.830
Grants and Donations	21.000	20.000	0.000	20.000	0.000	20.000
Transportation	4.000	4.000	0.000	4.000	0.000	4.000
Human Services Total	1,653.997	1,647.997	6.000	1,653.997	22.833	1,676.830
Housing Affordability & Community Revitalization						
Housing Operations	9.000	9.000	0.000	9.000	2.000	11.000
Equitable Housing & Community Development	3.000	3.000	0.000	3.000	0.000	3.000
Permanent Housing & Supportive Services	21.000	24.000	0.000	24.000	1.000	25.000
Homeless & Prevention Services	35.000	46.000	0.000	46.000	0.000	46.000
General Fund Total	68.000	82.000	0.000	82.000	3.000	85.000
Housing and Community Revitalization	8.000	9.000	0.000	9.000	3.000	12.000
Housing Affordability & Community Revitalization Total	76.000	91.000	0.000	91.000	6.000	97.000
City-County Bureau of Identification Total	83.000	81.000	0.000	81.000	0.000	81.000
Sheriff						
Law Enforcement	461.000	453.000	6.000	459.000	16.000	475.000
Detention	571.000	533.000	(6.000)	527.000	0.000	527.000
Sheriff Total	1,032.000	986.000	0.000	986.000	16.000	1,002.000

Personnel Summary

	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended or Transferred Positions	FY 2021 Amended	FY 2022 Amended Positions	FY 2022 Recommended
Emergency Medical Services Total	341.000	333.000	92.000	425.000	8.000	433.000
Fire Services						
General Fund	22.000	22.000	0.000	22.000	1.000	23.000
Grants and Donations	2.000	2.000	0.000	2.000	0.000	2.000
Fire Services Total	24.000	24.000	0.000	24.000	1.000	25.000
Capital Area Workforce Development Total	18.000	18.000	0.000	18.000	0.000	18.000
Grand Total	4,366.247	4,273.747	99.000	4,372.747	102.333	4,475.080

Personnel Changes Summary

Position Changes from FY 2021 Adopted to FY 2021 Amended Budget

The following details specify 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: 99.000 FTEs

General Government: 1.000 FTE

County Manager: (1.000 FTE)

- ♦ (1.000 FTE) – Transferred Assistant County Manager for Transit position from County Manager's Office to Finance to create a Finance Director

Finance Department: 1.000 FTE

- ♦ 1.000 FTE – Transferred Assistant County Manager for Transit position from County Manager's Office to Finance to create a Finance Director

Human Resources: 1.000 FTE

- ♦ 1.000 FTE – Increased positions for a Business Officer

Environmental Services: 0.000 FTE

Environmental Services Administration: 1.000 FTE

- ♦ 1.000 FTE – Transferred from Water Quality Division to Administration Division to focus on department wide analytical projects and process improvements

Water Quality Division: (1.000) FTE

- ♦ (1.000) FTE – Transferred from Water Quality Division to Administration Division to focus on department wide analytical projects and process improvements

Human Services: 6.000 FTEs

Public Health: 6.000 FTEs

- ♦ 6.000 FTEs – Increased positions to support pandemic response, future mass vaccination operations, and enhance public health infrastructure

Emergency Medical Services: 92.000 FTEs

- ♦ 92.000 FTEs – Increased in anticipation of contract agency consolidation

Sheriff: 0.000 FTE

Law Enforcement: 6.000 FTEs

- ♦ 6.000 FTEs – Transferred Detention Officers to Law Enforcement Sheriff

Detention: (6.000) FTEs

- ♦ (6.000) FTEs – Transferred Detention Officers to Law Enforcement Sheriff

TOTAL POSITION CHANGE:

- ♦ 99.000

*Departments with no change to FTE authorization FY 2021 Adopted to FY 2021 Amended Budget:

- ♦ Board of Commissioners
- ♦ Communications
- ♦ County Attorney
- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Information Services
- ♦ Register of Deeds
- ♦ Tax Administration
- ♦ Quasi-Governmental
- ♦ Non-Departmental
- ♦ Community Services
- ♦ General Services Administration
- ♦ Housing Affordability and Community Revitalization
- ♦ Fire Services
- ♦ Capital Area Workforce Development
- ♦ City-County Bureau of Identification

Personnel Changes Summary

Position Changes from FY 2021 Amended to FY 2022 Recommended

The following details specify 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: 97.333 FTEs

General Government 37.000 FTEs

Board of Commissioners: 1.000 FTE

- ♦ 1.000 FTE – Senior Executive Assistant to support the Board of Commissioners and conduct outreach

Communications: 4.000 FTEs

- ♦ 1.000 FTE – Graphic Designer to support marketing and public relations
- ♦ 1.000 FTE – Senior Consultant for Solid Waste to support the South Wake Land Fill Communications Plan
- ♦ 1.000 FTE – Internal Communications Consultant to expand capacity for developing and sharing internal employee communications focused on human resources policies, programs, and initiatives
- ♦ 1.000 FTE – Communications Consultant for the Board of Commissioners to increase capacity for board-related functions

County Manager: 6.000 FTEs

- ♦ 3.000 FTEs – Innovation Program Management Director and Project Managers Transfer from Information Services to County Manager's Office to further build out a countywide performance management and strategy program. The Innovation Program Management Director is reclassified to an Innovation Strategist
- ♦ 2.000 FTEs – Senior Performance Analysts for performance measure development, training, and year-round monitoring
- ♦ 1.000 FTE – Diversity and Inclusion Director to promote diversity, cultivate inclusive leadership, and enhance employee engagement

County Attorney: 2.000 FTEs

- ♦ 1.000 FTE – Real Estate Paralegal to assist with drafting documents and managing open space acquisition

- ♦ 1.000 FTE – Child Protective Services Attorney to meet increase case load and demand

Board of Elections: 4.000 FTEs

- ♦ 1.000 FTE – Early Voting Coordinator to address workload increase from early voting, turnout, population growth, and legislative changes
- ♦ 1.000 FTE – IT Specialist to manage voting machines
- ♦ 1.000 FTE – Staffing Specialist to support Precinct Officials
- ♦ 1.000 FTE – Desktop Support Technician to manage inventory for voting equipment

Budget and Management Services: 2.000 FTEs

- ♦ 2.000 FTEs – Supervising Senior Budget and Management Analysts

Finance: 2.500 FTEs

- ♦ 1.500 FTEs – Restore 0.500 FTE and increase 1.000 FTE for an Internal Auditor to address backlog and provide additional risk assessment
- ♦ 1.000 FTE – Senior Accountant to provide business process improvements in Emergency Medical Services Billing and Capital Assets

Human Resources: 8.000 FTEs

- ♦ 2.000 FTEs – System Administrators to assist in managing the Human Resource systems
- ♦ 1.000 FTE – Employee Relations Consultant to provide guidance, coaching, training and investigation services related to employee relations.
- ♦ 1.000 FTE – Onboarding Manager to oversee and centralize onboarding program
- ♦ 2.000 FTEs – Onboarding Specialists to support the Onboarding Manager
- ♦ 1.000 FTE – Salary Administration Consultant to centralize salary administration and ensure consistent compensation
- ♦ 1.000 FTE – Workforce Succession Planning Consultant to support workforce planning,

Personnel Changes Summary

succession planning, and reward and recognition services

Information Services: 2.000 FTEs

- ♦ 2.000 FTEs – IT Architects to rewrite the Tax Administration's Computer Aided Mass Appraisal System
- ♦ 1.000 FTE – Junior Data Analyst to support the Enterprise Data Management Program
- ♦ 1.000 FTE – Desktop Support Technician to keep pace with IT support needs
- ♦ 1.000 FTE – Restore Business Analyst position on the Solution Development team
- ♦ (3.000 FTEs) – Innovation Program Management Director and Project Managers Transfer from Information Services to County Manager's Office to further build out a countywide performance management and strategy program

Register of Deeds: 1.000 FTE

- ♦ 1.000 FTE – Restore Recording Technician to provide direct customer support in the areas of vital and land records

Tax Administration: 4.000 FTEs

- ♦ 1.000 FTE – Real Estate Tax Agent to increase timeliness of real property and building permit information to the public and increase efficiencies of appraisal site visits
- ♦ 2.000 FTEs – Appraisers to increase permanent staffing to assist with 4-year revaluation cycle
- ♦ 1.000 FTE – Tax Agent to increase timeliness and accuracy of personal property billings

Soil and Water Conservation District: 0.500 FTE

- ♦ 0.500 FTE – Big Sweep Coordinator to promote healthy streams and watersheds

Community Services: 3.500 FTEs

Parks Recreation and Open Space: 3.500 FTEs

- ♦ 3.500 FTEs – Sandy Pines Staffing to assist with new preserve operations

Environmental Services: 5.000 FTEs

Administration: 1.000 FTE

- ♦ 1.000 FTE – Plans and Permits Technician to maintain consistent 2-day or less permit application check

Environmental Health and Safety: 2.000 FTE

- ♦ 1.000 FTE – Environmental Health Specialist to close coverage gap for State mandated health inspections
- ♦ 1.000 FTE – Environmental Consultant to reduce permit turnaround and increase safety standard compliance

Water Quality: 2.000 FTE

- ♦ 1.000 FTE – Environmental Health Consultant to meet increased workload
- ♦ 1.000 FTE – Watershed Environmental Engineer to perform development plan review

General Services Administration: 1.000 FTE

Physical Plant: 1.000 FTE

- ♦ 1.000 FTE – Energy Management Controls to progress County energy efficiency goals and create knowledge redundancy

Human Services: 22.833 FTEs

Economic Services: 11.000 FTEs

- ♦ 3.000 FTEs – Food and Nutrition Services Supervisors to reduce supervisor to staff ratio and ensure effective monitoring of State standards
- ♦ 3.000 FTEs – Economic Benefits Technicians to serve clients at the new Human Services Department Drive Center and Somerset locations
- ♦ 3.000 FTEs – Medicaid Services Supervisors to ensure effective monitoring of timeliness, quality assurance, troubleshooting and customer interactions
- ♦ 1.000 FTE – Adult Medicaid Eligibility Team Lead to assist supervisor
- ♦ 1.000 FTE – Family and Children Medicaid Caseworker to ensure access to care and Medicaid benefits to eligible patients

Public Health: 7.833 FTEs

- ♦ 3.000 FTEs – Communicable Diseases Nurses and Social Worker to comply with mandated staff to population ratio
- ♦ 2.833 FTEs – School Based Nurses to maintain the staffing level of two schools per nurse

Personnel Changes Summary

- ♦ 2.000 FTEs – Transition current contract positions to full-time Hepatitis C Social Workers to continue program that links patients to recovery and medical care

Health Clinics: 1.000 FTE

- ♦ 1.000 FTE – Convert temporary position to full-time Certified Medical Assistant

Administration and Operations: 3.000 FTEs

- ♦ 2.000 FTEs – Departure Drive Customer Service Representatives to support daily operations
- ♦ 1.000 FTE – Convert temporary position to full-time Finance and Coding Specialist to achieve highest level of reimbursement

Housing: 3.000 FTEs

Operations: 2.000 FTEs

- ♦ 1.000 FTE – Deputy Director of Administration and Operations to enhance critical departmentwide operations
- ♦ 1.000 FTE – Contracts and Compliance Specialist to provide contracting, monitoring and federal compliance services

Permanent Housing & Supportive Services: 1.000 FTE

- ♦ 1.000 FTE – SOAR Specialist to help eligible adults to apply for social security and social security disability benefits

Sheriff: 16.000 FTEs

Law Enforcement: 16.000 FTEs

- ♦ 1.000 FTE – Restore Deputy County Attorney
- ♦ 1.000 FTE – Restore Paralegal
- ♦ 6.000 FTEs – Judicial Deputies to provide 24/7 coverage for Behavioral Transport Services
- ♦ 1.000 FTE – Judicial Sergeant to supervise Deputies
- ♦ 1.000 FTE – System Administrator for the Video Management System in IT and Records
- ♦ 2.000 FTEs – Two technicians to provide 24/7 agency personnel support in IT and Records
- ♦ 2.000 FTEs – Investigators for the Drugs and Vice Unit and Criminal Analysis Apprehension Team in Technical Operations

- ♦ 1.000 FTE – Telecommunicator to operate 24/7 dispatch calls

- ♦ 1.000 FTE – Inventory Control Specialist to assist in collecting, inventory and maintaining evidence

Fire Services: 1.000 FTE

- ♦ 1.000 FTE – Emergency Management Outreach and Community Engagement Specialist to support ongoing emergency preparedness and community outreach

Emergency Medical Services: 8.000 FTEs

- ♦ 8.000 FTEs – Restore two 12-hour ambulance to account for call volume growth

HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION SPECIAL REVENUE FUND: 3.000 FTEs

- ♦ 1.000 FTE – Social Worker to increase capacity for permanent supportive housing services
- ♦ 2.000 FTEs – Housing Inspectors to complete all inspections required across the department

CORPORATE FLEET FUND: 2.000 FTEs

- ♦ 1.000 FTE – Operations Manager to promote alternative fuel vehicles and strategies for Fleet systems and operations
- ♦ 1.000 FTE – Automotive Senior Technician to maintain the vehicle equivalent units (VEUs) to technician ratio

TOTAL POSITION CHANGE:

- ♦ 102.333 FTEs

Departments with no change to FTE authorization FY 2021 Amended to FY 2022 Recommended Budget:

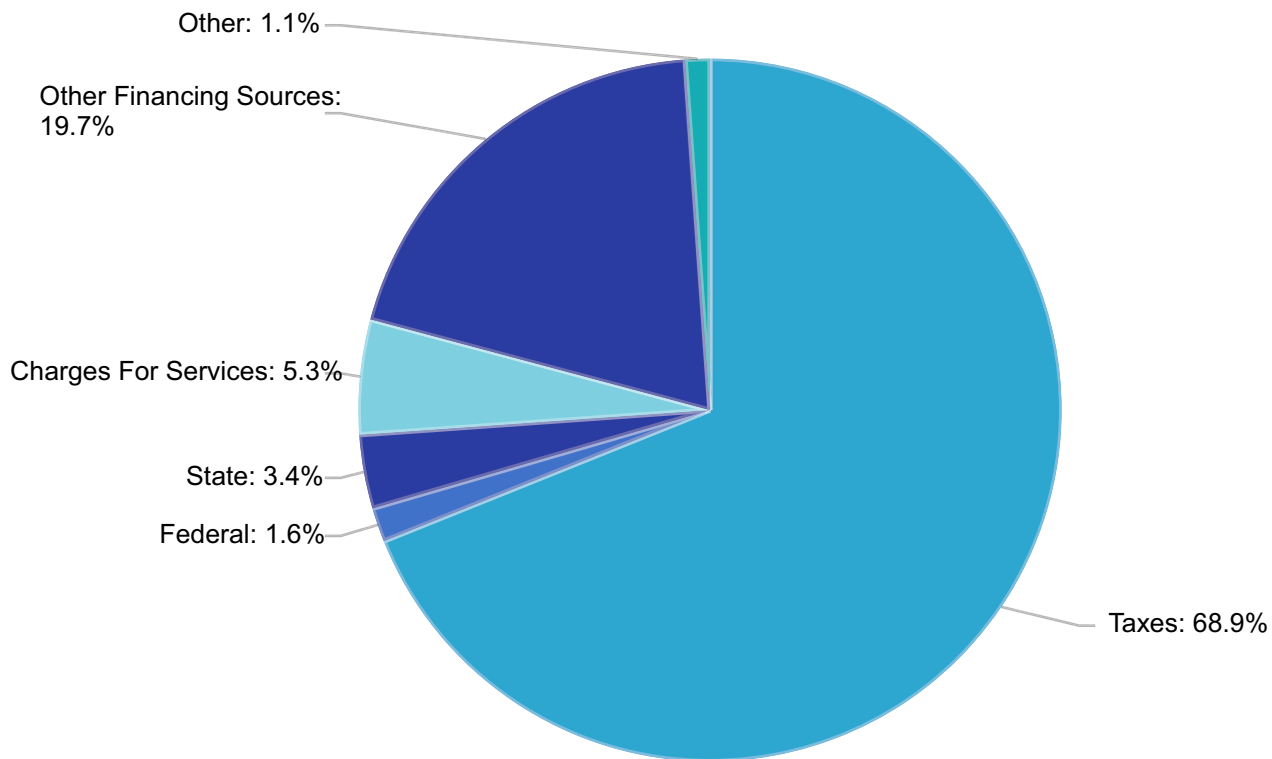
- ♦ Facilities Design & Construction
- ♦ Non-Departmental
- ♦ Capital Area Workforce Development
- ♦ City-County Bureau of Identification

Total Revenues by Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
General Fund				
General Fund	\$1,492,436,434	\$1,466,080,000	\$1,479,156,783	\$1,565,900,000
Debt Service				
Debt Service	\$404,158,291	\$307,345,000	\$307,345,000	\$336,113,000
Special Revenue Funds				
Capital Area Workforce Development	\$7,836,683	\$6,396,250	\$6,396,251	\$5,603,000
Coronavirus Relief Fund	\$28,128,684	\$0	\$131,262,021	\$0
Fire Tax District	\$27,043,882	\$29,646,000	\$29,786,000	\$33,989,000
Grants and Donations	\$4,377,881	\$4,427,000	\$12,734,626	\$2,758,000
Human Services Client	\$0	\$0	\$0	\$2,750,000
Housing and Community Revitalization	\$4,864,987	\$7,135,000	\$29,736,265	\$9,813,000
Major Facilities	\$51,949,907	\$48,594,000	\$48,594,000	\$47,681,000
Fines & Forfeiture	\$0	\$0	\$0	\$2,750,000
Transportation	\$6,022,485	\$9,434,000	\$13,660,024	\$12,888,000
Capital Improvement Funds				
Affordable Housing CIP	\$13,387,633	\$10,951,000	\$10,951,000	\$10,995,000
County Capital Improvement Fund	\$93,500,286	\$38,108,450	\$47,096,272	\$58,098,000
Fire Tax District Capital	\$3,015,240	\$3,081,000	\$3,448,593	\$6,155,000
Major Facilities Capital Trust	\$1,211,295	\$3,271,000	\$3,268,168	\$3,176,700
Solid Waste Capital	\$3,275,766	\$4,136,000	\$13,534,817	\$2,485,000
Wake County Public Schools Capital Projects	\$268,586,309	\$323,692,207	\$362,697,731	\$345,228,379
Wake Technical Community College Capital Projects	\$55,250,916	\$98,506,000	\$98,506,004	\$98,873,000
Internal Service Fund				
Corporate Fleet Fund	\$10,079,174	\$10,319,000	\$12,008,955	\$11,263,000
Enterprise Funds				
Solid Waste Operating	\$15,490,323	\$19,051,000	\$19,060,803	\$18,116,000
South Wake Landfill	\$29,266,804	\$20,816,000	\$20,847,000	\$21,277,000
Total Revenues	\$2,519,882,979	\$2,410,988,907	\$2,650,090,313	\$2,595,912,079
Less Interfund Transfers	\$(426,195,731)	\$(408,410,053)	\$(456,587,626)	\$(446,229,738)
Total Revenues All Funds Net of Interfund Transfers	\$2,093,687,248	\$2,002,578,854	\$2,193,502,687	\$2,149,682,341

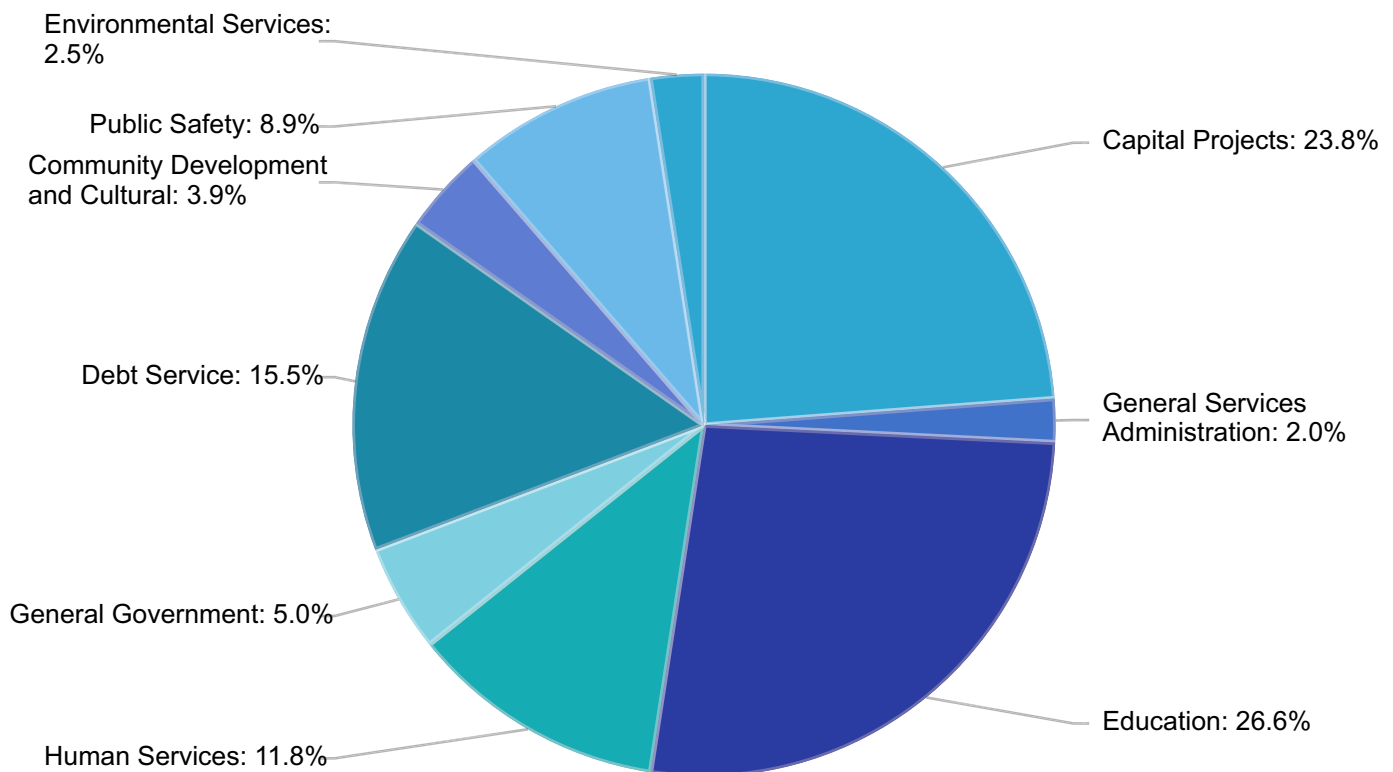
Total Revenue by Source

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Taxes	\$1,410,853,724	\$1,381,926,003	\$1,381,930,987	\$1,481,505,889	68.9%
Federal	\$58,505,469	\$32,865,600	\$199,334,591	\$33,768,257	1.6%
State	\$73,808,621	\$71,530,107	\$71,204,516	\$72,896,964	3.4%
Local	\$14,301,567	\$5,440,001	\$7,530,962	\$7,195,520	0.3%
Charges For Services	\$115,443,432	\$108,172,319	\$109,766,180	\$113,479,221	5.3%
Licenses & Permits	\$5,577,843	\$4,746,520	\$4,746,520	\$5,349,056	0.2%
Interest Income	\$15,088,346	\$4,455,303	\$3,619,199	\$2,030,271	0.1%
Miscellaneous	\$3,133,991	\$3,946,123	\$15,063,708	\$9,688,021	0.5%
Other Financing Sources	\$396,974,256	\$389,496,878	\$400,306,024	\$423,769,142	19.7%
Total Revenues by Source	\$2,093,687,248	\$2,002,578,854	\$2,193,502,687	\$2,149,682,341	



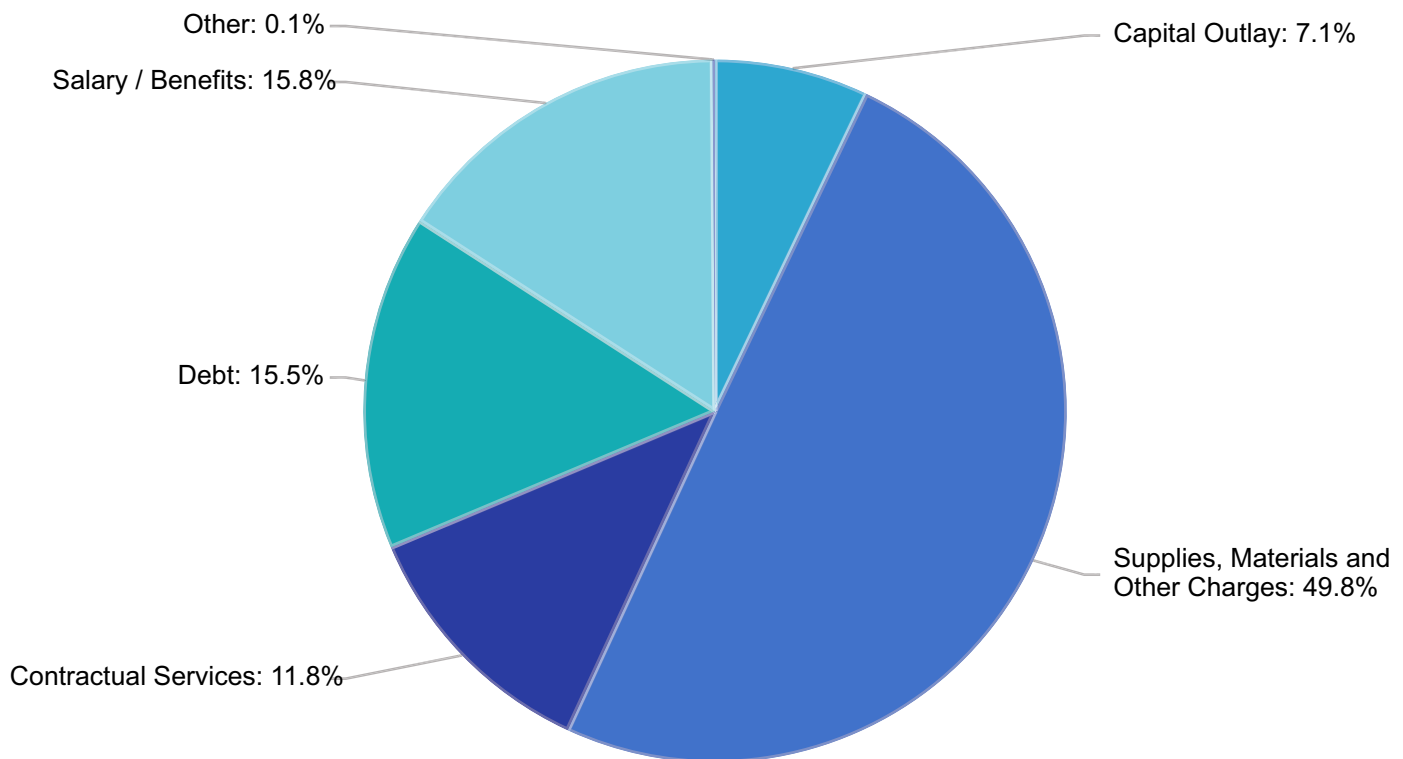
Expenditures by Use

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Capital Projects	\$401,675,574	\$465,728,929	\$515,016,764	\$511,543,029	23.8%
Community Development and Cultural	\$87,307,702	\$83,600,000	\$84,296,922	\$83,368,630	3.9%
Debt Service	\$376,114,880	\$305,951,000	\$305,951,000	\$333,817,000	15.5%
Environmental Services	\$45,979,122	\$53,231,278	\$62,709,022	\$52,812,163	2.5%
General Government	\$100,146,755	\$75,747,486	\$210,270,266	\$106,508,098	5.0%
General Services Administration	\$37,755,610	\$41,312,455	\$43,641,142	\$42,828,660	2.0%
Human Services	\$206,401,689	\$238,331,611	\$271,804,375	\$254,378,325	11.8%
Public Safety	\$186,336,421	\$184,335,936	\$178,582,466	\$191,643,519	8.9%
COVID-19 Response	—	—	\$6,769,869	—	0.0%
Education	\$540,535,537	\$554,340,159	\$554,340,159	\$572,782,917	26.6%
Total Operating Expenses	\$1,982,253,291	\$2,002,578,854	\$2,233,381,985	\$2,149,682,341	



Expenditures by Type

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$304,882,831	\$304,984,734	\$314,512,339	\$339,055,516	15.8%
Contractual Services	\$212,881,475	\$234,459,921	\$355,268,828	\$253,271,775	11.8%
Supplies, Materials and Other Charges	\$1,039,801,457	\$1,020,176,115	\$1,315,324,107	\$1,070,349,520	49.8%
Capital Outlay	\$45,885,446	\$138,480,810	\$(55,381,591)	\$152,392,399	7.1%
Debt	\$378,802,082	\$290,777,363	\$290,777,516	\$332,224,616	15.5%
Budget Reserves	—	\$13,699,911	\$12,880,786	\$2,388,515	0.1%
Total Expenditures by Type	\$1,982,253,291	\$2,002,578,854	\$2,233,381,985	\$2,149,682,341	



Summary of Revenue, Expenditures and Changes in Fund Balance

General Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	\$1,332,107,626	\$1,304,273,003	\$1,304,273,003	\$1,401,493,889
Federal	\$12,450,929	\$12,608,641	\$12,616,381	\$11,949,319
State	\$56,931,304	\$56,711,872	\$56,790,688	\$57,707,314
Local	\$12,312,886	\$4,101,444	\$4,112,684	\$6,138,460
Charges For Services	\$66,015,256	\$62,451,361	\$62,480,120	\$65,309,448
Licenses & Permits	\$5,568,943	\$4,737,920	\$4,737,920	\$5,340,156
Fines & Forfeitures	—	—	—	—
Interest Income	\$187,677	\$5,220	\$5,220	\$15,588
Miscellaneous	\$546,226	\$385,826	\$393,326	\$385,326
Revenue Totals	\$1,486,120,847	\$1,445,275,287	\$1,445,409,342	\$1,548,339,500
Operating Expenses				
General Government	\$72,019,553	\$75,662,631	\$76,464,337	\$106,423,355
Human Services	\$184,968,436	\$200,293,579	\$201,629,835	\$209,879,075
Education	\$540,535,537	\$554,340,159	\$554,340,159	\$570,032,917
Community Development and Cultural	\$39,588,640	\$39,406,000	\$40,074,146	\$40,087,630
Environmental Services	\$13,984,227	\$13,877,389	\$13,915,513	\$14,765,569
Public Safety	\$159,675,573	\$157,538,133	\$151,134,087	\$162,856,274
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$29,727,238	\$30,993,455	\$31,632,187	\$31,565,660
COVID-19 Response	—	—	\$6,769,869	—
Expenditure Totals	\$1,040,499,204	\$1,072,111,346	\$1,075,960,133	\$1,135,610,480
Revenues Over(Under) Expenditures	\$445,621,643	\$373,163,941	\$369,449,209	\$412,729,020
Other Financing Sources (Uses)				
Transfers In	\$3,800,427	\$10,760,728	\$10,760,728	\$12,480,050
Transfers Out	\$(404,902,813)	\$(393,968,654)	\$(403,196,648)	\$(430,289,520)
Bond Proceeds and other financing transactions	\$2,515,159	—	—	—
Total Other Financing Sources (Uses)	\$(398,587,227)	\$(383,207,926)	\$(392,435,920)	\$(417,809,470)
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$47,034,417	\$(10,043,985)	\$(22,986,711)	\$(5,080,450)
Fund Balance at Beginning of Year	\$352,630,715	\$399,665,132	\$399,665,132	\$376,678,421
Fund Balance at End of Year	\$399,665,132	\$389,621,147	\$376,678,421	\$371,597,971

Summary of Revenue, Expenditures and Changes in Fund Balance

Debt Service Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	\$2,832,186	\$2,783,013	\$2,783,013	—
State	\$12,061,403	\$10,000,000	\$10,000,000	\$10,467,000
Local	—	—	—	—
Charges For Services	\$12,917	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$12,977,062	\$3,000,427	\$3,000,427	\$594,915
Miscellaneous	—	—	—	—
Revenue Totals	\$27,883,567	\$15,783,440	\$15,783,440	\$11,061,915
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Debt Service	\$376,114,880	\$305,951,000	\$305,951,000	\$333,817,000
Capital Projects	—	—	—	—
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$376,114,880	\$305,951,000	\$305,951,000	\$333,817,000
Revenues Over(Under) Expenditures	\$(348,231,313)	\$(290,167,560)	\$(290,167,560)	\$(322,755,085)
Other Financing Sources (Uses)				
Transfers In	\$298,862,221	\$291,561,560	\$291,561,560	\$288,470,316
Transfers Out	\$(1,539,898)	\$(1,394,000)	\$(1,394,000)	\$(2,296,000)
Bond Proceeds and other financing transactions	\$77,412,502	—	—	—
Total Other Financing Sources (Uses)	\$374,734,825	\$290,167,560	\$290,167,560	\$286,174,316
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$26,503,512	—	—	\$(36,580,769)
Fund Balance at Beginning of Year	\$111,303,046	\$137,806,558	\$137,806,558	\$137,806,558
Fund Balance at End of Year	\$137,806,558	\$137,806,558	\$137,806,558	\$101,225,789

Summary of Revenue, Expenditures and Changes in Fund Balance

Special Revenue Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	\$78,746,050	\$77,653,000	\$77,653,000	\$80,012,000
Federal	\$41,901,857	\$17,473,946	\$181,244,887	\$21,818,938
State	\$2,233,901	\$2,464,067	\$2,059,660	\$2,376,669
Local	\$1,888,680	\$1,338,557	\$3,418,278	\$1,057,060
Charges For Services	\$4,743,621	\$4,807,026	\$5,119,902	\$5,347,026
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$306,524	\$51,000	\$63,634	\$51,000
Miscellaneous	\$135,062	\$138,000	\$128,782	\$5,637,062
Revenue Totals	\$129,955,696	\$103,925,596	\$269,688,143	\$116,299,755
Operating Expenses				
General Government	\$28,127,203	\$84,855	\$133,805,929	\$84,743
Human Services	\$20,191,885	\$27,087,032	\$59,223,540	\$33,504,250
Education	—	—	—	\$2,750,000
Community Development and Cultural	\$47,719,062	\$44,194,000	\$44,222,776	\$43,281,000
Environmental Services	\$49,404	—	—	—
Public Safety	\$26,660,848	\$26,797,803	\$27,448,379	\$28,787,245
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$5,412	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$122,753,813	\$98,163,690	\$264,700,624	\$108,407,238
Revenues Over(Under) Expenditures	\$7,201,883	\$5,761,906	\$4,987,519	\$7,892,517
Other Financing Sources (Uses)				
Transfers In	\$268,813	\$1,045,654	\$1,145,744	\$199,966
Transfers Out	\$(4,954,146)	\$(7,468,560)	\$(7,468,560)	\$(9,824,762)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	\$(4,685,333)	\$(6,422,906)	\$(6,322,816)	\$(9,624,796)
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$2,516,550	\$(661,000)	\$(1,335,297)	\$(1,732,279)
Fund Balance at Beginning of Year	\$40,951,866	\$43,468,416	\$43,468,416	\$42,133,119
Fund Balance at End of Year	\$43,468,416	\$42,807,416	\$42,133,119	\$40,400,840

Summary of Revenue, Expenditures and Changes in Fund Balance

Internal Service Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	\$9,456,221	\$9,551,525	\$9,551,525	\$9,734,979
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$72,760	\$20,000	\$20,000	\$20,000
Miscellaneous	\$550,193	\$397,147	\$397,147	\$528,856
Revenue Totals	\$10,079,174	\$9,968,672	\$9,968,672	\$10,283,835
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$8,022,961	\$10,319,000	\$12,008,955	\$11,263,000
COVID-19 Response	—	—	—	—
Expenditure Totals	\$8,022,961	\$10,319,000	\$12,008,955	\$11,263,000
Revenues Over(Under) Expenditures	\$2,056,213	\$(350,328)	\$(2,040,283)	\$(979,165)
Other Financing Sources (Uses)				
Transfers In	—	—	—	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	—	—	—	—
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$2,056,213	\$(350,328)	\$(2,040,283)	\$(979,165)
Fund Balance at Beginning of Year	\$3,403,639	\$5,459,852	\$5,459,852	\$3,419,569
Fund Balance at End of Year	\$5,459,852	\$5,109,524	\$3,419,569	\$2,440,404

Summary of Revenue, Expenditures and Changes in Fund Balance

Enterprise Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	\$2,330,916	\$2,354,168	\$2,354,168	\$2,345,981
Local	—	—	—	—
Charges For Services	\$29,990,005	\$30,536,407	\$30,536,407	\$31,681,068
Licenses & Permits	\$8,900	\$8,600	\$8,600	\$8,900
Fines & Forfeitures	—	—	—	—
Interest Income	\$623,756	\$448,928	\$448,928	\$460,718
Miscellaneous	\$1,536,280	\$2,767,150	\$2,767,150	\$2,499,777
Revenue Totals	\$34,489,858	\$36,115,253	\$36,115,253	\$36,996,444
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	\$30,854,905	\$35,217,889	\$35,258,692	\$36,461,594
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$30,854,905	\$35,217,889	\$35,258,692	\$36,461,594
Revenues Over(Under) Expenditures	\$3,634,952	\$897,364	\$856,561	\$534,850
Other Financing Sources (Uses)				
Transfers In	\$10,267,270	\$1,209,838	\$1,209,838	\$1,223,406
Transfers Out	\$(13,879,270)	\$(4,649,111)	\$(4,649,111)	\$(2,931,406)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	\$(3,612,000)	\$(3,439,273)	\$(3,439,273)	\$(1,708,000)
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$22,952	\$(2,541,909)	\$(2,582,712)	\$(1,173,150)
Fund Balance at Beginning of Year	\$33,219,003	\$33,241,955	\$33,241,955	\$30,659,243
Fund Balance at End of Year	\$33,241,955	\$30,700,046	\$30,659,243	\$29,486,093

Summary of Revenue, Expenditures and Changes in Fund Balance

Capital Improvement Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	\$48	—	\$4,984	—
Federal	\$1,320,497	—	\$2,690,310	—
State	\$251,097	—	—	—
Local	\$100,000	—	—	—
Charges For Services	\$5,225,412	\$826,000	\$2,078,226	\$1,406,700
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$920,567	\$929,728	\$80,990	\$888,050
Miscellaneous	\$366,229	\$258,000	\$11,377,303	\$637,000
Revenue Totals	\$8,183,851	\$2,013,728	\$16,231,813	\$2,931,750
Operating Expenses				
General Government	—	—	—	—
Human Services	\$1,241,367	\$10,951,000	\$10,951,000	\$10,995,000
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	\$1,090,586	\$4,136,000	\$13,534,817	\$1,585,000
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	\$401,675,574	\$465,728,929	\$515,016,764	\$511,543,029
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$404,007,527	\$480,815,929	\$539,502,581	\$524,123,029
Revenues Over(Under) Expenditures	\$(395,823,677)	\$(478,802,201)	\$(523,270,768)	\$(521,191,279)
Other Financing Sources (Uses)				
Transfers In	\$112,997,000	\$103,832,273	\$151,909,756	\$143,856,000
Transfers Out	\$(919,604)	\$(929,728)	\$(929,728)	\$(888,050)
Bond Proceeds and other financing transactions	\$317,046,594	\$372,330,479	\$371,361,016	\$377,483,329
Total Other Financing Sources (Uses)	\$429,123,990	\$475,233,024	\$522,341,044	\$520,451,279
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$33,300,313	\$(3,569,177)	\$(929,724)	\$(740,000)
Fund Balance at Beginning of Year	\$327,067,145	\$360,367,458	\$360,367,458	\$359,437,734
Fund Balance at End of Year	\$360,367,458	\$356,798,281	\$359,437,734	\$358,697,734

Summary of Revenue, Expenditures and Changes in Fund Balance

All Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Operating Revenues				
Taxes	\$1,410,853,724	\$1,381,926,003	\$1,381,930,987	\$1,481,505,889
Federal	\$58,505,469	\$32,865,600	\$199,334,591	\$33,768,257
State	\$73,808,621	\$71,530,107	\$71,204,516	\$72,896,964
Local	\$14,301,567	\$5,440,001	\$7,530,962	\$7,195,520
Charges For Services	\$115,443,432	\$108,172,319	\$109,766,180	\$113,479,221
Licenses & Permits	\$5,577,843	\$4,746,520	\$4,746,520	\$5,349,056
Fines & Forfeitures	—	—	—	—
Interest Income	\$15,088,346	\$4,455,303	\$3,619,199	\$2,030,271
Miscellaneous	\$3,133,991	\$3,946,123	\$15,063,708	\$9,688,021
Revenue Totals	\$1,696,712,992	\$1,613,081,976	\$1,793,196,663	\$1,725,913,199
Operating Expenses				
General Government	\$100,146,755	\$75,747,486	\$210,270,266	\$106,508,098
Human Services	\$206,401,689	\$238,331,611	\$271,804,375	\$254,378,325
Education	\$540,535,537	\$554,340,159	\$554,340,159	\$572,782,917
Community Development and Cultural	\$87,307,702	\$83,600,000	\$84,296,922	\$83,368,630
Environmental Services	\$45,979,122	\$53,231,278	\$62,709,022	\$52,812,163
Public Safety	\$186,336,421	\$184,335,936	\$178,582,466	\$191,643,519
Debt Service	\$376,114,880	\$305,951,000	\$305,951,000	\$333,817,000
Capital Projects	\$401,675,574	\$465,728,929	\$515,016,764	\$511,543,029
General Services Administration	\$37,755,610	\$41,312,455	\$43,641,142	\$42,828,660
COVID-19 Response	—	—	\$6,769,869	—
Expenditure Totals	\$1,982,253,291	\$2,002,578,854	\$2,233,381,985	\$2,149,682,341
Revenues Over(Under) Expenditures	\$(285,540,299)	\$(389,496,878)	\$(440,185,322)	\$(423,769,142)
Other Financing Sources (Uses)				
Transfers In	\$426,195,731	\$408,410,053	\$456,587,626	\$446,229,738
Transfers Out	\$(426,195,731)	\$(408,410,053)	\$(417,638,047)	\$(446,229,738)
Bond Proceeds and other financing transactions	\$396,974,256	\$372,330,479	\$371,361,016	\$377,483,329
Total Other Financing Sources (Uses)	\$396,974,256	\$372,330,479	\$410,310,595	\$377,483,329
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$111,433,957	\$(17,166,399)	\$(29,874,727)	\$(46,285,813)
Fund Balance at Beginning of Year	\$868,575,414	\$980,009,371	\$980,009,371	\$950,134,644
Fund Balance at End of Year	\$980,009,371	\$962,842,972	\$950,134,644	\$903,848,831

Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2022, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

General Fund

Behavioral Health appropriated \$3.95 million in fund balance to continue a supportive housing pilot program, start substance abuse pilot programming, and continue WakeBrook operations.

Tax Administration is projected to use \$126,000 in fund balance to support the 2025 property reappraisal which updates property values effective January 1, 2024. This appropriation is part of the County's long-term funding strategy for a four year appraisal cycle. The Non-Departmental budget includes the use of \$1.00 million in fund balance to go towards health insurance costs.

Debt Service

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

The County's fund balance policies include: (1) maintain fund balance of at least 19% of following

year's projected debt service expenditures, and (2) maintain fund balance of at least 30% of combined general fund and debt service fund revenues. The County's long-range Debt and Capital Financial Model ('model') projects long-term revenues and expenditures to ensure the dedicated portions of property tax and sales tax will be sufficient to fund the County's existing debt and future capital needs. The FY 2022 Budget anticipates using \$36.58 million in fund balance to support debt service expenditures. This projected change in fund balance for FY 2022 is considered in the County's model and is a component of the County's overall long-term debt and capital plan.

Special Revenue Funds

The Human Services Transportation budget includes \$125,000 in appropriated fund balance in FY 2022. The Major Facilities budget includes a \$1.61 million appropriation of fund balance to sustain current expenditure plans.

Internal Service Fund

The FY 2022 Corporate Fleet Fund budget increased over the prior year from increases in projected vehicle operating costs. Operating departments are charged on an annual basis for a portion of the future vehicle replacement costs as well as a proportional share of the operating expenses for maintenance and repair. These charges are also the primary source of revenues in the Fleet Fund. The projected beginning unreserved fund balance for FY 2022 is \$3.42 million. The Fleet Fund includes \$980,000 of appropriated fund balance to help fund lease replacements.

Enterprise Funds

The use of fund balance is included in the budget to support long-term capital needs for solid waste collection and disposal systems. Financial models are used to ensure there is a sustainable capital and operating plan for the next seven years. Solid Waste Operating Fund balance is primarily reserved for capital improvements to Solid Waste facilities. The Solid Waste Operating Fund budget includes a \$1.17 million appropriation of fund balance in FY 2022 to support capital expenditures and sustain current expenditure plans.

General Fund Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% Change
Taxes					
Property Taxes	\$1,102,133,709	\$1,127,859,000	\$1,127,859,000	\$1,144,975,000	1.5%
Sales Tax	\$209,288,738	\$162,189,000	\$162,189,000	\$235,112,000	45.0%
Lease/Rental Vehicle Tax	\$3,300,292	\$3,350,000	\$3,350,000	\$3,350,000	0.0%
Lease/Rental Heavy Equipment Tax	\$(128,465)	—	—	—	0.0%
Payment in Lieu of Taxes	\$2,158,555	\$1,222,003	\$1,222,003	\$1,222,003	0.0%
Real Property Transfer Tax	\$15,354,797	\$9,653,000	\$9,653,000	\$16,834,886	74.4%
Subtotal	\$1,332,107,626	\$1,304,273,003	\$1,304,273,003	\$1,401,493,889	7.5%
Federal					
Environmental	\$90,476	—	—	—	0.0%
Human Services	\$11,142,004	\$12,308,303	\$12,307,043	\$11,613,981	(5.6)%
Public Safety	\$552,770	\$200,338	\$200,338	\$200,338	0.0%
Transportation	\$25,673	\$100,000	\$100,000	\$100,000	0.0%
CARES Act	\$640,005	—	—	—	0.0%
Other	—	—	\$9,000	\$35,000	0.0%
Subtotal	\$12,450,929	\$12,608,641	\$12,616,381	\$11,949,319	(5.2)%
State					
ABC 5 Cent Bottle	\$393,585	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$886,345	\$877,200	\$877,200	\$877,200	0.0%
Environmental	\$152,591	\$125,000	\$125,000	\$142,500	14.0%
Human Services	\$53,479,830	\$53,329,172	\$53,407,988	\$54,282,626	1.8%
Libraries	\$596,449	\$600,000	\$600,000	\$600,000	0.0%
Other - State	\$1,422,504	\$1,525,500	\$1,525,500	\$1,549,988	1.6%
Subtotal	\$56,931,304	\$56,711,872	\$56,790,688	\$57,707,314	1.8%
Local					
ABC Board	\$12,061,826	\$4,000,000	\$4,000,000	\$6,000,000	50.0%
Libraries	\$17	\$28,334	\$28,334	—	(100.0)%
Public Safety	\$6,560	—	—	\$350	0.0%
Transit	\$34,753	\$34,000	\$34,000	\$34,000	0.0%
Other Local	\$209,730	\$39,110	\$50,350	\$104,110	166.2%
Subtotal	\$12,312,886	\$4,101,444	\$4,112,684	\$6,138,460	49.7%

General Fund Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% Change
Charges For Services					
Environmental	\$330,625	\$371,423	\$371,423	\$371,423	0.0%
Client Fees	\$974,641	\$1,324,279	\$1,324,279	\$1,276,558	(3.6)%
Insurance	\$462,709	\$614,635	\$614,635	\$614,635	0.0%
Medicaid Fees	\$12,677,447	\$11,468,830	\$11,468,830	\$11,468,830	0.0%
Medicare Fees	\$41,022	\$44,203	\$44,203	\$44,203	0.0%
HS Reimbursements	\$770,960	\$825,081	\$853,840	\$849,979	3.0%
Other	\$3,133	\$7,500	\$7,500	\$7,500	0.0%
Inspection Fees	\$1,203,833	\$891,272	\$891,272	\$1,062,147	19.2%
Library Fees	\$117,854	\$111,000	\$111,000	\$109,000	(1.8)%
Parks & Recreation Fees	\$50,242	\$89,000	\$89,000	\$89,000	0.0%
EMS Fees	\$26,968,635	\$26,215,000	\$26,215,000	\$26,040,000	(0.7)%
Facility Use Fees	\$104,099	\$22,000	\$22,000	\$22,000	0.0%
Fire/Rescue Fees	\$141,345	\$141,474	\$141,474	\$172,474	21.9%
Sheriff Fees	\$5,492,263	\$4,589,300	\$4,589,300	\$4,589,300	0.0%
Planning Fees	\$1,004,221	\$980,751	\$980,751	\$947,626	(3.4)%
Court Facility Fees	\$874,910	\$1,010,000	\$1,010,000	\$850,000	(15.8)%
Parking Fees	\$1,060,269	\$1,215,000	\$1,215,000	\$1,115,000	(8.2)%
Rental/Lease Income	\$283,152	\$285,325	\$285,325	\$274,384	(3.8)%
Record Fees	\$6,088,594	\$5,412,284	\$5,412,284	\$5,963,863	10.2%
Reimbursements	\$3,649,941	\$2,745,798	\$2,745,798	\$5,372,644	95.7%
Tax Collection Fees	\$1,039,643	\$1,035,000	\$1,035,000	\$1,193,000	15.3%
Vending Income	\$472,386	\$655,000	\$655,000	\$645,000	(1.5)%
Other - Charges for Services	\$2,203,333	\$2,397,206	\$2,397,206	\$2,230,882	(6.9)%
Subtotal	\$66,015,256	\$62,451,361	\$62,480,120	\$65,309,448	4.6%
Licenses & Permits					
Licenses	\$243,260	\$280,814	\$280,814	\$139,556	(50.3)%
Permits	\$5,325,683	\$4,457,106	\$4,457,106	\$5,200,600	16.7%
Subtotal	\$5,568,943	\$4,737,920	\$4,737,920	\$5,340,156	12.7%
Interest Income					
Interest	\$187,677	\$5,220	\$5,220	\$15,588	198.6%
Subtotal	\$187,677	\$5,220	\$5,220	\$15,588	198.6%
Miscellaneous					
Sale of Materials & Fixed Assets	\$77,400	\$155,000	\$155,000	\$160,000	3.2%
Miscellaneous Revenue	\$468,826	\$230,826	\$238,326	\$225,326	(2.4)%
Subtotal	\$546,226	\$385,826	\$393,326	\$385,326	(0.1)%

General Fund Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% Change
Other Financing Sources					
Capital Lease/Installment Purchases	\$2,515,159	—	—	—	0.0%
Appropriated Fund Balance	—	\$10,043,985	\$22,986,713	\$5,080,450	(49.4)%
Subtotal	\$2,515,159	\$10,043,985	\$22,986,713	\$5,080,450	(49.4)%
Transfers					
Transfers From	\$3,800,427	\$10,760,728	\$10,760,728	\$12,480,050	16.0%
Subtotal	\$3,800,427	\$10,760,728	\$10,760,728	\$12,480,050	16.0%
Total	\$1,492,436,434	\$1,466,080,000	\$1,479,156,783	\$1,565,900,000	6.8%

General Fund Expenditure Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% Change
General Government					
Board of Commissioners	\$707,548	\$619,951	\$619,951	\$697,396	12.5%
Communications Office	\$1,110,716	\$1,105,941	\$1,105,941	\$1,522,901	37.7%
County Manager	\$2,159,139	\$2,008,511	\$2,008,511	\$3,011,545	49.9%
County Attorney	\$3,100,478	\$3,141,593	\$3,141,593	\$3,421,057	8.9%
Board of Elections	\$7,525,334	\$7,852,497	\$8,052,287	\$9,459,642	20.5%
Budget and Management Services	\$1,127,597	\$1,154,100	\$1,180,100	\$1,469,145	27.3%
Facilities Design and Construction	\$1,817,059	\$2,025,791	\$2,050,791	\$2,053,865	1.4%
Finance Department	\$3,084,795	\$3,106,106	\$3,118,606	\$3,503,469	12.8%
Human Resources	\$3,668,650	\$3,731,458	\$3,791,390	\$4,757,015	27.5%
Information Services	\$19,522,490	\$20,220,695	\$20,359,645	\$21,021,077	4.0%
Register of Deeds	\$3,213,656	\$3,251,978	\$3,257,452	\$3,386,175	4.1%
Tax Administration	\$11,093,699	\$10,419,899	\$10,497,899	\$11,178,267	7.3%
Quasi-Government	\$732,723	\$803,428	\$812,428	\$954,565	18.8%
Subtotal	\$58,863,885	\$59,441,948	\$59,996,594	\$66,436,119	11.8%
Community Services					
Community Services Management and Budget Office	\$900,381	\$895,482	\$895,482	\$886,959	(1.0)%
Parks, Recreation and Open Space	\$3,359,380	\$3,420,047	\$3,427,097	\$3,690,760	7.9%
Planning, Development and Inspections	\$6,030,463	\$5,975,783	\$6,014,516	\$6,043,443	1.1%
Veterans Services	\$305,471	\$313,155	\$313,155	\$368,248	17.6%
Geographic Information Services	\$1,886,444	\$2,039,170	\$2,157,384	\$2,059,915	1.0%
Libraries	\$27,133,001	\$26,762,363	\$27,266,512	\$27,038,305	1.0%
Subtotal	\$39,615,140	\$39,406,000	\$40,074,146	\$40,087,630	1.7%
Environmental Services					
Environmental Services Administrations	\$1,470,980	\$1,562,978	\$1,578,284	\$1,735,941	11.1%
Environmental Health & Safety	\$3,724,185	\$3,744,529	\$3,750,768	\$3,996,179	6.7%
Water Quality	\$5,019,436	\$4,856,481	\$4,856,481	\$5,185,376	6.8%
Animal Care, Control and Adoption Center	\$3,769,626	\$3,713,401	\$3,729,980	\$3,848,073	3.6%
Subtotal	\$13,984,227	\$13,877,389	\$13,915,513	\$14,765,569	6.4%
General Services Administration					
Administration/Support	\$2,451,161	\$2,707,242	\$2,863,998	\$3,034,559	12.1%
Physical Plant	\$9,101,347	\$8,936,972	\$9,093,085	\$9,235,352	3.3%
Safety and Security	\$3,953,250	\$3,723,595	\$3,913,703	\$3,807,743	2.3%
Criminal Justice/Central Government	\$887,811	\$917,691	\$935,165	\$917,691	0.0%
Facility and Field Services	\$7,510,891	\$8,155,263	\$8,264,875	\$8,217,504	0.8%
Utilities	\$5,783,243	\$6,360,924	\$6,369,593	\$6,272,043	(1.4)%
County Building Agreements	\$39,535	\$191,768	\$191,768	\$80,768	(57.9)%
Subtotal	\$29,727,238	\$30,993,455	\$31,632,187	\$31,565,660	1.8%

General Fund Expenditure Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% Change
Human Services					
Social Services Economic Self-Sufficiency	\$53,661,849	\$54,822,981	\$54,574,752	\$55,545,122	1.3%
Child Welfare	\$31,425,999	\$34,291,677	\$34,397,687	\$34,644,055	1.0%
Public Health	\$29,802,523	\$31,204,274	\$31,469,977	\$33,660,532	7.9%
Health Clinics	\$19,392,896	\$20,837,055	\$21,032,635	\$20,813,875	(0.1)%
Administration and Operations	\$19,686,016	\$21,298,988	\$22,031,946	\$22,311,214	4.8%
Human Services Reserved	—	—	\$180,915	—	0.0%
Subtotal	\$153,969,284	\$162,454,975	\$163,687,912	\$166,974,798	2.8%
Housing Affordability & Community Revitalization					
Housing Operations	\$14,630,564	\$10,839,560	\$10,858,069	\$12,300,360	13.5%
Equitable Housing & Community Development	—	\$319,074	\$319,074	\$320,144	0.3%
Permanent Housing & Supportive Services	\$1,724,771	\$3,495,837	\$3,548,637	\$2,370,451	(32.2)%
Homeless & Prevention Services	\$3,905,544	\$5,789,399	\$5,799,659	\$5,767,050	(0.4)%
Subtotal	\$20,260,880	\$20,443,870	\$20,525,439	\$20,758,005	1.5%
Behavioral Health - Managed Care					
Behavioral Health-Managed Care Organization	\$23,925,239	\$29,391,388	\$29,413,138	\$33,341,238	13.4%
Subtotal	\$23,925,239	\$29,391,388	\$29,413,138	\$33,341,238	13.4%
Emergency Medical Services					
Emergency Medical Services	\$46,824,980	\$48,483,052	\$42,007,028	\$50,332,568	3.8%
Subtotal	\$46,824,980	\$48,483,052	\$42,007,028	\$50,332,568	3.8%
Fire Services					
Fire Services	\$2,800,982	\$2,820,561	\$2,820,561	\$3,068,920	8.8%
Subtotal	\$2,800,982	\$2,820,561	\$2,820,561	\$3,068,920	8.8%
Emergency Communications					
PS Communications	\$1,316,125	\$1,992,077	\$1,992,077	\$2,125,751	6.7%
Subtotal	\$1,316,125	\$1,992,077	\$1,992,077	\$2,125,751	6.7%
CCBI					
CCBI	\$7,166,265	\$7,138,798	\$7,004,370	\$7,044,950	(1.3)%
Subtotal	\$7,166,265	\$7,138,798	\$7,004,370	\$7,044,950	(1.3)%
Sheriff					
Law Enforcement	\$49,266,624	\$46,993,895	\$45,650,863	\$48,853,527	4.0%
Detention	\$51,578,128	\$50,109,750	\$50,159,188	\$50,130,558	0.0%
LEO Special Separation Allowance	\$764,816	—	\$1,500,000	\$1,300,000	0.0%
Subtotal	\$101,609,568	\$97,103,645	\$97,310,051	\$100,284,085	3.3%

General Fund Expenditure Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% Change
Non-Departmental					
Community Organizations	\$3,494,028	\$1,750,000	\$2,012,000	\$2,092,480	19.6%
Memberships	\$516,947	\$573,500	\$573,500	\$579,500	1.0%
Non-Departmental	\$3,061,994	\$10,720,669	\$19,834,018	\$34,344,742	220.4%
Health Benefits	\$3,058,228	\$9,609,368	\$9,609,368	\$10,851,368	12.9%
Risk Management - Cost of Claims	\$1,516,260	\$1,548,146	\$1,647,851	\$1,861,146	20.2%
COVID-19 Response	—	—	\$6,769,869	—	0.0%
Subtotal	\$11,647,457	\$24,201,683	\$40,446,606	\$49,729,236	105.5%
Capital Lease					
Capital Lease	\$2,508,211	—	—	—	0.0%
Subtotal	\$2,508,211	—	—	—	0.0%
Transfers to Other Funds					
Transfers	\$390,647,000	\$373,991,000	\$373,991,000	\$409,352,554	9.5%
Subtotal	\$390,647,000	\$373,991,000	\$373,991,000	\$409,352,554	9.5%
Education					
Wake County Public School System	\$515,955,101	\$527,904,101	\$527,904,101	\$539,155,101	2.1%
Wake Technical Community College	\$24,580,436	\$24,748,030	\$24,748,030	\$28,839,788	16.5%
Other Education Initiatives	—	\$1,688,028	\$1,688,028	\$2,038,028	20.7%
Subtotal	\$540,535,537	\$554,340,159	\$554,340,159	\$570,032,917	2.8%
Total	\$1,445,402,017	\$1,466,080,000	\$1,479,156,781	\$1,565,900,000	6.8%

General Government

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Board of Commissioners	\$707,548	\$619,951	\$619,951	\$697,396	1.0%
Communications Office	\$1,110,716	\$1,105,941	\$1,105,941	\$1,522,901	2.3%
County Manager	\$2,159,139	\$2,008,511	\$2,008,511	\$3,011,545	4.5%
County Attorney	\$3,100,478	\$3,141,593	\$3,141,593	\$3,421,057	5.1%
Board of Elections	\$7,525,334	\$7,852,497	\$8,052,287	\$9,459,642	14.2%
Budget & Management Services	\$1,127,597	\$1,154,100	\$1,180,100	\$1,469,145	2.2%
Facilities Design & Construction	\$1,817,059	\$2,025,791	\$2,050,791	\$2,053,865	3.1%
Finance	\$3,084,795	\$3,106,106	\$3,118,606	\$3,503,469	5.3%
Human Resources	\$3,668,650	\$3,731,458	\$3,791,390	\$4,757,015	7.2%
Information Services	\$19,522,490	\$20,220,695	\$20,359,645	\$21,021,077	31.6%
Register of Deeds	\$3,213,656	\$3,251,978	\$3,257,452	\$3,386,175	5.1%
Tax Administration	\$11,093,699	\$10,419,899	\$10,497,899	\$11,178,267	16.8%
Quasi-Governmental	\$732,723	\$803,428	\$812,428	\$954,565	1.4%
Expenditure Totals	\$58,863,885	\$59,441,948	\$59,996,594	\$66,436,119	

Board of Commissioners

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$629,447	\$491,271	\$491,271	\$572,329	82.1%
Contractual Services	\$13,771	\$50,548	\$50,548	\$32,511	4.7%
Supplies, Materials and Other Charges	\$64,330	\$78,132	\$78,132	\$92,556	13.3%
Expenditure Totals	\$707,548	\$619,951	\$619,951	\$697,396	
Number of FTEs	4.000	3.000	3.000	4.000	

Department Purpose and Goals

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

Major Accomplishments

Wake County allocated coronavirus relief funds across several notable areas. The Board of Commissioners allocated \$5 million in CARES Act funding for the Wake Forward initiative, providing loans of up to \$50,000 to eligible small businesses. The board also focused on providing housing support, including programs such as the COVID-19 Loan Relief Program and House Wake! COVID-19 Eviction Prevention and Financial Assistance Programs to help residents struggling with rent or utility bills due to COVID-19. The County distributed \$1 million to 53 local nonprofit arts organizations that support artists, present cultural attractions, provide education, and more.

The Board of Commissioners underscored their commitment to diversity, equity, and inclusion

through several policy changes during FY 2021. Wake County became the first North Carolina county to make Juneteenth a paid holiday for its employees. The holiday provides an opportunity for employees and their families to learn more about the end of slavery in the United States and work towards making today's society equitable and inclusive. By unanimous vote, the Board of Commissioners also added protection for natural hair and hairstyles historically associated with race to the Wake County employee discrimination policy.

The Board of Commissioners reaffirmed the County's commitment to WakeWorks, which had 311 applicants across six different programs. The largest cohorts are the EMT Pre-Apprenticeship (nine), National Center for Construction Education and Research Pre-apprenticeship (17) (HVAC, Electrical, Inspectors), and the North Carolina Triangle Apprenticeship Program (23).

During the 2020 - 2021 program year, the Board of Commissioners approved funding to provide 1,532 North Carolina Pre-K slots to the Smart Start program.

Board of Commissioners

FY22 Discussion

The Board of Commissioners budget increased by \$77,000, primarily reflected by expansions and reductions.

A Senior Executive Assistant is added to increase support for the Board of Commissioners in the areas of constituent services, communications, and outreach (1.000 FTE, \$97,000).

Less contractual services are needed than initially anticipated to help transition administrative staff as a result of the FY 2020 retirement of the Clerk to the Board (-\$12,000).

Horizon Issues

The Board of Commissioners updates their goals, objectives, and strategies each year to prioritize policies, emphasize specific programs, and guide budget recommendations and resource allocations. Creating affordable housing options and supporting efforts to end homelessness remains one of the Board of Commissioner's top priorities. Wake County will continue to track progress towards eliminating veteran homelessness and increasing the number of affordable housing units.

The Commission aims to improve access to affordable, high-quality care for residents experiencing medical or behavioral health challenges.

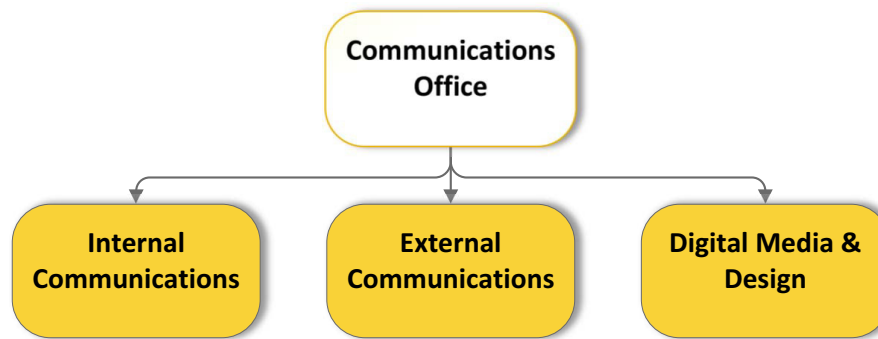
To achieve this goal, the Commission will continue to support behavioral health urgent care that implements strategies to reduce infant mortality and provide more sustainable support for behavioral healthcare efforts.

The County is poised to continues--and build on--its economic development efforts, including those that encourage socially responsible business practices. It will focus primarily on creating workforce development opportunities for middle- and working-class families, helping justice-involved persons re-enter the workforce, and combating racial inequities, including through the recently announced "A Better Wake" partnership.

The Commission will continue to improve access to excellent educational opportunities for toddlers in Pre-K to adults embarking on college careers at Wake Tech. The County will build on the groundbreaking WakeWorks program pioneered with Wake Tech and continue to discuss a multi-year plan for expanding Pre-K options for underserved children.

Finally, the Board of Commission will preserve open space and protect our water supply while planning future growth. This includes exploring new greenspace projects, and developing Wake County's cutting-edge "One Water" plan to better integrate strategies for handling drinking water, groundwater, stormwater, and other water sources.

Communications Office



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Transfers	\$12,000	\$12,000	\$12,000	\$12,000	100.0%
Revenue Totals	\$12,000	\$12,000	\$12,000	\$12,000	
Expenditures					
Salary / Benefits	\$1,019,898	\$1,028,728	\$1,028,728	\$1,401,644	92.0%
Contractual Services	\$64,994	\$51,016	\$51,016	\$51,016	3.3%
Supplies, Materials and Other Charges	\$25,824	\$26,197	\$26,197	\$70,241	4.6%
Expenditure Totals	\$1,110,716	\$1,105,941	\$1,105,941	\$1,522,901	
Number of FTEs	10.000	10.000	10.000	14.000	

Department Purpose and Goals

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

Major Accomplishments

Led the county's COVID-19 communications and marketing response from March 2020 to present, helping hundreds of thousands of people learn how to get tested for the virus and vaccinated against COVID-19.

Launched the new external-facing website, wakegov.com, with an improved search function, better content organization, and vastly improved user experience.

Directed the 2020 Census communications and marketing campaign, which despite a global pandemic yielded a 73.3% response rate - the second highest in the state and 16th highest in the country.

Grew the county's social media presence by 5% on Twitter, 34% on Facebook and 30% on Instagram.

Created "The Huddle" internal video series and projected three episodes, which garnered more than 3,840 combined views.

FY22 Discussion

The Communications budget increased \$417,000 from the prior year budget with the addition of four new staff members as well as salary and benefit adjustments of current staff.

A Senior Communications Consultant (1.000 FTE) is included to improve communications with the community surrounding the South Wake Landfill. This new position is to be fully funded by the South Wake Landfill Enterprise Fund.

A Communications Consultant is included to work closely with the Human Resources department to develop and execute an internal employee communications strategy (1.000 FTE, \$110,000).

A Communications Consultant is included to increase capacity for board-related communications support (1.000 FTE, \$101,000).

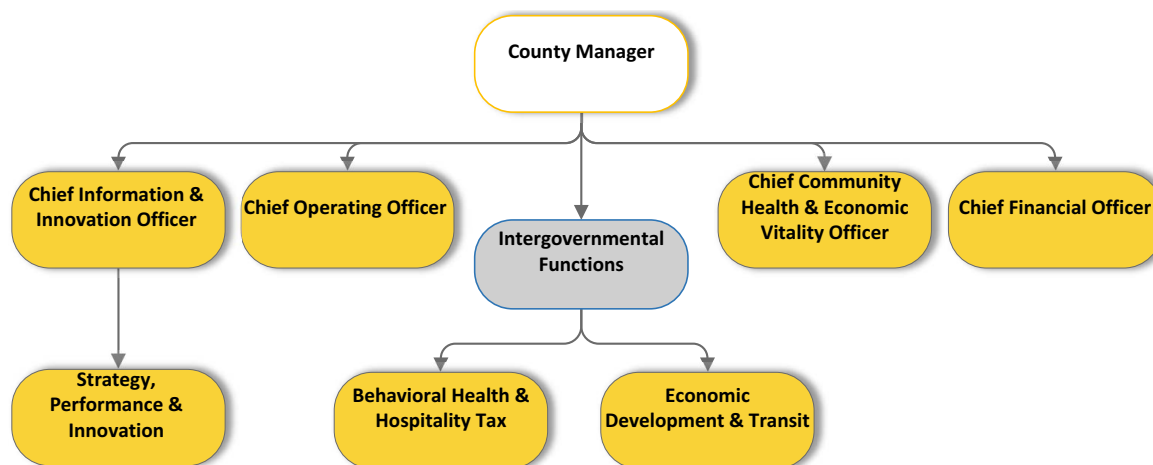
A Graphic Designer is added to support the increased demand for visual public relations and marketing products countywide and increase staff capacity (1.000 FTE, \$103,000).

Horizon Issues

Over the past year, the Communications team has worked nearly exclusively on communicating to the public about stopping the spread of the virus and the importance of getting vaccinated. We do not know how long our focus will need to remain on COVID-19 in the months or years ahead, which makes planning for future projects, campaigns and initiatives challenging.

Several departments have shifted programming to the virtual environment using videos. If programmatic videos continue, this will impact future planning for communication.

County Manager



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Other Financing Sources	\$6,948	—	—	—	0.0%
Revenue Totals	\$6,948	—	—	—	
Expenditures					
Salary / Benefits	\$2,085,873	\$1,942,288	\$1,901,288	\$2,879,218	95.6%
Contractual Services	\$6,821	\$2,000	\$43,000	\$30,500	1.0%
Supplies, Materials and Other Charges	\$56,196	\$62,921	\$62,921	\$100,525	3.3%
Capital Outlay	\$6,948	—	—	—	0.0%
Debt	\$3,301	\$1,302	\$1,302	\$1,302	0.0%
Expenditure Totals	\$2,159,139	\$2,008,511	\$2,008,511	\$3,011,545	
Number of FTEs	11.000	11.000	10.000	16.000	

Department Purpose and Goals

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

FY22 Discussion

The budget increased by \$1.00 million from the prior year, reflecting salary and benefit adjustments from staff changes as well as the position transfers and expansions detailed below.

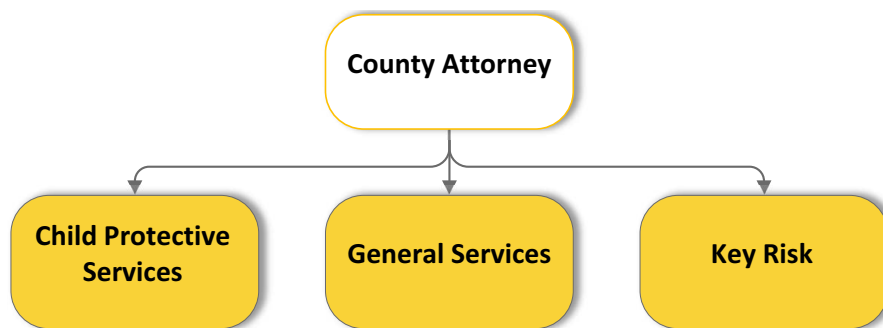
Three positions transferred in from the Information Services department will support the County's Performance and Strategy Program. The transfers include two Innovation Project Managers, and an Innovation Program Management Director, which is reclassified to an Innovation Strategist (3.000 FTEs, \$410,000).

County Manager

Two Senior Performance Analysts are added to support performance measure development, training, and year-round monitoring (2.000 FTEs, \$239,000).

The budget includes \$131,000 for a Diversity and Inclusion Director to lead the County's efforts on diversity, equity, and inclusion (1.000 FTE).

Funding is added for a countywide performance management software subscription, which was piloted in FY 2021 (\$29,000).



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$2,958,443	\$3,004,500	\$3,004,500	\$3,256,332	95.2%
Contractual Services	\$26,872	\$60,408	\$60,408	\$60,408	1.8%
Supplies, Materials and Other Charges	\$115,163	\$76,685	\$76,685	\$104,317	3.0%
Expenditure Totals	\$3,100,478	\$3,141,593	\$3,141,593	\$3,421,057	
Number of FTEs	20.000	20.000	20.000	22.000	

Department Purpose and Goals

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

FY22 Discussion

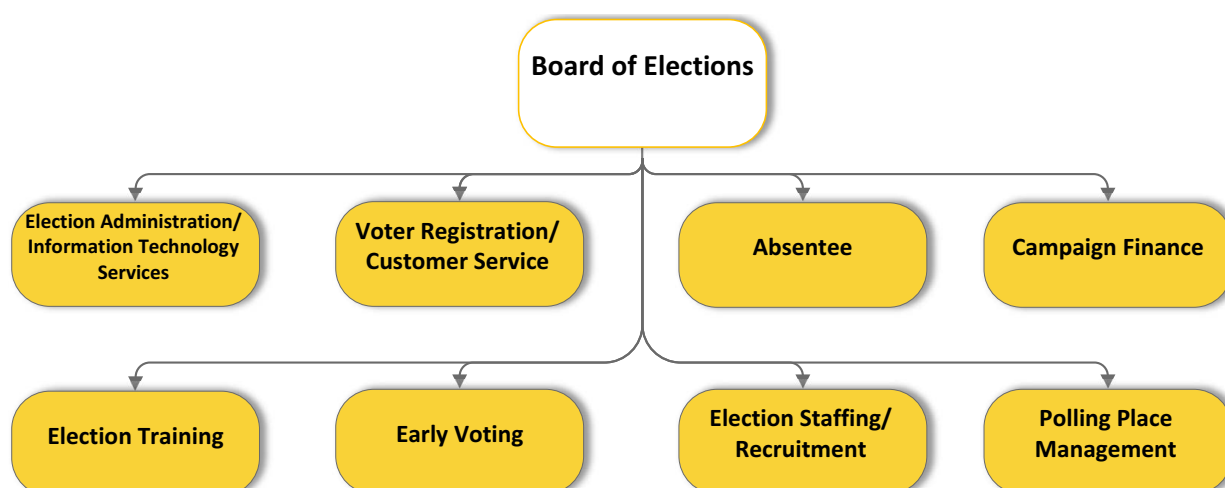
The budget increased \$279,000 from the prior year from the following expansions as well as salary and benefit adjustments from staff changes.

The budget includes a Real Estate Paralegal to help manage open space bond acquisitions and expedite title searches (1.000 FTE, \$70,000).

A Child Protective Services Attorney will distribute the Child Protective Services workload and support the transition of establishing permanency for children in custody. (1.000 FTE, \$119,000).

The budget restores funding for software providing access to online legal resources (\$23,000).

Board of Elections



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,581,544	\$5,000	\$5,000	\$2,510,513	100.0%
Revenue Totals	\$1,581,544	\$5,000	\$5,000	\$2,510,513	
Expenditures					
Salary / Benefits	\$2,526,525	\$2,597,850	\$2,597,850	\$3,084,953	32.6%
Contractual Services	\$3,066,227	\$3,836,748	\$3,992,383	\$4,239,554	44.8%
Supplies, Materials and Other Charges	\$1,851,198	\$1,417,899	\$1,455,541	\$2,135,135	22.6%
Capital Outlay	\$81,384	—	\$6,513	—	0.0%
Expenditure Totals	\$7,525,334	\$7,852,497	\$8,052,287	\$9,459,642	
Number of FTEs	32.000	32.000	32.000	36.000	

Department Purpose and Goals

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

records, file candidates for elective office, audit campaign finance reports, manage voting precincts, manage absentee by-mail voting and Early Voting, and administer State Board of Elections policies that interpret federal and state statutes.

Major Accomplishments

Successfully conducted the 2020 General Election.

Completed mandatory election training and assigned 10,167 precinct officials for the 2020 General Election.

Processed 174,494 absentee votes for the 2020 General Election.

Board of Elections

Maintained 43,440 voter address district segments and 267 updated individual street segments in response to Wake County population growth.

Performed logic and accuracy testing on 547 voting and tabulator machines.

FY22 Discussion

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

The FY 2022 budget includes funding for the March primary election (\$722,000 for early voting) as well as the reimbursed October and November municipal elections. The FY 2021 budget contained funding for the November general election.

The budget includes one-time funding for a mail courier service and postage to account for an increase in absentee by mail requests (\$73,000). Board of Elections will continue to analyze absentee voting trends to determine the impact on future budgets.

New software will improve the training and management of the County's 15,000 Precinct Officials (\$20,000).

One Early Voting Coordinator will help manage increased early voting turnout (1.000 FTE, \$80,000). Statutory changes to early voting hours have also required a shift schedule for early voting, which has increased early voting support needs.

One Desktop Support Technician and one IT Specialist will provide additional IT support and voting machine maintenance (2.000 FTE, \$187,000).

An additional staffing specialist will help support the management of Precinct Officials (1.000 FTE, \$70,000). Since December 2017, the number of active Precinct Officials has increased 153%.

The budget includes \$259,000 of one-time funding to send updated voter cards to all active voters notifying them of any redistricting changes resulting from the 2020 census.

The budget adds \$323,000 to bring the stipend for election day and early voting workers up to \$15/hour. This funding includes ongoing funding for election day workers as well as one time funding for early voting workers. Wake County re-budgets early voting annually based on the number and type of elections scheduled for that fiscal year.

Horizon Issues

The Wake County Board of Elections evaluates new legislation and the impact it has on funding and staffing level requirements, including election timeline changes, voter identification, absentee-by-mail procedures, and census redistricting.

Current events and media heighten public interest in elections. The Board of Elections anticipates an increase in public records requests, absentee participation trends, and a need for additional election security measures.

County growth trends impact all areas of election administration. As voter population increases, more voter transactions are required for processing. This also impacts the demand for polling locations that can accommodate high voter precinct volume and increased precinct official support needs. Once precincts reach the recommended voter threshold, precincts may be split resulting in the need for additional facilities.

Board of Elections

Summary of Services and Performance Measures

Service Area: Voter Registration

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of voters registered	762,584	780,000	800,000	800,000

Service Area: Election Equipment Maintenance

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Number of election equipment incidents on election day and early voting	23	3	20	

Service Area: Precinct Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Percent of polling places with accurate supplies for election day and/or early voting	95	94	97	100

Board of Elections

Service Area: Precinct and Early Voting Official Recruitment

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

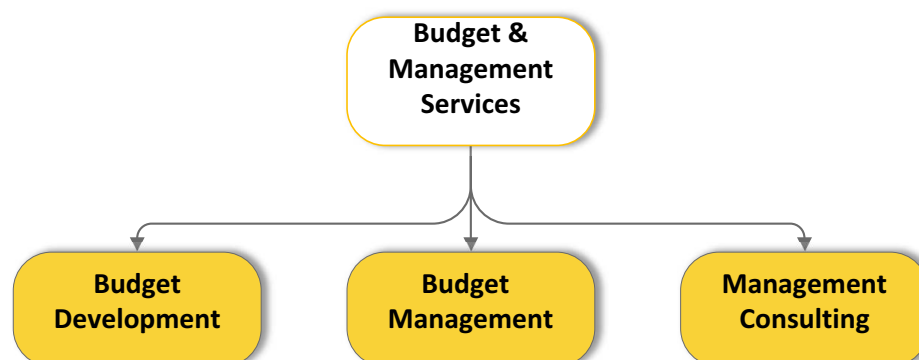
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Number of recruited active officials for election day and/or early voting	7,543	15,000	15,000	15,000

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	93	92	96	100

Budget & Management Services



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$1,088,162	\$1,123,379	\$1,123,379	\$1,418,148	96.5%
Contractual Services	\$9,061	—	\$26,000	—	0.0%
Supplies, Materials and Other Charges	\$29,617	\$30,721	\$30,721	\$50,997	3.5%
Debt	\$757	—	—	—	0.0%
Expenditure Totals	\$1,127,597	\$1,154,100	\$1,180,100	\$1,469,145	
Number of FTEs	10.000	10.000	10.000	12.000	

Department Purpose and Goals

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

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

Major Accomplishments

Budget and Management Services designed a budget process to accommodate the uncertainty in the economic climate in light of the COVID-19 response and regulations. The County began budget planning for FY22 in the fall, when limited revenue data was available to project available funding. Departments were asked to prepare a combination of strategies including identifying two percent (2%) reduction options and priority expansion needs.

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

Budget & Management Services

The Budget and Management Services leadership serves on the eWake Team with Information Services, Finance, and Human Resources staff to discuss current topics and issues, as well as plan for future enhancements and upgrades to ensure Wake County's enterprise resource planning systems are functioning at the highest level of performance.

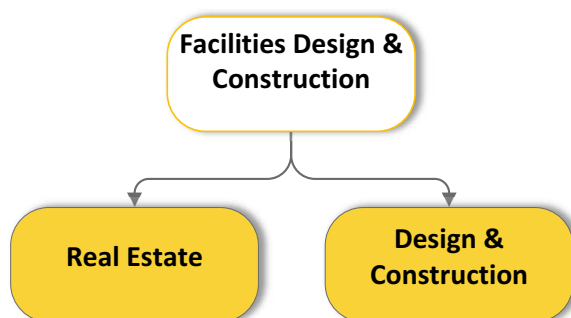
FY22 Discussion

The Budget and Management Services budget increased \$315,000 from the prior year budget based on the following expansions and salary and benefit adjustments from staff changes.

The budget restores hours for a part-time masters-level graduate assistant who supports the Budget and Management department in daily activities and projects (\$12,000).

Budget and Management Services includes two Supervising Senior Analysts to improve supervisory span of control, enabling increased technical, functional, and professional development, guidance, and direction for increased productivity and quality of customer service (2.000 FTEs, \$267,000).

Facilities Design & Construction



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Transfers	\$100,000	\$100,000	\$100,000	\$100,000	100.0%
Revenue Totals	\$100,000	\$100,000	\$100,000	\$100,000	
Expenditures					
Salary / Benefits	\$1,753,091	\$1,927,607	\$1,927,607	\$1,955,241	95.2%
Contractual Services	\$31	\$78	\$25,500	\$78	0.0%
Supplies, Materials and Other Charges	\$58,129	\$98,106	\$97,684	\$98,546	4.8%
Capital Outlay	\$5,809	—	—	—	0.0%
Expenditure Totals	\$1,817,059	\$2,025,791	\$2,050,791	\$2,053,865	
Number of FTEs	16.000	15.000	15.000	15.000	

Department Purpose and Goals

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

Major Accomplishments

Completed schematic design for the new Beech Bluff County Park, which was enthusiastically approved by the Board. This will be the first county facility to incorporate public art, renewable energy, green stormwater infrastructure and community and demonstration gardens all on the same project. In addition, completed construction of the new Sandy Pines Nature Preserve and completed the master plan for Kellum Wyatt Preserve.

Completed advanced planning and began schematic design for a new Public Health Center to eventually be located adjacent to the Human Services Swinburne Center. This is a key component of the Human Services Master Plan. In addition, completed upfit

Facilities Design & Construction

renovations for newly leased space for Human Services at Somerset Office Center, and completed purchase of property for a future Western Regional Center adjacent to Dorcas Ministries in Cary.

Began a new Master Plan study to evaluate the space requirements, adjacencies, and capacities for administrative space currently in and around the downtown area, with an eye toward future staff relocations. This plan will incorporate a reimagined way of working, as the County simultaneously integrates a new hybrid remote work model through its Wake 2.0 initiative. This study will continue through FY 2021 and through the first half of FY 2022 and will influence how the County thinks about facility workspaces for years to come.

Began planning efforts on a variety of new EMS station types. Most notably, planning agreements were negotiated with municipal partners for four different co-located Fire/EMS stations in Garner, Morrisville, Fuquay-Varina, and Zebulon. In addition, design work began on the first regional EMS prototype station, also planned for Garner, and property acquisitions were pursued for future stations in Apex, Cary, New Hill, and the North Hills area of Raleigh.

FY22 Discussion

The Facilities Design & Construction budget increased \$28,000 from the prior year budget from salary and benefit adjustments for staff changes.

The budget also includes funding for three mobile hotspots as staff continues to telework (\$1,500).

Horizon Issues

Over the past four years construction and commodity costs have increased. Even during the pandemic, costs have escalated as both private and public sectors continue significant development programs around the Triangle Area. Continued cost increases may impact the County's future construction and development plans.

The Human Services Master Plan defines several major projects over the next five years, including a new public health center, new regional center, expansions to regional centers, and renovations to the Swinburne Center.

The new downtown administrative plan serves as a road map for locations of downtown offices and staff space, which includes the future location of General Services Administration (GSA) Headquarters. The plan will also include recommendations whether the office will serve as a co-location space (or campus type of arrangement) outside of the downtown area.

The Library System will also be working on an updated Master Plan for the next library building program, anticipated to begin in the next 3-4 years. The Master Plan will impact the departments workload for the next several years.

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

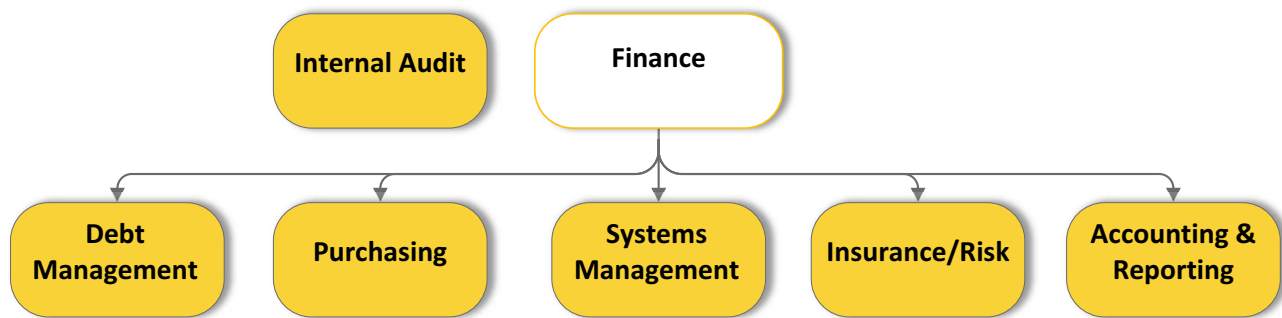
Description: Successfully manage planning, design and construction of Capital Improvement Plan projects. Assuring that projects meet functional requirements, construction timeline, project budget and high industry standards of quality.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Average percentage of minority business enterprise participation on construction projects	14	11	15	15
Percent of actively managed projects with financial partnerships	27	42	30	30
Effectiveness				
Percent of construction projects completed within budget	100	98	100	100
Percent of construction projects completed within schedule	94	86	90	90
Percent of projects designed per design guidelines	98	96	98	95
Percent of projects designed per energy guidelines	90	100	100	100

Service Area: Real Estate and Landrights Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Percent of land acquisitions within 10% of appraised value	100	70	100	95
Percent of leases below market rate	100	100	100	100
Effectiveness				
Number of real estate landrights assignments	415	383	363	225



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,750	\$2,600	\$2,600	\$2,600	1.3%
Miscellaneous	\$221,636	\$204,260	\$204,260	\$204,260	98.7%
Revenue Totals	\$223,386	\$206,860	\$206,860	\$206,860	
Expenditures					
Salary / Benefits	\$2,981,599	\$3,006,441	\$3,006,441	\$3,255,704	92.9%
Contractual Services	\$(15,135)	\$13,276	\$25,776	\$113,276	3.2%
Supplies, Materials and Other Charges	\$115,977	\$86,389	\$86,389	\$134,489	3.8%
Capital Outlay	\$2,243	—	—	—	0.0%
Debt	\$111	—	—	—	0.0%
Expenditure Totals	\$3,084,795	\$3,106,106	\$3,118,606	\$3,503,469	
Number of FTEs	31.000	30.500	31.500	34.000	

Department Purpose and Goals

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

Major Accomplishments

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

Staff developed and implemented electronic management and automation enhancements to improve invoice, contract, and bid processes which was instrumental in allowing employees to work remotely during the COVID-19 pandemic. Business processes for contract automation facilitated

initiation, document development, approval, and signature application.

The department managed and accounted for the \$194 million received through the Coronavirus Relief Fund. These funds provided most of the support for the County's COVID-19 response. This included food, housing and utility assistance, mass testing and vaccine response, facility modifications to allow for social distancing, funds for Wake County Public Schools to enhance remote learning, and many other partnerships throughout the County to assist our residents.

Finance processed 97 bid packages in calendar year 2020. Wake County Procurement division received the 2020 Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing for the 17th consecutive year.

Wake County received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for its annual comprehensive financial report for the fiscal year ending June 30, 2020. This marks the 37th consecutive year in which the County has received this recognition.

FY22 Discussion

The Finance department budget increased \$397,000 from the prior year budget, largely resulting from positions and banking fee offsets outlined below.

The budget includes partial restoration of banking service credits to allow the County to utilize low-rate banking rates to offset bank fees (\$100,000).

An add-on service for a technology software to enhance audit capabilities and allow automation of time intensive, repetitive data analysis (\$28,000).

Restore Internal Auditor positions to full-time to address increased backlog and provide additional risk assessment procedures throughout the County (1.500 FTE, \$153,000).

A lease tracking software will help meet increased reporting requirements issued by the Governmental Accounting Standards Board (\$15,000).

A Senior Accountant to provide business process improvements in Emergency Medical Services billing and capital assets. This position will create capacity for current staff to focus on vendor management and other areas of accounts receivables (1.000 FTE, \$88,000).

Horizon Issues

The ever-evolving business environment and the impacts of the COVID-19 challenge the ways the County transacts its business. Finance department will continue its efforts to further payment solutions and electronic processing, all while mitigating risk. These efforts continue to accelerate as we navigate through the pandemic and its lasting effects.

The County anticipates additional Coronavirus relief funding in the near future. Finance will assist in the oversight and expenditure compliance as funds are made available.

As part of the push towards innovation and automation, the Finance department is currently working with Information Systems to automate the procurement card approval process and eliminate paper statements. The department is also exploring a vendor management system that will improve the efficiency along with mitigating risk. Other future efforts include an invoice automation system to enhance the disbursement process.

Summary of Services and Performance Measures

Service Area: Accounting

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Percentage of county collections sites with a receipting system	58	70	100	100
Effectiveness				
Percent of time that deposits are reconciled in the system within 5 business days	82	88	95	100
Percent of vendors enrolling via VSS	72	75	80	90

Service Area: Procurement

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of solicitations posted electronically using the County's VSS portal	10	10	15	20

Service Area: Systems Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of credit card/on-line payment implementations	1	5	5	5
Number of departments utilizing ECM for contract processing	21	23	23	23
Number of departments utilizing eTravel	21	23	23	23
Number of departments utilizing P-Card electronic approval processing	0	0	23	23
Effectiveness				
Percent of employees completing Payment Card Industry training	100	100	100	100

Service Area: Disbursements

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Number of days required to process invoices	10	9	8	7
Effectiveness				
Percent of vendor payments that are made electronically.	73	75	80	90

Service Area: Reporting

Description: Required timely completion of annual comprehensive financial report (ACFR) using Generally Accepted Accounting Principles (GAAP) reporting and receiving unmodified opinion from external auditors. Timely, accurate completion of single audit report for grant compliance reporting and monthly interim statements for key management. Timely, accurate completion of additional yearly reports for compliance and grant reporting, including the annual financial report, indirect cost plan, and EMS Medicaid cost report. Research and implement new pronouncements from the Governmental Accounting Standards Board (GASB). Continue to work with departments to enhance reporting functionality by utilizing our new reporting tools and technologies.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of annual audit that is issued an unmodified audit opinion	10	100	100	100

Service Area: Risk Management

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

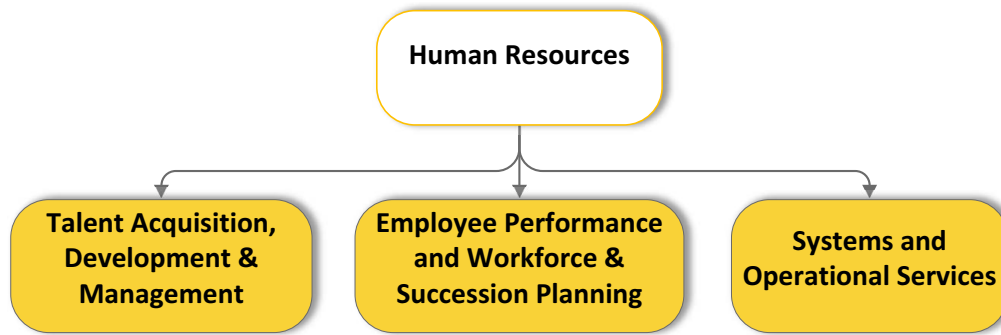
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Average number of days after month end to complete claims chargebacks	28	27	28	30
Effectiveness				
Number of auto claims per million miles driven	30.3	28.0	28.0	27.0
Number of worker's compensation claims per 100,000 worked	5.6	5.9	5.5	5.3

Service Area: Internal Audit

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of internal audit projects completed	24	20	22	24
Effectiveness				
Percent of projects that resulted in value add	95	95	95	90

Human Resources



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$184	—	—	—	0.0%
Revenue Totals	\$184	—	—	—	
Expenditures					
Salary / Benefits	\$3,428,269	\$3,541,271	\$3,594,271	\$4,511,053	94.8%
Contractual Services	\$99,537	\$41,464	\$41,464	\$41,464	0.9%
Supplies, Materials and Other Charges	\$135,986	\$148,723	\$155,655	\$204,498	4.3%
Capital Outlay	\$4,858	—	—	—	0.0%
Expenditure Totals	\$3,668,650	\$3,731,458	\$3,791,390	\$4,757,015	
Number of FTEs	38.000	36.000	37.000	45.000	

Department Purpose and Goals

The mission of Human Resources is to strategically partner with employees and leadership to provide quality, innovative, data and customer-driven human resource programs and services. Human Resources is dedicated to meeting human resource needs in a manner that is collaborative, results-oriented and customer focused. HR values the diversity of their employees and works collectively to make Wake County Government an employer of choice. HR continually seeks and uses innovative approaches that are models in the industry.

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 department has six central goals that guide their work objectives: deliver services and programs which are highly valued by the customers and viewed by other organizations as a model; aggressively manage benefit plans so that they are competitive and affordable; recruit, reward and retain diverse top talent as evidenced by being an employer of choice; champion the career and professional growth of employees to enhance the performance of the organization; promote a culture of diversity, equity, inclusion, respect, health and well-being; and maintain the integrity and compliance of Human Resources' policies, procedures and programs.

Major Accomplishments

Beginning in Fall of 2018, Human Resources partnered with Mercer and the Wake County leadership team to modernize the County's classification, compensation and employee performance management systems, to transform the County's approach to pay and performance management and create a culture of high performance and accountability. As part of this project, Human Resources updated the job classification and compensation systems to provide clarity on individual career growth at Wake County. Organized by career streams, job families, job sub-families, and job titles, the new career structure better captures the diverse and important work being done by each member of Team Wake. The new career structure became effective January 1, 2020, and the new performance process was implemented in October 2020.

As part of the department's goal to champion the career and professional growth of its employees, Human Resources developed and implemented new training modules and training programs. The department tripled e-learning training sessions from 4,000 in 2016 to just over 13,013 in 2020. The department also created a new supervisor training program called Foundations of Supervision, a concentrated, one-week training based on core competencies identified as essential for supervisors. Pre- to post-course test scores have shown remarkable improvement, and over 40% of supervisors have completed the required training.

Benefits were also extended in many ways. The option for virtual appointments during normal hours of operations at the employee health clinic and 24/7 telehealth services were important additions as employees navigated COVID-19. The department also expanded community involvement leave to allow employees to volunteer in the elections process and added Juneteenth as a paid holiday.

FY22 Discussion

The budget increased by \$1.03 million from the prior year, reflecting salary and benefit changes from staff changes, salary and benefits for a Business Officer position added during FY 2021, and several expansions detailed below.

Two Systems Administrators will support the maintenance, troubleshooting and customer service necessary for Human Resource Information Systems. (2.000 FTEs, \$216,000).

An Employee Relations Consultant is added to enhance coordination and support with employee grievances, exit interviews and organizational analysis (1.000 FTE, \$114,000).

An Onboarding Manager will oversee and centralize offboarding and onboarding. The position will also ensure policies and procedures comply with federal, state, and best-practices (1.000 FTE, \$141,000).

Two HR Onboarding Specialists to support onboarding and offboarding procedures throughout the County (2.000 FTEs, \$85,000).

A Salary Administration Consultant will ensure consistent compensation best practices for County employees while reducing long-term parity issues and turnover (1.000 FTE, \$125,000).

A Workforce Succession Planning Consultant to support workforce planning, succession, and reward and recognition services. The position will help the County meet future human capital needs by managing the skill gaps (1.000 FTE, \$119,000).

Horizon Issues

Human Resources will continue exploring innovative opportunities to realize operational efficiencies and improve customer experience for all employees.

Human Resources aims to centralize functions across the County to further the integrity and compliance of specific programs and services, streamline communication across departments, and allow for strategic, data-driven service models. Human Resources will create a committee of engaged Wake County employees who will help identify opportunities to enhance the communication of existing programs. The committee will also provide valuable information to develop the Wake University curriculum for long-term, guided development of Wake County talent.

Human Resources

Summary of Services and Performance Measures

Service Area: Recruitment, Classification and Compensation

Description: Surveys, analyzes, and recommends pay plan changes based on market trend data to maintain recruitment and retention competitiveness; ensures the County's classification system is in compliance with Board approved pay philosophy; and assists departments with recruiting strategies. Maintains records management of employees and positions for compliance, accuracy, and Fair Labor Standards Act (FLSA) compliance.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of days to fill position from posting (average)	61	55	50	45
Efficiency				
Percent of voluntary turnover	9	10	8	8
Effectiveness				
Percent of new hires retained through probation	90	90	95	95

Service Area: Benefits and Wellness

Description: Designs, 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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of employees using Employee Health Center	74	80	80	80
Percent of Participation in Biometric Health Screening	93	90	90	93
Percent of participation in biometric health screening	96	96	96	96

Service Area: Employee Relations

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of grievances resolved internally	82	85	85	85
Percent of employees participating in exit interviews	26	30	40	40
Percent of Unemployment Insurance Liability Reduced	93	90	90	90

Human Resources

Service Area: Training and Organizational Development

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of training sessions completed by employees	13,313	10,000	10,000	10,000
Effectiveness				
Score for training evaluation out of 5 (average)	4	4	4	4

Service Area: Payroll

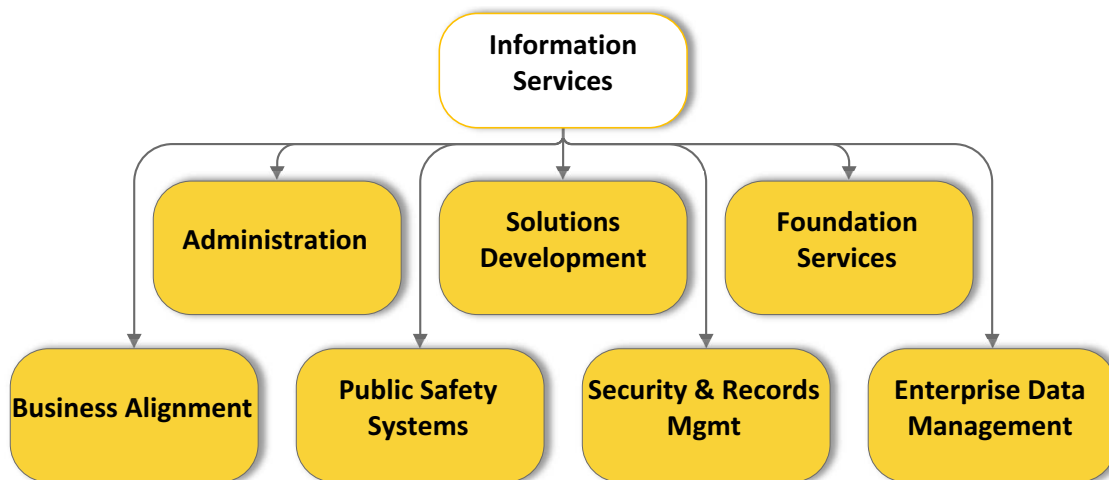
Description: Calculates and produces the time, salaries, wages, deductions, and taxes for employees on a semi-monthly payroll and in accordance with Federal and State law.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Percent of time payroll is accurate	99	99	99	99
Efficiency				
Percent of paper checks reduced	11	10	10	10

Service Area: Human Resource Systems Management (HRSM)

Description: Provides system management, support, and improved technology efficiencies for all human resource applications utilized by the Wake County Human Resource Department to implement/enforce business processes and procedures including HR/Payroll, LMS, eRecruitment, and self-service applications.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Percent of electronic W-2 participation	35	40	40	40



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$13,663,602	\$13,541,696	\$13,541,696	\$13,900,815	66.1%
Contractual Services	\$4,307,659	\$5,983,373	\$6,122,323	\$6,362,963	30.3%
Supplies, Materials and Other Charges	\$402,467	\$695,626	\$695,626	\$737,499	3.5%
Capital Outlay	\$34,368	—	—	\$19,800	0.1%
Debt	\$1,114,394	—	—	—	0.0%
Expenditure Totals	\$19,522,490	\$20,220,695	\$20,359,645	\$21,021,077	
Number of FTEs	115.750	111.750	111.750	113.750	

Department Purpose and Goals

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

The department has four goals: provide, maintain, update, and expand technical infrastructure to create a foundation for the County's business operations; collaborate with customers to design and implement effective and sustainable solutions in support of business needs; identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by County

departments; and improve access to County information and services.

Major Accomplishments

Wake County is consistently recognized as an innovative nationwide technology leader among large counties. The Information Services Department continually ranks high among the top counties with populations of 1 million or more in the annual Digital Counties Survey, a competition sponsored by the National Association of Counties and the Center for Digital Government. A strong focus on increasing transparency and boosting data-driven decision-making are among the reasons Wake County ranked second place in 2020.

In February 2021, a new WakeGOV.com website was launched, the culmination of a year-long effort led by Information Services. The new website is built on a

Information Services

more modern platform. It is well-designed, provides a dynamically relevant and useful experience, and reflects the spirit of an organization focused on the effective and innovative delivery of services and information.

Information Services helped more than 2,500 County employees transition to remote work as part of the County's COVID-19 pandemic response efforts. They ensured employees have equipment, network access, telecommunications tools, technical support, and training on online meeting platforms. This includes setting up IT hardware and equipment and relocating the Emergency Operations Center as it evolved and grew to staffing levels of more than 100 employees.

Information Services acted swiftly to provide County Commissioners with the ability to conduct live virtual Board meetings, with Board members and staff participating from their homes and a portal for public input. Meetings are broadcast, livestreamed, recorded, and archived just like in-person meetings. Live virtual meeting capability has since been expanded to the County's Planning Board and Fire Commission.

Information Services quickly implemented telehealth services for Human Services health clinics. Nearly 3,000 telehealth visits were conducted between March and May. The department also developed multiple applications to support Public Health's COVID-19 response work, including web-based forms for citizens to register for utility assistance and COVID-19 testing and vaccinations. Information Services developed custom applications that manage contract tracing, patient assessment management, and data and financial assistance for local families living in hotels who have experienced income loss due to COVID-19.

FY22 Discussion

The Information Services budget increased \$800,000 from prior year. The budget changes accepted in the Information Services budget include:

Full-year funding for an IT Architect and half-year funding for an IT Engineer to rewrite the Tax Administration department's computer aided mass appraisal platform (2.000 FTEs, \$308,000).

Funding to maintain the public wi-fi service level at several County buildings (\$22,000).

Funding to match rising costs of data circuits in County facilities (\$15,000).

A domain-based message authentication reporting and conformance software to monitor and prevent spoofing of County email addresses (\$10,000).

Recurring funding for an enterprise-wide DocuSign subscription to improve and expedite form processing (\$95,000).

A malware analysis tool, ANY.RUN, to allow safe testing of files and URLs without introducing risk to Wake County devices or networks (\$12,000).

A junior data analyst for the Enterprise Data Management Program to centralize data collection, validation, and application throughout the County. The new position will establish institutional norms and policies as part of the County's long-term data management vision (1.000 FTE, \$99,000).

A desktop support technician to keep pace with IT Support needs. The expansion includes materials and equipment needed for the technician to work in remote locations (1.000 FTE, \$101,000).

Restoration of a Solutions Development Business Analyst lost during FY 2021 reductions to provide support and analysis for requests submitted to Solutions Development (1.000 FTE, \$102,000).

An automation tool to expedite tasks, create workflows, and support a broad range of functions from the security operation center (\$160,000).

Funding for a push-based remote software deployment tool that will push security software and tools to workstations and servers (\$2,500).

An upgrade to the emergency communication tool, Everbridge, that allows the County to send employees and citizens important alerts and notifications about urgent events, such as COVID-19 vaccination appointments and unexpected County facility closures (\$2,500).

Information Services

Elimination of Ivanti PC management module (\$105,000).

Elimination of Airwatch mobility management licenses (\$102,000).

Elimination of Symantec encryption licenses and maintenance (\$13,000).

The budget transfers three positions out of the Information Services department into the County Manager's Office to support the County's Performance and Strategy Program. The transfers include two Innovation Project Managers and an Innovation Program Management Director (3.000 FTEs, \$440,000).

Horizon Issues

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

As regulations regarding privacy and protection of information increases, the County will continue to adapt and enhance its storage model to maintain confidentiality, integrity and information availability.

With 67% of employees reporting that they can continue to fully or partially work remote, Information Services will provide long-term support, tools, and processes as the workforce continues to change as a result of COVID-19.

Information Services

Summary of Services and Performance Measures

Service Area: Network Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of network Support Requests: requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	94.74	97.62	99.00	99.00
Percent of time Internet is available, except for published maintenance periods	100.00	100.00	99.90	99.90
Percent of time network is available for critical facilities and campuses, except for published maintenance periods	99.99	99.99	99.90	99.90

Service Area: Server Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of server support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	99.79	99.65	99.00	99.00

Information Services

Service Area: Security Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of security support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	100.00	99.58	99.00	99.00
Percent of staff that have completed mandatory security awareness training modules	99.79	99.42	100.00	100.00

Service Area: Enterprise Messaging

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of enterprise messaging support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	95.82	96.75	99.00	99.00

Service Area: Telecom Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of mobile device support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	100.00	100.00	99.00	99.00
Percent of telecom support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	95.88	97.67	99.00	99.00

Information Services

Service Area: Desktop Support

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of time desktop support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	97.98	94.51	99.00	99.00

Service Area: Help Desk, Move & Asset Mgmt

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of helpdesk support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	99.98	99.97	99.00	99.00

Service Area: Applications Development

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of time SharePoint support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	99.48	93.46	99.00	99.00
Percent of time WakeGOV application is available, 24/7, except for published maintenance periods	99.99	99.99	99.90	99.90

Information Services

Service Area: eWake - ERP

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of time Advantage finance and budget application is available, except for published maintenance periods	99.98	99.69	99.75	99.75
Percent of time Advantage human resources application is available, except for published maintenance periods	99.82	99.69	99.75	99.75
Percent of time eWake Enterprise support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	96.94	100.00	99.00	99.00
Percent of time Information Advantage application is available, except for published maintenance periods	99.80	99.69	99.75	99.75
Percent of time Self-Service application is available, except for published maintenance periods	100.00	99.89	99.75	99.75

Service Area: Human Services Systems

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

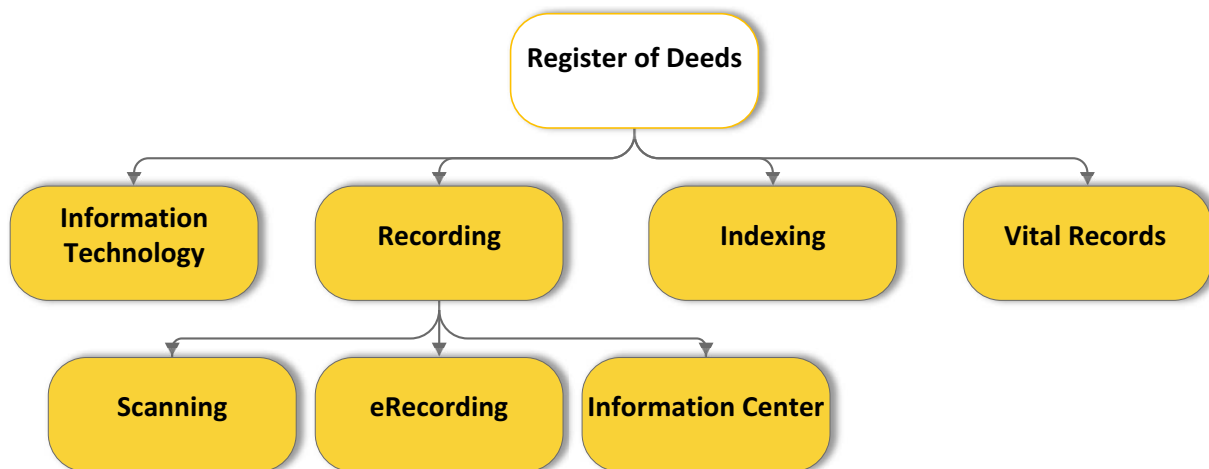
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of time GE Centricity requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	93.02	65.52	99.00	99.00

Service Area: Innovation

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of information technology projects completed within the last year	53	35	75	75

Register of Deeds



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Taxes	\$15,354,797	\$9,653,000	\$9,653,000	\$16,834,886	72.7%
Charges For Services	\$6,395,539	\$5,682,890	\$5,682,890	\$6,244,845	27.0%
Licenses & Permits	\$158,875	\$208,814	\$208,814	\$67,556	0.3%
Interest Income	\$13,423	\$5,020	\$5,020	\$15,388	0.1%
Miscellaneous	\$244	—	—	—	0.0%
Other Financing Sources	—	\$119,838	\$125,312	—	0.0%
Revenue Totals	\$21,922,879	\$15,669,562	\$15,675,036	\$23,162,675	
Expenditures					
Salary / Benefits	\$2,631,363	\$2,747,277	\$2,747,277	\$2,881,474	85.1%
Contractual Services	\$417,608	\$361,129	\$361,563	\$361,129	10.7%
Supplies, Materials and Other Charges	\$164,518	\$143,572	\$148,612	\$143,572	4.2%
Debt	\$167	—	—	—	0.0%
Expenditure Totals	\$3,213,656	\$3,251,978	\$3,257,452	\$3,386,175	
Number of FTEs	41.000	40.000	40.000	41.000	

Department Purpose and Goals

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

The Register of Deeds office records, scans and indexes real property and other documents such as deeds, deeds of trust, satisfactions, assumed business names, agreements and memos. They make them available for inspection online. Additionally, the Register of Deeds is responsible for issuing marriage licenses and issuing certified copies of birth, marriage and death certificates to members of the public. This requires recording, scanning, and indexing all births, marriage, and deaths that occur in Wake County. The Register of Deeds office prides itself on providing

great customer services while making sure all public records are securely maintained.

Major Accomplishments

Effective March 31st, 2020 the Wake County Register of Deeds transitioned to virtual services while the office remained closed due to COVID-19 restrictions. Marriage and notary services continued online while the staff split into remote and in office groups, focused on providing continuous customer service to Wake county residents. After the transition and ensuing learning curve, our office saw one of the busiest years on record as the housing market continued to grow.

In October, the Fraud Alert System was implemented and has successfully provided customers with information regarding documents recorded in their names.

The Wake County Register of Deeds went through a smooth transition of Registrars with no interruption to business workflow or personnel disruptions.

Working in conjunction with Wake County, the Register of Deeds office improved the website interface to improve the customer experience and streamline accessibility.

FY22 Discussion

The Register of Deeds revenue budget increased by \$7.49 million from the prior year, resulting from increases in the real property transfer tax associated with property sales. The expenditure budget increased by \$134,000 from the prior year, reflecting salary and benefit changes for position reclassifications and new hires made during FY 2021, plus one expansion detailed below.

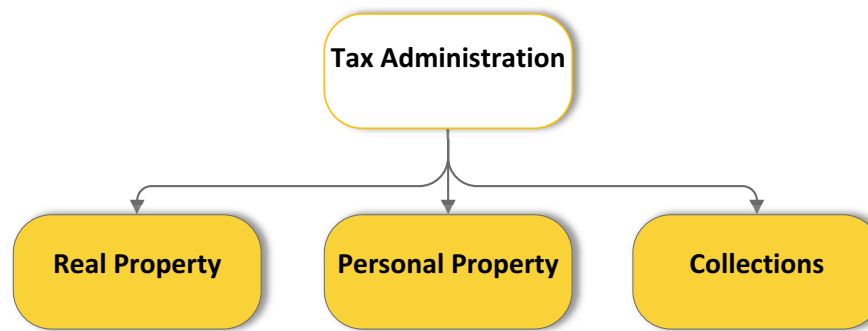
The budget restores a Register of Deeds Technician position eliminated in the prior year budget (1.000 FTE, \$57,000). The position will support recording of land and other records and issue certified copies of vital records.

Horizon Issues

The Register of Deeds will work to maximize the benefits of implementing a new vital records application and continue to improve recording operations and index searchability.

Wake County Register of Deeds plans to explore the following projects: replace land records software; implement the Enslaved Persons Project for genealogy research; open a U.S. Passport Desk inside the Register of Deeds office; begin accepting maps electronically; and implement new safety precautions.

Tax Administration



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,039,643	\$1,035,000	\$1,035,000	\$1,193,000	32.1%
Interest Income	\$50,695	—	—	—	0.0%
Miscellaneous	\$584	\$500	\$500	\$500	0.0%
Other Financing Sources	—	\$695,959	\$773,959	\$125,600	3.4%
Transfers	\$2,400,000	\$1,881,000	\$1,881,000	\$2,400,000	64.5%
Revenue Totals	\$3,490,923	\$3,612,459	\$3,690,459	\$3,719,100	
Expenditures					
Salary / Benefits	\$5,524,994	\$5,706,499	\$5,706,499	\$6,236,170	55.8%
Contractual Services	\$1,744,088	\$1,415,659	\$1,411,139	\$1,144,764	10.2%
Supplies, Materials and Other Charges	\$2,821,273	\$2,812,971	\$2,895,491	\$2,793,563	25.0%
Debt	\$3,344	\$3,770	\$3,770	\$3,770	0.0%
Transfers Out	\$1,000,000	\$481,000	\$481,000	\$1,000,000	8.9%
Expenditure Totals	\$11,093,699	\$10,419,899	\$10,497,899	\$11,178,267	
Number of FTEs	76.000	76.000	76.000	80.000	

Department Purpose and Goals

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

Tax, Special Assessments, and various licensing and permits.

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

Major Accomplishments

Wake County Tax Administration remains a consistent leader in County property tax collection within North Carolina and achieved an overall collection rate of 99.80% for FY 2020, which exceeded all other North Carolina counties.

A priority of Tax Administration is to provide timely, accurate and professional customer service. The office was able to pivot to a hybrid of staff working remotely and in the office, maintaining the Department's high level of customer service to taxpayers despite the COVID-19 pandemic. For FY 2020, department staff responded to 90,113 calls with 1,319 inbound calls abandoned, which is a 98.54% call response rate.

Tax Administration appraised over 400,000 parcels for the FY 2020 revaluation. The department successfully received and reviewed 17,407 informal appeals of real estate values and supported in-person Board of Equalization and Review of 7,212 formal appeals of real estate values. Of these appeals, only 587 were appealed to the State Property Tax Commission.

The real estate market dramatically increased the department's work of ensuring accurate assessment of property owners. In calendar year 2020, the department processed 42,291 deed transfers, a 30% increase over calendar year 2019.

The department continues to modernize its custom software systems by partnering with Information Services; in FY 2020, the department reached the 50% milestone in updating the County's collection module to current software code and planning is underway for updating the billing module.

FY22 Discussion

The Tax Administration budget increased \$760,000 from the prior year budget, largely resulting from increases to salary and benefits and intrafund transfers.

The budget includes a Real Estate Tax Agent to increase the timeliness of processing real property and building permits (1.000 FTE, \$63,000).

Two Real Estate Appraisers will assist with the new 4-year revaluation cycle (2.000 FTEs, \$154,000).

A Personal Property Tax Agent will increase the timeliness and accuracy of processing personal property billings (1.000 FTE, \$63,000)

Horizon Issues

Since 2016, the department has seen a steady increase in real estate activity. There has been a 66% increase in property ownership (deed) transfers and a 23% increase per FTE in building permit activity. The County has also changed from an 8-year revaluation cycle to a 4-year cycle, which means 400,000 parcels must be fairly valued and assessed in half the time.

The County's growth remains unprecedented, despite the COVID-19 pandemic. To properly value, bill, and collect the County's property taxes, the department has prepared multi-year staffing plans to address the growing workload.

Updates and testing to the Land Records/Computer Assisted Mass Appraisal (LR/CAMA) system will occur while conducting the 2024 revaluation. This will be complex and require significant coordination. The department will work in the current system, while testing the new system and ensuring continuity with appraising over 400,000 parcels.

Tax Administration

Projected Revenue and Expenditures for the 2024 Reappraisal Cycle

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Projection	FY 2022 Budget
Revenues				
Transfer from General Fund	\$1,000,000	\$1,000,000	\$481,000	\$750,000
Interest Revenues	\$111,598	\$50,695	-	-
Revenues Total	\$1,111,598	\$1,050,695	\$481,000	\$750,000
Expenditures				
Temporary Staffing	\$27,045	\$98,261	\$80,000	\$70,000
Contracted Services	\$1,176,263	\$1,494,081	\$1,051,900	\$768,671
Operating Expenses	\$69,782	\$198,788	\$123,059	\$36,929
Expenditures Total	\$1,273,090	\$1,791,129	\$1,254,959	\$875,600
Fund Balance				
Beginning Fund Balance	\$3,645,983	\$3,484,490	\$2,744,057	\$2,048,098
Increase Uncommitted Funds				
Use of Uncommitted Funds	\$(161,493)	\$(740,433)	\$(695,959)	\$(125,600)
Ending Fund Balance	\$3,484,490	\$2,744,057	\$2,048,098	\$1,922,498

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

Tax Administration

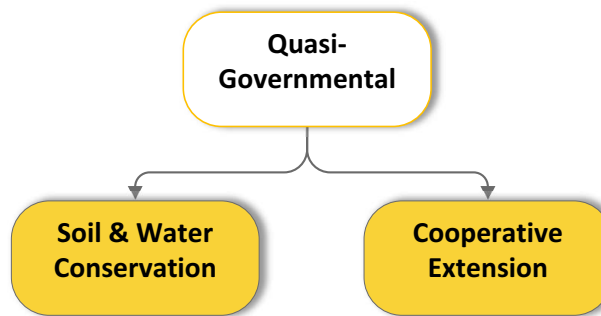
Summary of Services and Performance Measures

Service Area: Collection of Property Taxes

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of real estate and personal property tax collected	99.80	99.25	99.25	

Quasi-Governmental



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	—	—	\$9,000	\$35,000	40.7%
State	\$25,500	\$25,500	\$25,500	\$49,988	58.1%
Charges For Services	—	\$1,000	\$1,000	\$1,000	1.2%
Revenue Totals	\$25,500	\$26,500	\$35,500	\$85,988	
Expenditures					
Salary / Benefits	\$448,028	\$476,793	\$476,793	\$536,665	56.2%
Contractual Services	\$231,523	\$259,561	\$259,561	\$330,493	34.6%
Supplies, Materials and Other Charges	\$53,172	\$67,074	\$76,074	\$87,407	9.2%
Expenditure Totals	\$732,723	\$803,428	\$812,428	\$954,565	
Number of FTEs	6.000	6.000	6.000	6.500	

Department Purpose and Goals

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

FY22 Discussion

The Quasi-Governmental revenue budget increased \$59,000 from increases to federal Americorps VISTA funding and State Soil and Water grant dollars. The expenditures budget increased by \$151,000 resulting from expansion requests funded in Cooperative Extension (\$83,000) and Soil and Water (0.500, \$44,000).

Soil & Water Conservation District

Division Summary - Soil & Water Conservation District

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$25,500	\$25,500	\$25,500	\$49,988	100.0%
Revenue Totals	\$25,500	\$25,500	\$25,500	\$49,988	
Expenditures					
Salary / Benefits	\$448,028	\$476,793	\$476,793	\$536,665	89.2%
Contractual Services	\$15,123	\$10,000	\$10,000	\$10,000	1.7%
Supplies, Materials and Other Charges	\$46,379	\$47,063	\$47,063	\$54,896	9.1%
Expenditure Totals	\$509,530	\$533,856	\$533,856	\$601,561	
Number of FTEs	6.000	6.000	6.000	6.500	

Department Purpose and Goals

The Wake Soil and Water Conservation District works to ensure protection of Wake County watersheds and working lands through science-based applications of natural resource management principles. The mission is to conserve Wake County's soil, water, and natural resources by providing education, information, technical assistance, and economic incentives to County citizens. The district establishes new programs and seeks additional grant funding sources in collaboration with other partnership agencies. The Soil and Water Conservation District has five broad goals: natural resource management and conservation planning, providing technical expertise in sustainably working lands, farmland protection, promoting environmental stewardship, and providing an innovative, non-regulatory approach to reducing non-point source pollution within Wake County.

Major Accomplishments

Certified and implemented conservation practices, including engineered grassed waterways, field borders, and cover crops on 2,534 acres to reduce sediment and nutrient runoff. Staff wrote and developed conservation plans for an additional 2,548 acres to reduce soil erosion and improve soil quality. Staff provided technical assistance to many livestock operations on pasture management, prescribed grazing practices and renovating pasture forage. The staff worked with livestock producers to also

implement stream protection systems that improve water quality by preventing runoff of animal waste to creeks and streams.

Wake Soil and Water Conservation District wrote and received a grant to advance soil health through best management practice adoption from the National Fish and Wildlife Foundation. This grant, totaling \$95,820, will provide financial and technical field assistance to farmers, training on the benefits of cover crops and grazing cover, and encourage long-term adoption of best management practices and installation of projects that improve soil health and water quality in Wake County.

Conservation staff work with partners to provide technical workshops throughout the year. Meetings are held in rural Wake County between farmers and the Soil and Water Conservation District. Over 150 farm and forest landowners attended the 15th Annual Keeping the Farm Workshop, which provides conservation, easement, and estate planning information for landowners.

Provided hands-on learning and educator training to students and teachers of Wake County Public School System (WCPSS). The partnership between Soil and Water and WCPSS includes participation in the state conservation poster contest, selection of six WCPSS students to attend the week-long Resource Conservation Workshop at NC State University, the Bionomic Education Training Center program in 4 Wake County schools, training of 19 WCPSS students

Soil & Water Conservation District

teams in the Envirothon competition, and certification of Abbotts Creek Elementary as a Watershed Stewardship School.

Volunteers donated over 1,263 hours and removed 10,527 lbs. of litter from watersheds in Wake County as part of the Soil and Water coordinated Big Sweep program.

FY22 Discussion

The budget for Soil and Water Conservation District increased \$68,000 in expenditures mostly related to expansion requests and \$25,000 revenue in new technical assistance from the NC Department of Agriculture.

A part-time Volunteer Coordinator is added to coordinate Big Sweep events, which include engaging volunteers and clearing littered debris from county waterways (0.500 FTE, \$41,000).

Funding for the Keeping the Farm Workshop is included, which shares conservation, easement, and estate planning information for landowners (\$3,000).

Horizon Issues

The number of clients contacting the county for soil nutrient management assistance continues to increase as the County population grows. Wake County Soil and Water Conservation District serves more farm and forest land area than 58 other counties in North Carolina according to NC 2012 Agricultural Census Data.

The Soil and Water Conservation District expects to see a significant increase in requests for conservation plans through 2022. The 2018 Farm Bill increased requirements for USDA Federal program conservation compliance. All farms are required to follow conservation measures that reduce soil loss to erosion prone lands.

With more severe weather and above average rainfall over the last two years, a preventable increase of sediment is entering the local watershed. To reduce nutrient runoff from Wake County farms, staff will continue to work with local farmers on installing seasonal coverage to mitigate storm damage and till crops to increase the ground residue on crop fields. Staff will also continue to work with livestock operations to move animals from surface waters and provide a reliable supply of drinking water.

Soil & Water Conservation District

Summary of Services and Performance Measures

Service Area: Conservation & Technical Fieldwork

Description: Natural Resource Conservationists provide technical assistance to landowners throughout the County and connect them with financial resources to implement conservation work. Conservation Plans are developed based on setting to include agronomic and engineering practices such as runoff management, cropland conversion for erosion control, sustainable forest management, created wetlands, establishing field borders, wildlife management, and more. Applications include: critical area planting, water catchment, protecting heavy use areas for livestock, establishing grassed waterways, diversions, fencing and livestock exclusion, animal stream crossings, and stock trails.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Value of grants paid to landowners for completed contracts	232,526	220,000	230,000	250,000
Output				
Number of acres of installed best management practices for water quality and soil health	2,534	2,500	3,000	3,000
Number of technical assistance requests responded to on farms	402	350	500	500
Effectiveness				
Pounds of nitrogen diverted from water through installed best management practices	28,347	25,000	25,000	30,000

Service Area: Farmland and Economic Development in Ag Community

Description: Providing support to an economically viable agribusiness community. Successfully preserving, enhancing, and restoring Wake County's finite natural resources on active farms and forestry parcels. Natural Resource Conservationists help landowners to establish voluntary preservation and conservation of active tracts and open space (private and public). To fund conservation measures, conservationists connect landowners with outside funding sources that promote resource preservation. Support local fresh foods for the health of our citizens and viability of our economy.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of new acreage enrollments in Voluntary Agriculture District Program	521	500	500	1,000
Effectiveness				
Number of conservation acres planned	2,548	1,700	2,000	2,000

Soil & Water Conservation District

Service Area: Environmental Education and Volunteer Coordination

Description: Ensuring that Wake County residents, the business community, partnering governmental agencies and local leaders have opportunities to be informed and educated about environmental issues. Technical and program information is provided to assist businesses, landowners, homeowners in making informed decisions regarding land use. Organizing and engaging volunteers for the protection of Wake County's natural resources. Implementing exclusive Watershed Stewardship School certification program.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of hours of youth environmental education	1,973	2,000	2,000	2,000
Output				
Number of Wake County Big Sweep volunteers	518	500	1,000	2,000

Cooperative Extension

Division Summary - Cooperative Extension

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	—	—	\$9,000	\$35,000	97.2%
Charges For Services	—	\$1,000	\$1,000	\$1,000	2.8%
Revenue Totals	—	\$1,000	\$10,000	\$36,000	
Expenditures					
Contractual Services	\$216,400	\$249,561	\$249,561	\$320,493	90.8%
Supplies, Materials and Other Charges	\$6,793	\$20,011	\$29,011	\$32,511	9.2%
Expenditure Totals	\$223,193	\$269,572	\$278,572	\$353,004	

Department Purpose and Goals

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

The educational resources in the Wake County Extension Center are aligned with one of three core program areas established at the State level and applied to four separate priorities identified by Wake County Board of County Commissioners. The four priorities, social and economic vitality, agriculture and natural resources, food access and food systems, and 4-H youth development, focus the department's work.

Major Accomplishments

In FY 2021, Cooperative Extension responded to the COVID-19 outbreak by leading food security efforts with the schools and establishing food access points across the County. Together, they expect to serve 10 million meals and nearly 100,000 produce boxes by the end of June.

The Social & Economic Vitality team worked very closely with Human Services and the WakeMed Foundation to secure corporate sponsors, coordinate teams of local volunteers, pack over 200,000 personal protective equipment (PPE) kits and put the community in charge of distribution to vulnerable populations.

Cooperative Extension also coordinated distribution of PPE to farmers and farm workers across the County. They are also working with DHHS, Wake County's COVID-19 Division, and El Centro Hispano to ensure vaccinations are available to migrant farm workers coming into the community during the growing season.

Through partnership with the Public Health division and Resolve to Save Lives, Cooperative Extension managed an additional team of 11 community AmeriCorps Ambassadors focused on educating the public about safety, conducting COVID-19 outreach activities, and addressing vaccine hesitancy. The program maintained its 10 full-time VISTAs and 20 summer AmeriCorps members supporting food security and social & economic vitality initiatives.

Cooperative Extension continues to support the Wake One Water Partnership and worked to increase the number of professionals trained in stormwater rules, rainwater harvesting, and streambank restoration projects.

Cooperative Extension

FY22 Discussion

The Cooperative Extension budget increased \$83,000 in expenditures related to expansions and \$35,000 in grant revenues.

The Cooperative Extension budget increased \$48,000 for the Food Security VISTA program. This funding maintains the County's AmeriCorps volunteer program and supports food security and social and economic vitality initiatives. A \$35,000 grant from the Corporation for National Community Service partially offsets the increased expense.

The budget also includes \$35,000 to update and develop the second Wake County comprehension food security plan.

Horizon Issues

Population growth is increasing the demand on food system sectors. Cooperative Extension is researching food production, food processing, and sustainable, urban agriculture to address emerging issues and technologies.

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

Cooperative Extension

Summary of Services and Performance Measures

Service Area: Food Systems

Description: Support the growth and development of urban agriculture in Wake County and work to increase access to local, healthy food for all residents.

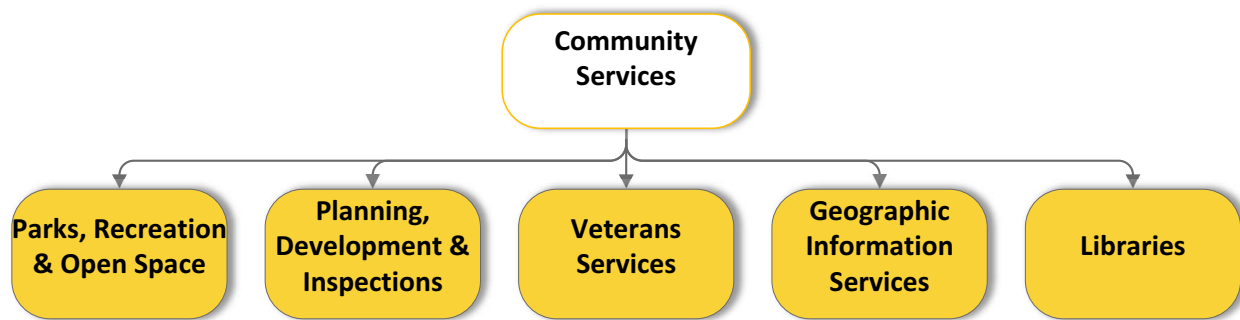
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of residents increasing skills to grow healthy food	549	700	1,000	
Number of volunteer hours contributed by youth and adults through Wake County Cooperative Extension	34,287	38,000	50,000	
Effectiveness				
Number of targeted schools reporting a dedicated food security resource	194	100	110	
Percent of students qualifying for free lunch who participate in Universal Breakfast (COVID-19 disruptions have impacted this measure for FY20 and FY21)	0	55	58	

Service Area: Sustainable Farming

Description: Ensure farms remain economically viable and protect natural resources, including open space. Provide education to professionals and consumers to ensure water quality for our growing population.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of landscape professionals and farmers receiving education in the proper use of pesticides, market expansion, or improved production practices for plants or animals	5,981	6,500	8,000	
Number of participants in site visits and trainings documenting impact associated with stream bank restoration	54	100	200	
Total number of relationships facilitated resulting in increased participation in the local food system	130,937	10,000	10,000	

Community Services



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$598,449	\$602,000	\$602,000	\$602,000	11.5%
Local	\$17	—	—	—	0.0%
Charges For Services	\$746,305	\$743,355	\$743,355	\$872,625	16.7%
Licenses & Permits	\$3,648,236	\$2,874,981	\$2,874,981	\$3,632,381	69.4%
Miscellaneous	\$33,731	\$110,000	\$110,000	\$125,000	2.4%
Revenue Totals	\$5,026,737	\$4,330,336	\$4,330,336	\$5,232,006	
Expenditures					
Salary / Benefits	\$28,811,303	\$29,041,108	\$29,041,108	\$29,519,073	73.6%
Contractual Services	\$1,195,064	\$983,512	\$1,393,069	\$949,512	2.4%
Supplies, Materials and Other Charges	\$9,470,217	\$9,378,775	\$9,622,364	\$9,616,440	24.0%
Capital Outlay	\$111,613	\$2,605	\$17,605	\$2,605	0.0%
Debt	\$443	—	—	—	0.0%
Transfers Out	\$26,500	—	—	—	0.0%
Expenditure Totals	\$39,615,140	\$39,406,000	\$40,074,146	\$40,087,630	
Expenditures by Division					
Community Services Management and Budget Office	\$900,381	\$895,482	\$895,482	\$886,959	2.2%
Geographic Information Services	\$1,886,444	\$2,039,170	\$2,157,384	\$2,059,915	5.1%
Libraries	\$27,133,001	\$26,762,363	\$27,266,512	\$27,038,305	67.4%
Parks, Recreation, and Open Space	\$3,359,380	\$3,420,047	\$3,427,097	\$3,690,760	9.2%
Planning, Development and Inspections	\$6,030,463	\$5,975,783	\$6,014,516	\$6,043,443	15.1%
Veterans Services	\$305,471	\$313,155	\$313,155	\$368,248	0.9%
Expenditure Totals by Division	\$39,615,140	\$39,406,000	\$40,074,146	\$40,087,630	
Number of FTEs	408.500	374.500	374.500	378.000	

Community Services

Department Purpose and Goals

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

FY22 Discussion

The Community Services budget increased \$681,000 from the prior year adopted budget from the below expansions, utility and lease increases, and salary and benefit adjustments from staff changes.

The Community Services budget adds \$260,000 for new park technicians (2.500 FTE) and a park assistant manager (1.000 FTE) who will assist in the opening of the new 563-acre Sandy Pines Preserve and maintenance of the County's Open Space. Expansions also includes \$87,000 for maintaining restroom cleaning at all regional libraries.

Community Services Management and Budget Office

Division Summary - Community Services Management and Budget Office

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$869,903	\$864,702	\$864,702	\$856,179	96.5%
Contractual Services	\$11,164	\$13,100	\$13,100	\$13,100	1.5%
Supplies, Materials and Other Charges	\$19,315	\$17,680	\$17,680	\$17,680	2.0%
Expenditure Totals	\$900,381	\$895,482	\$895,482	\$886,959	
Number of FTEs	7.000	7.000	7.000	7.000	

Division Purpose and Goals

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

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

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

FY22 Discussion

The Community Services Management and Budget Office budget has decreased from the prior year adopted budget because of salary and benefit adjustments.

Parks, Recreation and Open Space

Division Summary - Parks, Recreation, and Open Space

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$50,251	\$89,000	\$89,000	\$89,000	100.0%
Miscellaneous	\$40	—	—	—	0.0%
Revenue Totals	\$50,291	\$89,000	\$89,000	\$89,000	
Expenditures					
Salary / Benefits	\$2,642,278	\$2,732,039	\$2,732,039	\$2,965,893	80.4%
Contractual Services	\$219,436	\$70,407	\$70,407	\$76,407	2.1%
Supplies, Materials and Other Charges	\$451,516	\$617,601	\$624,651	\$648,460	17.6%
Capital Outlay	\$46,151	—	—	—	0.0%
Expenditure Totals	\$3,359,380	\$3,420,047	\$3,427,097	\$3,690,760	
Number of FTEs	36.000	36.000	36.000	39.500	

Division Purpose and Goals

Parks, Recreation, and Open Space (PROS) provides outdoor recreation and educational opportunities while promoting the stewardship of environmental and cultural resources through a managed system of parks and open spaces. The Division's core service areas are (1) open space, (2) recreation and leisure, and (3) environmental and cultural education.

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

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

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

Major Accomplishments

Responded to COVID pandemic, following the guidelines from the CDC, State of North Carolina,

and the County's Senior Leadership Team. Wake County did not close during the pandemic and continues to receive high visitation.

Completed construction of Sandy Pines Preserve Phase 1. The new preserve will provide 6.5 miles of hiking and equestrian trails along with opportunities for picnicking and nature exploration.

Completed schematic design and design development phases for the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The Board of Commissioners approved the schematic design for this 300-acre park in February 2021. The highway will be located off NC Highway 42 east of Fuquay Varina.

Implemented a Request for Proposals for open space acquisition and greenway trail development as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. Forty-one properties have been targeted across the County totaling 2,106 acres and valued at over \$30 million. The North Carolina Department of Transportation (NCDOT) has helped complete the I-540 Lawsuit Settlement by securing a funding agreement between the County and NCDOT whereby NCDOT will match \$0.25 on \$1.00 of County investment.

Parks, Recreation and Open Space

Completed the Kellam-Wyatt Farm master planning process as a part of the 2018 Parks, Greenways, Recreation, and Open Space bond.

FY22 Discussion

The Parks, Recreation, and Open Space (PROS) budget increased \$270,000 from the prior year.

The budget includes new park technicians (2.500 FTE) and a new park assistant manager (1.000 FTE)

who will assist in opening the new 563-acre Sandy Pines Preserve and in maintenance of the County's Open Space (\$259,000).

Horizon Issues

Parks, Recreation, and Open Space (PROS) will continue to implement the 2018 Parks, Greenways, Recreation and Open Space Bond. Concurrently, PROS will evaluate its operational impacts on County facilities, parks, and preserves.

Parks, Recreation and Open Space

Summary of Services and Performance Measures

Service Area: Protect Open Space and Natural Resources

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

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of open space acres acquired, dedicated, or proffered to date	7,768.0	8,008.0	8,250.0	
Number of unique species identified all County parks and open space properties	82	80	100	100
Number of visits at nature preserves	32,974	36,931	35,000	40,000

Service Area: Provide Outdoor Recreation Resources

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of boat rentals (users)	0	0	0	
Number of field reservations (by the day)	48	10	50	125
Number of group camp users	1,950	0	0	
Number of recreational event participants	626	63	500	
Number of shelter reservations	441	221	300	

Parks, Recreation and Open Space

Service Area: Engaging, Entertaining & Educational Park Programs

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

To evaluate service performance, staff monitors the number of programs, program attendance, and educational events/participation.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of program participants (general, organized group, and outreach)	33,140	3,314	5,000	
Number of self-guided program users	24,605	17,224	20,000	15,000

Service Area: Park Facilities that are Well Thought Out

Description: Parks, Recreation, and Open Space staff seeks to maintain County parks, including facilities, amenities, and grounds into a safe and attractive state by: 1) identifying needed improvements, 2) developing a plan to address improvements, and 3) prioritizing improvements as resources allow.

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	94.1	94.1	95.0	95.0
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	92.0	92.0	95.0	95.0
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	96.1	96.1	95.0	95.0
Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.	94.4	94.4	95.0	95.0

Parks, Recreation and Open Space

Service Area: Preserve Local Cultural Heritage Resources

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

To evaluate service performance, staff currently monitors visitation at parks focused on cultural preservation, specifically Historic Oak View County Park and Historic Yates Mill County Park. However, cultural sites and displays are provided at other County parks and nature preserves.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of visits at parks with a historic focus	254,639	229,175	230,000	250,000

Service Area: Positive Interactions with Park Resources

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of open park days (all County parks)	3,429	3,400	3,400	
Output				
Number of monthly Facebook reaches (average)	309,535	393,109	400,000	
Number of monthly Instagram likes (average)	2,390	3,322	3,500	
Number of monthly Twitter impressions (average)	73,214	132,517	135,000	
Number of park system visits	1,604,732	1,636,827	1,500,000	
Efficiency				
Number of park visits per open day (average)	468	481	441	
Effectiveness				
Percent of visitors who strongly agreed or agreed that park information was available and informative	92.8	94.4	95.0	95.0
Percent of visitors who strongly agreed or agreed that park staff was courteous and helpful	94.4	95.0	95.0	95.0
Percent of visitors who were very satisfied or satisfied with their overall park experience	92.0	95.0	95.0	95.0

Planning, Development and Inspections

Division Summary - Planning, Development and Inspections

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$578,150	\$543,355	\$543,355	\$674,625	15.7%
Licenses & Permits	\$3,648,236	\$2,874,981	\$2,874,981	\$3,632,381	84.3%
Miscellaneous	\$(1,765)	—	—	—	0.0%
Revenue Totals	\$4,224,621	\$3,418,336	\$3,418,336	\$4,307,006	
Expenditures					
Salary / Benefits	\$5,286,425	\$5,378,001	\$5,378,001	\$5,440,508	90.0%
Contractual Services	\$264,642	\$191,192	\$191,192	\$191,192	3.2%
Supplies, Materials and Other Charges	\$411,006	\$403,985	\$442,718	\$409,138	6.8%
Capital Outlay	\$41,834	\$2,605	\$2,605	\$2,605	0.0%
Debt	\$55	—	—	—	0.0%
Transfers Out	\$26,500	—	—	—	0.0%
Expenditure Totals	\$6,030,463	\$5,975,783	\$6,014,516	\$6,043,443	
Number of FTEs	58.000	58.000	58.000	58.000	

Division Purpose and Goals

Planning, Development, and Inspections has three primary functions: administration and enforcement, implementation of Unified Development Ordinance, and long-range strategic planning.

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.

Planning, Development, and Inspections implements the Unified Development Ordinance as it relates to zoning and subdivision administration services. This includes carrying out zoning code enforcement, coordinating development review activities, and staffing for board related activities.

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

Major Accomplishments

County staff continues to partner with transit stakeholders and service providers across the County to implement the Wake County Transit Investment Strategy and prepare the Annual Transit Work Plan.

Planning staff, in partnership with the municipalities and community stakeholders, coordinated efforts to complete the 2020 U.S. Census. This work included oversight of the County's Complete Count Committee and all other activities related to public outreach and awareness. The County's self-response rate exceeded the rate from the 2010 Census.

Planning staff, in collaboration with many community stakeholders, completed the Wake County Comprehensive Plan, which focused on public outreach and collaboration with the Planning Board and Board of Commissioners on key policies. This includes a new framework to guide growth and achieve goals related to open space, mobility, and affordable housing.

Inspections continued to provide services and support all County capital projects including the Wake County Public School System construction

Planning, Development and Inspections

program, Research Triangle Park, Raleigh Durham International Airport, and Wake Technical Community College. Inspections also executed updated interlocal agreements with the Towns of Knightdale, Rolesville, Wendell, and Zebulon to continue providing building inspection services.

FY22 Discussion

The Planning, Development, and Inspections budget increased by \$68,000 from the prior year budget because of increases in salary and retirement benefits costs.

Horizon Issues

The adopted Wake County Comprehensive Plan will include new policies and strategies for guiding growth in Wake County. To implement these policies, the County's development ordinance will require various amendments over the next year or more. These amendments will require public input and collaboration with the Planning Board and Board of Commissioners. The plan will also require updates to small areas plans across Wake County's unincorporated jurisdiction.

Planning, Development and Inspections

Summary of Services and Performance Measures

Service Area: Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment. An inspection is required for building, electrical, mechanical, and plumbing construction. The County provides inspections services in the unincorporated areas of Wake County and the municipalities of Knightdale, Rolesville, Wendell, and Zebulon through an interlocal agreement. The County also provides inspections services for all Wake County Public School System, Wake Technical Community College, and Wake County projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina). The field inspectors perform mandated inspections for the construction of new structures, alteration 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 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, average number of inspections per workday for each service team, and surveys inspection customers annually to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of code incidents and violations	162	115	110	
Number of inspections assigned to the Area Team	66,065	62,192	63,000	
Number of inspections assigned to the Special Team	3,478	3,424	3,450	
Efficiency				
Number of area team inspections per staff per workday	17.3	15.6	15.8	12.0
Number of special team inspections per staff per workday	4.0	4.0	4.0	4.0
Effectiveness				
Score for quality assurance (100 point scale) by inspectors in quarterly assessments (average)	95.6	94.1	95.0	95.0

Planning, Development and Inspections

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 approving drawings, verifying contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Residential and commercial plans are reviewed for the unincorporated portions of Wake County and the four contract municipalities (Knightdale, Rolesville, Wendell, and Zebulon). Plan are also reviewed for all Wake County Public School System, Wake Technical Community College, and Wake County government projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina).

To evaluate service performance, staff observes the total number of plan reviews, the average number of plan reviews per staff, average number of plan review per workday, and surveys permit customers annually to gauge overall satisfaction and service quality.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Commercial Plan Reviews	2,072	1,947	2,000	
Residential Plan Reviews	6,478	6,830	6,500	
Efficiency				
Number of plan reviews per staff per working day	9.3	9.8	9.7	6.5
Effectiveness				
Score for quality assurance (100 point scale) by plan reviewers in quarterly assessments (average)	96.4	0.0	95.0	95.0

Planning, Development and Inspections

Service Area: Permitting

Description: Permitting staff processes updates and issues building permits for new single-family dwellings and commercial structures, which include additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies the following items: zoning and jurisdiction authority, checks site plans for buffers, FEMA flood soils, easements, and right-of-way. Permitting staff also gathers information concerning the scope of the permit and work with other departments.

To evaluate service performance, staff monitors the number of issued permits, administers a quarterly quality assurance, and surveys permit customers annually to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Commercial Permits Processed	422	361	400	
New Residential Permits Processed	980	918	940	
Plumbing, Mechanical, Electrical Permits Processed	3,541	3,953	3,700	
Residential Additions/Alterations Structure Permits Processed	1,698	2,470	2,000	
Efficiency				
Number of residential/commercial permits per staff per workday (average)	3.3	4.7	4.3	3.0
Effectiveness				
Score for quality assurance (100 point scale) by permitting staff in quarterly assessments (average)	96.4	95.0	95.0	

Service Area: Subdivision Administration

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of Commercial Reviews	135	100	100	100
Number of Subdivision Reviews	322	300	300	300

Planning, Development and Inspections

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.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of grave removals	4	3	3	
Number of land use permits	207	190	200	200
Number of pre-submittal meetings	53	60	55	55
Number of rezoning cases	1	2	2	2
Number of special use permits or variances	6	5	6	5

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of analyses or reports completed on demographics data	175	150	150	150
Number of ETJ extension requests	2	0	2	2
Number of Land Use Plan amendments	6	3	2	2
Number of multi-jurisdictional land use, transportation, transit, and housing studies	14	14	12	12

Planning, Development and Inspections

Service Area: Code Enforcement

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of code violations investigated	45	65	60	60

Veterans Services

Division Summary - Veterans Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$2,000	\$2,000	\$2,000	\$2,000	100.0%
Revenue Totals	\$2,000	\$2,000	\$2,000	\$2,000	
Expenditures					
Salary / Benefits	\$295,708	\$297,850	\$297,850	\$300,788	81.7%
Contractual Services	\$2,475	\$2,600	\$2,600	\$2,600	0.7%
Supplies, Materials and Other Charges	\$7,288	\$12,705	\$12,705	\$64,860	17.6%
Expenditure Totals	\$305,471	\$313,155	\$313,155	\$368,248	
Number of FTEs	4.000	4.000	4.000	4.000	

Division Purpose and Goals

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

Major Accomplishments

The Wake County Board of Commissioners have created a Veterans Task Force to work with the local veteran community to evaluate and determine if

there is a need for the County to increase or change any of the services currently provided.

On February 16, 2021, the Veterans Service Office moved to the Somerset Park location at 4401 Bland Road, which provides an improved office setting to better serve those veterans that receive services through an office visit.

FY22 Discussion

Veteran Services budget increased by \$55,000 from the prior year budget from salary and benefit adjustments.

Veterans Services

Summary of Services and Performance Measures

Service Area: Veterans Services

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of VSO officers available to provide consultation and claim filing services (average)	2.5	2.5	2.5	2.5
Output				
Number of consultations	1,873	1,433	1,500	1,700
Efficiency				
Number of consultations per officer per year (average)	749.2	573.2	600.0	680.0

Geographic Information Services

Division Summary - Geographic Information Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$1,697,187	\$1,816,195	\$1,816,195	\$1,836,940	89.2%
Contractual Services	\$157,349	\$163,400	\$281,614	\$163,400	7.9%
Supplies, Materials and Other Charges	\$31,686	\$59,575	\$59,575	\$59,575	2.9%
Debt	\$222	—	—	—	0.0%
Expenditure Totals	\$1,886,444	\$2,039,170	\$2,157,384	\$2,059,915	
Number of FTEs	19.000	17.000	17.000	17.000	

Division Purpose and Goals

Geographic Information Services (GIS) provides a wide range of services to Wake County agencies including other jurisdictions and the private sector. GIS services include property mapping and addressing, as well as customer and platform support (such as analysis, requirements gathering, and database development to programming and application development, infrastructure support, training, and project management). GIS strives to provide geographic data that is accurate, current, complete, and available in a variety of formats. GIS staff helps customers visualize and transform geographic data into usable information to make informed and effective service decisions.

Major Accomplishments

As part of the County's COVID-19 response, GIS provided mapping and services support to the Emergency Operations Center. GIS collaborated with Public Health (and the Resolve to Save Lives organization), the Chief Data Officer, and Planning to provide automated data updates and mapping solutions for COVID-19 cases, lab sites, testing locations, and vaccination data. GIS also used PowerBI dashboards on WakeGOV to help leadership make data-driven decisions for Public Health.

GIS achieved Countywide completion and go-live with the Multi-jurisdiction Address Repository (MAR) in October 2020. The MAR is an enterprise, Wake County-hosted database of more than 630,000 known addresses and their exact locations for municipal and unincorporated jurisdictions in Wake

County. GIS adhered to federal standards in integrating MAR with critical City/County business systems like computer-aided design applications and the North Carolina Next Generation 9-1-1 GIS project.

GIS collaborated with Board of Elections to display wait times in the Early Voting Map Application. Wake County residents were able to search for early voting sites and make decisions on where to cast their vote based upon wait times. During the 2020 Election Early Voting period (October 15-31), the app had over 40,000 visits.

GIS collaborated with Wake County municipal partners to submit and complete the U.S. Census Bureau annual Boundary and Annexation Survey. This survey helps to ensure review and accuracy of legally defined geographic areas for County and municipal jurisdictions.

GIS hosted a Wake Municipal Special Interest Group session at the 2021 North Carolina GIS Virtual Conference. The session featured members, who were able engage with municipal GIS partners to share updates on active and upcoming GIS initiatives.

FY22 Discussion

GIS budget increased by \$21,000 from the prior year budget because of retirement benefit costs increases.

Horizon Issues

Wake GIS will partner with the North Carolina Geodetic Survey, County departments, adjacent

Geographic Information Services

Counties, and the public to identify the legal boundaries of Wake and Johnston Counties. Currently, jurisdictions reflect boundaries that are not aligned. This initiative is needed to ensure that citizens are assessed fairly and equitably relative to property tax values, in addition to receiving the best possible services.

GIS is working with Geographic Technologies Group to develop 5-year strategic plan. Needs Assessment findings reveal opportunities to establish enterprise governance and expand the use of GIS throughout the organization and region.

Geographic Information Services

Summary of Services and Performance Measures

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

Description: Wake County Geographic Information System (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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of information requests via walk in, phone and/or email	5,453	5,832	5,500	5,500
Number of visits to GIS supported websites (e.g. iMAPS, web apps)	1,719,672	1,750,000	1,700,000	1,700,000

Service Area: GIS Maintain and Support Geographic Databases

Description: Wake County Geographic Information System (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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of addresses assigned	4,282	5,446	5,000	5,000
Number of annexations mapped	191	120	200	200
Number of centerline street segments mapped	2,629	1,734	1,700	1,700
Number of parcels mapped	7,811	8,342	8,600	8,600

Libraries

Division Summary - Libraries

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$596,449	\$600,000	\$600,000	\$600,000	71.9%
Local	\$17	—	—	—	0.0%
Charges For Services	\$117,904	\$111,000	\$111,000	\$109,000	13.1%
Miscellaneous	\$35,456	\$110,000	\$110,000	\$125,000	15.0%
Revenue Totals	\$749,825	\$821,000	\$821,000	\$834,000	
Expenditures					
Salary / Benefits	\$18,019,801	\$17,952,321	\$17,952,321	\$18,118,765	67.0%
Contractual Services	\$539,999	\$542,813	\$834,156	\$502,813	1.9%
Supplies, Materials and Other Charges	\$8,549,406	\$8,267,229	\$8,465,035	\$8,416,727	31.1%
Capital Outlay	\$23,629	—	\$15,000	—	0.0%
Debt	\$166	—	—	—	0.0%
Expenditure Totals	\$27,133,001	\$26,762,363	\$27,266,512	\$27,038,305	
Number of FTEs					
	284.500	252.500	252.500	252.500	

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 eight regional libraries, thirteen community libraries, two specialty libraries - the Olivia Raney Local History Library and the Express Library on Fayetteville Street, and a bookmobile. The library system supports a digital library that manages the library's virtual and digital presence. The digital library administers the library's web presence, manages all internal public awareness campaigns and facilitates community involvement through various social media platforms.

Major Accomplishments

In FY 2021, WCPL's focus was bringing library service back to the community. Our curbside program, Books on the Go, was implemented in all the libraries in the summer of FY 2021, and beginning in the fall of FY 2021 WCPL opened all libraries for the in-library experience. The express library experience included a book browsing service, programs on the go for all ages, concierge services,

and drive-through events. There were over 234,000 appointments for contactless pickup and over 3.2 million book checkouts within the first six months.

WCPL also expanded the virtual library to include a children's program, Storytime Anytime, which has reached audiences in other states and countries, Teen College Counseling programs, Wake Writes Together, and book discussions for adults. WCPL will be offering the Summer @ the Library program and are exploring the return of in-person library programs to be offered in a safe and secure environment in FY 2022.

WCPL welcomed the 23rd library with the opening of the Morrisville Community Library in winter of FY 2021. Eva Perry Regional Library, Oliva Rainey Local History Library and the Duraleigh Community Library completed renovations and re-opened in FY 2021.

The Wake County Board of Commissioners have championed name changes for County facilities where the changes remove negative associations and reflect values that support unity and respect for the citizens of Wake County. The Board of Commissioners voted unanimously to rename

Libraries

Cameron Village Regional Library as Village Regional Library.

Wake County Public Library was recognized by the North Carolina Public Library Directors Association for two awards: Improved Library Facility - Cary Regional Library and Outstanding Public Relations Promotional Award for Late Fee Free 3, 2, 1, 0.

FY22 Discussion

Libraries budget increased by \$276,000 from the prior year budget from the below expansion as well as increases in benefit costs, utilities, and rental maintenance.

The budget includes funding for daytime restroom cleaning at all regional libraries (\$87,000).

Horizon Issues

During the fall, major renovations in the North Regional Library will begin. Community Services will update the Libraries Master Plan to identify future facility projects when the 2007 Library Bond ends.

Community Services and Library Administration will closely evaluate library closures due to COVID-19 on their impact on visitations, programs and service delivery.

Summary of Services and Performance Measures

Service Area: A Collection People Want

Description: The Wake County Public Libraries (WCPL) collects 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 offers varying formats (i.e. audio books). WCPL staff selects, without bias or any limitation on the right to know, a comprehensive collection to meet the informational, educational, recreational, and cultural needs of Wake County residents within the available budget. WCPL seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County residents through which an individual may explore all points of view and issues of interests. The Library also seeks to anticipate public demand for materials.

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of downloadable materials in collection (books)	91,038	123,000	123,000	123,000
Number of materials in print & downloadable collections	1,863,134	1,833,000	1,833,000	1,855,855
Number of materials in the print collection (books)	1,693,361	1,650,000	1,710,000	1,755,000
Output				
Number of cardholders active within 1 year	232,200	158,000	199,000	232,000
Number of downloadable circulations	1,647,056	2,230,000	1,700,000	1,700,000
Number of print material circulations	3,992,337	3,100,000	4,400,000	10,000,000
Number of total circulations (print and downloadable)	5,655,149	5,330,000	6,100,000	6,000,000
Efficiency				
Amount of circulation (print material) per cardholder	44.73	33.70	30.70	51.50
Number of books (print collection) per cardholder	8.02	11.20	9.20	8.13
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.	0.0	0.0	73.0	80.0

Libraries

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

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of materials available for download (downloadable collection)	91,038	123,000	123,000	123,000
Output				
Number of downloadable material circulations	1,647,056	2,230,000	1,700,000	1,700,000
Number of hours in which public computers were used by cardholders	270,820	7,000	203,000	383,300
Effectiveness				
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	0.0	0.0	92.0	90.0

Service Area: Engaging, Entertaining & Educational Library Programs

Description: Services to children is a high priority of Wake County Public Library 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 introduces books and reading to children, ongoing reading programs to maintain reading levels, reference services to support school curriculum, reader advisory to make reading a lifelong habit, book and audio book collection maintenance for children, bookmobile service to daycare centers, and collaboration with public, private, charter, and home schools for computer access. Libraries also provide adult reading programs to remain a center of lifelong learning. People of all ages may use the library for curriculum support, and as a source for building knowledge about their interests.

To evaluate service performance, staff monitors the number of programs, program attendance, and the average attendance per program.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of adult programs	905	420	500	1,000
Number of youth programs	8,879	0	100	9,900
Output				
Number of adult program attendees	17,578	5,605	6,500	24,000
Number of youth program attendees	338,054	0	1,000	386,100
Efficiency				
Number of adult attendees per program	19.4	13.0	13.0	24.0
Number of youth attendees per program	38.1	0.0	10.0	39.0

Libraries

Service Area: Library Facilities that are Well Thought Out

Description: Libraries are a destination, offering services that appeal to all generations, and provide a meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are: 1) placed in convenient access, 2) located where people live, work, and play, 3) have spaces that are effectively managed, and 4) create a space that members feel safe during their visit.

To determine facility effectiveness, staff examines hours of operation and annual user satisfaction to evaluate library locations based on the number of people, households, and cardholders living within a ten-minute non-overlapping drive time area for each facility.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of library hours open to the public	50,358	29,676	67,000	70,000
Output				
Number of library visits (door count)	2,554,504	650,000	1,800,000	3,640,000
Efficiency				
Number of library visits per open hour	50.7	21.2	26.0	52.0
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	0.0	0.0	94.8	
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	0.0	0.0	97.0	
Percent of members who strongly agreed or agreed that they felt safe at the library	0.0	0.0	98.0	

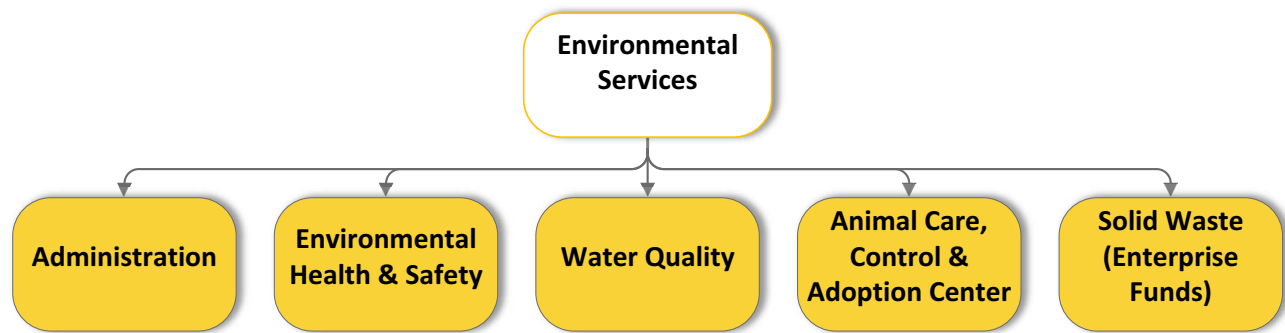
Service Area: Pleasant Library Experiences

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of library hours open to the public	50,358.0	29,676.0	70,000.0	70,000.0
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	0.0	0.0	94.8	
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	0.0	0.0	0.0	
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	0.0	0.0	98.6	
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	0.0	0.0	72.6	80.0
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	0.0	0.0	98.5	
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	0.0	0.0	84.5	



Environmental Services



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$152,591	\$125,000	\$125,000	\$142,500	4.8%
Charges For Services	\$1,953,058	\$1,692,591	\$1,692,591	\$1,699,071	57.7%
Licenses & Permits	\$1,082,518	\$1,072,125	\$1,072,125	\$1,058,219	35.9%
Miscellaneous	\$1,427	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	\$44,320	1.5%
Revenue Totals	\$3,233,915	\$2,934,036	\$2,934,036	\$2,944,110	
Expenditures					
Salary / Benefits	\$11,817,562	\$11,804,220	\$11,802,120	\$12,463,009	84.4%
Contractual Services	\$588,874	\$573,440	\$572,945	\$492,386	3.3%
Supplies, Materials and Other Charges	\$1,540,580	\$1,497,612	\$1,535,835	\$1,808,057	12.2%
Capital Outlay	\$35,762	\$1,000	\$3,496	\$1,000	0.0%
Debt	\$1,449	\$1,117	\$1,117	\$1,117	0.0%
Expenditure Totals	\$13,984,227	\$13,877,389	\$13,915,513	\$14,765,569	
Expenditures by Division					
Animal Care, Control & Adoption Center	\$3,769,626	\$3,713,401	\$3,729,980	\$3,848,073	26.1%
Environmental Health & Safety	\$3,724,185	\$3,744,529	\$3,750,768	\$3,996,179	27.1%
Environmental Services Administration	\$1,470,980	\$1,562,978	\$1,578,284	\$1,735,941	11.8%
Water Quality	\$5,019,436	\$4,856,481	\$4,856,481	\$5,185,376	35.1%
Expenditure Totals by Division	\$13,984,227	\$13,877,389	\$13,915,513	\$14,765,569	
Number of FTEs	146.000	144.000	144.000	149.000	

Environmental Services

Department Purpose and Goals

The Environmental Services Department advances the health of people, animals, and the environment. Environmental Services is responsible for administering and enforcing state laws, regulations, and local ordinances. Environmental Services also provides public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling services. Environmental Services aims to meet state mandates, protect public health, minimize customer wait times, and collaborate to benefit Wake County residents.

FY22 Discussion

The Environmental Service budget increased \$888,000 over the prior year.

Environmental Services Administration increased \$173,000 from licensing and bank fee adjustments as well as the addition of a Plans and Permit Technician (1.000 FTE).

Environmental Health and Safety increased \$252,000 from the addition of 2.000 FTE to improve permit processing and provide State-mandated health inspections.

Water Quality increased \$329,000 with the addition of 2.000 FTE to improve plan review and permitting turn around. Additional funding is also included to meet expected demand for required and voluntary well water testing.

Environmental Services Administration

Division Summary - Environmental Services Administration

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Miscellaneous	\$1,425	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	\$44,320	100.0%
Revenue Totals	\$45,745	\$44,320	\$44,320	\$44,320	
Expenditures					
Salary / Benefits	\$1,016,876	\$994,867	\$994,867	\$1,122,670	64.7%
Contractual Services	\$367,468	\$424,548	\$428,053	\$291,290	16.8%
Supplies, Materials and Other Charges	\$68,344	\$141,446	\$153,247	\$319,864	18.4%
Capital Outlay	\$17,175	\$1,000	\$1,000	\$1,000	0.1%
Debt	\$1,117	\$1,117	\$1,117	\$1,117	0.1%
Expenditure Totals	\$1,470,980	\$1,562,978	\$1,578,284	\$1,735,941	
Number of FTEs	12.000	12.000	13.000	14.000	

Division Purpose and Goals

The Administration Division of Environmental Services leads the sustainable and nationally recognized delivery of services for all segments of Environmental Services. Administration provides leadership, customer support, operations, and financial management. The Administration Division acts as a liaison with internal and external stakeholders to advance Board of Commissioners and countywide initiatives.

The Administration Division develops and implements a multi-year departmental business plan. Administration staff champion business intelligence solutions, data-driven decision making, field-based technology, and process improvements to provide responsive customer service. The division advances the One Water study to assess water availability to support population growth in the next 50 years.

Major Accomplishments

In FY 2021 the Environmental Services Administration Division provided leadership on key initiatives such as the County's comprehensive response to COVID-19.

The Animal Center collaborates with academia as well as with local, state, and national animal advocacy groups. The division won two National Association of Counties Achievement Awards in 2020; Feral Farm Friends: A Green Pest Control Program to Re-home Feral Cats and PET PODS: Providing Good Welfare for Animals at Co-Location Evacuation Shelters.

The Groundwater and Wells Program won a National Association of Counties Achievement Award in 2020 titled a Model for County Action on Contaminated Private Wells.

The Solid Waste Division continues to make improvements to convenience centers, which increases service delivery while decreasing the improper disposal of waste in the County. The division is also studying alternatives to extend the life of the existing South Wake Landfill and to determine the future method of solid waste disposal for Wake County.

The Environmental Health & Safety Division was instrumental in supporting the County's COVID-19 response. In addition to supporting this critical initiative, they maintained their core services to ensure the continued protection of Wake County's residents and visitors.

Environmental Services Administration

FY22 Discussion

The Environmental Administration Division budget increased \$173,000 from the prior year from the following expansion and salary and benefit adjustments.

Restoration and increased funding for Energov card bank fees is included to meet customer demand of processing permits (\$30,000).

The budget includes funding for land development system user licenses to match market rate costs from previous years (\$43,000).

A Plans and Permit Technician is included to reduce the turnover of skilled staff and maintain consistent checks of permit application (1.000 FTE, \$65,000).

The budget recues the funding for analytical software licenses as the department transitions to using Power BI for some of its analysis (\$33,000).

Horizon Issues

Wake County will need to continue to respond to growth in areas such as construction, permitting, food service, hospitality, waste disposal, and animal services. This will require leveraging a skilled workforce with technology and facility assessments.

As Wake County introduces self-serve technology to our customers, there is a greater need to enhance communication and responsiveness. County partnerships with outside organizations will be increasingly beneficial.

Environmental Services Administration

Summary of Services and Performance Measures

Service Area: Administration - Fiscal Accountability

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of decisions that support analysis	980	1,000	1,000	1,000
Number of financial transactions	3,824	3,700	3,700	3,500
Number of personnel records, policy reviews, and transactions	1,300	1,600	1,700	1,700

Service Area: Administration - Operations

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

The Operations Analysis Section provides leadership to staff and community to optimize customer experiences, streamline process and improve data analytics and business intelligence capability of the department. This section also serves as the liaison between Environmental Services and other departments such as Information Services, Information Technology, and Geographic Information Systems. It is currently leading a subcommittee of over 80 stakeholders in the building community to improve the permitting process through strong alliances and partnerships. In addition, this section is working effectively across the department to understand opportunities afforded by the technology that supports their operations. As a result, the Administration Section is completing over 32 business analytics models to improve customer service responsiveness.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of incoming calls	24,000	20,800	20,000	20,000
Number of public information research requests	618	870	600	600

Environmental Health & Safety

Division Summary - Environmental Health & Safety

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$152,591	\$125,000	\$125,000	\$142,500	19.8%
Charges For Services	\$82,775	\$119,425	\$119,425	\$104,000	14.4%
Licenses & Permits	\$437,700	\$488,106	\$488,106	\$474,200	65.8%
Revenue Totals	\$673,066	\$732,531	\$732,531	\$720,700	
Expenditures					
Salary / Benefits	\$3,444,212	\$3,479,260	\$3,479,260	\$3,693,972	92.4%
Contractual Services	\$30,592	\$22,247	\$22,247	\$41,861	1.0%
Supplies, Materials and Other Charges	\$249,381	\$243,022	\$246,765	\$260,346	6.5%
Capital Outlay	—	—	\$2,496	—	0.0%
Expenditure Totals	\$3,724,185	\$3,744,529	\$3,750,768	\$3,996,179	
Number of FTEs	43.000	43.000	43.000	45.000	

Division Purpose and Goals

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

The Division has three sections: Food Lodging Institution, Food Lodging Specialties and Plan Review and Recreational Sanitation. The EH&S Division is responsible for administering and enforcing state laws and regulations as well as local ordinances related to public health and safety.

Major Accomplishments

The division promotes excellence by participating in the Food and Drug Administration Voluntary National Retail Food Regulatory Program Standards, a national model of excellence for retail food inspections programs. In FY 2020, Environmental Health & Safety was awarded \$15,000 to support staff training, and to fund the 2020 risk factor study and associated interventions to reduce foodborne illness risks.

The division supported the County's pandemic response in the Emergency Operations Center and

outbreak response, contributing over 15,000 staff hours to those efforts. During routine work, staff educated operators on COVID-19 infection prevention practices.

The division conducted its third study of risk factors associated with foodborne illness in County food service establishments. The 2020 study is the third study conducted in Wake County and the results will provide trend data to help identify areas of focus over the next five years.

FY22 Discussion

The Environmental Health and Safety Division budget increased 252,000 from the prior year from the following expansions as well as salary and benefit adjustments from staff changes.

A Health and Safety Environmental Consultant is included to create and deliver training for customers (1.000 FTE, \$138,000). Through training and coordination, the position will reduce permit processing time and applicant error.

An Environmental Health Specialist is included to close the coverage gap of State-mandated health inspections for lodging and institution facilities (1.000 FTE, \$91,000).

Environmental Health & Safety

Horizon Issues

Major challenges for Environmental Health and Safety include growth, staff retention, and the time required to train and certify new staff. Facility growth averages more than 3% annually and is expected to

reach 5% in the next few years. The division will continue to actively monitor service demand to project future resource needs and address service delivery gaps.

Environmental Health & Safety

Summary of Services and Performance Measures

Service Area: Food Lodging Institution

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of confirmed and/or elevated lead (Pb) cases	59	60	60	60
Number of food establishment complaints investigated	636	650	0	
Number of health inspections performed	8,921	10,000	10,500	13,385
Efficiency				
Number of inspections per environmental health specialist (average)	400	420	420	420
Effectiveness				
Percent of inspection coverage for food establishments	67	67	70	100

Service Area: Plan Review/Recreational Sanitation

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of Construction Visits/Finals/Field Consultations	1,009	1,000	1,000	1,000
Number of new food plans reviewed	1,212	1,250	1,250	1,250
Number of pool inspections performed in a calendar year	2,288	5,000	5,000	5,000
Number of pool plans reviewed in calendar year	125	150	150	150
Number of swimming pools permitted	1,259	1,260	1,260	1,260
Number of temporary food establishments permitted	338	525	525	525

Water Quality

Division Summary - Water Quality

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,539,763	\$1,201,743	\$1,201,743	\$1,223,648	67.7%
Licenses & Permits	\$644,818	\$584,019	\$584,019	\$584,019	32.3%
Miscellaneous	\$2	—	—	—	0.0%
Revenue Totals	\$2,184,584	\$1,785,762	\$1,785,762	\$1,807,667	
Expenditures					
Salary / Benefits	\$4,460,778	\$4,420,387	\$4,418,287	\$4,653,497	89.7%
Contractual Services	\$100,547	\$66,766	\$66,766	\$104,356	2.0%
Supplies, Materials and Other Charges	\$439,247	\$369,328	\$371,428	\$427,523	8.2%
Capital Outlay	\$18,587	—	—	—	0.0%
Debt	\$277	—	—	—	0.0%
Expenditure Totals	\$5,019,436	\$4,856,481	\$4,856,481	\$5,185,376	
Number of FTEs	45.000	44.000	43.000	45.000	

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 four programs, Groundwater Management, Wastewater Management, Watershed Management, and Laboratory. These programs work in their respective areas to promote leadership in water management, sustainability, and health by protecting high quality water throughout Wake County. These sections perform five broad functions within their areas of expertise: (1) Administer County ordinances and applicable state and federal laws that protect public health and water resources. (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 business professionals and residents, (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 health and safety responsibilities including nuclear power plant drills (or actual event) response, swimming-pool health inspections, recreational waters monitoring, private well monitoring and other duties to protect public health and safety.

Major Accomplishments

The Wastewater Program continued to focus on customer service improvements through the formation of a Wastewater Customer Service Team. This team assists customers with the Accessory Structure Permit (ASP) application processing and permitting questions. Through this model, the team improves application quality, identifies applications that qualify for in-office approval, and reduces the number of ASP field visits required by staff. This allows field staff to spend more time on new residential permits. Due to the success of this model, Water Quality anticipates replicating this model for other programs and permit types. In addition to permit process improvements, the Wastewater Program also refined its Quality Assurance/Quality Control procedures to streamline permitting and improve communication with customers through the development of a standardized list of easy to read comments and conditions.

In addition to permit process improvements, the Wastewater Program refined its Quality Assurance/Quality Control procedures to streamline permitting and improve communication with customers through the development of a standardized list of easy to read comments and conditions.

The Groundwater Program continued to educate the public about the importance of radiological testing for well users in the eastern half of the County and enforced mineral radionuclide testing requirements for new wells in this area. Despite the pandemic, demand for construction-related inspections and voluntary testing remained high. In FY 2021, staff converted the real estate outreach program to an online format and delivered well water safety training to 54 real estate agents.

Watershed Management continues to expand its education and outreach efforts to increase communication between environmental consultants and permit holders. Through improved communication, permit holders will have a better understanding of program requirements and the benefit of staying in compliance with erosion and sedimentation control, stormwater, and floodplain management regulations.

The Wake County Water Partnership continued its mission to facilitate collaboration and promote leadership in water management and sustainability. In FY 2020, United States Geological Survey (USGS) monitored 17 wells as part of the County's groundwater monitoring network and continued progress on a groundwater model that will support development of a 50-year water supply plan.

FY22 Discussion

The Water Quality budget increased \$329,000 from the prior year from the following expansions as well as salary and benefit adjustments from staff changes.

An Environmental Health Consultant is included to meet increased workload and reduce the time to issue construction authorization permits (1.000 FTE, \$135,000).

The restoration of a Watershed Environmental Engineer will improve plan review turnaround time (1.000 FTE, \$132,000).

A contract with laboratory services is included to continue to meet expected demand for required and voluntary well water testing (\$27,000).

The budget eliminates on-call contract services for certain wastewater inspection services now covered by the State (\$5,000).

Horizon Issues

As Wake County continues to grow, water resources will be used at a higher rate which could lead to increased water costs and water shortages. The County will analyze novel ways of addressing wastewater, wells, stormwater, runoff, and drinking water supplies to protect public health, environments, and developments. Water Quality will continue to lead this effort through the One Water Project and collaboration with a consultant to develop a 50-year water supply plan for Wake County. The study will also consider the impact of water reuse and green stormwater infrastructure strategies in water resource planning.

Water quality staff will also be working on water quality improvement projects in response to state legislation impacting the Falls Lake and Jordan Lake watersheds over the next several years. The division will work with partners to identify innovative projects to comply with mandated nutrient loading reductions in these watersheds. Falls Lake rules for existing development are anticipated to go into effect in July 2021, and the Jordan Lake rules are expected to be effective in 2023.

A comprehensive stormwater program will be required to address future stormwater requirements for the Neuse River, Falls Lake and Jordan Lake. Staff will be required to develop and implement management plans and ordinances. State requirements include public education and outreach, management of stormwater control measures, creation and implementation of an illicit discharge program and annual reporting.

Water Quality

Summary of Services and Performance Measures

Service Area: Wastewater Management

Description: The Wastewater Program continued to focus on customer service improvements through the formation of the Wastewater Customer Service Team that consists of one Plan and Permit Tech and one Environmental Health Manager. This Team is able to assist customers with the Accessory Structure Permit (ASP) application processing and permitting questions. Through this model, the Team is able to improve the quality of the applications, identify applications that qualify for in-office approval, and reduce the number of ASP field visits required by staff. This allows field staff to spend more time on new residential permits. The Team piloted this program spring of 2020 and fully implemented it in October 2020. Due to the success of this model, Water Quality anticipates replicating this model for other programs and permit types. In addition to permit process improvements, the Wastewater Program also refined its Quality Assurance/Quality Control (QA/QC) procedures to streamline permitting and improve communication with customers through the development of a standardized list of easy to read comments and conditions. The Wastewater Program continues to respond to a strong economy by delivering an increasing number of septic permits for residential development and accessory structures.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of Accessory Structure Permits	1,328	1,643	1,643	1,643
Number of residential permits	1,155	1,184	1,184	1,184

Service Area: Groundwater Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Total Radiological Samples Collected	91	190	150	150
Voluntary Radiological Samples (excludes new wells)	187	110	150	150
Voluntary radiological samples above the health-based standard	14	11	15	15
Wellhead Inspections for New Construction	371	430	370	370

Water Quality

Service Area: Watershed Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of Single Lot Erosion Control Permits	250	305	300	300
Efficiency				
Percent of non-compliant sediment and erosion inspections	46	38	40	25

Animal Care, Control & Adoption Center

Division Summary - Animal Care, Control & Adoption Center

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$330,520	\$371,423	\$371,423	\$371,423	100.0%
Revenue Totals	\$330,520	\$371,423	\$371,423	\$371,423	
Expenditures					
Salary / Benefits	\$2,895,695	\$2,909,706	\$2,909,706	\$2,992,870	77.8%
Contractual Services	\$90,268	\$59,879	\$55,879	\$54,879	1.4%
Supplies, Materials and Other Charges	\$783,608	\$743,816	\$764,395	\$800,324	20.8%
Debt	\$55	—	—	—	0.0%
Expenditure Totals	\$3,769,626	\$3,713,401	\$3,729,980	\$3,848,073	
Number of FTEs					
	46.000	45.000	45.000	45.000	

Division Purpose and Goals

The Wake County Animal Center is determined to make a difference for the animals and citizens of Wake County through education, adoption, enforcement, and community partnership. The Wake County Animal Center is an open-admission animal shelter that receives all stray, abandoned and surrendered pets in Wake County and works in partnership with fosters, volunteers and transfer partners, to treat and rehome thousands of homeless animals every year. The Animal Services Division is also responsible for administering and enforcing state laws and regulations and local ordinances related to animal care and welfare.

Major Accomplishments

Wake County Animal Center continued to provide services to the residents of Wake County throughout the pandemic. Adoptions were by appointment only; animal Control went to emergency calls only; and reduction of volunteers and fosters within the building.

Through these changes in service delivery, the animal shelter was able to stay open and continue to take in animals from the public and animal control as well as continue adoptions.

FY22 Discussion

The Animal Center budget increased \$135,000 from the prior year from the following expansions and salary and benefit adjustments from staff changes.

Restoration of medical supplies will support routine Animal Control Operations (\$44,000).

The budget restores overtime funding to assist in Animal Control intake during emergency responses (\$37,000).

Horizon Issues

The County will continue to engage community partners to promote Trap-Neuter-Return (TNR) practices. As the cat population grows throughout the County, the division will also promote the Barn Cat Program and proactively monitor Wake County Animal Control for community cat caregivers that have cats to TNR.

A recent facility and community needs assessment demonstrated the need for a new animal center to accommodate growing demand. The division will continue to partner with other County departments to identify and purchase a site for the new center, as expansion at the existing site is not feasible. The Capital Improvement Program includes planned funding for design and construction of the new center in FY 2025.

Animal Care, Control & Adoption Center

Summary of Services and Performance Measures

Service Area: Animal Control

Description: Animal Control is responsible for administering and enforcing laws, regulations, and local ordinances related to the public health and safety of animal care and welfare. State law and the County's local ordinance address such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, community cats, and at-large animals. The section is responsible for providing services in all jurisdictions of Wake County with the exception of the Town of Cary, Town of Garner, Town of Holly Springs, and City of Raleigh, which operate their own animal control programs. The service is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

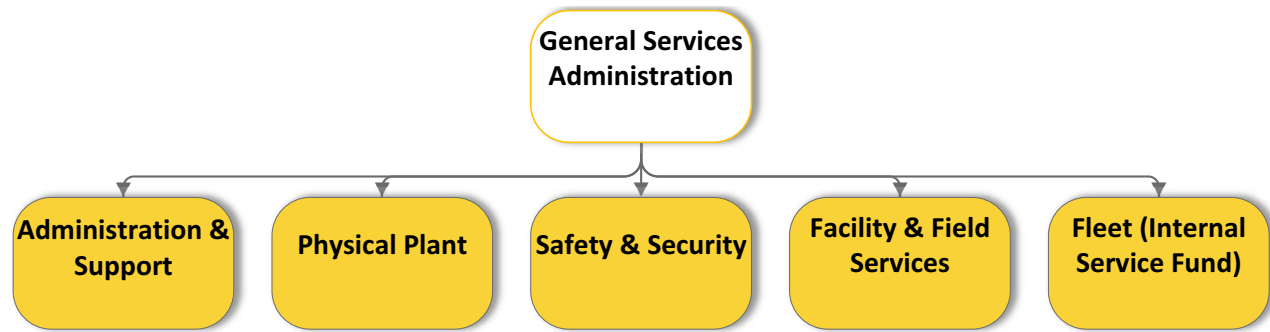
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of animal service calls	5,814	5,000	6,000	
Efficiency				
Number of service calls per officer per year	646	556	667	

Service Area: Animal Care and Adoption

Description: Animal Care and Adoption services are provided at the Wake County Animal Center. The Wake County Animal Center is an open admission animal shelter that accepts all seized, stray, quarantined, and surrendered animals in Wake County. The standard of care requirements for animals housed at the Wake County Animal Center are established and enforced by the North Carolina Department of Agriculture through the Animal Welfare Act. Wake County's authorization to operate the Wake County Animal Center is provided by the North Carolina Department of Agriculture through the issuance of a certificate of registration, which is valid for one year and renewable on an annual basis.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of animals taken in	9,306	6,000	11,000	
Output				
Number of animals adopted	3,832	2,940	4,620	
Number of animals euthanized	1,273	660	1,800	
Number of animals reclaimed	1,241	720	1,320	
Number of animals transferred	3,132	1,800	3,300	
Effectiveness				
Percent of animals adopted	41	49	42	
Percent of animals reclaimed	13	12	13	
Percent of non-required euthanizations	4	4	7	
Percent of required euthanizations (by Ordinance or Animal Health)	10	7	12	
Percent of transferred animals	33	30	30	

General Services Administration



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$2,256,085	\$2,553,505	\$2,553,505	\$2,276,564	98.5%
Miscellaneous	\$40,527	\$51,000	\$51,000	\$35,500	1.5%
Revenue Totals	\$2,296,612	\$2,604,505	\$2,604,505	\$2,312,064	
Expenditures					
Salary / Benefits	\$10,597,740	\$11,108,831	\$11,108,831	\$11,208,255	35.5%
Contractual Services	\$8,005,600	\$8,343,151	\$8,637,521	\$8,850,715	28.0%
Supplies, Materials and Other Charges	\$10,864,466	\$11,492,404	\$11,663,700	\$11,422,748	36.2%
Capital Outlay	\$259,432	\$49,069	\$222,135	\$83,942	0.3%
Expenditure Totals	\$29,727,238	\$30,993,455	\$31,632,187	\$31,565,660	
Expenditures by Division					
Administration & Support	\$2,451,161	\$2,707,242	\$2,863,998	\$3,034,559	9.6%
County Building Agreements	\$39,535	\$191,768	\$191,768	\$80,768	0.3%
Criminal Justice / General Government	\$887,811	\$917,691	\$935,165	\$917,691	2.9%
Facility & Field Services	\$7,510,891	\$8,155,263	\$8,264,875	\$8,217,504	26.0%
Physical Plant	\$9,101,347	\$8,936,972	\$9,093,085	\$9,235,352	29.3%
Safety & Security	\$3,953,250	\$3,723,595	\$3,913,703	\$3,807,743	12.1%
Utilities	\$5,783,243	\$6,360,924	\$6,369,593	\$6,272,043	19.9%
Expenditure Totals by Division	\$29,727,238	\$30,993,455	\$31,632,187	\$31,565,660	
Number of FTEs	132.000	132.000	132.000	133.000	

General Services Administration

Department Purpose and Goals

General Services Administration (GSA) manages a comprehensive and diverse portfolio of facilities and fleet for the County. The department supports criminal justice and general government functions. GSA is dedicated to ensuring safe and productive work environments, safe and reliable vehicles, and consistent support to County departments. GSA is organized into 5 major service delivery divisions: Administration and Support Services, Facility and Field Services, Fleet Services, Physical Plant, and Safety and Security.

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th Judicial District, and related partners and customers. A matrix organization utilizes resources (staff, contractors, financial, and materials) across organizational reporting lines to advance its core businesses. The department prioritizes reducing risk to County employees and citizens, maintaining the County's facility portfolio (such as building systems and fleet assets), and ensuring the efficient delivery of general government and court operations through excellence in service.

FY22 Discussion

The General Service Administration budget increased \$572,000 from the prior year adopted budget for the compensation and benefit adjustments as well as increases in increases IT contract services, solid waste contracts, and software/computer supplies.

The budget includes expansions to add a Building Systems Trade Specialist (1.000 FTE, \$108,000) and data analytics software (\$40,000) to improve facility maintenance and reduce energy consumption.

Additional funding is also included for escalated costs for the book courier contract (\$65,000) and maintenance for systems that have aged out of their original warranty periods (\$80,000).

The budget includes reductions across the Physical Plant, Safety and Security, Facility and Field Services, and Utilities Divisions to account for the closing of the Falstaff Building and the transition of Perry Road Elementary School Park to Town of Cary maintenance (\$76,000).

Administration & Support

Division Summary - Administration & Support

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$600	\$3,500	\$3,500	\$3,500	10.3%
Miscellaneous	\$32,618	\$40,500	\$40,500	\$30,500	89.7%
Revenue Totals	\$33,218	\$44,000	\$44,000	\$34,000	
Expenditures					
Salary / Benefits	\$1,512,003	\$1,742,950	\$1,742,950	\$2,058,091	67.8%
Contractual Services	\$1,053,209	\$950,953	\$1,102,249	\$1,040,377	34.3%
Supplies, Materials and Other Charges	\$(123,319)	\$13,339	\$18,799	\$(63,909)	(2.1)%
Capital Outlay	\$9,268	—	—	—	0.0%
Expenditure Totals	\$2,451,161	\$2,707,242	\$2,863,998	\$3,034,559	
Number of FTEs	19.000	19.000	19.000	19.000	

Division Purpose and Goals

The Administration and Support Services division ensures that standard processes are applied to unique and specialized business environments (detention center, health clinics, courts, etc.). Administration and Support Services provides portfolio management, business and technology planning, and system administration of GSA's various facility and fleet engineered control systems.

The portfolio team oversees the County space inventory and manages all building information as governed by the public facilities database procedure. The systems team oversees engineered control technologies that support the County's assets including work order management, capital planning, fleet, and parking.

Administration manages support services including the County mail center (USPS, labs, medical records, book courier, special deliveries, and inter-office mail) and move management, including surplus property. Administration manages all utility accounts and facility leases.

The department provides 24/7 customer support via the Request Center and Security Center. The department head discharges court liaison

responsibilities for the County, staffs the Energy Advisory Commission, and serves as the County's Americans with Disability Act Coordinator.

Major Accomplishments

Conducted 51 workplace assessments to identify engineering controls in County facilities to allow departments to safely return to work and reopen in-person service delivery during COVID-19.

Participated with the Facilities Design and Construction department on the Wake County Administrative Master Plan.

Prepared and bid mail courier services, which includes the delivery, processing, and sorting of all types of County mail, and book courier services to transport library books throughout the Wake County Library system.

FY22 Discussion

Administration and Support division budget increased \$327,000 from the prior year adopted budget for the compensation and benefit adjustments because of increases in telecommunication charge, computer software supplies, purchased services, and fringe benefits.

Administration & Support

Data analytics software will provide maintenance information and track performance targets for the facility maintenance program (\$40,000).

The budget includes increased funding for the book courier contract to transport books between the County's 23 library system locations (\$65,000). Market escalations and an increase in the size of the library system and its collections are driving this cost increase.

Horizon Issues

The Administration and Support division aims to lead the County's efforts in improving departmentwide services by enhancing asset

reliability, tracking repair costs, and seeking customer feedback.

The division also plans to digitize building plans to support business continuity. This project will include the implementation of as-built drawing sets, operations and maintenance manuals, specifications, shop drawings, facility documents, and document management for warranties.

Finally, the division looks to expand the facility management system's hoteling and reservation module for corporate conference rooms and designated drop-in spaces.

Administration & Support

Summary of Services and Performance Measures

Service Area: Portfolio Management

Description: The Administration and Support Division provides a corporate framework that captures, uses, and manages critical facility information. The Division allocates resources, optimizes business value, and provides a healthy work environment that encourages organizational optimization. It maintains central business and technology functions and supports GSA's operating divisions.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of rentable square feet managed	4,317,993	4,341,345	4,324,372	
Number of total square feet managed	5,015,468	5,040,049	5,022,183	

Physical Plant

Division Summary - Physical Plant

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$8,341	\$7,500	\$7,500	\$7,500	100.0%
Miscellaneous	\$45	—	—	—	0.0%
Revenue Totals	\$8,385	\$7,500	\$7,500	\$7,500	
Expenditures					
Salary / Benefits	\$5,264,273	\$5,461,325	\$5,461,325	\$5,601,919	60.7%
Contractual Services	\$2,398,907	\$2,685,425	\$2,764,884	\$2,521,387	27.3%
Supplies, Materials and Other Charges	\$1,383,080	\$790,222	\$790,222	\$1,063,646	11.5%
Capital Outlay	\$55,087	—	\$76,654	\$48,400	0.5%
Expenditure Totals	\$9,101,347	\$8,936,972	\$9,093,085	\$9,235,352	
Number of FTEs	69.000	69.000	69.000	70.000	

Division Purpose and Goals

The Physical Plant Division provides facility engineering services and maintenance to Wake County's facility building assets, life safety systems, and infrastructure. The purpose is to maximize the productivity of County staff by providing comfortable, safe, efficient, and reliable working environments through the use of proper planning, professional staffing, exceptional customer service, and technology.

Life safety systems are the most important systems maintained by Physical Plant. These systems include fire alarm, fire sprinkler, chemical fire protection, emergency lighting systems, emergency UPS systems, emergency generator systems, smoke evacuation systems, and battery powered exit lighting.

Physical Plant is also charged with maintaining safe environmental conditions. This requires environmental testing and specialty contractors to ensure a clean and safe environment is provided and maintained.

Major Accomplishments

Implemented engineering controls across County facilities according to the 51 COVID-19 workplace assessments. This includes installing MERV-13 filters

and installing plexiglass barriers to safeguard staff and customers at transaction areas.

Completed several projects in Wake County Office Building and the Wake County Courthouse including: renovations to the Fayetteville Street lobby security desk, relocation of the County Attorneysa?? suite on the third floor, minor renovations on the fourth floor for the Housing department and sixth floor for the Environmental Services department, and major renovation for the Community Services department.

Supported healthcare partners at UNC Healthcare and Human Services through their semi-annual accreditation inspections.

Began planning for a major mechanical replacement at the Firearms Education and Training Center and the John H Baker Public Safety Center.

Assisted in the construction of a new medical holding area for Wake County Detention Center.

FY22 Discussion

Physical Plant division budget increased \$298,000 from the prior year adopted budget for the compensation and benefit adjustments approved with the prior year budget.

Physical Plant

A Building Maintenance Systems Trade Specialist will support the development of an energy team to maintain energy conservation measures and reduce energy costs (1.000 FTE, \$108,000).

Additional preventative maintenance is included to maintain uninterruptible power supply units at three County buildings. These units have aged out of the original system warranty period (\$45,000).

Horizon Issues

The Physical Plant division will continue migrating to an automation system that enables existing and future buildings to quickly adjust and monitor controls. Improving sequences and aligning controls across the

inventory is the next step towards efficient, reliable buildings.

The division will also plan projects and outline strategies to reduce energy consumption and increase the efficiency of existing building portfolio. Additionally, the County aims to implement renewable energy strategies to make progress towards the Clean Energy by 2050 Resolution.

As the County's square footage portfolio and building complexity increases, the division will develop a facility maintenance staffing model to ensure that maintenance service levels can meet the demands of the County's facility portfolio growth.

Summary of Services and Performance Measures

Service Area: Life Safety/Environmental

Description: To ensure that critical and complex multi-building life safety systems function and acceptable environmental conditions exist across Wake County’s facility portfolio. Life Safety systems are the highest priority in managing the County’s portfolio.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of facilities with supervisory control and data acquisition controls	54	54	53	

Safety & Security

Division Summary - Safety & Security

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	—	—	—	\$4,000	88.9%
Miscellaneous	\$3,855	\$6,000	\$6,000	\$500	11.1%
Revenue Totals	\$3,855	\$6,000	\$6,000	\$4,500	
Expenditures					
Salary / Benefits	\$1,412,740	\$1,091,037	\$1,091,037	\$697,219	18.3%
Contractual Services	\$3,242,518	\$3,698,497	\$3,717,483	\$4,099,651	107.7%
Supplies, Materials and Other Charges	\$(715,257)	\$(1,088,698)	\$(935,634)	\$(998,359)	(26.2)%
Capital Outlay	\$13,249	\$22,759	\$40,817	\$9,232	0.2%
Expenditure Totals	\$3,953,250	\$3,723,595	\$3,913,703	\$3,807,743	
Number of FTEs	7.000	7.000	7.000	7.000	

Division Purpose and Goals

The Safety and Security Division implements safety and security procedures and physical security safeguards to reduce risk for County personnel, visitors, and assets within County facilities. Services include: supporting the County's Risk Team, administering electronic security, card access, photo ID employee badging, and visitor management systems, monitoring fire and intrusion alarms, overseeing incident report management and tracking, managing the audio visual systems throughout County facilities, training County employees on security and safety, and creating and updating each facility's emergency action plan.

Major Accomplishments

Developed a plan and partnered with the Sheriff to bringing consistent roster of officers who are Crisis Intervention Trained (CIT) to Oak City Cares Center, South Wilmington Street Shelter, Human Services Center Swinburne, and Human Services Center Sunnybrook.

Prepared for and responded to numerous civil disturbance events impacting the downtown area. Collaborated with Fire and Emergency Management staff in developing and implementing perimeter protection barrier plan.

Screened an average of 807,000 bags annually and detected over 4,100 weapons and contraband at the Courthouse, Justice Center, and Wake County Detention Center x-ray machines.

Conducted electronic security system improvements or installations at Eva Perry Regional Library, Board of Elections Operations Center, Wake County Office Building, Olivia Raney Local History Library, and Agricultural Services.

FY22 Discussion

Safety and Security division budget increased \$84,000 from the prior year adopted budget for the compensation and benefit adjustments as well increases in rental lease equipment, security, contract services, supplies, and materials.

Horizon Issues

The Safety and Security division will continue to rate all County buildings on their criticality and vulnerability based on Homeland Security criteria. The division will collaborate with other County departments to improve the safety and security culture by analyzing incident reporting trends. Additionally, the division will continue ongoing work to replace the video management system for corporate and detention facilities.

Safety & Security

Summary of Services and Performance Measures

Service Area: Safety & Security

Description: The Safety & Security Division is comprised of two business units: corporate and court security, and corporate safety. Safety & Security is a corporate service that is positioned to implement safety and security procedures and physical security safeguards needed to reduce and mitigate risk of County personnel, visitors, and assets within County facilities.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of access card holders in system	30,554	30,554	30,000	
Number of people trained in safety and security instructor-led classes	672	60	700	
Number of security incident reports investigated	2,169	1,145	2,000	
Number of seized weapons or contraband	7,029	4,116	5,500	

Criminal Justice / General Government

Division Summary - Criminal Justice / General Government

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,935,178	\$2,225,000	\$2,225,000	\$1,965,000	100.0%
Miscellaneous	\$(293)	—	—	—	0.0%
Revenue Totals	\$1,934,885	\$2,225,000	\$2,225,000	\$1,965,000	
Expenditures					
Contractual Services	\$324,389	\$286,180	\$300,381	\$351,180	38.3%
Supplies, Materials and Other Charges	\$524,628	\$626,761	\$629,438	\$561,761	61.2%
Capital Outlay	\$38,794	\$4,750	\$5,346	\$4,750	0.5%
Expenditure Totals	\$887,811	\$917,691	\$935,165	\$917,691	

Division Purpose and Goals

The Criminal Justice/General Government core businesses have two primary functions: criminal justice support and parking management.

The Criminal Justice Support area provides mandated support to the courts and detention. Service areas include court security, detention electronic security, and detention and court video solutions. The GSA administrator chairs the Court Space committee, sponsors the Criminal Justice Operations Committee, and is the County's liaison to the 10th Judicial District of the NC General Court of Justice. These bodies also provide authority and oversight over three jail diversion programs GSA administers (Free the People, Pretrial Monitoring, and Pretrial Release Program).

GSA is responsible for administering and updating the County's parking policy and managing parking assignments in both private and public parking decks located in the downtown central business district. These decks provide parking to County employees, jurors, partners, tenants, and the public. GSA manages the contractor who oversees the public parking deck. This deck has multiple revenue sources, including special events, monthly, and leased rates. Contiguous with the parking deck is a privately-owned commercial high-rise entity (L-Building), with which the County has an agreement.

Major Accomplishments

For more than a decade Wake County has regularly updated the key statistics that determine staffing levels and space requirements for the courts and detention facilities. GSA is leading a comprehensive review of these documents by updating the Long-Term Jail and the Judicial Projections. This process will allow the County to plan space needs through 2040.

Wake County and the 10th Judicial District began participating in Advancing Pretrial Policy Research's Learning Sites program, which provides technical assistance and support for the potential implementation of the Public Safety Assessment in the Pretrial Services Program and other pretrial reform initiatives.

Provided COVID-19 operational and technology solutions for validating parking for jurors and Emergency Operations Center employees to ensure social distancing and reduced contact.

FY22 Discussion

The division's revenue budget is \$260,000 less than the prior year budget since projections signal lower court facility fees and parking fees. Expenditures remain flat.

Horizon Issues

The division will evaluate the long-term impacts of the Criminal Justice Facilities Master Plan Update on County facility needs. This will incorporate jail and court data and compare against long-term projections.

GSA continues to evaluate new technology and strategies to enhance parking operations, including the appropriate staffing model for more efficient and cost-effective parking operations. The County parking policy will be updated to align with current goals in parking management.

Facility & Field Services

Division Summary - Facility & Field Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$54,805	\$55,000	\$55,000	\$45,000	90.9%
Miscellaneous	\$4,302	\$4,500	\$4,500	\$4,500	9.1%
Revenue Totals	\$59,107	\$59,500	\$59,500	\$49,500	
Expenditures					
Salary / Benefits	\$2,408,724	\$2,813,519	\$2,813,519	\$2,851,026	34.7%
Contractual Services	\$824,188	\$603,249	\$633,677	\$689,273	8.4%
Supplies, Materials and Other Charges	\$4,134,946	\$4,716,935	\$4,718,361	\$4,655,645	56.7%
Capital Outlay	\$143,033	\$21,560	\$99,318	\$21,560	0.3%
Expenditure Totals	\$7,510,891	\$8,155,263	\$8,264,875	\$8,217,504	
Number of FTEs	37.000	37.000	37.000	37.000	

Division Purpose and Goals

The Facility & Field Services Division provides Wake County properties with housekeeping, pest control, vending, window washing, solid waste disposal, recycling, bio-hazard waste disposal, civil engineering, landscape maintenance, hard surface maintenance, horticulture, irrigation, exterior construction, stormwater and flood control, corporate and road name signage, and land stewardship.

Facility & Field Services strives to provide high quality customer service in an efficient and cost-effective manner by being attentive to customer needs and managing contracted services with a progressive approach. Division services are extended to all County departments and major partners such as Marbles Kids Museum, Carolina Mudcats, Wake County Public School System, and North Carolina State University.

Major Accomplishments

Awarded a \$2.35 million federal grant from the USDA-NRCS to perform high hazard dam assessments on two structures and rehabilitation planning design on five structures.

The annual inspections at all 10 flood control sites were successfully completed in cooperation with Natural Resources Conservation Service officials.

Collaborated with Facilities, Design, and Construction to complete major repairs to the outlet structures at Crabtree Creek Flood Control sites.

Partnered with Information Services on the 800 MHz radio system conversion to the new P25 platform and on the replacement of ISDN lines with fiber connectivity at several Wake County sites improving security system reliability.

Completed an update to the Joint Use Agreement for School Parks with a combined work group of Wake County and Wake County Public School System members. Completed improvements to the amphitheater and parking lot at the Knightdale Elementary School Park.

FY22 Discussion

The division revenue budget decreased by \$10,000 for vending income. The expense budget increased by \$62,000, mostly for personnel changes in health insurance and retirement.

Horizon Issues

Installing data telemetry units at all ten flood control sites to provide real time data to the Emergency Operations Center during flood events. The first prototype is under design and expected to be deployed in FY 2022.

In collaboration with Wake County, Raleigh-Durham, state, and federal partners, the division is developing a remediation plan for the Crabtree Creek Watershed. The partnership completed sediment sampling at Brier Creek Reservoir and is currently

planning sampling at Lake Crabtree. The Request For Qualifications process for flood control design services was completed with engineering firms being selected.

High hazard dam assessments began at two sites in FY 2021 and will continue into FY 2022. Rehabilitation projects to provide planning and environmental impact studies for potential improvements at six sites began in FY 2021 and will continue through FY 2023.

Facility & Field Services

Summary of Services and Performance Measures

Service Area: Road Name Signs

Description: This program fabricates, installs, and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal extraterritorial jurisdictions (not corporate limits) except for Raleigh, Cary, and Wake Forest. Road name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of road name signs that are new, repaired, or replaced	2,845	2,364	3,000	

Division Summary - Utilities

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Contractual Services	\$123,809	\$103,847	\$103,847	\$103,847	1.7%
Supplies, Materials and Other Charges	\$5,659,434	\$6,257,077	\$6,265,746	\$6,168,196	98.3%
Expenditure Totals	\$5,783,243	\$6,360,924	\$6,369,593	\$6,272,043	

Division Purpose and Goals

GSA provides a corporate solution that captures, analyzes, and manages the critical information obtained in the process of utility payment and applies that information to find opportunities to conserve resources and reduce costs. The utility bill payment and processing system is 100% digital and is outsourced using a third-party energy and sustainability management platform. This function is managed by GSA Administration and Support Services Division.

Policy and management drivers for energy conservation include the Energy Conservation and Management Policy and the Energy Design and Management Guidelines. The 100% Clean Energy by 2050 resolution establishes a goal which influences design and management decisions that affect energy consumption and the overall utility budget.

Major Accomplishments

Continued to serve on the Energy Advisory Commission, working toward the Board's goal of 100% Clean Energy by 2050. The Commission also held the 27th Energy Camp by moving the camp entirely online due to the COVID-19 pandemic, reaching 675 youth in the community.

Continued to use utility data to identify energy conservation measure projects that reduce energy consumption, maintenance costs, and utility costs. The following projects were completed: two building-level HVAC control projects at Village Regional Library and Holly Springs Community Library & Cultural Center; two building LED retrofits at Holly Springs Community Library & Cultural Center and the Library Administration Building; and two LED site lighting retrofit projects at the Wake County Office Park and Green Road Community Library.

Other energy savings projects were initiated including a multi-site solar and multi-site LED project aimed to reduce utility costs for up to 15 facilities.

FY22 Discussion

The Utilities budget decrease of \$89,000 is related to lower natural gas projections across the County libraries and human services facilities.

Horizon Issues

General Services identified Energy Conservation Measure capital projects over the next seven years, which include LED lighting, building controls, solar cells, and other energy efficiency projects.

Summary of Services and Performance Measures

Service Area: Utility Management

Description: Utility Management provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment. This helps find opportunities to conserve resources and money. The critical information is collected for historical energy use, providing baseline information for analysis.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of buildings with corporate recycling	53	52	53	
Number of facilities with building control systems	53	53	52	

County Building Agreements

Division Summary - County Building Agreements

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$257,161	\$262,505	\$262,505	\$251,564	100.0%
Revenue Totals	\$257,161	\$262,505	\$262,505	\$251,564	
Expenditures					
Contractual Services	\$38,580	\$15,000	\$15,000	\$45,000	55.7%
Supplies, Materials and Other Charges	\$955	\$176,768	\$176,768	\$35,768	44.3%
Expenditure Totals	\$39,535	\$191,768	\$191,768	\$80,768	

Division Purpose and Goals

County Building Agreements are managed and maintained by GSA and serve as a repository for facility leases where the County is the lessor or the lessee, regardless of funding source. To optimize public funding of private sector space and to leverage this space to meet needs, GSA allocates resources in a fiscally prudent manner.

Major Accomplishments

Supporting the Human Services Facilities Master Plan, completed tenant improvements and move-in for the Human Services Center at Departure Drive and Human Services facility at Somerset Drive. Several programs and employees were successfully transitioned.

Extended Duraleigh Road Community Library lease agreement and completed minor renovations in the library.

Renegotiated the Southgate Community Library lease agreement.

FY22 Discussion

The division expenses decrease by \$111,000. A decrease of \$146,000 in real property rentals is a result of a new lease for the Human Services facility on Somerset Drive. This decrease is offset by an expansion that includes maintenance for the Carolina Mudcats scoreboard at Five County Stadium (\$35,000). The system has aged out of its warranty period.

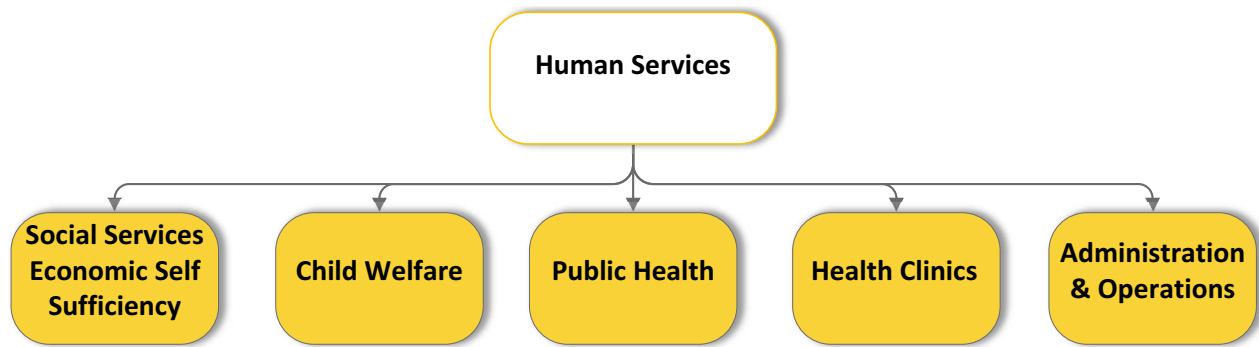
Horizon Issues

The County will plan next steps for the Marbles Kids Museum and Imax Theater lease agreement, which is scheduled to end on November 2022.

Additionally, the County will plan next steps for the Carolina Mudcats Five County Stadium lease agreement, which ends on January 2023.

Minor renovations at Southgate Community Library will occur as part of a new lease agreement.

Human Services



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$10,711,506	\$11,933,779	\$11,932,519	\$11,239,457	14.1%
State	\$53,460,473	\$53,327,172	\$53,405,988	\$54,280,626	68.0%
Local	\$150,948	\$100,444	\$111,684	\$72,110	0.1%
Charges For Services	\$14,881,197	\$14,223,307	\$14,252,066	\$14,265,205	17.9%
Miscellaneous	\$114,469	\$5,066	\$12,566	\$5,066	0.0%
Other Financing Sources	—	\$845,688	\$845,688	—	0.0%
Revenue Totals	\$79,318,594	\$80,435,456	\$80,560,511	\$79,862,464	
Expenditures					
Salary / Benefits	\$118,450,072	\$122,374,878	\$122,052,705	\$126,088,043	75.5%
Contractual Services	\$24,670,035	\$26,458,017	\$27,510,534	\$28,388,056	17.0%
Supplies, Materials and Other Charges	\$10,493,390	\$12,576,426	\$12,755,399	\$12,298,554	7.4%
Capital Outlay	\$154,768	—	\$142,552	—	0.0%
Debt	\$1,052	—	\$153	\$179	0.0%
Budget Reserves	—	—	\$180,915	—	0.0%
Transfers Out	\$199,966	\$1,045,654	\$1,045,654	\$199,966	0.1%
Expenditure Totals	\$153,969,284	\$162,454,975	\$163,687,912	\$166,974,798	
Expenditures by Division					
Administration & Operations	\$19,686,016	\$21,298,988	\$22,031,946	\$22,311,214	13.4%
Child Welfare	\$31,425,999	\$34,291,677	\$34,397,687	\$34,644,055	20.7%
Health Clinics	\$19,392,896	\$20,837,055	\$21,032,635	\$20,813,875	12.5%
Human Service Reserves	—	—	\$180,915	—	0.0%
Public Health	\$29,802,523	\$31,204,274	\$31,469,977	\$33,660,532	20.2%
Social Services Economic Self Sufficiency	\$53,661,849	\$54,822,981	\$54,574,752	\$55,545,122	33.3%
Expenditure Totals by Division	\$153,969,284	\$162,454,975	\$163,687,912	\$166,974,798	
Number of FTEs	1,628.997	1,623.997	1,629.997	1,652.830	

Department Purpose and Goals

The mission of Wake County Human Services is to facilitate full access to high quality and effective health and human services for Wake County residents in partnership with the community. The department vision is for Wake County to be one of the healthiest places to live and for all residents have opportunities to improve their lives. Wake County Human Services is dedicated to providing public health, social services, and transportation services to over 200,000 people a year. The department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, transportation and other human services in over 14 locations throughout Wake County.

FY22 Discussion

The Human Services budget sees a \$4.52 million expenditure increase. The bulk of this increase is related to expansions across every division. The revenue budget decreased \$573,000, largely due to changes in how specific program funds are budgeted.

The Economic Self-Sufficiency budget increased by \$722,000 from the prior year budget. This increase reflects \$1.28 million in salary and benefits mostly

due to new expansion positions (11.000 FTE; \$850,000). The overall increase is partially offset by a decrease of \$641,000 in Child Support Enforcement Incentive Funds, which are now budgeted in the Grants and Donations Fund for more flexibility.

Child Welfare revenue budget remained flat, while the expenditures increased \$352,000 almost entirely related to benefit changes in health insurance and retirement.

The Public Health division budget increased by \$2.47 million from the prior year budget. The majority of this change is reflected through new expansions (7.833 FTE; \$2.24 million), particularly to strengthen the Public Health infrastructure.

The Health Clinics division budget decreased by \$23,000 based on mid-year position movement. This overall decrease was offset by an expansion addition (1.000 FTE; \$41,000).

Finally, in Administration and Operations, the budget reflects an increase of \$1.01 million from the prior year budget. The majority of this change reflects increases to salary and benefits, and an increase in the cost of facility leases for a new replacement facility at Somerset Drive. New expansions are also included (3.000 FTE; \$131,000).

Social Services Economic Self Sufficiency

Division Summary - Social Services Economic Self Sufficiency

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	—	\$712,420	\$712,420	—	0.0%
State	\$34,934,604	\$33,054,766	\$32,875,028	\$33,610,408	96.8%
Charges For Services	\$1,045,273	\$1,082,343	\$1,111,102	\$1,107,241	3.2%
Revenue Totals	\$35,979,877	\$34,849,529	\$34,698,550	\$34,717,649	
Expenditures					
Salary / Benefits	\$40,791,700	\$41,411,818	\$41,382,060	\$42,696,682	76.9%
Contractual Services	\$10,346,849	\$9,856,963	\$9,811,424	\$9,856,463	17.7%
Supplies, Materials and Other Charges	\$2,517,846	\$3,554,200	\$3,381,237	\$2,991,977	5.4%
Capital Outlay	\$5,345	—	—	—	0.0%
Debt	\$110	—	\$31	—	0.0%
Expenditure Totals	\$53,661,849	\$54,822,981	\$54,574,752	\$55,545,122	
Number of FTEs	596.500	596.500	596.500	607.500	

Division Purpose and Goals

Economic Self Sufficiency Division 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 of this division are to promote and support personal responsibility; provide time-limited public assistance; provide energy and food assistance; offer access to health care; establish and enforce child support obligations; maximize 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 Services; Family Medicaid; Food and Nutrition Services (FNS); Program and Staff Development (PSD); Energy Programs; Vocational Services; and Work First. The Division also includes Adult Services Programs including Adult Protective Services (APS), Adult Guardianship, Adult Medicaid, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect, and exploitation of disabled adults.

Major Accomplishments

Child Support collected \$50,307,152 which was 102.8% of the goal. Ninety-nine percent of this amount went directly to families and children.

CARES funding of \$5 million for each program was allocated to assist with utility payments and child care for families impacted by COVID-19. Staff across many programs were quickly trained to help process these applications.

Medicaid met the application timeliness requirement in all months of the year.

Food and Nutrition Services experienced a surge of applications and active cases during 2020 due to the pandemic. The number of applications processed during 2020 was 25% higher than the number processed in 2019. The active caseload increased from 30,000 to 40,000 cases. Over 100 staff were cross trained to assist with the increased workload.

FY22 Discussion

The Economic Self-Sufficiency budget increased by \$722,000 from the prior year budget. This increase reflects \$1.28 million in salary and benefits mostly due to new expansion positions. The overall increase

Social Services Economic Self Sufficiency

is partially offset by a decrease of \$641,000 in Child Support Enforcement Incentive Funds, which are now budgeted in the Grants and Donations Fund for more flexibility.

Funding for three additional Food and Nutrition Services supervisors will reduce the supervisor to staff ratio, improving staff training and retention and monitoring of State expectations for timeliness, and accuracy. This expansion is offset by \$120,000 in revenues (3.000 FTEs, \$254,000).

Funding for three additional Economic Benefits Technicians staff at the Human Services Centers at Departure Drive and Somerset Drive to assist Case Managers with the increasing application demand for Food and Nutrition Services and Medicaid Services. This expansion will be offset by revenues of \$94,000 (3.000 FTEs, \$201,000).

Funding for three Medicaid Services Supervisors to improve the ratio of supervisors to staff across Medicaid intake and review teams, improving staff training and retention and monitoring of State expectations for timeliness and accuracy. This expansion would include \$123,000 in revenue that would offset some of the costs (3.000 FTEs, \$258,000).

The budget includes funds for an Adult Medicaid Eligibility Team Lead to provide assistance to the supervisor in identifying Supplemental Security Income terminations to improve the review processing time. The expansion would be offset by revenues of \$58,000 (1.000 FTEs, \$78,000).

The budget includes funding for a Family & Children's Medicaid Caseworker to partner with NeighborHealth to provide Medicaid eligibility determination services to approximately 6,000 patients. The expansion would include revenues of \$64,000 that would offset most of the cost (1.000 FTEs, \$64,000).

Horizon Issues

The Social Services Economic Self Sufficiency division will focus on finding opportunities to serve clients effectively through technology, contactless visits, and efficient methods of communication. The goal is to maximize the successes in customer service realized during the pandemic.

Reduction in Court capacity during the pandemic decreased the division's ability to effectively provide Child Support services. Caseloads have increased significantly because of automatic extensions during the pandemic, which will have impacts on workload when the public health emergency ends. Additionally, permanent staffing for the IHEAP program remains low. In the future, the County will seek a more sustainable plan for staffing.

Changes to Medicaid Transformation may change application procedures and recertification. Additionally, in July 2021, Administrative Offices of the Court will implement technology improvements. This infrastructure change can impact staffing needs, ability to review of existing Court procedures, and improve collaboration across the County.

Social Services Economic Self Sufficiency

Summary of Services and Performance Measures

Service Area: Children's Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the federal poverty level, and family planning services to low income adults.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of Family and Children Medicaid applications processed timely	99	90	90	90

Service Area: Older Adults - Medicaid, FNS, and Special Assistance

Description: This area includes Medicaid, Food & Nutrition Services (FNS), and Special Assistance services for senior and disabled adults. Special Assistance is a program which helps pay for the cost of care in an adult care home or assisted living facility.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of adult Medicaid applications completed timely	96	90	90	90
Percent of Special Assistance-Aged applications processed timely	86	85	85	85
Percent of Special Assistance-Disabled applications processed timely	87	85	85	85

Service Area: Adult Protective Services

Description: Accept and evaluate calls for information, referral, and reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Percent of screened in reports of abuse, neglect, and/or exploitation initiated within 72 hours	99	100	100	100
Efficiency				
% of Adult Protective Service evaluations involving abuse/neglect completed timely	99	95	95	100
% of evaluations involving exploitation completed timely	100	85	85	100
Effectiveness				
Percent of evaluations and case decisions will be completed within 30/45 days of first contact	99	95	95	95
Percent of screened in reports alleging danger of death initiated immediately	0	100	0	

Social Services Economic Self Sufficiency

Service Area: Food & Nutrition Services

Description: Food Nutrition Services (FNS) provides food assistance (food stamps) to supplement the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of expedited FNS applications processed timely	91	95	95	95
Percent of FNS recertifications processed timely	95	959	95	95
Percent of FNS regular applications processed timely	90	95	95	95

Service Area: Older Adults - Adult Care Homes

Description: Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities).

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Percent of on-site visits conducted to adult care home facilities	100	100	100	100

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Amount of child support collected	50,307,151	48,920,925	48,920,925	48,920,925
Percent of child support cases that are enforced (court-ordered child support)	86	87	86	86
Percent of current child support paid	69	69	68	68
Percent of paternities established for children born out of wedlock	100	100	99	99
Effectiveness				
Percent of child support cases that receive payment toward arrears	58	69	69	69

Social Services Economic Self Sufficiency

Service Area: Adult Guardianships

Description: Serve as the legal guardian of the person for elderly and disabled adults as designated by the Wake County Clerk of Court.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of all adult wards with primary care provider	96	100	100	100

Service Area: Work First

Description: Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Percent of Work First applications processed within the 45 day time frame	100	95	95	95

Service Area: Older Adults - Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) are provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of consumers who maintain stable housing	93	98	98	98

Service Area: Child Care Subsidy

Description: Affordable early childhood education and childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Services provide safety for children at risk of abuse and neglect, allows family to receive treatment in home, reduces placement out of home, and develops school readiness for children with developmental delays and special needs.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of unduplicated children served	5,614	7,000	7,000	7,000
Efficiency				
Percent of child care subsidy applications processed timely	98	95	95	95
Effectiveness				
Percent of child care subsidy dollars used	96	100	100	100

Social Services Economic Self Sufficiency

Service Area: Employment and Workforce Career Center at Swinburne

Description: The one-stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through the Career Center and NCWorks. Co-located staff offer funding for skills training for customers who meet certain requirements and provide Business and Employer Services.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of new and carryover individuals served via enrollment and job finder club services	9,989	19,000	10,000	10,000

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide assistance to individuals and families who are experiencing heating or cooling emergencies. These services typically pay utility companies directly. This includes programs like Crisis Intervention Program (CIP) and Low Income Energy Assistance Program (LIEAP).

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of CIP applications processed timely with heat and cooling source	99	95	95	95
Percent of CIP applications processed timely with no heat or cooling source	94	85	95	95
Percent of CIP funds used to serve Wake County residents	100	100	100	100
Percent of LIEAP funding used to serve Wake County residents	94	100	100	100

Child Welfare

Division Summary - Child Welfare

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$2,043,040	\$2,128,180	\$2,113,180	\$2,128,180	13.4%
State	\$11,786,661	\$13,767,033	\$13,841,076	\$13,790,367	86.5%
Local	—	\$38,184	\$38,184	\$9,850	0.1%
Charges For Services	\$16,512	\$7,500	\$7,500	\$12,500	0.1%
Revenue Totals	\$13,846,213	\$15,940,897	\$15,999,940	\$15,940,897	
Expenditures					
Salary / Benefits	\$23,111,500	\$24,284,009	\$24,284,009	\$24,681,883	71.2%
Contractual Services	\$6,815,375	\$8,396,935	\$8,542,664	\$8,517,339	24.6%
Supplies, Materials and Other Charges	\$1,366,513	\$1,610,733	\$1,514,322	\$1,444,833	4.2%
Capital Outlay	\$132,556	—	\$56,631	—	0.0%
Debt	\$55	—	\$61	—	0.0%
Expenditure Totals	\$31,425,999	\$34,291,677	\$34,397,687	\$34,644,055	
Number of FTEs	315.800	314.800	314.800	314.800	

Division Purpose and Goals

Child Welfare protects children and enhances their well-being by supporting and strengthening families. State and federal law require Child Welfare to receive and screen reports from the public of suspected child abuse, neglect, and dependency to see if they meet legal criteria for Child Protective Services (CPS) assessments. They also conduct CPS assessments to determine if children have been maltreated and need protective services. Child Welfare provides protective services to help families keep children who have been maltreated safely at home whenever possible. Prevention services are available to families at risk of involvement with CPS to help reduce the possibility of CPS involvement. Finally, they take children into foster care when no other means are adequate to protect them and quickly reunify foster children with their families whenever possible, while looking for alternate permanent homes through adoption when necessary.

Child Welfare has three federally mandated goals. The first goal is safety: children will be protected from child abuse and neglect. The second goal is permanence: children entering foster care will be reunited with family or placed in a new permanent

home as quickly as possible. The third goal is wellbeing: the educational, health, and overall well-being of children in foster care or receiving Child Protective Services In-Home Services will be enhanced.

Major Accomplishments

The division decreased the turnover rate by 21%, decreased vacancy rate from 12% to 5%, and increased retention rate of newly hired employees who stay 12 months by 22%.

1,164 staff participated in Child Welfare training, team support circles, and 1:1 coaching sessions, and 100% of staff completed their coaching plans.

March 2020 - December 2020, the division increased the timeliness of initiating of assessments of child abuse and neglect from 91.9% the prior year to 98.4%, exceeding the state and federal expectation of 95%. They even reached 100% in June 2020.

Facilitated 1,677 visits at Wake House Family Visitation Center, reunified 31 children with a removal parent, and unified 14 children with a non-removal parent.

Child Welfare's Community Outreach Sponsorship Team received a National Association of Counties 2020 Achievement Award for identifying and responding to children's needs and wishes. The division also received donations of goods and services totaling \$235,000.

FY22 Discussion

Child Welfare revenue budget remained flat, while the expenditures increased \$352,000 almost entirely related to benefit changes in health insurance and retirement.

Horizon Issues

The County aims to maintain children in their homes, or within the State. However, there is a lack of capacity and availability for therapeutic foster homes, group homes, or residential treatment facilities to serve adolescents with complex needs. Complex

needs include mental and behavioral health, intellectual or developmental disabilities, sexual and physical aggression, and juvenile justice involvement.

Lack of Medicaid coverage for parents with children in out-of-home care, and undocumented parents and children, results in diminished access to needed services. This lack in continuity of care impacts the sustainability of reunification and children remaining safely in their own home. In addition, given the challenges of accessing services, children have longer lengths of stays in out-of-home care.

Child Welfare struggles with obtaining specialized legal services to ensure timely access of legal residency and/or citizenship for undocumented youth and young adults. There are also insufficient service and placement providers equipped to deliver culturally sensitive services in the child and families' first language.

Child Welfare

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of CPS reports received	7,397	9,789	7,397	
Number of reports accepted for CPS Assessment	4,898	6,500	4,898	
Effectiveness				
Percent of accepted reports of child maltreatment initiated timely	93	95	95	95
Percent of assessments completed within 45 day policy time frame	71	95	95	95
Percent of youth with repeat of maltreatment	8	9	9	9

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of children in foster care (average)	482	482	482	
Number of children receiving guardianship assistance	26	35	26	15
Percent of youth receiving face-to-face contact with social worker each month	95	95	95	95
Output				
Rate of placement moves per 1,000 days of foster care	5	4	4	4
Effectiveness				
Number of 18-21 youth in out-of-home placement	65	76	76	
Percent of children achieving adoption within 24 months of child coming into foster care (when adoption is the case plan)	6	6	6	5
Percent of children achieving guardianship (or custody with relative) within 18 months of child coming into foster care (when guardianship/custody with relative is the case plan)	13	13	13	12
Percent of youth discharged prior year who re-enter foster care	0	8	8	8
Percent of youth who entered prior year, discharged to permanency in next year	19	26	41	41

Child Welfare

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of families referred for CPS In-Home Services	374	770	374	
Percent of In-Home cases closed within 6 months of In-Home services being opened	74	78	78	77

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of adoptive families of special needs foster children receiving financial assistance (average)	1,112	1,112	1,112	1,112

Public Health

Division Summary - Public Health

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$5,485,613	\$5,858,375	\$5,881,883	\$5,876,473	58.5%
State	\$665,246	\$595,909	\$806,284	\$812,509	8.1%
Local	\$53,695	\$28,260	\$39,500	\$28,260	0.3%
Charges For Services	\$3,080,245	\$3,333,347	\$3,333,347	\$3,333,347	33.2%
Miscellaneous	\$15,507	—	\$7,500	—	0.0%
Other Financing Sources	—	\$845,688	\$845,688	—	0.0%
Revenue Totals	\$9,300,306	\$10,661,579	\$10,914,202	\$10,050,589	
Expenditures					
Salary / Benefits	\$26,327,369	\$26,835,614	\$26,713,214	\$28,434,592	84.5%
Contractual Services	\$1,127,407	\$979,833	\$1,350,409	\$2,686,159	8.0%
Supplies, Materials and Other Charges	\$2,133,259	\$2,343,173	\$2,360,700	\$2,339,815	7.0%
Capital Outlay	\$14,302	—	—	—	0.0%
Debt	\$220	—	—	—	0.0%
Transfers Out	\$199,966	\$1,045,654	\$1,045,654	\$199,966	0.6%
Expenditure Totals	\$29,802,523	\$31,204,274	\$31,469,977	\$33,660,532	
Number of FTEs	345.797	339.797	345.797	353.630	

Division Purpose and Goals

The primary mission of the Public Health Division is to collaboratively protect and improve the health of residents through partnerships, innovation and integration of health resources. Primary program areas include: Communicable Disease Prevention and Surveillance, HIV/STD Outreach, Chronic Disease and Injury Prevention and Health Promotion, Emergency Preparedness, Immunization Outreach, Maternal and Child Health Outreach, Child Care Health Consultants, Vital Records, School Health, 4-H, and the Women Infant and Children Nutrition services.

Major Accomplishments

The HIV/STD community program and AIDS Unites provided a national training and consultation on how to implement a Transitional Care Coordination Model that supports the continuity of healthcare for HIV+ incarcerated men and women.

The Communicable Disease Surveillance Team, a staff of 6, were responsible for the welfare of Assisted Living and Adult Care Homes for Wake County during the COVID-19 pandemic, providing guidance, supervision, education, and support to these facilities with more than half of the team assigned to the COVID-19 operation during FY 2020.

Maternal and Child Health received the Improving Community Outcomes for Maternal and Child Health grant for two years, totaling \$950,000.

The Minority Diabetes Prevention Program received CDC Full Recognition for the period January 21, 2020 to January 31, 2023. This status allows Wake County Human Services to apply as a Medicare Diabetes Prevention Program supplier and to eventually bill Medicare for services.

4-H staff created a volunteer system to distribute meals and resources to McKinney-Vento families. 975 meals were delivered each week from March to December 2020. This system served an average of 200

youth per week. In all, the system enabled 824 volunteers to deliver over 39,000 meals to McKinney-Vento families in Wake County during the COVID-19 pandemic.

FY22 Discussion

The Public Health division budget increased by \$2.47 million from the prior year budget. The majority of this change is reflected in the expansions described below:

Two Communicable Diseases Nurses and one Disease Intervention Specialist Social Worker will increase the capacity of the communicable disease team to monitor and report on communicable diseases in an increasingly growing population (3.000 FTE; \$283,000).

Two additional school nurses and a nurse supervisor will maintain the school nurse acuity model of one nurse for every two schools (2.833 FTE; \$262,000).

The budget includes funding to convert two contracted Hepatitis C Social Workers into regular

County employees to continue connecting Hepatitis C patients to treatment. This change transitions the program from grant to County funding (2.000 FTE; \$110,000).

Funding to enhance division-wide capacity to effectively investigate, diagnose, and address health problems and hazards affecting the population (COVID-19 and other public health programs) is included in the budget (\$1,600,000).

Horizon Issues

Public Health anticipates increased need for service delivery beyond COVID-19, including the need to respond to future public health surveillance requests. The County also anticipates receiving less Medicaid reimbursements, which will impact certain Maternal and Child Health services.

Public Health does not bill for telehealth services, and many in-home visiting programs and childbirth classes have suspended due to the pandemic. The County will seek additional resources to meet public health demand.

Summary of Services and Performance Measures

Service Area: Communicable Disease Control - Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the data to drive planning for the prevention, treatment, and disease protection for the community.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of foodborne cases (includes Hepatitis A, Campylobacter, E. Coli, Salmonella, and Shigella)	382	550	420	420
Number of vaccine preventable diseases	125	250	138	138
Number of vectorborne cases	89	85	98	98
Output				
Number of animal exposures investigated	623	750	685	685
Number of communicable disease cases investigated	1,336	1,650	1,470	1,470
Number of HIV investigations	137	145	150	150
Number of syphilis investigations	338	300	372	372

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention, and reporting of tuberculosis (TB) within Wake County. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of clinic visits	4,995	5,660	5,495	5,495
Number of TB cases confirmed	29	30	30	30
Output				
Number of field visits	1,850	3,625	1,868	1,868
Number of TB cases investigated	181	210	199	
Efficiency				
Percent of TB investigated and reported within the state-mandated time frame	96	95	95	95

Public Health

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of communication drills conducted	12	17	4	4
Number of incident command system activation days	118	0	12	12
Number of mass care training sessions conducted	7	7	12	12
Number of preparedness operational exercises conducted and participated in	3	5	3	3

Service Area: WIC

Description: Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of WIC baseload participating in services	118	97	97	97

Public Health

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Number of clients who use prevention and education services	10,133	11,000	10,000	10,000
Number of hepatitis C mono-infected clients identified	150	180	100	100
Number of hepatitis C mono-infected patients completing treatment	81	165	100	100
Number of hepatitis C mono-infected patients in treatment	104	95	100	100
Number of HIV/AIDS clients assisted with housing	11	10	10	10
Number of HIV/AIDS clients assisted with Housing Opportunities for Persons with AIDS program	113	150	0	
Number of HIV/AIDS clients assisted with nutritional supplements	103	150	150	150
Number of HIV/AIDS clients assisted with utility payments	99	100	100	100
Number of HIV/AIDS clients who received medical assistance	4	10	10	10
Number tested for HIV, gonorrhea, syphilis, chlamydia, hepatitis C in non-clinic sites	17,470	21,550	10,750	10,750
Percent of chlamydia positivity at non traditional testing sites	6	8	8	8
Percent of gonorrhea positivity at non-traditional testing sites	3	3	3	3
Percent of hepatitis C positivity at non-traditional testing sites	5	7	7	7
Percent of HIV positivity at non-traditional testing sites	0	1	1	1
Percent of syphilis positivity at non-traditional sites	4	3	3	3

Service Area: Healthy Child Development and Care Coordination for Children

Description: Assist vulnerable families to support their young childrens' (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of children age 15 months who had recommended well-child visits	79	77	79	79

Public Health

Service Area: Pregnancy Care Management

Description: Provide social work, nursing intervention, and health and injury prevention education to assure healthy planned births and safe children. The program is delivered with fidelity to the Nurse Family Partnership tested model.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of NFP participants who initiate breastfeeding	90	93	93	93

Service Area: Immunization Outreach

Description: Increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children (age 0-18) are represented in the North Carolina Immunization Registry (NCIR). Provides system administration for NCIR and oversight and administration of National Association of Counties Prescription Discount Card Program for Wake County.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of clients immunized	12,623	17,000	17,000	17,000
Number of doses administered	32,209	42,200	42,200	42,200

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention reviews the deaths of children (ages 0-17) that are not due to suspected abuse and neglect. The team identifies causes of child deaths and identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families. They make recommendations for changes that could prevent future child fatalities.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of childhood deaths assessed to improve services	100	100	100	100

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services that address obesity, cardiovascular disease, stroke, and diabetes for vulnerable populations and communities. Increase access to health services for women needing breast, cervical and cardiovascular screenings. Provide technical expertise for policy development and professional trainings related to tobacco prevention, healthy eating and physical activity. Support the outreach and education efforts of the Wake County Drug Overdose Prevention Coalition.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of breast cancer screenings conducted	446	370	350	350
Number of breast cancers detected	13	12	10	10
Number of cervical cancer screenings conducted	18	30	20	20
Number of cervical cancers detected and referred for treatment	0	1	1	1
Number of drug overdose referrals linked to certified peer support	431	460	470	470
Number of drug overdose referrals outbound from peer support to recovery services	680	710	720	720
Effectiveness				
Number of individuals receiving cardiovascular disease interventions	31	130	150	150
Number of written tobacco policies and regulations	0	1	1	1

Public Health

Service Area: School Nursing and Dental

Description: Promote health, safety, and educational success of the school age child in Wake County by serving students, families, and school staff through partnerships, evidence based practice, and professional standards of care.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Percent of invasive procedures performed as prescribed on the physician order or plan of treatment	100	100	100	100
Percent of parents satisfied with students increase in management of chronic illness	91	100	100	100
Percent of students receiving case management who show improved health and education outcomes	81	100	100	100
Percent of students receiving nursing who increase their management of chronic illness	88	100	100	100
Percent of students receiving scheduled medications at school for correct dose and at correct time	99	100	100	100
Percent of students requiring emergency medications who receive as prescribed	100	100	100	100
Percent of targeted population linked to and access health services	42	100	100	100
Percent of targeted students identified as having no insurance enrolled with a health insurance program	87	100	100	100

Service Area: Vital Records

Description: Register all births, deaths and fetal deaths records. Perform duties of Registrar and provide vital record information to the State, Register of Deeds, Public Health Director and other stakeholders. Provide birth and death surveillance data to the Public Health Director, Epidemiologist, and other stakeholders. Monitor and report funeral home and physician compliance, per General Statute, to the Public Health Director, funeral homes, and/or physicians and use information to assess training needs.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Percent of all birth records available within ten days of birth	90	100	100	100
Percent of all death records available within five days of death	24	50	50	50

Service Area: Youth Services-Community Youth Development

Description: Decrease risky behaviors and increase adoption of healthy behaviors of vulnerable children and adolescents.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
# of clients trained in substance abuse prevention	200	500	500	500
Effectiveness				
% at-risk youth with no recidivism	97	90	90	90
% of 4-H Youth participants demonstrating increased healthy behaviors	95	90	90	90
Number of adults trained in youth development best practices and evidence-based programming	246	350	350	350

Health Clinics

Division Summary - Health Clinics

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$3,182,853	\$3,234,804	\$3,225,037	\$3,234,804	24.3%
State	\$300,126	\$378,217	\$491,603	\$378,217	2.8%
Charges For Services	\$10,686,790	\$9,696,747	\$9,696,747	\$9,708,747	72.9%
Miscellaneous	\$94,829	—	—	—	0.0%
Revenue Totals	\$14,264,597	\$13,309,768	\$13,413,387	\$13,321,768	
Expenditures					
Salary / Benefits	\$14,367,979	\$15,496,938	\$15,345,483	\$15,483,227	74.4%
Contractual Services	\$3,451,454	\$3,354,014	\$3,615,196	\$3,365,753	16.2%
Supplies, Materials and Other Charges	\$1,570,897	\$1,986,103	\$1,986,958	\$1,964,895	9.4%
Capital Outlay	\$2,566	—	\$84,998	—	0.0%
Expenditure Totals	\$19,392,896	\$20,837,055	\$21,032,635	\$20,813,875	
Number of FTEs	175.400	176.400	176.400	177.400	

Division Purpose and Goals

The Health Clinics Division provides direct medical care and treatment and support services to Wake County residents at its main campus at Sunnybrook Road as well as three Wake County Human Services (WCHS) Regional Centers. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), HIV, Child Health, Prenatal, Dental, Women's Health, Immunization, Travel Medicine, Refugee Health, and WIC services. The services are offered to uninsured, underinsured, Medicaid/Medicare covered individuals, and privately insured individuals. Patients with no third-party coverage are offered fee adjustments using a sliding-fee scale, based on family size and income. Laboratory and Pharmacy provide critical support services for both the Health Clinics and Public Health Divisions.

Major Accomplishments

Effectively implemented telehealth services across all clinical health services during the COVID-19 pandemic.

Implemented Hepatitis C Treatment Clinic 1 day per week within the STD Clinic.

The Dental Clinic was awarded the "Smiles for Kids" grant in FY 2020 and Year-3 continuation grant funding for the Smiles at Sunnybrook program for FY 2021.

Women's Health (Family Planning & Prenatal) provided uninterrupted prenatal service to Wake County residents throughout COVID-19 response.

Wake County Human Services Laboratory received the Commission on Office Laboratory Accreditation for the first time in history. The physician-directed organization promotes excellence in laboratory medicine and patient care through a program of voluntary education, consultation, and accreditation.

FY22 Discussion

The Health Clinics division budget decreased by \$23,000 based on staffing changes.

The budget includes funding to convert one temporary position into a regular Certified Medical Assistant to meet demand at Southern Regional Center and match the County's clinical care model (1.000 FTE, \$23,000).

Health Clinics

Summary of Services and Performance Measures

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis and sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles. Assures the availability of quality health care services related to reducing the risk and spread of communicable diseases.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of STD clinic visits	7,878	11,000	10,500	
Number of STDs diagnosed including chlamydia, gonorrhea and syphilis	2,219	2,800	2,700	
Number of visits in the HIV clinic	8,842	8,800	8,800	8,800
Output				
Percent of HIV clients who sustain viral loads suppression (monitors the immune system)	84	90	90	90
Effectiveness				
Number of unduplicated STD patients	5,806	7,100	7,100	7,100
Percent of HIV clients screened for STDs	100	95	95	95

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations included to prevent childhood disease, adult diseases, and to prepare for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of foreign travel clients served	715	1,400	800	800
Number of immunizations given	14,768	38,000	37,000	37,000
Number of refugee clients served	194	400	400	400
Output				
Number of visits in immunization clinic	6,735	10,600	10,600	10,600

Health Clinics

Service Area: Child Health Clinic

Description: Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
# of visits for child health services, all sites	11,176	13,500	12,500	
Number of unduplicated patients served in child health clinic	5,043	5,500	6,500	6,500
Number of well-child visits	5,308	7,300	7,300	7,300

Service Area: Maternal and Prenatal Health Clinics

Description: Provide social work and nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Efficiency				
Number of patients who deliver full term (37 weeks)	1,048	1,400	1,300	1,300
Effectiveness				
Number of newborn deliveries greater than 2,800 grams	975	1,250	1,215	1,215
Number of obstetrician visits	18,576	14,000	15,000	15,000

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider for these services.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of unduplicated patients served in women clinics	5,399	7,000	6,800	6,800
Efficiency				
Number of visits to women clinics	9,027	12,000	12,000	12,000
Effectiveness				
Number of long-acting reversible contraceptives placements	766	1,200	1,100	1,100
Percent of postpartum patients using long -acting reversible contraceptives	25	32	32	32

Health Clinics

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for a mass care event (bioterrorism), and community collaboration to provide medication for uninsured citizens.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Amount of value patient assistance medications received	13,150,096	17,556,964	17,000,000	17,000,000
Number of mental health patients served	1,995	2,246	2,200	2,200
Number of patients served	13,294	14,618	14,000	14,000
Number of prescriptions filled	58,025	67,999	66,000	66,000

Service Area: Dental Clinic

Description: Provide children under the age of 20 and pregnant women, who are uninsured and underinsured, preventive and treatment to dental care. Provide community outreach including screening, referral, follow-up, and education.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of dental patient visits	5,653	9,892	9,300	9,300

Service Area: Lab Services

Description: Support all clinical programs and services with laboratory tests, procedures, and results. Support the Environmental Services Department with environmental specimen tests, procedures, and results.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of lab tests performed	64,030	200,000	100,000	100,000

Administration & Operations

Division Summary - Administration & Operations

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$5,773,837	\$5,531,247	\$5,391,996	\$5,689,125	97.6%
Local	\$97,253	\$34,000	\$34,000	\$34,000	0.6%
Charges For Services	\$52,377	\$103,370	\$103,370	\$103,370	1.8%
Miscellaneous	\$4,134	\$5,066	\$5,066	\$5,066	0.1%
Revenue Totals	\$5,927,601	\$5,673,683	\$5,534,432	\$5,831,561	
Expenditures					
Salary / Benefits	\$13,851,524	\$14,346,499	\$14,327,939	\$14,791,659	66.3%
Contractual Services	\$2,928,950	\$3,870,272	\$4,190,841	\$3,962,342	17.8%
Supplies, Materials and Other Charges	\$2,904,875	\$3,082,217	\$3,512,182	\$3,557,034	15.9%
Capital Outlay	—	—	\$923	—	0.0%
Debt	\$667	—	\$61	\$179	0.0%
Expenditure Totals	\$19,686,016	\$21,298,988	\$22,031,946	\$22,311,214	
Number of FTEs	195.500	196.500	196.500	199.500	

Division Purpose and Goals

Under the leadership of the Human Services Director, the Administration and Operations Division manages core operational functions for programs that provide direct services to consumers; supports the Human Services Board; serves as liaison to General Services for buildings and capital improvement planning; and conducts strategic planning, business analytics, and project management for internal business process improvement as well as for special initiatives with community partners. Administration and Operations also provides clinical oversight and maintains public health accreditation standards through the Office of the Medical Director, and coordinates juvenile detention services and juvenile programs in community-based settings.

Major Accomplishments

The Human Services administrative and operational support services were relocated from the Swinburne building to a new location on Departure Drive in Raleigh. This relocation is part of the Human Services Long Term Facilities Master Plan. The move frees up space in the Swinburne building to

accommodate growing staffing needs. The services relocated included Human Services Administration, Human Resources, Budget and Finance, Contracts, Consumer Services and Business Excellence, Call Center, Transportation, and Program Integrity.

Services offered at the Millbrook Human Services Center were relocated to a new building approximately one mile away at Departure Drive in Raleigh. The Departure Drive building is a larger facility which will allow for additional services to be offered. This includes child health, immunizations, care coordination for children, behavioral health services, property tax payments, and the issuance of birth certificates.

Supported work at Oak City Cares throughout the year to ensure basic needs services continued throughout the pandemic.

Supported work throughout the fiscal year to assure the Oak City Cares model is functioning well after its launch.

Assured that front desk services remained available at Northern, Eastern, and Southern Regional Centers throughout the year. This allowed residents in the

Administration & Operations

remote parts of the county to access written materials needed for applications, pay property taxes, and get their questions answered throughout the pandemic.

FY22 Discussion

The budget reflects an increase of \$1.01 million from the prior year budget. The majority of this change reflects increases to salary and benefits, and an increase in the cost of facility leases for a new replacement facility at Somerset Drive.

The budget includes funding for two additional Customer Service Representatives at the Human Services Center at Departure Drive. The positions will address the increasing demand on front-facing staff for services at this new site. This expansion is offset by revenues of \$31,000 (2.000 FTEs; \$126,000).

The budget includes funds to convert a temporary position to a permanent Finance Billing and Coding

Specialist to improve clinical billing helping achieve a better reimbursement rate (1.000 FTEs).

The budget for the Juvenile Detention Center contract is aligned with projected spending as a result of a lower resident count than the initial Raise the Age State estimate (-\$300,000).

Horizon Issues

Medicaid transformation will go into effect on July 1, 2021, which will increase our number of primary carriers for Medicaid insurance from one to five primary carriers. Medicaid transformation will impact the eligibility process, call center volume, and the Medicaid Transportation service model. The division will continue to review staffing capacity to meet service needs and demand between Millbrook and Regional Center.

Administration & Operations

Summary of Services and Performance Measures

Service Area: Division of Juvenile Justice Programs

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of youth enrollments in Wake County JCPC funded programs	1,104	2,200	2,200	2,000
Percent of youth discharged from JCPC programs with no new adjudications	99	90	85	100
Percent of youth discharged from JCPC programs with no new charges	98	90	85	100
Percent of youth discharged from JCPC programs with reduced problem behaviors	87	85	85	100

Service Area: Medicaid Transportation

Description: Medicaid Transportation assures transportation to medical appointments for all eligible individuals who need and request assistance with transportation. Reservations for medical appointments are made through the Transportation Call Center, the primary point of contact for customers.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of calls per customer support representative (average)	733	822	800	800
Number of minutes contact spent in queue waiting for agent	3	4	3	3
Percent of contacts offered to an agent within defined time limit	74	70	80	75

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% of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of bed days for Wake youth in juvenile detention	1,869	2,250	2,250	
Number of Wake youth placed in juvenile detention	200	150	150	

Human Service Reserves

Division Summary - Human Service Reserves

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Budget Reserves	—	—	\$180,915	—	0.0%
Expenditure Totals	—	—	\$180,915	—	

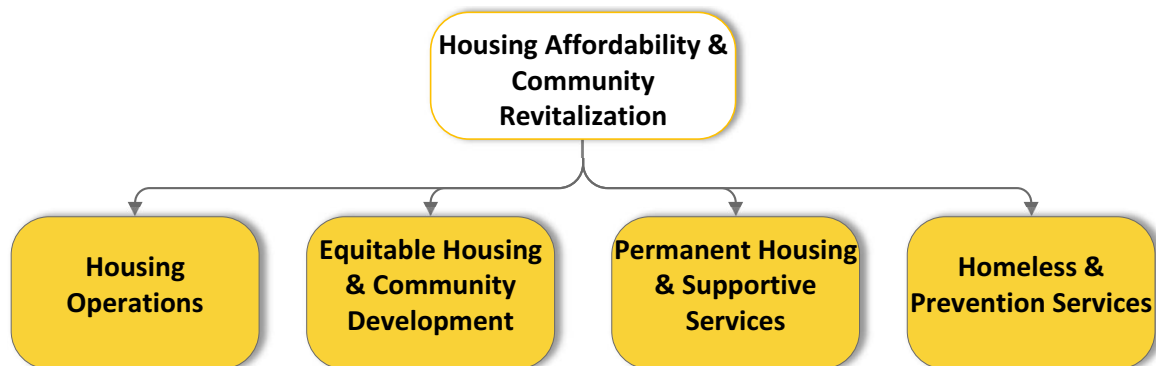
Division Purpose and Goals

Human Services established a budget reserve which enables the department to isolate funding which is

planned for reduction per external funder notification or is determined to be available for re-allocation to other programs within the department.



Housing Affordability & Community Revitalization



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$456,171	\$474,524	\$474,524	\$474,524	99.7%
Charges For Services	\$61,422	\$61,221	\$61,221	\$1,500	0.3%
Other Financing Sources	—	\$1,178,000	\$1,178,000	—	0.0%
Revenue Totals	\$517,593	\$1,713,745	\$1,713,745	\$476,024	
Expenditures					
Salary / Benefits	\$4,577,064	\$6,062,942	\$6,062,942	\$6,383,349	30.8%
Contractual Services	\$1,819,397	\$2,211,133	\$2,330,379	\$2,211,133	10.7%
Supplies, Materials and Other Charges	\$872,095	\$1,218,795	\$1,175,868	\$1,168,523	5.6%
Capital Outlay	\$5,212	—	\$5,250	—	0.0%
Debt	\$111	—	—	—	0.0%
Transfers Out	\$12,987,000	\$10,951,000	\$10,951,000	\$10,995,000	53.0%
Expenditure Totals	\$20,260,880	\$20,443,870	\$20,525,439	\$20,758,005	
Expenditures by Division					
Equitable Housing & Community Development	—	\$319,074	\$319,074	\$320,144	1.5%
Homeless & Prevention Services	\$3,905,544	\$5,789,399	\$5,799,659	\$5,767,050	27.8%
Housing Operations	\$14,630,564	\$10,839,560	\$10,858,069	\$12,300,360	59.3%
Permanent Housing & Supportive Services	\$1,724,771	\$3,495,837	\$3,548,637	\$2,370,451	11.4%
Expenditure Totals by Division	\$20,260,880	\$20,443,870	\$20,525,439	\$20,758,005	
Number of FTEs	68.000	82.000	82.000	85.000	

Housing Affordability & Community Revitalization

Department Purpose and Goals

The 20-Year Comprehensive Affordable Housing Plan adopted in 2017 addresses housing affordability in Wake County. In response to the community needs elevated by the housing plan, the Department of Housing Affordability and Community Revitalization was created in FY 2019 to enhance services for low income and vulnerable households throughout Wake County. The department preserves and promotes housing affordability; prevents and reduces homelessness; and increases access, education and integration for residents by leveraging funds.

The Department of Housing Affordability & Community Revitalization (HACR) administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and County funds. The Department includes services in the County General Fund, the Housing Affordability Capital Fund, and a special revenue fund. The special revenue fund has four primary revenue sources from the Federal Department of Housing and Urban Development: Community Development Block Grant Program, Home Investment Partnership Program (HOME), Housing Opportunities for People with AIDS, and the Emergency Solutions Grant. Program income is also earned in this fund through programs requiring repayment of loans.

FY22 Discussion

The budget increased by \$314,000 from the prior year budget. This is a combination of removing \$1.13 million one-time appropriated fund balance in FY 2021 and adding expansions in FY 2022 (3,000 FTE; \$1.45 million) across Operations, Permanent Housing & Support Services, and Homeless & Prevention Services. The expansions are offset by a Capital Improvement Program transfer. The department's budget continues to pursue the initiatives outlined in the 2017 Comprehensive Affordable Housing Plan.

Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years if mitigating steps are not taken to preserve and increase housing options that are affordable for all residents, especially vulnerable populations.

There is an increasing homeless population with a lack of affordable, low barrier housing units. There is insufficient permanent supportive housing and an increasing use of emergency health services and other crisis interventions for Wake County's chronically homelessness population. There is also insufficient intensive case management for those experiencing homelessness.

Housing Operations

Division Summary - Housing Operations

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$1,403,769	\$717,616	\$717,616	\$946,690	7.7%
Contractual Services	\$173,821	\$92,493	\$120,964	\$92,493	0.8%
Supplies, Materials and Other Charges	\$65,864	\$256,451	\$246,489	\$266,177	2.2%
Debt	\$111	—	—	—	0.0%
Transfers Out	\$12,987,000	\$9,773,000	\$9,773,000	\$10,995,000	89.4%
Expenditure Totals	\$14,630,564	\$10,839,560	\$10,858,069	\$12,300,360	
Number of FTEs	9.000	9.000	9.000	11.000	

Division Purpose and Goals

Housing Operations manages core operational functions for programs that provide direct services to customers. This includes conducting strategic planning, business analytics, and project management for internal business process improvement. Operations also acts as a liaison with internal and external stakeholders for special initiatives with community partners.

Major Accomplishments

The division continues to acquire talented staff and develop leadership skills at all levels of the department.

FY22 Discussion

The Housing Operations budget increased \$1.46 million from the prior year budget because of an

increased contribution to capital projects and the following expansion items:

A Deputy Director of Administration and Operations to enhance the accuracy, efficacy, timeliness, and responsiveness of critical supportive departmentwide operations (1.000 FTE, \$168,000).

A Contracts Compliance Specialist to provide contracting, monitoring, and federal compliance services on all department-wide contracts (1.000 FTE, \$63,000).

Horizon Issues

The main challenge is to sustain the response to the population growth in Wake County. This will require a strategic approach to leverage skilled staff. Additional staff create the need for appropriate operations management to maintain efficiencies.

Equitable Housing & Community Development

Division Summary - Equitable Housing & Community Development

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	—	\$311,024	\$311,024	\$310,856	97.1%
Supplies, Materials and Other Charges	—	\$8,050	\$8,050	\$9,288	2.9%
Expenditure Totals	—	\$319,074	\$319,074	\$320,144	
Number of FTEs	3.000	3.000	3.000	3.000	

Division Purpose and Goals

The Equitable Housing and Community Development Division seeks to increase and preserve housing affordability. The Division operates programs to subsidize affordable development and homeownership, rehabilitate homes, revitalize communities, and partners with municipalities to decrease the loss of affordability as we continue to experience substantial growth. This Division is primarily responsible for implementing the 20-Year Comprehensive Affordable Housing Plan.

Major Accomplishments

The division continues existing projects and launch new projects that benefit low-to-moderate income families and prioritize the most vulnerable residents.

During FY 2021, the Equitable Housing and Community Development division exceeded the goal to produce or preserve 500 units of affordable housing. A total of 876 units were awarded generating an investment of more than \$153 million in residential development.

The division also launched the Affordable Homeownership Program to provide second mortgages and foreclosure prevention to homeowners outside of the City of Raleigh and Town of Cary.

FY22 Discussion

The Equitable Housing and Development budget increased \$1,000 from the prior year budget because of increases in utilities and office supplies.

Horizon Issues

The cost of living continues to outpace growth in wages for many across Wake County. The COVID-19 public health crisis significantly exacerbated this trend causing economic hardships for thousands across the County, possibly taking years to improve.

COVID-19 also created significant disruptions in the supply chain and access to skilled trade for the development of affordable housing. Along with the County's status as a top market for real estate investment, naturally occurring affordable housing is repositioned and redeveloped increasing the likelihood of tenant displacement.

Permanent Housing & Supportive Services

Division Summary - Permanent Housing & Supportive Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$356,171	\$374,524	\$374,524	\$374,524	100.0%
Other Financing Sources	—	\$1,178,000	\$1,178,000	—	0.0%
Revenue Totals	\$356,171	\$1,552,524	\$1,552,524	\$374,524	
Expenditures					
Salary / Benefits	\$1,388,356	\$1,939,900	\$1,939,900	\$1,997,713	84.3%
Contractual Services	\$138,569	\$182,159	\$237,013	\$182,159	7.7%
Supplies, Materials and Other Charges	\$197,846	\$195,778	\$193,724	\$190,579	8.0%
Transfers Out	—	\$1,178,000	\$1,178,000	—	0.0%
Expenditure Totals	\$1,724,771	\$3,495,837	\$3,548,637	\$2,370,451	
Number of FTEs	21.000	24.000	24.000	25.000	

Division Purpose and Goals

The Permanent Housing and Supportive Services Division seeks to provide safe, clean, affordable housing and comprehensive services to communities across Wake County. This includes housing options and wrap-around services that may be currently insufficient, but are critically needed for the level of care and support required by the most vulnerable citizens of Wake County.

Major Accomplishments

Completed a consulting engagement with the Corporation for Supportive Housing resulting in a streamlined operations manual for the division.

Reimagined the Cornerstone facility and programs to provide more comprehensive services and fill gaps in the community.

Reduced caseloads by right-sizing the number of staff assigned to clients. The division also continued to work toward a team-based model to provide more meaningful engagement and high-quality service.

FY22 Discussion

The Permanent Housing and Supportive Services budget decreased \$1.13 million from the prior year budget because of the removal of a one-time appropriation of fund balance made in FY 2021 for a permanent supportive housing capital project.

A SOAR Benefits Specialist is added to help eligible adults apply for Social Security and health benefits through Medicaid (1.000 FTE, \$73,000). This position will also work with the Vocational Counselor to help clients secure a job or trade for additional income.

Horizon Issues

Health precautions from the COVID-19 pandemic have limited the County's capacity to offer temporary emergency housing and intensive case management. As the pandemic continues, large caseloads have reduced staff availability to conduct in-home visits and engage clients. The need to offer additional housing services will likely increase exponentially if the pandemic continues and eviction moratoriums are lifted.

Permanent Housing & Supportive Services

Summary of Services and Performance Measures

Service Area: Cornerstone

Description: Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse. Focused on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are unable to live independently in the community.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of clients who received management, housing information, and counseling	300	330	350	350

Service Area: Supported Housing Team

Description: Provide rental assistance to people with disabilities, experiencing homelessness. Provide case management and on-going community based supports to help people who are formerly homeless and persons with unstable housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Input				
Number of vouchers issued for housing	41	35	30	65
Output				
Number of homeless disabled individuals and families placed in housing	26	25	20	65

Homeless & Prevention Services

Division Summary - Homeless & Prevention Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$100,000	\$100,000	\$100,000	\$100,000	98.5%
Charges For Services	\$61,422	\$61,221	\$61,221	\$1,500	1.5%
Revenue Totals	\$161,422	\$161,221	\$161,221	\$101,500	
Expenditures					
Salary / Benefits	\$1,784,940	\$3,094,402	\$3,094,402	\$3,128,090	54.2%
Contractual Services	\$1,507,007	\$1,936,481	\$1,972,402	\$1,936,481	33.6%
Supplies, Materials and Other Charges	\$608,385	\$758,516	\$727,605	\$702,479	12.2%
Capital Outlay	\$5,212	—	\$5,250	—	0.0%
Expenditure Totals	\$3,905,544	\$5,789,399	\$5,799,659	\$5,767,050	
Number of FTEs	35.000	46.000	46.000	46.000	

Division Purpose and Goals

The Homeless and Prevention Services division assesses and responds to the needs of citizens who are experiencing homelessness or at-risk of becoming homelessness. The Division operates and funds services/programs to meet the needs of our citizens that include: Emergency Shelter, Street Outreach, Homeless Prevention, Rapid Rehousing, Homeless Veteran Services, Homeless Employment Services, and Emergency Relocation Services. The division partners with the Wake County Continuum of Care to uphold best practices, written standards and coordinated assessment throughout the County.

Major Accomplishments

In 2020, Wake County received special allocations of funds under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to be used to prevent, prepare for, and respond to this historic public health crisis. The Homeless and Prevention Services division took a leadership role in administering these funds seeking qualified community partners to assist with implementation of the House Wake! Strategic Plan. The County partners implemented programs to address the needs of families and individuals who were homeless, could not access financial resources, and faced a high risk of contracting.

Last year the Homeless and Prevent Services division launched its new Homeless Prevention Program, Wake Prevent! This program expanded services and focused on relocating households who were not able to maintain their housing even during the statewide eviction moratorium. During FY 2020, the Wake Prevent! team stabilized over 720 households in permanent housing, preventing them from experiencing homelessness.

The division also focused on reducing evictions in Wake County, by providing resources for tenants and landlords. The House Wake! COVID-19 Eviction Prevention Program is a three-step intervention process consisting of eviction prevention, which aims to provide financial assistance to tenants and landlords to cover rent shortfalls resulting from a loss of income; legal services, which are provided pro bono for tenants who need legal counsel to negotiate filed evictions with landlords; and homelessness prevention relocation assistance, which assists with relocating residents whose housing could not be stabilized by other interventions.

The South Wilmington Street Center, the second largest men's homeless shelter in the state, provided shelter to 1,685 people and meals to 87,799 people. The South Wilmington Street Center quickly refocused its services during COVID-19 by creating an isolation dormitory with separate outside

Homeless & Prevention Services

entrance/exit, implementing wellness checks and mask requirements, suspending lottery housing and working closely with Hotels 2 Housing programs, and adopting a pledge for guests to demonstrate their commitment to help keep each other safe through actions.

Wake County effort to end veteran homelessness made substantial progress with 218 veterans served, 64 veterans obtaining permanent housing, and only 24 veterans experiencing homelessness on our community by-name list still seeking permanent housing.

FY22 Discussion

Homeless and Prevention budget decreases \$22,000 from the prior year budget because of reductions in

fleet vehicle leases, equipment maintenance, and computer software/supplies.

A contract for intake and assessments that pays for an operator switchboard that works with Coordinated Entry. It offers Wake County residents a phone number to access housing services and decreases the number of residents funneling through Coordinated Entry (\$250,000).

Horizon Issues

Many citizens are still experiencing economic hardships from the COVID-19 public health crisis. The national eviction moratorium is set to expire on June 30, 2021, and without the moratorium in place, it is anticipated there will be a surge of displaced households.

Homeless & Prevention Services

Summary of Services and Performance Measures

Service Area: Veterans Homeless Services

Description: Reduce veteran experiences of literal homelessness and provide every veteran has access to permanent housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of veterans permanently housed	7	8	10	10

Service Area: Housing Resource Team

Description: Help citizens identify immediate alternate housing arrangements and, if necessary, connect them with services and financial assistance to remain in or return to permanent housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of client referrals for diversion, prevention and relocation services	444	563	592	592

Service Area: South Wilmington Street Center

Description: Provide emergency and transitional shelter for men experiencing homelessness. Program helps individuals become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of men sheltered nightly	210	100	110	160



Behavioral Health - Managed Care

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Other Financing Sources	—	\$2,420,500	\$2,420,500	\$3,954,850	100.0%
Revenue Totals	—	\$2,420,500	\$2,420,500	\$3,954,850	
Expenditures					
Contractual Services	\$23,206,283	\$28,663,388	\$28,685,138	\$32,615,238	97.8%
Supplies, Materials and Other Charges	\$718,956	\$728,000	\$728,000	\$726,000	2.2%
Expenditure Totals	\$23,925,239	\$29,391,388	\$29,413,138	\$33,341,238	

Department Purpose and Goals

Wake County is committed to improving the behavioral health of Wake County residents. Through contracts with Alliance Health and community-based organizations, Wake County supports behavioral health services for the uninsured and underinsured residents of Wake County. Behavioral health services include service for individuals with mental illness, substance use disorders, and/or intellectual or development disabilities. Wake County focuses its behavioral health dollars on crisis services, adult treatment, criminal justice programs, housing and housing support, and community programs that support school-aged youth, families, and individuals in recovery.

Major Accomplishments

Implementation of the first Behavioral Health Plan initiatives continue in the five focus areas of: crisis services, criminal justice, access and coordination, housing, and Familiar Faces.

The second Behavioral Health Summit was held in April 2021. The results of this community stakeholder discussion will inform the second Behavioral Health Plan, scheduled to be finalized later this year.

FY22 Discussion

The budget adds additional funding to support the WakeBrook crisis campus, operated in partnership with Wake County, UNC Health, Alliance, and

WakeMed to provide 24/7 crisis stabilization, facility based crisis; nonhospital detox, and inpatient treatment (\$2.5 million). This one-time funding will be funded through prior year unspent funds from previous Behavioral Health budgets as the partners renegotiate the WakeBrook agreement.

Professional and technical assistance for Behavioral Health programming provided through consultant contracts (\$250,000). One-time funding for additional contract support for the Familiar Faces initiative is also included (\$250,000). Adult behavioral health outpatient services at Departure Drive Human Services site will provide additional service options to residents in North Raleigh (\$400,000).

Permanent funding will transition Mobile Crisis for First Responders into an ongoing service, providing , more timely on-site response to psychiatric crises (\$850,000).

Permanent funding for the pilot Behavioral Health Urgent Care program is also included to ensure access to behavioral health services (\$900,000).

Behavioral Health pilot programs will continue in FY 2022 using the funding source of prior year unspent funds from previous Behavioral Health budgets.

A supportive housing pilot will continue to provide short term support for "familiar faces" leaving institutions (\$260,000).

Behavioral Health - Managed Care

New pilot funding will support substance abuse treatment, particularly for involved individuals (\$800,000).

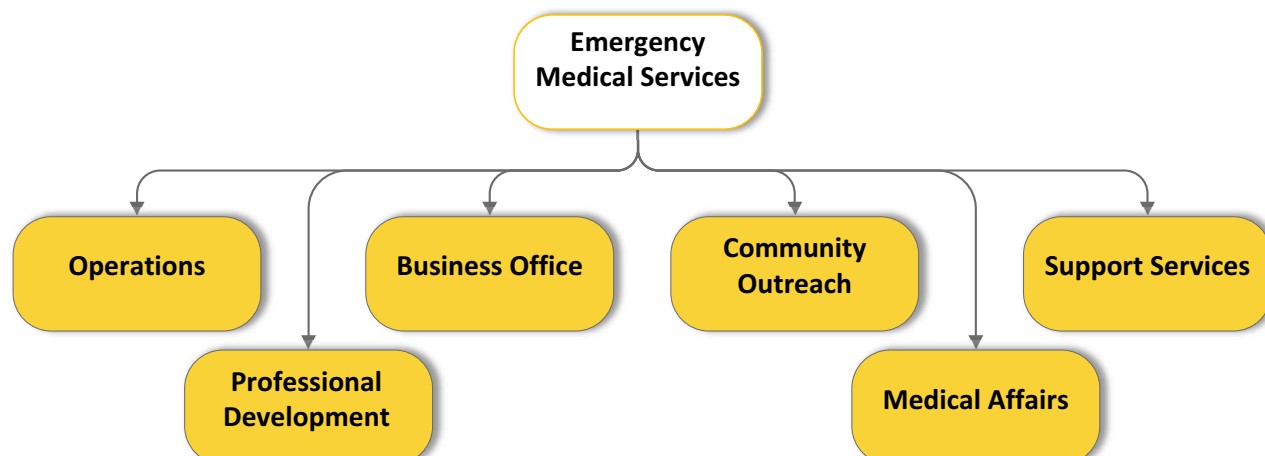
A 1% administration fee for management and monitoring pilot initiatives is included (\$23,000).

The budget includes treatment flex funds for services and individuals not covered under other programs. These funds primarily go to the service of residents without Medicaid or private insurance (\$140,000).

Horizon Issues

Funding for the provision of behavioral health services is evolving in North Carolina. Changes associated with the State of North Carolina's plan can shift County partnerships, change the provider community, and focus on comprehensive health. Wake County will address these changes and continue to advocate for the needs of vulnerable residents, especially for residents uninsured and underinsured with behavioral health needs.

Emergency Medical Services



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$640,005	—	—	—	0.0%
Local	\$100,095	\$1,000	\$1,000	\$66,350	0.3%
Charges For Services	\$26,967,433	\$26,215,000	\$26,215,000	\$26,040,000	99.7%
Revenue Totals	\$27,707,534	\$26,216,000	\$26,216,000	\$26,106,350	
Expenditures					
Salary / Benefits	\$25,442,590	\$27,847,629	\$21,077,760	\$28,728,444	57.1%
Contractual Services	\$1,819,905	\$1,968,242	\$1,986,882	\$2,492,859	5.0%
Supplies, Materials and Other Charges	\$18,614,804	\$18,658,704	\$18,781,250	\$19,102,788	38.0%
Capital Outlay	\$944,053	—	\$152,659	—	0.0%
Debt	\$3,628	\$8,477	\$8,477	\$8,477	0.0%
Expenditure Totals	\$46,824,980	\$48,483,052	\$42,007,028	\$50,332,568	
Number of FTEs	341.000	333.000	425.000	433.000	

Department Purpose and Goals

The Wake County Department of Emergency Medical Services (EMS) provides prompt, compassionate, clinically excellent care to the citizens of and visitors to Wake County. The Department's primary goal is to improve the outcomes of patients who suffer emergent medical conditions or traumatic injuries. Emergency medical care is provided by EMS in partnership with the Cary and Raleigh-Wake 9-1-1 centers and local fire departments. EMS is dedicated to continual improvement in care for the community through ongoing quality measures, research,

innovation, and the perpetuation of data-driven practice.

Major Accomplishments

The EMS System continues to see a high survival rate from out-of-hospital cardiac arrest. EMS System providers were involved in the successful resuscitation and subsequent hospital discharge of 120 residents during 2020 (up from 93 in 2019, despite the pandemic), with a survival rate above the state and national averages. The EMS System has maintained an average scene time for victims of penetrating trauma of approximately 5 minutes. In

Emergency Medical Services

In addition to cardiac and trauma care, the Department monitors its performance on a broad array of other clinical conditions including heart attack, stroke, seizures, asthma, and congestive heart failure.

In 2020, 2,925 patients were evaluated by advanced practice paramedics for mental health or substance use, and 550 were transported to a specialty center or psychiatric hospital rather than to a hospital emergency department. In addition, 680 of the 2,925 patients were linked with mobile crisis as part of the EMS/mobile crisis pilot project that allows the patient to receive the right care at the right place the first time. This constitutes a total of 1,230 patients successfully achieving an appropriate alternate destination other than the hospital emergency department. EMS also partnered with Healing Transitions to connect 459 consumers facing addiction with peer support and other resources.

The EMS System successfully completed another internal paramedic program for employees with the desire to obtain their paramedic credential. The program had a 100% graduation and medical clearance pass rates.

The EMS system continues to conduct peer-reviewed research, working with hospital partners to evaluate outcomes of time-critical EMS patients with conditions like stroke and sepsis. At the virtual 2021 National Association of EMS Physicians conference, the department presented a poster on outcomes of sepsis patients, to guide future work to improve processes in caring for these patients. In addition, the department published a position paper in the Prehospital Emergency Care journal regarding the role of EMS in a community response effort during the COVID-19 pandemic.

The EMS System is working on the implementation of the Centers for Medicare and Medicaid Services five-year pilot project known as Emergency Triage, Treat, and Transport. This program creates a pathway for EMS providers to partner with Urgent Care Centers and telemedicine providers to offer treatment and transport options beyond transport to the emergency room. The program will be fully implemented during FY 2022.

The EMS System continues to be actively engaged with community stakeholders to provide integrated health services to vulnerable individuals with complex needs and who have frequent interaction with crisis systems because current systems are unable to meet their needs. The department is actively involved in the Wake County Familiar Faces Collaborative, which was recently awarded a Robert Wood Johnson Foundation Grant to explore innovative ways to improve Wake County's service delivery.

FY22 Discussion

The Emergency Medical Services budget increased by \$1,010,000 from the prior year budget. The increases accepted in the Emergency Medical Services budget include:

The budget includes increased funding to support emergency medical dispatch operations to manage EMS response.(\$344,000).

Funding to staff two 12-hour ambulances to replace funding eliminated in FY 2021 and address rebounding demand for service (8.000 FTEs, \$666,000).

Horizon Issues

Growth and human capital pose the two biggest challenges for the EMS System. While Wake County continues to feel the impacts of record growth, there continues to be a national shortage of qualified EMS personnel. Emergency Medical Services developed a long-term plan to address human capital needs through community outreach activities, public education, partnerships, and succession planning. Such efforts will continue in the foreseeable future.

Emergency Medical Services continues to review Capital Improvement Program for EMS stations. This plan provides a road map of new station needs and end of life station replacements for the next ten years.

Healthcare finance reforms may impact reimbursements that Emergency Medical Services receives for out of hospital medical care services. Emergency Medical Services will continue to work with National and State organizations to respond to these changes moving forward.

Emergency Medical Services

Summary of Services and Performance Measures

Service Area: EMS System Support/Management

Description: Provide coordination, management, training, professional development, medical direction, and quality improvement to the EMS System. This includes responding to major calls like ST-elevation myocardial infarction (STEMI) and stroke.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Effectiveness				
Number of minutes to arrive at trauma scene	5	5	5	5
Percent of people surviving cardiac arrest	36	35	37	37
Percent of times compliant treating STEMI patients	99	99	100	100
Percent of times compliant treating stroke patients	94	90	90	90

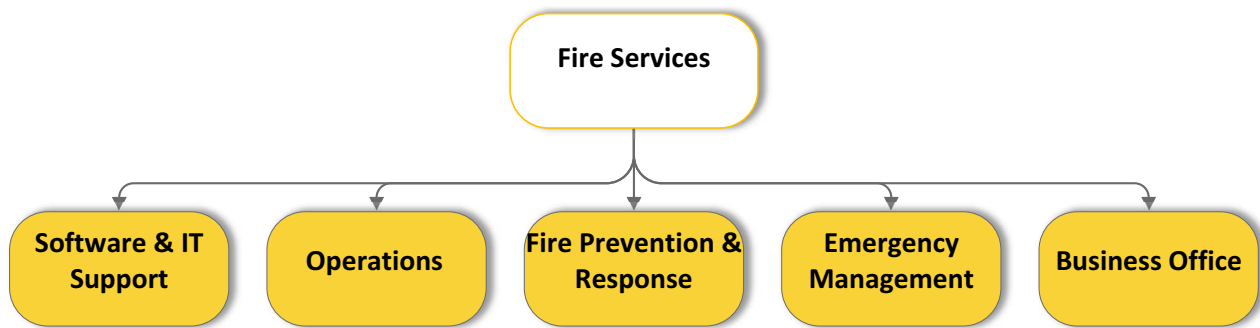
Service Area: Community Health and Injury Prevention

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 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Number of calls with successful alternate destination	550	520	550	550



Fire Services



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$62,500	\$62,500	\$62,500	\$62,500	26.6%
Charges For Services	\$141,345	\$141,474	\$141,474	\$172,474	73.4%
Revenue Totals	\$203,845	\$203,974	\$203,974	\$234,974	
Expenditures					
Salary / Benefits	\$2,154,968	\$2,218,134	\$2,218,134	\$2,364,886	77.1%
Contractual Services	\$45,882	\$53,515	\$54,515	\$63,515	2.1%
Supplies, Materials and Other Charges	\$595,247	\$543,451	\$542,451	\$609,793	19.9%
Capital Outlay	\$717	—	—	\$25,000	0.8%
Debt	\$4,168	\$5,461	\$5,461	\$5,726	0.2%
Expenditure Totals	\$2,800,982	\$2,820,561	\$2,820,561	\$3,068,920	
Number of FTEs	22.000	22.000	22.000	23.000	

Department Purpose and Goals

Fire Services seeks to preserve the quality of life and property throughout Wake County by building, sustaining, and improving capabilities that mitigate, prevent, prepare for, respond to, and recover from all hazards.

County Manager's Office, and the County's operating departments. During CY2020, the County responded to high-profile events including initial and ongoing COVID-19 response, coordination of county-wide emergency pandemic restrictions, civil unrest operations, and national election security planning and coordination.

Major Accomplishments

The Emergency Management division experienced its longest ever continuous activation of the Emergency Operations Center (EOC) in CY2020. The activation of the EOC required collaborative management between Emergency Management, the

A substantial amount of Fire Services staff from all divisions have provided planning, operational, and logistics support to Public Health throughout the entire fiscal year. Following the closing of the EOC in the fall of 2020, departmental staff continued to support public health operations including the

establishment of a large drive-thru vaccine distribution site at PNC Arena.

The Prevention and Response Division continually focuses on the reduction of property and life loss caused by fires. This focus includes comprehensive fire code inspections within new and existing facilities, public awareness of fire dangers, and thorough fire cause and origin investigations. As the division continued to dedicate personnel to the COVID response, the division is on pace to complete approximately 2,300 periodic fire inspections, 540 new construction inspections and 744 plan reviews. The division continues a solvability rate of approximately 75% within its fire investigations program.

FY22 Discussion

The Fire Services budget increased to restore budget cuts from the previous year. Restoration to the budget includes \$12,000 of overtime salaries that allows the County to continue normal operations without relying on lapsed salary and operating savings to cover overtime expenditures.

The budget also includes \$8,000 to restore funding for travel and training for staff to complete professional certifications mandated by the State.

The budget includes an Emergency Management Outreach and Community Engagement Specialist who will be responsible for conducting ongoing

emergency preparedness and community outreach (1.000 FTE, \$103,000).

The budget also includes support for fire prevention and response services for the Dutchville community in northwest Wake County. (\$10,000)

Horizon Issues

The Operations Division has worked with the Fire Commission on completion of the Long Range Plan. This plan will provide a road map for policy decision making in regards to staffing and future county stations.

The Prevention and Response Division continues train its newest team members as they also work alongside the other divisions of Fire Services to cross train in preparation to respond to emergencies while working diligently to comply with state mandated periodic inspection schedules, meeting the demands of the development community, and being prepared to answer the calls to service by the local fire departments.

Emergency Management programs are driven by a combination of consequence assessments based on risk, threat, vulnerability, and governmental rules. As the population of the County continues to grow, existing and emerging risks and threats are assessed. Emergency Management will work diligently to improve its capabilities to address ever evolving situations.

Emergency Communications

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,339,872	\$1,990,118	\$1,990,118	\$2,125,751	100.0%
Interest Income	\$25,595	—	—	—	0.0%
Revenue Totals	\$1,365,467	\$1,990,118	\$1,990,118	\$2,125,751	
Expenditures					
Salary / Benefits	—	\$210,909	\$210,909	\$213,274	10.0%
Contractual Services	\$107,877	\$794,324	\$794,324	\$907,872	42.7%
Supplies, Materials and Other Charges	\$1,208,248	\$986,844	\$986,844	\$1,004,605	47.3%
Expenditure Totals	\$1,316,125	\$1,992,077	\$1,992,077	\$2,125,751	

Department Purpose and Goals

Emergency Communications is responsible for the coordination of public safety technology platforms, including the 800 MHz public safety radio communication system and the computer aided dispatch (CAD) and mobile data system. The 800 MHz public safety radio system is used by municipal police, fire, County law enforcement, and emergency medical services within Wake County with over 7,700 mobile and portable radios deployed. The CAD and mobile data services are also supported by this department and are in use by over 30 response agencies with over 2,000 personnel. Emergency Communications also manages an alphanumeric, tone, and voice paging system and has deployed over 3,100 pagers to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and

efficient communications services for emergency personnel in Wake County.

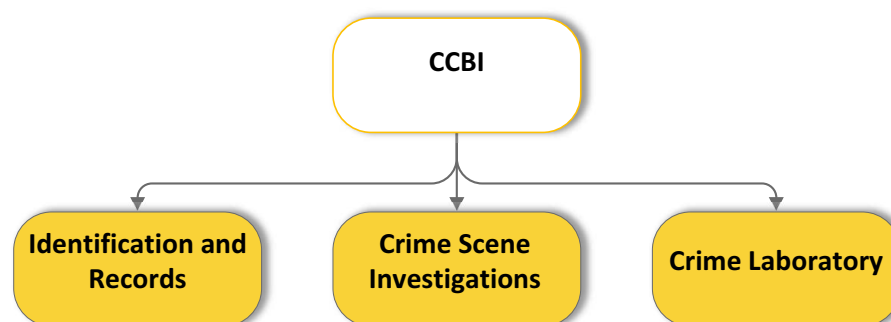
FY22 Discussion

The Emergency Communications budget increased by \$134,00 from the prior year adopted budget. This increase is the result of contracted services and supplies.

The Public Safety Communications budget reflects expenditures and revenues from outside agencies and recovered costs from County departments, reflected as an expenditure offset, for CAD and 800 MHz system expenses. Fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.



Raleigh/Wake City-County Bureau of Identification



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$1,004,870	\$1,375,000	\$1,375,000	\$1,175,000	100.0%
Miscellaneous	\$(70)	—	—	—	0.0%
Revenue Totals	\$1,004,800	\$1,375,000	\$1,375,000	\$1,175,000	
Expenditures					
Salary / Benefits	\$6,195,755	\$6,346,517	\$6,214,502	\$6,240,844	88.6%
Contractual Services	\$182,804	\$154,987	\$154,987	\$154,987	2.2%
Supplies, Materials and Other Charges	\$664,922	\$637,294	\$634,881	\$649,119	9.2%
Capital Outlay	\$80,438	—	—	—	0.0%
Transfers Out	\$42,347	—	—	—	0.0%
Expenditure Totals	\$7,166,265	\$7,138,798	\$7,004,370	\$7,044,950	
Number of FTEs	83.000	81.000	81.000	81.000	

Department Purpose and Goals

The Raleigh/Wake City-County Bureau of Identification (CCBI) provides forensic services to agencies within the criminal justice system in Wake County. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into eight general areas: crime scene analysis; controlled substance analysis; firearms examinations; DWI blood alcohol and blood drug analysis; fingerprint impression analysis; digital evidence analysis; civil fingerprint services for employment; and fingerprinting, photographing, and collecting DNA from individuals arrested in Wake County.

Major Accomplishments

Forensic chemistry units analyzed 890 DWI blood drug/alcohol cases and 757 controlled substance cases in 2020.

1,248 requests for the National Integrated Ballistic Information Network (NIBIN) entries resulting in 338 investigative leads in 2020.

Achieved International Organization for Standardization (ISO) reaccreditation on June 30, 2020.

Received the Federal Bureau of Investigation Agency Trilogy Leadership Award. CCBI is the fourth agency in the nation and first in the state of North Carolina to receive this award.

Raleigh/Wake City-County Bureau of Identification

Summary of Services and Performance Measures

Service Area: Criminal Identification Unit

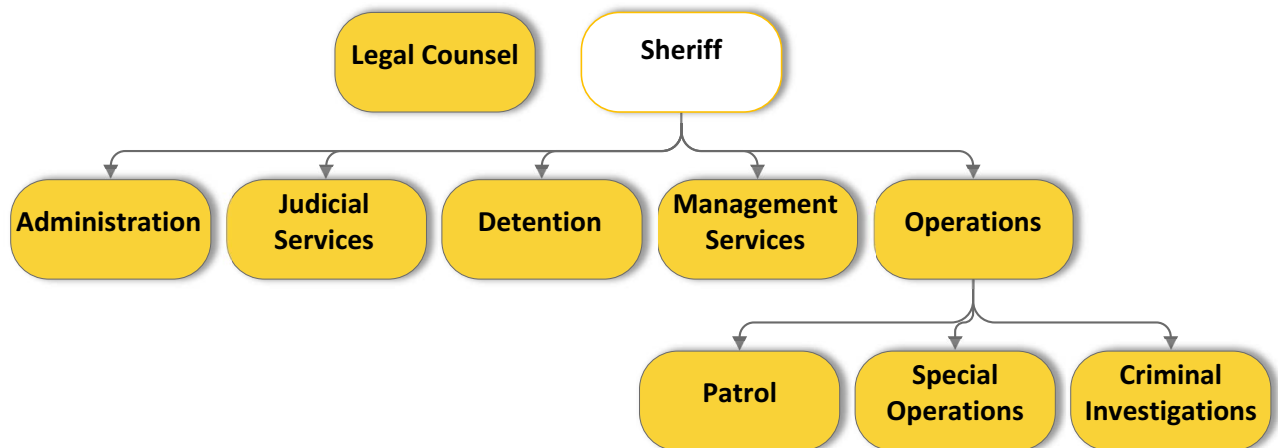
Description: Pursuant to NC General Statute authority, collect arrest data and DNA on individuals charged with a criminal offense in Wake County.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Percent of fingerprinting, photographing, and DNA collection completed within 25 minutes upon arrival at CCBI	93	90	90	90

Service Area: Crime Scene Investigation Division

Description: Timely documentation, collection, and preservation of items of physical evidence collected from crime scenes for forensic purposes.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
Output				
Percent of officers requests responded to within 60 minutes	94	90	90	90



Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$490,270	\$137,838	\$137,838	\$137,838	2.3%
State	\$9,671	—	—	—	0.0%
Charges For Services	\$6,041,692	\$5,279,300	\$5,279,300	\$5,279,300	88.8%
Licenses & Permits	\$594,929	\$510,000	\$510,000	\$510,000	8.6%
Interest Income	\$75	—	—	—	0.0%
Miscellaneous	\$15,847	\$15,000	\$15,000	\$15,000	0.3%
Transfers	\$30,823	—	—	—	0.0%
Revenue Totals	\$7,183,307	\$5,942,138	\$5,942,138	\$5,942,138	
Expenditures					
Salary / Benefits	\$85,809,001	\$81,168,544	\$81,300,559	\$83,731,057	83.5%
Contractual Services	\$6,413,910	\$6,316,135	\$6,353,135	\$5,839,135	5.8%
Supplies, Materials and Other Charges	\$9,111,955	\$9,618,966	\$9,609,191	\$10,265,723	10.2%
Capital Outlay	\$272,653	—	\$47,166	\$448,170	0.4%
Debt	\$2,050	—	—	—	0.0%
Expenditure Totals	\$101,609,568	\$97,103,645	\$97,310,051	\$100,284,085	
Expenditures by Division					
Detention	\$51,578,128	\$50,109,750	\$50,159,188	\$50,130,558	50.0%
Law Enforcement	\$49,266,624	\$46,993,895	\$45,650,863	\$48,853,527	48.7%
Law Enforcement Officer Special Separation Allowance	\$764,816	—	\$1,500,000	\$1,300,000	1.3%
Expenditure Totals by Division	\$101,609,568	\$97,103,645	\$97,310,051	\$100,284,085	
Number of FTEs	1,032.000	986.000	986.000	1,002.000	

Department Purpose and Goals

The Office of the Sheriff is a constitutional office of North Carolina. The Sheriff serves as Chief Law Enforcement Officer of Wake County and is elected by the citizens. The Sheriff has jurisdiction throughout the County, including the incorporated and unincorporated areas. The Office provides law enforcement and support services to the County through the following divisions: Administration, Criminal Investigations Division, Detention/ Detention Medical, Information Technology, Judicial, Patrol/Communications, Technical Operations, Training, Support Services and Management Services. The Sheriff provides requested assistance and support to local, state, and federal law enforcement agencies. The Wake County Sheriff's Office is responsible for operating three separate detention facilities: Public Safety Center (PSC), Wake County Detention Center (WCDC) and Wake County Detention Annex.

Wake County Sheriff's Office Mission

The Wake County Sheriff's Office serves the citizens and visitors of Wake County by providing professional law enforcement, judicial and detention services that protect and preserve the constitutional rights of the people and mandates the fair and impartial enforcement of the law.

Wake County Sheriff's Office Core Values

The Wake County Sheriff's Office pledges to infuse four core values in every aspect of service to the community.

1) Integrity - We pledge to maintain a strong sense of honesty, morality, goodness, and ethical character.

2) Accountability - We are skilled in the performance of our duties and governed by the code of ethics that demands integrity by word or by act publicly and privately; the allegiance to our oath of office and the laws that govern our nation.

3) Transparency - We must value and nurture the trust we earn through honesty and excellence in service. We pledge to treat those we serve and have sworn to protect with courtesy, respect, dignity, and compassion to achieve that trust.

4) Consistency - We must always provide high levels of service, not just the consistency in the delivery of service. We will always strive to offer the highest standard of customer service always, without hesitation, for all residents and visitors of the County of Wake.

FY22 Discussion

The budget increased by \$3.18 million from the prior year from the addition of sixteen new positions in the areas of Legal, Judicial Services, Information Technology, Criminal Investigations, Telecommunications, and Technical Operations. Other expansions are included to support recruitment and retention of employees and upgrades to the inventory asset management system. The budget also includes a new division to reflect the County's payment of benefits for the Law Enforcement Officers Separation Allowance. Details on the Separation Allowance and individual expansions referenced above are detailed in the specific division pages following this summary page for the Wake County Sheriff's Office.

Law Enforcement

Division Summary - Law Enforcement

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$37,838	\$37,838	\$37,838	\$37,838	1.5%
State	\$9,671	—	—	—	0.0%
Charges For Services	\$1,898,854	\$1,967,300	\$1,967,300	\$1,967,300	77.8%
Licenses & Permits	\$594,929	\$510,000	\$510,000	\$510,000	20.2%
Interest Income	\$75	—	—	—	0.0%
Miscellaneous	\$13,693	\$15,000	\$15,000	\$15,000	0.6%
Transfers	\$30,823	—	—	—	0.0%
Revenue Totals	\$2,585,883	\$2,530,138	\$2,530,138	\$2,530,138	
Expenditures					
Salary / Benefits	\$41,034,625	\$39,398,853	\$38,030,868	\$40,148,993	82.2%
Contractual Services	\$1,018,636	\$468,402	\$468,402	\$486,402	1.0%
Supplies, Materials and Other Charges	\$7,108,134	\$7,126,640	\$7,104,427	\$7,769,962	15.9%
Capital Outlay	\$103,179	—	\$47,166	\$448,170	0.9%
Debt	\$2,050	—	—	—	0.0%
Expenditure Totals	\$49,266,624	\$46,993,895	\$45,650,863	\$48,853,527	
Number of FTEs					
	461.000	453.000	459.000	475.000	

Division Purpose and Goals

Law enforcement duties include patrolling, preventing crime, serving domestic violence protection orders, investigating violations of the law, apprehending law violators and the overall protection of Wake County and its residents while promoting community relations. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, statistical crime analysis, and transportation for inmates and involuntarily committed persons outside of Wake County when necessary.

Major Accomplishments

Wake County Sheriff's Office COVID-19 Staff Support Services was established in March 2020 to provide an immediate line of communication and referral of employees experiencing COVID-19 symptoms or potential exposures. The Staff Support Services Hotline is available to staff 24/7 with an immediate response for law enforcement officers and

all frontline employees. This immediate response continues to reduce the widespread of COVID-19 among all employees, jail residents, and Wake County. There have been 1,435 calls received, not including follow up calls.

Support Services Division Legal is one of the most important units to review and develop policy and procedure to make sure our officers and staff are prepared to most effectively and lawfully serve the public in carrying out their duties. Development, training, implementation, and review of the application of policy and procedure reduce exposure to liability and the costs of litigation and outside counsel. With changes in policies and with training and accountability, vehicle crashes have been reduced, there have been no canine bites, no lawsuits alleging excessive force and deputies are prohibited from using choke holds per policy. Our use of force policy is in compliance with the Presidential Executive Orders for the United States Department of Justice Safe Policing for Safe Communities.

Law Enforcement

The Sheriff's Office conducted community training activities including area church security presentations and active shooter presentations to various corporations in early 2020. The WCSO also conducted community outreach including virtual meetings with high school classes about careers in Law Enforcement and a virtual "Question and Answer" meeting with a local boy scout troop.

Judicial Division - The mental health transport services contract has been replaced with trained deputies to form an in-house Behavioral Transport Unit which complies with the recent North Carolina General Statute (NCGS) 122C-251 and NCGS 122C-263 change for 2019. The Sheriff's Office is currently responsible for transports from sixteen (16) locations throughout Wake County and transported over 728 behavioral health patients from July 1, 2020 to December 31, 2020. The statutes require counties to provide transportation between counties under the involuntary commitment proceedings for respondents held in 24-hour facilities. This change will be cost effective for the agency.

FY22 Discussion

The budget increased by \$1.86 million from the prior year, reflecting salary and benefit changes from staff changes plus expansions detailed below.

Restoration of two positions eliminated in the FY 2021 budget, including an attorney and a paralegal (2.000 FTEs, \$229,000).

Six deputies and a sergeant are added to convert behavioral transport services from a contract to in-house (7.000 FTE, \$944,000).

A System Administrator for the Video Management System used in cars, body worn cameras, and digital evidence (1.000 FTE, \$104,000).

Investigators for the Drugs and Vice Unit and Crime Analysis Apprehension Team to support opioid overdose and drug seizures (2.000 FTE, \$612,000).

Upgrades to the Inventory Asset Management System upgrades (\$33,000).

A Telecommunicator to operate 24/7 dispatch calls (1.000 FTE, \$57,000).

Restoration of recruitment funding for job fairs and advertisements (\$84,000).

Two Desktop Support Technicians to support 24/7 agency personnel and information technology needs (2.00 FTE \$169,000).

An Inventory Control Specialist to assist in collecting, storing, and maintaining evidence for the State Bureau of Investigations and the Sheriff's Office (1.000 FTE, \$60,000).

Horizon Issues

The Wake County Sheriff's Office will continue to face each day with commitment and dedication and look forward to preparing this agency to be able to serve this County into the future.

Patrol Division - This division has been responsible for evaluating our body worn camera program and plans to purchase body worn cameras through County Capital and grant funding.

Criminal Investigation Division - The Sheriff's Office is exploring development of a Human Trafficking Unit to reduce sex and labor trafficking crimes. The unit would seek to recover victims and connect with them with non-governmental organizations that provide support services.

Technical Operations Division - A Special Operations Unit has been developed to address special/critical incidents occurring throughout Wake County's lakes, woodlands, parks, nature trails and aerial surveillance through the use of boats, jet skis, scuba dive team, ATVs, bicycles, drones and projections for motorcycles services.

Detention

Division Summary - Detention

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$452,432	\$100,000	\$100,000	\$100,000	2.9%
Charges For Services	\$4,142,838	\$3,312,000	\$3,312,000	\$3,312,000	97.1%
Miscellaneous	\$2,155	—	—	—	0.0%
Revenue Totals	\$4,597,425	\$3,412,000	\$3,412,000	\$3,412,000	
Expenditures					
Salary / Benefits	\$44,009,559	\$41,769,691	\$41,769,691	\$42,282,064	84.3%
Contractual Services	\$5,395,274	\$5,847,733	\$5,884,733	\$5,352,733	10.7%
Supplies, Materials and Other Charges	\$2,003,821	\$2,492,326	\$2,504,764	\$2,495,761	5.0%
Capital Outlay	\$169,474	—	—	—	0.0%
Expenditure Totals	\$51,578,128	\$50,109,750	\$50,159,188	\$50,130,558	
Number of FTEs	571.000	533.000	527.000	527.000	

Division Purpose and Goals

State law authorizes Counties to establish, maintain, and operate local confinement facilities. The law states that the Sheriff is responsible for the care and custody of the jail. The Wake County Sheriff's Office operates three separate detention facilities; the Public Safety Center, the Wake County Detention Center, and the Wake County Detention Annex.

Medical care is provided directly to inmates 24 hours a day by medical staff employed by the Sheriff's Office as well as through contracts with external medical providers. The Sheriff's Office is also responsible for transporting 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. The Detention Division will continue to evaluate jail processes related to staffing and the projected jail population.

Major Accomplishments

The Sheriff's Office partnered with General Services Administration for construction of a new medical

holding area at the Wake County Detention center. The new holding area provides for safer and more efficient evaluation of inmates experiencing mental illness.

FY22 Discussion

The budget increased by \$29,000 from the prior year. Salary and benefit adjustments from staff changes are largely offset by a decrease in contractual services for behavioral transport services. The Law Enforcement division reflects the addition of six deputies and one sergeant to convert the behavioral transport services in-house.

Horizon Issues

The division will be working with a vendor to actively and efficiently scan all applicable past and present medical records as part of a larger project to convert all WCSO arrestee and inmate medical records to an electronic format.

Law Enforcement Officer Special Separation Allowance

Division Summary - Law Enforcement Officer Special Separation Allowance

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Salary / Benefits	\$764,816	—	\$1,500,000	\$1,300,000	100.0%
Expenditure Totals	\$764,816	—	\$1,500,000	\$1,300,000	

Division Purpose and Goals

Wake County administers a single-employer defined benefit pension plan that provides retirement benefits to the County's qualified sworn law enforcement officers under the age of 62 who have completed at least 30 years of creditable service, or have attained 55 years of age and have completed five or more years of creditable service. The benefit, known as the Separation Allowance, is equal to .85% of the annual equivalent of the base rate of compensation most

recently applicable to the officer for each year of creditable service.

The Law Enforcement Officer Separation Allowance Division includes the budget and actual payments for all of the County's eligible retired law enforcement officers, including retired employees from the Wake County Sheriff's Office and the City-County Bureau of Identification.

Community Organizations

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Aid To Community Agencies	—	\$1,345,000	—	\$2,092,480	100.0%
North Carolina Symphony	\$100,000	—	\$81,000	—	0.0%
United Arts Council of Wake County	\$511,000	—	\$453,000	—	0.0%
East Wake Education Foundation	\$50,000	—	\$47,000	—	0.0%
Communities In Schools	\$100,000	—	\$96,000	—	0.0%
Marbles Kids Museum	\$650,000	—	\$450,000	—	0.0%
Wake County Smart Start	\$1,688,028	—	—	—	0.0%
Universal School Breakfast Program	\$258,000	\$258,000	\$258,000	—	0.0%
Interfaith Food Shuttle	\$25,000	\$35,000	\$35,000	—	0.0%
InterAct	\$100,000	\$100,000	\$100,000	—	0.0%
Food Bank of Central & Eastern NC	\$12,000	\$12,000	\$12,000	—	0.0%
Wake Smiles	—	—	\$50,500	—	0.0%
Dorcas Ministries	—	—	\$83,500	—	0.0%
Methodist Home for Children	—	—	\$80,000	—	0.0%
The Hope Center at Pullen, Inc.	—	—	\$59,500	—	0.0%
Resources for Seniors, Inc.	—	—	\$28,000	—	0.0%
StepUp Ministries	—	—	\$27,000	—	0.0%
The Green Chair Project, Inc.	—	—	\$26,500	—	0.0%
Triangle Family Services	—	—	\$125,000	—	0.0%
Expenditure Totals	\$3,494,028	\$1,750,000	\$2,012,000	\$2,092,480	

Division Purpose and Goals

The Board of Commissioners allocates funding to non-profit organizations that provide services to the public. Agencies receiving Wake County funds must meet basic requirements and contractual obligations. County-supported programs include early childhood development, music education concerts, school food pantries and universal breakfast, and cultural field trips for school students. Funding also provides after-school programming and mentorship, support for

domestic violence survivors, and school readiness programs.

FY22 Discussion

The community organizations budget increased \$342,000 in FY 2022 from the prior year budget. The community organizations budget are to be awarded to local non-profit organizations by the Board of County Commissioners.

Memberships

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Raleigh-Durham Airport Authority	\$12,500	\$12,500	\$12,500	\$12,500	2.2%
Triangle J Council of Governments	\$195,790	\$200,000	\$200,000	\$200,000	34.5%
CAMPO (Capital Area Metro Planning Organization)	\$86,011	\$124,000	\$124,000	\$124,000	21.4%
School of Government	\$136,565	\$145,000	\$145,000	\$149,000	25.7%
National Association Of Counties	\$12,941	\$13,000	\$13,000	\$13,000	2.2%
NC Association Of County Commissioners	\$73,140	\$79,000	\$79,000	\$81,000	14.0%
Expenditure Totals	\$516,947	\$573,500	\$573,500	\$579,500	

Division Purpose and Goals

The County takes part in various organizations for which membership dues are charged for participation and organizational benefits. The Raleigh Durham International Airport is a flat annual fee. Dues for the North Carolina Association of County Commissioners, National Association of Counties, School of Government, and Capital Area Metro

Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion is based on percentages identified in Home and Community Care Block Grant for aging and ombudsman programs administered by the organization.

Non-Departmental

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Historic Preservation	\$143,418	\$124,681	\$124,681	\$128,217	0.4%
Women's Commission	\$1,880	—	—	—	0.0%
Non-Departmental	\$50,206	\$7,550,000	\$16,777,994	\$8,792,000	25.6%
County-Wide/Major Contracts	\$707,243	\$544,050	\$570,105	\$1,198,604	3.5%
Salary & Benefit Reserve	\$54,438	\$333,347	\$135,647	\$21,879,205	63.7%
Chamber of Commerce	\$467,792	\$490,000	\$547,000	\$640,000	1.9%
Jail Alternatives	\$981,340	\$1,006,723	\$1,006,723	\$1,006,723	2.9%
Medical Examiner	\$730,281	\$770,000	\$770,000	\$770,000	2.2%
Indirect Reimbursements	\$(74,605)	\$(98,132)	\$(98,132)	\$(70,007)	(0.2)%
COVID-19 Response	—	—	\$6,769,869	—	0.0%
Expenditure Totals	\$3,061,994	\$10,720,669	\$26,603,887	\$34,344,742	

Division Purpose and Goals

Non-departmental includes funding for organization-wide activities, such as consulting and other professional services.

A variety of programs are included in non-departmental: Historic Preservation to preserve districts and landmarks that embody important elements of culture, history, architectural history or prehistory; County-Wide/Major Contracts to consult County-wide projects such as the County's compensation study and One Water Initiative; Salary & Benefit Reserve to address pending salary adjustments, performance pay increases, or benefit changes; a contract with the Greater Raleigh Chamber of Commerce to offer economic development programs that promote the creation of new jobs; Jail Alternative Programs to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders through programs like Pre-Trial release, Pre-Trial monitoring, and the Free the People through the District Attorney's Office; Indirect Reimbursements that represents indirect cost charges for service programs in Human Services; and Medical Examiner to investigate deaths in the County that are unattended or occur under questionable circumstances, including transportation of deceased persons to either the Medical Examiner office or a contracted funeral home; a COVID-19 Response unit was

created to release a portion of EMS's budget that was funded with CARES Act allocations so the General Fund budget could support other necessary COVID-19 costs.

FY22 Discussion

The budget for non-departmental increased from the prior year. Non-departmental expansions included in FY 2022:

Disparity study to evaluate inequities in County contracting processes (\$415,000).

Contracted services to assist the County in identifying and implementing diversity, equity, and inclusion strategies (\$180,000).

Insurance premium rate increases for the County's Cyber Insurance (\$188,000).

A performance pay increase of 4%, and up to an additional 3% increase to our highest performers - roughly 20% of our workforce (\$14.7 million).

A pay adjustment to increase the hourly living wage to \$17.33 per hour for regular County employees (\$405,205).

Salary and benefit reserve for wage compression evaluation results (\$6.75 million).

Non-Departmental

Host a Lead for North Carolina fellow for 11 months. The selected fellow will support staff in the County Manager's Office (\$46,000).

Increase the contract for historic preservation based on a multi-year service agreement adopted via Board of Commissioner action during FY 2021 (\$4,000).

Increase contracted funding for Wake County Economic Development through the Chamber of Commerce (\$150,000).

Health Benefits

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Healthcare - County Share	\$(30,689,347)	\$(32,000,000)	\$(32,000,000)	\$(33,100,000)	(305.0)%
Dental - County Share	\$(1,404,942)	\$(1,484,632)	\$(1,484,632)	\$(1,484,632)	(13.7)%
Health - Employee Share	\$(7,752,728)	\$(8,200,000)	\$(8,200,000)	\$(8,100,000)	(74.6)%
DNTL/Fringe Adj/Employee Share	\$(1,379,473)	\$(833,000)	\$(833,000)	\$(833,000)	(7.7)%
Actuarial Fees	\$21,713	\$20,000	\$20,000	\$20,000	0.2%
Contracted Services	\$1,609,451	\$1,575,000	\$1,575,000	\$1,575,000	14.5%
Health Self Insurance Admin Costs	\$2,125,437	\$2,140,000	\$2,140,000	\$2,250,000	20.7%
Health Self Insurance Claims	\$23,261,311	\$27,200,000	\$27,200,000	\$29,400,000	270.9%
Dental Self Insurance Claims	\$2,274,169	\$1,882,000	\$1,882,000	\$1,882,000	17.3%
Dental Self Insurance Admin Costs	\$132,621	\$95,000	\$95,000	\$95,000	0.9%
Health - Retiree Claims	\$5,377,620	\$6,200,000	\$6,200,000	\$6,200,000	57.1%
RX/Administration	\$29,085	—	—	—	0.0%
RX/Claims	\$8,173,605	\$9,915,000	\$9,915,000	\$10,050,000	92.6%
Stop Loss Premium	\$1,266,688	\$1,500,000	\$1,500,000	\$1,100,000	10.1%
Rx Reimbursements	\$(3,925,780)	\$(3,600,000)	\$(3,600,000)	\$(3,440,000)	(31.7)%
Medicare D Subsidy	\$(277,167)	\$(225,000)	\$(225,000)	\$(230,000)	(2.1)%
FSA Administration	\$70,465	\$70,000	\$70,000	\$70,000	0.6%
COBRA Administration	\$10,896	\$11,000	\$11,000	\$11,000	0.1%
RX Claims - Retirees	\$3,875,655	\$5,100,000	\$5,100,000	\$5,125,000	47.2%
PPACA Fees	—	\$22,000	\$22,000	\$24,000	0.2%
EAP Admin Fee	\$51,948	\$60,000	\$60,000	\$60,000	0.6%
HSA Funding - County	\$170,208	\$160,000	\$160,000	\$175,000	1.6%
Other	\$36,795	\$2,000	\$2,000	\$2,000	0.0%
Expenditure Totals	\$3,058,228	\$9,609,368	\$9,609,368	\$10,851,368	

Division Purpose and Goals

The County is self-insured for health and dental benefits. The source of funding for expenditures are employer contributions and employee withholdings recorded as part of the payroll expenditures. Amounts are reflected as a contra expenditure so that the types of actual payments may be reflected in the budget without double-counting the expenditures.

FY22 Discussion

The Health and Dental budget increased by \$1.24 million from the prior year from projected increases in health and prescription claims.

The Health and Dental Budget includes an intrafund transfer that shows the County's contribution for retiree health insurance. The portion of property tax revenue used for retiree health insurance is transferred as an expense from Non-Departmental and into the Health and Dental budget as a revenue. The intrafund transfer totals \$8.74 million.

The revenues for the Health and Dental Budget are shown on the Non-Departmental Revenues page. Other revenues in the Health and Dental Budget included \$1.40 million in contributions from retiree health plan participants, \$1 million in appropriated fund balance, and \$50,000 in contributions from COBRA participants.

Risk Management - Cost of Claims

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Legal Fees/Litigation Services	\$291,053	\$215,000	\$216,425	\$125,000	6.7%
Actuarial Fees	\$8,500	\$8,750	\$8,750	\$9,000	0.5%
Brokerage Fees	\$41,000	\$41,000	\$41,000	\$42,500	2.3%
Claims Administration Expense	\$111,203	\$130,000	\$130,000	\$120,000	6.4%
Contracted Services	\$60,247	\$25,000	\$25,000	\$25,000	1.3%
Risk Management - Vehicle Claims	\$(449,331)	\$(493,500)	\$(493,500)	\$(490,500)	(26.4)%
Risk Management - Liability Claims	\$(349,421)	\$(222,000)	\$(222,000)	\$(142,000)	(7.6)%
Risk Management - Workers Comp Claims	\$(1,061,676)	\$(1,556,000)	\$(1,556,000)	\$(1,390,000)	(74.7)%
Purchased Insurance & Bonding	\$1,274,224	\$1,318,396	\$1,318,396	\$1,644,646	88.4%
Self Insurance Claims Year-end Adjustment	\$(72,326)	—	—	—	0.0%
Self Ins Claims - Property/Theft	\$123,699	\$50,000	\$58,380	\$50,000	2.7%
Self Ins Claims - Vehicles	\$435,176	\$468,500	\$544,660	\$470,500	25.3%
Self Ins Claims - Liability	\$17,705	\$7,000	\$7,000	\$7,000	0.4%
Self Ins Claims - W/C	\$1,073,431	\$1,556,000	\$1,556,000	\$1,390,000	74.7%
Vehicle Replacements	\$8,293	—	\$13,740	—	0.0%
Other	\$4,486	—	—	—	0.0%
Expenditure Totals	\$1,516,260	\$1,548,146	\$1,647,851	\$1,861,146	

Division Purpose and Goals

Wake County's Risk Management function is managed by three core departments and supported by the Risk Team. The County Attorney's Office manages claims and handles the litigation and settlement of claims. Finance manages the insurance program, risk management reporting, and administration of the driving policy. General Services Administration manages the safety program. The Risk Team also includes representatives from other departments across the County, including Human Resources and Human Services. This team works with staff and management to consider and implement risk reduction activities.

Wake County is self-funded for workers compensation, liability, and vehicle claims and purchases commercial excess liability, workers' compensation insurance, and other policies and bonds to cover specific risks and individuals. The claims portion of the cost of risk is charged back to County departments.

Major Accomplishments

The Risk Team provided support to the phasing in of EMS power loaders in all ambulances.

Developed a training matrix to identify all OSHA-required training per County position.

Developed criteria for an enhanced claims management system and determined that conversion to the new upgraded version of the County's current system is the best and most cost-effective solution to meet business needs.

Workers' compensation Return to Work efforts and appropriate accommodation of employee work restrictions have resulted in reduced lost work time for injured employees.

FY22 Discussion

The Risk Management budget did not significantly change from the prior year budget. The budget includes adjustments in workers compensation, general liabilities, and vehicle claims based on historical actuals and open claims. The budget also

Risk Management - Cost of Claims

includes on-going funding for a County cyber insurance policy (\$188,000).

Horizon Issues

The Risk Team will continue to monitor environmental factors that drive the future management of County risks. Some factors include the technology, changing workforce demographics, the diverse types of activities performed by County employees, and rising medical and vehicle repair costs.

As the County relies on technology to manage and store data, continued focus on identification and protection of data as well as proactive cyber event response planning is essential. The County will continue to engage the services of a cyber advisory professional to identify sensitive records, address the controls that protect them, review vendor processes related to sensitive data, and develop a strong incident response plan that aligns with industry best practice.

Transfers

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Transfer To County Capital CIP	\$44,604,000	\$34,873,000	\$34,873,000	\$56,718,000	13.9%
Transfer To WCPSS Capital Fund	\$38,381,000	\$40,905,000	\$40,905,000	\$58,230,000	14.2%
Transfer To Debt Service (Property Tax)	\$251,677,000	\$251,376,000	\$251,376,000	\$234,586,554	57.3%
Transfer To Wake Tech CIP	\$10,033,000	\$8,033,000	\$8,033,000	\$7,500,000	1.8%
Transfer To Debt Service (Sales Tax)	\$45,952,000	\$38,804,000	\$38,804,000	\$52,318,000	12.8%
Expenditure Totals	\$390,647,000	\$373,991,000	\$373,991,000	\$409,352,554	

Division Purpose and Goals

The budget includes dedication of an equivalent 18.78 cents of the 60.00 cent property tax rate for pay-as-you-go capital funding and debt service.

FY22 Discussion

Transfers to capital and debt funds increased by \$35.36 million. The increases in the debt and capital programs for the County, Wake County Public School System, and Wake Tech Community College

are based on revised property and sales tax projections.

The budget includes a restoration of .21 cents of the 60.00 cent property tax rate support debt and capital projects. The .21 cents was reduced during FY 2021 and is equivalent to \$3.98 million dollars in FY 2022.

The budget also includes an additional \$1,070,000 in transfers above the 18.78 cents of the 60.00 cent property tax rate to further support future debt and capital programs.

Non Departmental Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Property Taxes	\$1,102,133,709	\$1,127,859,000	\$1,127,859,000	\$1,144,975,000	81.5%
Sales Tax	\$209,288,738	\$162,189,000	\$162,189,000	\$235,112,000	16.7%
Lease/Rental Vehicle Tax	\$3,300,292	\$3,350,000	\$3,350,000	\$3,350,000	0.2%
Lease/Rental Heavy Equipment Tax	\$(128,465)	—	—	—	0.0%
Payment in Lieu of Taxes	\$2,158,555	\$1,222,003	\$1,222,003	\$1,222,003	0.1%
Environmental	\$90,476	—	—	—	0.0%
ABC 5 Cent Bottle	\$393,585	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$886,345	\$877,200	\$877,200	\$877,200	0.1%
Other - State	\$1,404,689	\$1,500,000	\$1,500,000	\$1,500,000	0.1%
ABC Board	\$12,061,826	\$4,000,000	\$4,000,000	\$6,000,000	0.4%
Other - Charges for Services	\$1,603,315	\$1,450,000	\$1,450,000	\$1,450,000	0.1%
Licenses	\$84,385	\$72,000	\$72,000	\$72,000	0.0%
Interest	\$97,888	\$200	\$200	\$200	0.0%
Miscellaneous Revenue	\$117,832	—	—	—	0.0%
Appropriated Fund Balance	—	\$4,784,000	\$17,643,254	\$1,000,000	0.1%
Transfers From	\$293,680	\$7,793,680	\$7,793,680	\$9,035,680	0.6%
Revenue Totals	\$1,333,786,850	\$1,315,352,083	\$1,328,211,337	\$1,404,849,083	



Wake County Public School System

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Expenditures				
Wake County Schools Allocations	\$515,955,101	\$527,904,101	\$527,904,101	\$539,155,101
Direct Appropriation	\$515,955,101	\$527,904,101	\$527,904,101	\$539,155,101
Debt Service	\$233,853,206	\$222,648,556	\$222,648,556	\$253,060,198
Expenditure Totals	\$749,808,307	\$750,552,657	\$750,552,657	\$794,965,299

Department Purpose and Goals

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina, 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 117 elementary schools, 40 middle schools, 33 high schools, one K-8 Academy, and two leadership academies.

FY22 Discussion

The budget includes an \$11.25 million increase in the WCPSS General Fund appropriation over the prior

year budget. The FY 2022 appropriation also includes \$11.95 million in recurring funding that was funded on a one-time basis in FY 2021.

With combined projected enrollment for WCPSS and charter students of 175,736, this brings the County's per pupil funding to \$3,068, an increase of 4.6%, or a nearly \$136 per student increase from the prior year budgeted per pupil.

WCPSS will be opening one new school in 2021-22: Willow Spring High School in Fuquay-Varina.

The budget includes a transfer from the Wake County Public School System Capital Projects Fund of \$888,000 to fund the lease of the Crossroads Administrative Building in Cary.

Wake Technical Community College

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended
Expenditures				
Wake Technical College Allocation	\$24,285,436	\$24,453,030	\$24,453,030	\$28,544,788
Communities In Schools	\$295,000	\$295,000	\$295,000	\$295,000
Direct Appropriation	\$24,580,436	\$24,748,030	\$24,748,030	\$28,839,788
Debt Service	\$29,002,017	\$31,396,360	\$31,396,360	\$38,984,795
Expenditure Totals	\$53,582,453	\$56,144,390	\$56,144,390	\$67,824,583

Department Purpose and Goals

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. Its mission is to provide education and training for the workforce and to serve as an instrument of job creation and economic growth for the County.

Per North Carolina General Statute 115D-32, the County is required to provide operating funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes. A detailed discussion of Wake Tech's current capital programming and the County's capital responsibilities per NCGS 115-D32 are included in Wake Tech's capital section.

Major Accomplishments

Wake Tech successfully pivoted to 100% online classes when the coronavirus pandemic began in March 2020. The college resumed some in-person instruction in the fall with reduced capacity and strict safety protocols. Wake Tech enrolled 30,781 credit students during the 2019-2020 academic year. Since the college's inception in 1963 Wake Technical Community College has awarded nearly 43,000 associate degrees; nearly 9,300 diplomas; more than 38,000 certificates; nearly 25,000 GED/HSE diplomas; and over 3,000 Adult High School diplomas.

Over the past year, Wake Technical Community College has added one associate degree in Medical Sonography; one diploma in Mechanical Engineering

Technology; and certificates in Electromechanical Analysis; Mechanical Analysis and Design I and II; Architectural CAD; Architectural Practices; Civil Engineering; Civil Design Elements I and II; Geomatics Technology; Geomatics Field Technology; and Geomatics Mapping Technology.

The college partnered with Wake County to launch WakeWorks Apprenticeship, to give students the opportunity to "learn while they earn" in order to prepare skilled workers for County employment. Wake Tech also partnered with Wake County to launch "Wake Invests in Women," a collective impact initiative focusing on the gender wage gap and attracting more women to high paying jobs.

FY22 Discussion

The Wake Tech Community College budget increased from prior years. The changes accepted in the budget include:

Lease increases to new building facility costs (\$1.78 million)

Market based pay increases for information technology staff (\$752,000)

Pay increase to Non-IT employees based on Wake Tech request to the General Assembly (\$150,000)

A Senior Cyber Security Engineer to oversee risk management and information security program compliance for all Wake Tech campus locations (1.000 FTE, \$160,000).

Increase to staff salaries to match market rates from pay study (\$182,000).

Facility Technicians to carry out facility maintenance, repairs and related tasks (2.000 FTE, \$101,000).

Learning Management System Administrator to manage the college application system, support increased online course offerings and improve customer support (1.000 FTE, \$89,000).

Support East Wake Campus Projects (\$142,000).

IT Project Manager to address increased project workload from new software applications, network infrastructure upgrades, and standardization of A/V and class lab requirements (1.000 FTE, \$101,000).

Help Desk Analyst to address concerns at the Perry Health Sciences Campus and support activities at Beltline Education center that includes Amazon employee training in January 2021 (1.000 FTE, \$60,000).

Help Desk Analyst to support new RTP Classroom Building opening and corresponding increase in users and devices (1.000 FTE, \$66,000).

Horizon Issues

Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students through Career and College Promise, cooperative/innovative high schools, university partnerships, 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 partnerships with four-year transfer institutions and initiatives such as Reverse Transfer and Finish First. Reverse Transfer allows students who have transferred to four-year colleges without having earned an associate's degree to do so while in a bachelor's degree program. Finish First identifies students who have met the requirements for a credential that has not yet been awarded. As part of the college's innovation efforts, Curriculum Education will continue to focus on improving student success in online courses.

Wake Tech is undergoing a strategic planning process dubbed "Reach and Rally." As part of that initiative, the college has adopted a new mission, vision and goals, establishing a focus on equitable access and economic mobility for Wake County citizens. All Wake Tech staff and faculty will be engaged in the strategic planning process.

Other Education Initiatives

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Expenditures					
Wake County Smart Start	—	\$1,688,028	\$1,688,028	\$2,038,028	100.0%
Expenditure Totals	—	\$1,688,028	\$1,688,028	\$2,038,028	

Department Purpose and Goals

Wake County is committed to collaborating with education stakeholders to achieve a well-educated citizenry prepared for success. This includes collaborating with Wake County's continuum of education providers. The Other Education Initiatives Department, which was created with the FY 2021 Adopted Budget, captures funding for education initiatives in addition to the County's contribution to the Wake County Public Schools System and Wake Technical Community College. The funds budgeted in this section represent County allocations to Wake County Smart Start to support high quality pre-kindergarten programs.

Major Accomplishments

Wake County continues to support Wake County Smart Start's administration of NC Pre-K, which provides four-year-olds with a high-quality classroom program to prepare for Kindergarten. Children attend Pre-K for 6.5 hours each day, Monday through Friday. In FY 2021, Wake County provided funding to assist Wake County Smart Start in providing 1,532 Pre-K slots.

As part of their 2020 Goals, the Board of Commissioners adopted an initiative to implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four year old's. Wake County continues to work with Wake County Smart Start to measure Pre-K access and levels of interest and eligibility.

FY22 Discussion

Prior to FY 2020, County support for Wake County Smart Start was included in the Non-Departmental Public Agency Division. The FY 2020 actual contribution totaled \$1.69 million.

The budget for Other Education Initiatives totals \$2.04 million. This continues a \$1.69 million allocation to Wake County Smart Start to support an estimated 1,532 NC Pre-K slots for income-eligible four-year-olds in Wake County, plus an additional \$350,000 for Smart Start to begin developing a pilot pre-k program to serve income-eligible three-year-olds in the County.

Debt Service

Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$2,832,186	\$2,783,013	\$2,783,013	—	0.0%
State	\$12,061,403	\$10,000,000	\$10,000,000	\$10,467,000	3.1%
Charges For Services	\$12,917	—	—	—	0.0%
Interest Income	\$12,977,062	\$3,000,427	\$3,000,427	\$594,915	0.2%
Other Financing Sources	\$77,412,502	—	—	\$36,580,769	10.9%
Transfers	\$298,862,221	\$291,561,560	\$291,561,560	\$288,470,316	85.8%
Revenue Totals	\$404,158,291	\$307,345,000	\$307,345,000	\$336,113,000	
Expenditures					
Debt Service Principal	\$193,181,554	\$189,829,823	\$189,829,823	\$225,724,000	67.2%
Debt Service Interest	\$103,854,521	\$99,489,153	\$99,489,153	\$105,655,155	31.4%
Debt Service Fees	\$1,073,738	\$1,434,355	\$1,434,355	\$823,703	0.2%
Refunding Bonds	\$77,054,156	—	—	—	0.0%
Other Refunding Debt	—	—	—	—	0.0%
Salary / Benefits	\$333,114	\$387,576	\$387,576	\$404,066	0.1%
Contractual Services	\$135,572	\$144,000	\$144,000	\$151,500	0.0%
Supplies, Materials and Other Charges	\$482,226	\$1,105,527	\$1,105,527	\$1,058,576	0.3%
Budget Reserves	—	\$13,560,566	\$13,560,566	—	0.0%
Transfers Out	\$1,539,898	\$1,394,000	\$1,394,000	\$2,296,000	0.7%
Total	\$377,654,778	\$307,345,000	\$307,345,000	\$336,113,000	
Number of FTEs	3.000	3.000	3.000	3.000	

Fund Purpose and Goals

The County effectively manages its existing debt portfolio and planned future debt issuances through use of a Debt Service Fund to conform with established policies, guidelines, and procedures as well as assist in maintaining its long-established triple-A bond ratings.

Wake County issues long-term debt to leverage taxpayer dollars to best meet its capital needs for benefit of its citizens. By issuing debt and paying for major assets over a long term, the County frees up tax revenues in the near term to direct toward other County priorities as determined by its Board of Commissioners.

The County currently utilizes debt for three broad purposes: County needs; Wake Technical

Community College (WTCC) needs; and Wake County Public School System (WCPSS) needs.

County needs: County needs for which debt has been issued include parks and recreation, greenways, open space, libraries, housing, criminal justice, governmental facilities and public safety vehicles.

WTCC needs: NC G.S. 115D stipulates the County is responsible to fund the capital needs along with certain operating needs of WTCC. Debt may be issued for capital needs, but not for operating.

WCPSS needs: NC G.S. 115C stipulates the County is responsible to fund the K-12 public education capital and operating needs of WCPSS. Debt may be issued for capital needs, but not for operating.

The County currently utilizes 3 main types of debt instruments: General Obligation Bonds (GO Bonds); Limited Obligation Bonds (LOBs); and bank loans.

GO Bonds are the lowest cost type of long-term debt the County issues. GO Bonds are typically rated by one or more of the three major rating agencies – Moody’s; Fitch; and S&P. A bond rating attempts to gauge an issuer’s ability to meet its continued financial obligations. The County has achieved each rating agency’s highest triple-A rating (Moody’s AAA; Fitch AAA; S&P AAA). Citizens authorize GO Bonds through a bond referendum ballot question which states a specific purpose and a not to exceed bond issuance amount. GO Bonds are backed by the full taxing authority of the County. When voters authorize a GO Bond Referendum, they authorize the County to raise future taxes, if needed, sufficient to pay the debt service over the life of the bonds. Past referenda categories include Libraries, Parks & Recreation, Open Space, WCPSS, WTCC, and Public Safety.

LOBs are another type of long-term debt issued by the County under NC G.S. 160A-20. Whereas GO Bonds are voter authorized, LOBs are authorized by the Wake County Board of Commissioners (upon completion of due process, which includes holding a public hearing). Issuing LOBs typically comes with two stipulations: (a.) the governmental unit pledges certain assets sufficient that the pledged asset valuation meets or exceeds a minimum threshold (typically 50%) as it relates to the amount of debt being issued; and (b.) the debt service of the LOBs must be annually appropriated by the governmental unit.

Whereas GO Bonds and LOBs are long-term debt, bank loans or installment financing agreements issued by the County are short-term in nature. They can be issued at a fixed rate with a 5 to 10-year amortization, or they can take the form of a shorter 2 to 3-year variable rate draw program. County draw programs can be categorized either as GO draw programs (GO Bond Anticipation Notes or GO BANs) or non-GO draw programs (Bond Anticipation Notes or BANs). In recent years the County has utilized short-term GO BANs and non-GO BANs as a proven cashflow saving strategy to meet its capital needs. This strategy typically entails

issuing a 2 to 4-year variable rate bank draw program whereby the County draws upon the loan only as authorized capital project expenses are incurred. Once the draw program reaches a maximum defined amount or defined date, the bank loan is transferred to long-term permanent debt (GO BANs into GO Bonds; non-GO BANs into LOBs).

GO Bond Referendum - Unissued Balances as of March 31, 2021

Purpose	Date Approved by Voters	Authorized and Unissued
Schools	11/06/2018	\$548,000,000
Community College	11/06/2018	\$349,000,000
Parks, Greenways, Recreation & Open Space	11/06/2018	\$83,140,000
Total		\$980,140,000

For Schools and Community College respective capital needs, the County’s preference is to issue GO Bonds, the lowest cost financing option for its citizens. Voter authorized GO Bond referenda balances are reduced only as permanent GO Bonds are issued. The most recent voter authorized GO Bond referenda occurred in November 2018 for purpose of Schools; Community College; and Parks, Greenways, Recreation, and Open Space (PGROS).

The next anticipated GO Bond referenda is projected to be November 2022 for respective capital needs of WCPSS (FY 2024 and FY 2025 two-year period) and WTCC (FY 2024 through FY 2027 four-year period).

On October 30, 2019 the County issued Series 2019C PGROS General Obligation Bonds, representing \$36.86 million bonds issued under the 2018 voter authorization. There are more PGROS Bond issuances anticipated through FY 2026 under the 2018 voter authorization. The County expects to issue its first General Obligation Bonds for WCPSS and WTCC, under the respective 2018 voter authorizations, later in FY 2021 prior to fiscal year end. There are several anticipated bond issuances for WCPSS and WTCC purposes planned through FY 2024 under the respective 2018 voter authorizations.

In the past the County has utilized both GO BANs and non-GO BANs draw programs as a

Debt Service

cashflow saving debt instrument utilized during the construction period of various projects. On August 15, 2019, the County closed on Series 2019A GO BANs draw program with Bank of America for \$548 million authorization for WCPSS projects to be appropriated in FY 2020 and FY 2021, as authorized by voters in November 2018 bond referendum for WCPSS. On August 15, 2019, the County also closed on Series 2019B GO BANs draw program with SunTrust Bank for \$177.1 million authorization for WTCC projects to be appropriated in FY 2020 and FY 2021, as authorized by voters in November 2018 bond referendum for WTCC.

The County currently has zero non-GO BANs draw programs outstanding.

Outstanding Debt

Current total outstanding debt for March 1, 2021 is \$2.414 billion. By purpose, this represents \$1.799 billion for WCPSS; \$325 million for WTCC; and \$289 million for County. By debt type, this represents \$1.450 billion in GO Bonds; \$802 million in LOBs; and \$161 million in bank loans and other (i.e., BANs draw programs and Public Safety loans). Total debt outstanding at June 30, 2021 may differ for reasons including, but not limited to, regular scheduled principal payments remaining in FY 2021 and a planned Series 2021 General Obligation Refunding Bond issuance scheduled to close later in FY 2021 prior to fiscal year end June 30, 2021.

The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to 8% of the assessed value of property subject to taxation. The legal debt limit is the difference between the debt limit and the County's net debt outstanding applicable to that limit and represents the County's legal borrowing authority.

Legal Debt Margin Information

	2019	2020
Assessed Value of Property	\$148,627,572,143	\$155,673,341,532
Debt Limit, 8% of Assessed Value (Statutory Limitation)	\$11,890,205,771	\$12,453,867,323
Amount of Debt Applicable to Limit		
GO Bonds	\$1,727,510,000	\$1,580,690,000
GO BANs	-	\$36,078,529
Other Long Term Debt	\$554,346,998	\$772,873,485
Bond Authorized not Issued	\$1,017,000,000	\$980,140,000
Total Net Debt Applicable to Limit	\$3,298,856,998	\$3,369,782,014
Legal Debt Margin	\$8,591,348,773	\$9,084,085,309
Total Net Debt as % of Debt Limit	27.74%	27.06%
Total Net Debt as % of Assessed Value	2.22%	2.16%

On the Horizon

At this time, the County expects to issue during FY 2022: a new Series 2021 GO BAN draw program for Community College capital needs (for FY 2022 and FY 2023) estimated at \$172 million; a new Series 2021 non-GO draw program for Schools capital needs (for FY 2022 and FY 2023) estimated at \$584 million; and new Series 2022 GO Refunding Bonds to refund current drawn amounts under respective 2019A and 2019B GO BANs draw programs, estimated at \$245 million.

The County will continue monitoring the debt markets for appropriate opportunities to pursue bond refundings, whereby existing long-term debt could be reissued at a lower market rate yielding economic savings.



Capital Area Workforce Development

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$7,250,616	\$6,396,250	\$6,142,127	\$5,603,000	100.0%
State	\$36,100	—	\$137,473	—	0.0%
Local	\$501,112	—	—	—	0.0%
Charges For Services	\$48,856	—	\$16,561	—	0.0%
Transfers	—	—	\$100,090	—	0.0%
Revenue Totals	\$7,836,683	\$6,396,250	\$6,396,251	\$5,603,000	
Expenditures					
Salary / Benefits	\$1,247,871	\$1,145,920	\$1,473,126	\$1,204,925	21.5%
Contractual Services	\$4,797,111	\$5,159,359	\$5,296,621	\$4,312,829	77.0%
Supplies, Materials and Other Charges	\$1,358,112	\$90,971	\$162,256	\$85,246	1.5%
Budget Reserves	—	—	\$(535,753)	—	0.0%
Expenditure Totals	\$7,403,095	\$6,396,250	\$6,396,250	\$5,603,000	
Number of FTEs	18.000	18.000	18.000	18.000	

Fund Purpose and Goals

Capital Area Workforce Development implements the Workforce Innovation and Opportunity Act activities throughout Wake and Johnston Counties. Generally, these include:

- (1) Promoting business partnerships to enhance regional competitiveness
- (2) Facilitating employment success for adults and youth
- (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives
- (4) Expanding resources through strategic leadership and collaborative engagement.

The department certifies and provides oversight for the area's NCWorks Career Centers, administers Incumbent Worker Training, and aids new and expanding businesses and industries through economic development partnerships. Twenty-three local Workforce Development Boards serve North Carolina's 100 counties. The Capital Area has the largest population of North Carolina's local workforce areas.

Major Accomplishments

Provided career readiness and workforce services to over 10,000 individuals and 1,990 businesses across Wake and Johnston Counties.

Established Reentry program and expanded funding through Department of Public Safety and Department of Labor.

Enhanced virtual/online access to NCWorks services due to the COVID-19 pandemic. The multi-channel Access NCWorks platform provides access to career services through online chat, web information, and telephone.

Provided workforce development support plans for 14 economic development recruiting projects which represents and estimated 6,000 jobs.

FY22 Discussion

The Capital Area Workforce Development budget decreased by \$793,000 from last year's Adopted Budget due to the loss of one-time State funding to aid response to the COVID-19 pandemic.

Fire Tax District

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Taxes	\$26,951,034	\$29,595,000	\$29,595,000	\$33,938,000	99.8%
Charges For Services	—	—	\$140,000	—	0.0%
Interest Income	\$92,847	\$51,000	\$51,000	\$51,000	0.2%
Revenue Totals	\$27,043,882	\$29,646,000	\$29,786,000	\$33,989,000	
Expenditures					
Contractual Services	\$24,497,033	\$25,530,884	\$25,670,884	\$27,133,768	79.8%
Supplies, Materials and Other Charges	\$819,411	\$1,046,556	\$1,046,556	\$1,430,470	4.2%
Debt	\$1,636	—	—	—	0.0%
Transfers Out	\$2,523,323	\$3,068,560	\$3,068,560	\$5,424,762	16.0%
Expenditure Totals	\$27,841,404	\$29,646,000	\$29,786,000	\$33,989,000	

Fund Purpose and Goals

The County contracts with 18 departments to provide fire suppression and emergency services in the Fire Tax District. Eleven departments are nonprofit corporations and seven are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax Fund. The remainder of their funding is provided by the municipalities they serve. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell.

Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls and prepare for technical rescues. The Fire Tax District also provides fire prevention services and assists other emergency and law enforcement agencies in their districts. Each department strives to maintain high insurance ratings to save property owners on fire insurance premiums.

Major Accomplishments

Wake County implemented a new computer-aided dispatch (CAD) system and purchased all new mobile data terminals in all responding fire trucks in Wake County. This new CAD and associated systems are integrated with a County supported record

management system for the not-for-profit departments. This technology upgrade automatically captures en route times and on scene times during emergency incidents. This collection of data is key to measuring the performance of departments in regard to service delivery.

Two Insurance Services Office (ISO) fire inspections were performed this year resulting in Wake County's first rural Class 1 Fire Department. Only one other Class 1 rural district exist in the state.

FY22 Discussion

The Fire Tax District revenues increased by \$4.34 million, or 14.6% over the prior year, primarily from a recommended increase in the tax rate for the Fire Tax District. The total recommended tax rate for FY 2022 is \$10.17 cents. There was also no change in budgeted interest income. Approximately 84% of Fire Tax revenues are dedicated to the operating budget and 16% for debt service and capital projects.

Expenditures increased by \$4.34 million. Transfers increased by \$2.36 million primarily to fund the cash portion of FY 2022 capital projects in the Fire Tax Capital Improvement Program. Additional departmental expenditure increases were related to personnel and operating, totaling \$1.98 million.

Fire Tax District

Horizon Issues

Fire Services staff continues to work with the Fire Commission Volunteer and Recruitment Committee in the implementation of a Volunteer Workforce Solution Grant. This grant has provided Wake County with both strategic methods and required media materials to assist in obtaining new volunteers for the fire service workforce. The committee

continues to work on compiling best practices for the recruitment and retention of volunteer firefighters

County staff is very engaged in an ongoing Long-Range Plan that will determine service delivery standards for the County. Measurements will be based on data from a technology upgrade that automatically captures en route times and on scene times during emergency incidents.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Budget
Fire Tax Revenue				
Operating	\$24,427,711	\$26,526,440	\$26,526,440	\$28,513,238
Capital	\$2,523,323	\$3,068,560	\$3,068,560	\$5,424,762
Subtotal, Taxes	\$26,951,034	\$29,595,000	\$29,595,000	\$33,938,000
Other	-	-	\$140,000	-
Interest	\$92,847	\$51,000	\$51,000	\$51,000
Total Revenues	\$27,043,882	\$29,646,000	\$29,786,000	\$33,989,000
Expenditures				
Department Appropriations				
Personnel and Operating	\$24,394,053	\$25,154,884	\$25,294,884	\$26,757,130
Subtotal, Department Appropriations	\$24,394,053	\$25,154,884	\$25,294,884	\$26,757,130
Systemwide Costs				
800 MHz Fire Costs	\$134,913	\$161,000	\$161,000	\$159,273
CAD Fire Costs	\$5,298	\$41,000	\$41,000	\$44,247
CAD Licenses and Maint. Costs	\$3,764	\$41,000	\$41,000	\$41,638
NC Forestry - Wildfire Prevention	\$68,072	\$70,674	\$70,674	\$94,701
Toner & Voice Pager Maint.	\$403	\$5,000	\$5,000	\$5,000
HAZMAT Program	\$88,428	\$91,000	\$91,000	\$87,711
RWCC Dispatch Service	\$306,579	\$308,000	\$308,000	\$439,420
Fire Service Training	\$49,712	\$186,032	\$186,032	\$186,032
Contracted Services	\$10,763	\$115,000	\$115,000	\$115,000
DMV Motor Vehicle Tax Collection Fees	\$63,047	\$59,150	\$59,150	\$65,704
Vehicle Maint. And Repair	\$258	-	-	-
Computer Software Fees	\$18,410	\$19,000	\$19,000	\$242,382
Other Office Supply Costs	\$1,636	-	-	-
Telematics	\$450	\$28,100	\$28,100	\$28,100
Medical Exams	\$88,453	\$220,000	\$220,000	\$220,000
MDT Supporting Costs	\$83,840	\$77,600	\$77,600	\$77,900
Subtotal, Systemwide Costs	\$924,027	\$1,422,556	\$1,422,556	\$1,807,108

Fire Tax District

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Budget
Debt and Capital Expenditures				
Transfer to Capital Projects Fund	\$1,290,102	\$1,687,000	\$1,687,000	\$3,859,000
Transfer to Debt Service Fund	\$1,233,221	\$1,381,560	\$1,381,560	\$1,565,762
Subtotal Debt and Capital	\$2,523,323	\$3,068,560	\$3,068,560	\$5,424,762
Total Expenditures	\$27,841,404	\$29,646,000	\$29,786,000	\$33,989,000
Change in Fund Balance	\$(797,522)	-	-	-

Summary of Appropriations by Department

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Apex FD	\$1,242,269	\$1,242,107	\$1,242,107	\$1,242,406	4.6%
Cary FD	\$45,265	\$50,000	\$50,000	\$56,000	0.2%
Fuquay Varina FD	\$2,031,128	\$1,986,039	\$1,986,039	\$2,137,303	8.0%
Holly Springs FD	\$691,578	\$681,150	\$681,150	\$751,707	2.8%
Knightdale FD	—	—	—	\$2,065,338	7.7%
Morrisville FD	\$846,120	\$787,833	\$787,833	\$857,570	3.2%
Zebulon FD	\$580,654	\$572,847	\$572,847	\$640,152	2.4%
Total Municipal	\$5,437,014	\$5,319,976	\$5,319,976	\$7,750,476	
Durham Highway FD	\$938,958	\$932,439	\$932,439	\$940,399	3.5%
Eastern Wake FD	\$1,932,410	\$1,850,483	\$1,990,483	—	0.0%
Fairview FD	\$1,774,821	\$1,814,774	\$1,814,774	\$1,921,583	7.2%
Garner FD	\$2,274,889	\$2,345,943	\$2,345,943	\$2,551,995	9.5%
Hopkins FD	\$1,004,431	\$1,037,081	\$1,037,081	\$1,074,949	4.0%
Northern Wake FD	\$3,385,965	\$3,530,500	\$3,530,500	\$3,755,857	14.0%
Rolesville FD	\$806,253	\$664,877	\$664,877	\$661,821	2.5%
Swift Creek FD	\$846,282	\$849,885	\$849,885	\$871,329	3.3%
Wake Forest FD	\$1,356,275	\$1,524,053	\$1,524,053	\$1,761,983	6.6%
Wake-New Hope FD	\$1,724,201	\$1,789,348	\$1,789,348	\$1,900,616	7.1%
Wendell FD	\$2,098,708	\$2,666,968	\$2,666,968	\$2,736,347	10.2%
Western Wake FD	\$813,846	\$828,557	\$828,557	\$829,775	3.1%
Total Rural	\$18,957,039	\$19,834,908	\$19,974,908	\$19,006,654	
Total	\$24,394,053	\$25,154,884	\$25,294,884	\$26,757,130	

Grants and Donations

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$2,056,982	\$1,722,218	\$7,650,461	\$974,798	35.3%
State	\$880,655	\$905,454	\$1,033,574	\$1,044,469	37.9%
Local	\$999,077	\$753,674	\$3,001,521	\$538,767	19.5%
Charges For Services	\$151,346	—	—	—	0.0%
Interest Income	\$18,035	—	\$12,634	—	0.0%
Miscellaneous	\$2,973	—	\$(9,218)	—	0.0%
Transfers	\$268,813	\$1,045,654	\$1,045,654	\$199,966	7.3%
Revenue Totals	\$4,377,881	\$4,427,000	\$12,734,626	\$2,758,000	
Expenditures					
Salary / Benefits	\$1,496,071	\$1,537,342	\$1,108,195	\$1,112,641	40.3%
Contractual Services	\$1,428,973	\$1,754,578	\$8,545,325	\$1,329,382	48.2%
Supplies, Materials and Other Charges	\$618,815	\$1,132,338	\$2,840,053	\$315,977	11.5%
Capital Outlay	\$830,993	—	\$237,279	—	0.0%
Debt	\$1,427	\$2,742	\$2,742	—	0.0%
Budget Reserves	—	—	\$1,033	—	0.0%
Transfers Out	\$30,823	—	—	—	0.0%
Expenditure Totals	\$4,407,101	\$4,427,000	\$12,734,627	\$2,758,000	
Number of FTEs	23.000	22.000	22.000	22.000	

Summary by Source and Department

Department	Grants/Donations	County Match	Totals
Communications	\$84,743	—	\$84,743
Human Services	\$2,250,284	\$199,966	\$2,450,250
Fire Services	\$223,007	—	\$223,007
Totals	\$2,558,034	\$199,966	\$2,758,000

Grants and Donations

Planned Use of Funds in FY 2022

Communications

Public, Educational and Governmental Access Channels (PEG)	NC State law (Session Law 2008-148, "Supplemental PEG Support") provides that cities and counties can receive supplemental PEG channel support for up to three (3) channels: a public channel (P), and education channel (E) and a Government channel (G). Since FY 2010, Wake County has certified three channels each year for reimbursement: Raleigh Television Network Channel 18, operated by Cooperating Raleigh Colleges (CRC) Channel (Education); Raleigh Television Network Channel 11 (Government); and Raleigh Television Network Channel 10 (Public).	\$84,743
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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.	\$65,760
Wake County ABC Board	The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery Court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	\$309,966
Substance Abuse and Mental Health Services Administration (SAMHSA)	The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery Court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	\$400,000
Smart Start	This grant supports the Health, Safety and Nutrition Technical Assistance program, funded by Smart Start. Funds allow child care health consultants to provide health, safety, and nutrition consultations to 170 one-star to three-star rated child care centers and homes.	\$473,766
US Department of Health and Human Services - Health Resources and Services Administration	Ryan White Part C 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.	\$534,798

Grants and Donations

Planned Use of Funds in FY 2022

NC Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills, and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	\$150,000
North Carolina Department of Public Safety - Division of Juvenile Justice	This grant supports Gang Reduction and Intervention Team, serving Juvenile Justice involved youth and parents/guardians in Wake County.	\$151,320
NC Department of Health and Human Services, Division of Social Services	The DSS Respite Services Grant supports outreach, education and support groups, and respite services to relative caregivers of children at risk of entering the child welfare system.	\$40,000
NC Department of Health and Human Services, NC Adoption Promotion Fund	North Carolina provides Adoption Promotion funds based on the number of children in foster care that are adopted. Funds provide temporary social workers to assist Child Welfare.	\$184,640
Delta Dental Foundation	This grant will be used to offset the charge of sealants for uninsured and underinsured children needing them. Sealants prevent dental decay in the grooved surfaces of teeth and therefore the future cost of possible restorations at a much higher cost. This project will provide 325 sealants at no charge to families with limited resources to pay for them	\$5,000
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association does all the marketing, and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated wood and uses volunteers to get the wood chopped and to households in need.	\$60,000
Private Donations	The 4-H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	\$75,000
Fire Services Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	\$223,007
Fund Total		\$2,758,000

Housing Affordability & Community Revitalization

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$4,597,798	\$7,135,000	\$29,748,076	\$9,273,000	94.5%
Charges For Services	\$264,673	—	\$(11,811)	\$540,000	5.5%
Interest Income	\$2,516	—	—	—	0.0%
Revenue Totals	\$4,864,987	\$7,135,000	\$29,736,265	\$9,813,000	
Expenditures					
Salary / Benefits	\$713,915	\$922,986	\$825,558	\$927,393	9.5%
Contractual Services	\$2,740,304	\$6,155,983	\$28,859,849	\$8,812,265	89.8%
Supplies, Materials and Other Charges	\$(112,059)	\$56,031	\$35,712	\$73,342	0.7%
Capital Outlay	\$95	—	\$833	—	0.0%
Budget Reserves	—	—	\$14,310	—	0.0%
Expenditure Totals	\$3,342,254	\$7,135,000	\$29,736,262	\$9,813,000	
Number of FTEs	8.000	9.000	9.000	12.000	

Fund Purpose and Goals

The Department of Housing Affordability & Community Revitalization administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and County funds. The department also includes services in the County General Fund and the Housing Capital Fund. The special revenue fund has four primary revenue sources from the U.S. Department of Housing and Urban Development: Community Development Block Grant Program, Home Investment Partnership Program, Housing Opportunities for People with AIDS, and the Emergency Solutions Grant. Program income is also earned in this fund through programs requiring repayment of loans.

Specific programs include grant programs to assist low income individuals with repairs to substandard housing, as well as public facility projects that improve infrastructure in low income neighborhoods. These programs are available throughout Wake County in the unincorporated areas and all municipalities, excluding Raleigh and Cary, which receive their own federal funds.

Funds are also used to mitigate the affordable housing crisis through preservation and development of additional affordable units across the County. In addition, employment training, multifamily (apartments) rehabilitation, community outreach, homelessness prevention, and supportive services to vulnerable populations are all targeted in the five-year consolidated plan.

Major Accomplishments

The department's work using federal funding is on track to meet the five-year goals for housing rehabilitation outlined in the Annual Action Plan submitted to U.S. Department of Housing and Urban Development.

Some federal dollars also go towards producing and preserving affordable housing units. The department exceeded its goal for 500 units per year. A total of 1,048 homes were funded for construction or preservation. 876 new apartment unit communities were awarded: Sussex, Primavera, Rock Quarry Landing, Hampton Spring, Aspen Spring, Broadstone Walk. 168 units were preserved in Avery Square, Beechridge I and II, and Granite Falls apartment communities. Four single family homes were rehabilitated. All goals benefit low income families,

Housing Affordability & Community Revitalization

prioritizing the most vulnerable populations of Wake County.

FY22 Discussion

In FY 2021, an additional \$22.6 million was received through COVID-19 relief funding to stabilize housing and prevent homelessness.

The FY 2022 budget totals \$9.8 million, \$2.7 million more than the prior year. \$2.1 million of the increase is related to CDBG and HOME expenditures as a result of program income revenue.

Two housing inspectors will coordinate and perform federally-mandated inspections that ensure safe, decent, and sanitary housing units (2.000 FTE, \$130,000).

An additional social worker will reduce caseload to more effectively administer vouchers in response to a 10% increase in the number of HOPWA clients (1.000 FTE, \$73,000).

Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years, if mitigating steps are not taken to preserve and increase housing options that are affordable for all residents, especially vulnerable populations.

The cost of living continues to outpace growth in wages for many across Wake County. Developable land, especially in areas of high economic opportunity, has become more difficult to find and is more expensive. In addition, Wake County continues to experience significant growth intensifying supply and demand for materials, skilled trade workers, and the overall housing supply. Wake has consistently been identified as a top market for real estate investment which has led to displacement of tenants as naturally occurring affordable housing is repositioned or redeveloped.

Major Facilities

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Appropriated Fund Balance	—	\$536,000	\$536,000	\$1,607,000	3.4%
Occupancy Tax	\$23,331,207	\$23,558,000	\$23,558,000	\$17,329,000	36.3%
Other Revenues	\$154,891	—	—	—	0.0%
Prepared Food Tax	\$28,463,809	\$24,500,000	\$24,500,000	\$28,745,000	60.3%
Total	\$51,949,907	\$48,594,000	\$48,594,000	\$47,681,000	
Expenditures					
Cary-Occupancy Tax	\$1,134,060	\$1,145,000	\$1,145,000	\$834,000	1.7%
Cent Auth/Facility Improvements	\$5,000,000	\$9,000,000	\$9,000,000	\$9,000,000	18.9%
Centennial Authority	\$3,034,038	\$4,768,000	\$4,768,000	\$2,760,000	5.8%
Centennial Center-Debt Service	\$868,000	—	—	—	0.0%
GRCVB	\$5,917,552	\$5,974,000	\$5,974,000	\$4,417,000	9.3%
Indoor Sports Facility	—	—	—	\$2,360,000	4.9%
New Convention Center	\$26,997,160	\$19,627,000	\$19,627,000	\$19,230,000	40.3%
Other Aid To Governmental Units	\$3,000,000	\$2,000,000	\$2,000,000	\$3,000,000	6.3%
Raleigh Annual Distribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	2.1%
Raleigh-Occupancy Tax	\$680,000	\$680,000	\$680,000	\$680,000	1.4%
Transfer To General Fund	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	2.9%
Transfer To Major Facilities CIP	\$1,000,000	\$3,000,000	\$3,000,000	\$3,000,000	6.3%
Expenditure Totals	\$50,030,811	\$48,594,000	\$48,594,000	\$47,681,000	

Fund Purpose and Goals

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently 1% and the Occupancy rate is 6%.

In March 2017, stakeholders developed operating principles to articulate the values of the community and stakeholders related to use of Wake County Room Occupancy and Prepared Food and Beverage Revenues:

A. Prioritize use of funds for projects that drive measurable, regular overnight visitation, or positive return on investment

B. Support and promote the on-going capital expenditure program and expansion of existing investments in major facilities to keep them current, relevant, and competitive in market.

C. Comply with all requirements of the existing enabling legislation

D. Ensure project investments are secured by solid long-term plans, both operational and financial, that demonstrate viability and sustainability

E. Utilize high standards of fiscal accountability in planning and managing the use of tax revenues: fulfill existing obligations before entering into significant new financial commitments and maintain long-term conservative financial forecasting

F. Support investments that complement economic development efforts and enhance quality of life

Major Facilities

experiences for visitors, newcomers, and long-time residents

G. Create sports, arts, and cultural opportunities, by leveraging community investments and partnerships, that benefit residents and enhance tourism offerings

H. Support a project investment mix that considers location and types of uses (sports, cultural, arts, convention, etc.)

I. Engage stakeholders representing varying entities, jurisdictions, and uses

J. Ensure that investments support the long-term vision of Wake County and its cities and towns as a tourism destination

K. Provide a regular funding source for eligible projects that require a smaller scale investment

L. Support investments that consider emerging arts, sports, and cultural experiences and unmet needs

Major Accomplishments

Interlocal Agreement amendments, approved by the Raleigh City Council and County Board of Commissioners, direct the distribution of revenues for projects. The second amendment authorized debt service for the PNC Arena (formerly RBC Center) through FY 2020. In 2004, the eighth amendment dedicated 85% of uncommitted funds to the construction and operation of a Raleigh Convention Center. The tenth amendment distributed the remaining 15% to other projects. The table below summarizes the payment schedule for projects funded by the remaining 15%.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds between February 2011 and March 2012. Following the review, changes were recommended and approved. These included: 1) setting aside funds from Raleigh's 85% to fund the capital maintenance program; 2) reaffirming the funding schedule for the 15% Uncommitted Funds; and 3) updating revenue projections for Occupancy and Prepared Food and Beverage tax revenues.

The twentieth amendment provided for the County to receive \$2 million annually for distribution via a competitive process to support capital projects. It also capped the administration and collection fee for Wake County at \$1.4 million, which sufficiently recovers costs.

Following an extensive public review process, the twenty-first amendment was approved in September 2019 and included: 1) A \$9.0 million annual allocation to support the PNC Arena; 2) A \$2.36 million annual allocation up to 25 years for an indoor sports facility in Wake County; 3) Medium Competitive Projects funding totaling \$46.6 million for the period of FY 2020-2026; 4) Support for the City of Raleigh's Convention Center Complex expansion plans, including purchase of land, parking and infrastructure; and 5) continued funding for Cary sports venues.

The COVID-19 pandemic triggered adoption of the twenty-second amendment in June 2020. Measures to combat the virus directly and negatively impacted revenues, requiring corresponding expenditure reductions. Staff worked closely with partners that would typically receive distributions of funds to bring forward the recommendations approved in the amendment. Major provisions include: 1) elimination of the Medium Competitive Projects funding established in the 21st Amendment; 2) reduced funding for optimization of the Raleigh Convention Center; 3) delayed funding for the Convention Center Complex parking/infrastructure needs and future commitments associated with Convention Center Expansion; 4) elimination of planned funding for the relocation of the music venue; 5) a one-year delay in funding for the Town of Cary Indoor Sports Facility; and 6) elimination of Small Competitive Project funding in FY 2020. The amendment also established a deadline of July 1, 2023 for the next review of the Major Facilities Model and Convention Center Financing Plan.

FY22 Discussion

Travel restrictions, event cancellations, and capacity limitations continued to directly impact the occupancy and prepared food and beverage tax revenue sources throughout FY 2021. Occupancy revenues were especially impacted through lower bookings and average daily room rates. As a result,

Major Facilities

occupancy and prepared food and beverage revenues for FY 2021 are projected at \$40.17 million, which is \$7.89 million below the FY 2021 Adopted Budget amount of \$48.06 million.

The FY 2022 budget includes increases above the lower FY 2021 projections for both revenue sources. Occupancy tax revenues are projected to increase by 30%, or \$4.03 million, in FY 2022 compared to the FY 2021 projection. Prepared food and beverage revenues are expected to increase by 7%, or \$1.88 million, in FY 2022 compared to the FY 2021 projection.

A fund balance appropriation totaling \$1.61 million is also included to sustain current expenditure plans.

In FY 2022, the expenditure budget totals \$47.68 million. A portion of expenditures are based on a percent of revenue collections required by North Carolina Statutes. The following agencies receiving a

significant portion of required distributions: \$4.41 million to the Greater Raleigh Convention and Visitors Bureau, \$2.76 million to the Centennial Authority (PNC Arena), and \$834,000 to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2022, significant amounts will be directed to the following agencies: \$19.23 million to the Raleigh Convention Center, \$9.0 million to PNC Arena, \$5.36 million to the Town of Cary for sports venues, including \$2.36 million for a new indoor sports facility. In FY 2022, \$3.00 million will be transferred to Major Facilities Capital Fund: \$2.00 million will be awarded through a competitive process and \$1.00 million supports capital improvements at Five County Stadium and the Marbles Kids Museum.

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Museum of Natural Sciences	PNC Center**	St. Augustine's College Track	Small Competitive Projects
2011	-	\$1,000,000	\$900,000	\$1,000,000	\$100,000	-
2012	-	\$1,000,000	\$900,000	\$1,000,000	\$100,000	-
2013	\$400,000	\$1,000,000	\$800,000	\$1,679,355	\$100,000	-
2014	\$1,000,000	\$1,000,000	\$200,000	\$1,500,000	\$100,000	-
2015	\$1,000,000	\$1,000,000	\$200,000	\$2,820,645	\$100,000	-
2016	\$1,300,000	\$1,000,000	\$400,000	\$1,000,000	\$100,000	-
2017	\$1,700,000	\$1,000,000	-	-	-	-
2018	\$2,600,000	-	-	-	-	\$2,000,000
2019	\$2,000,000	-	-	-	-	\$2,000,000
2020	\$3,000,000	-	-	-	-	-
2021	\$2,000,000	-	-	-	-	\$2,000,000
2022	\$3,000,000	-	-	-	-	\$2,000,000
2023	\$3,000,000	-	-	-	-	\$2,000,000
2024	\$3,000,000	-	-	-	-	\$2,000,000
2025	\$3,000,000	-	-	-	-	\$2,000,000
2026	\$3,000,000	-	-	-	-	\$2,000,000
Total	\$30,000,000	\$7,000,000	\$3,400,000	\$9,000,000	\$600,000	\$16,000,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

**Amounts reflect Medium Competitive Projects funded through Section 3 (15%) only.

Transportation

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$1,193	\$2,220,478	\$6,442,202	\$5,968,140	46.3%
State	\$1,317,146	\$1,558,613	\$888,613	\$1,332,200	10.3%
Local	\$388,492	\$584,883	\$416,757	\$518,293	4.0%
Charges For Services	\$4,278,746	\$4,807,026	\$4,975,152	\$4,807,026	37.3%
Interest Income	\$4,818	—	—	—	0.0%
Miscellaneous	\$32,090	\$138,000	\$138,000	\$137,062	1.1%
Other Financing Sources	—	\$125,000	\$799,300	\$125,279	1.0%
Revenue Totals	\$6,022,485	\$9,434,000	\$13,660,024	\$12,888,000	
Expenditures					
Salary / Benefits	\$270,060	\$429,411	\$429,411	\$351,002	2.7%
Contractual Services	\$5,434,438	\$7,736,173	\$10,834,591	\$11,071,782	85.9%
Supplies, Materials and Other Charges	\$428,179	\$529,776	\$983,082	\$879,084	6.8%
Capital Outlay	\$521,934	\$620,640	\$1,294,940	\$469,070	3.6%
Budget Reserves	—	\$118,000	\$118,000	\$117,062	0.9%
Expenditure Totals	\$6,654,611	\$9,434,000	\$13,660,024	\$12,888,000	
Number of FTEs	4.000	4.000	4.000	4.000	

Fund Purpose and Goals

The Human Services Transportation Fund (also known as GoWake Access) provides access options and supports safety-net transportation infrastructure for Human Services divisions and other human service organizations. The transportation provided primarily includes services for mandated Medicaid transportation as well as for clients of Social Services and Public Health. Clients are often the elderly, disabled, underemployed, and those with limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls.

The division is designed to cover all costs either through grants received or through fees for services provided. Transportation is provided by a service contract with a private vendor with County staff ensuring compliance, fiscal stewardship, efficiency, quality, and safety of service. The Transportation Advisory Board is appointed by the County Manager and provides staff with feedback on services.

FY22 Discussion

The budget totals \$12.89 million, \$3.45 million higher than the prior year. Nearly all of that increase is related to CARES Act grant funds to ensure continued operating services in rural communities and prevent, prepare, and respond to the COVID-19 public health emergencies. The increase supports planning functions like zone based scheduling and mobility management. It also supports operational functions like trips for riders who are elderly and disabled, PPE supplies, and fuel cost. Finally, the grant funds support capital equipment like updated security equipment, vehicle radios, tablet software, and capital upgrades to transfer stations.

Horizon Issues

In 2015, the NC General Assembly enacted a law transitioning Medicaid from a fee-for-service structure to a managed care service (PHPs receive a set per member per month payment for services). PHPs will be responsible for contracting for non-emergency transportation and don't have to

Transportation

contract with the County. Currently, receiving \$3.15M and estimated that ~20% of those revenues will move to PHPs in the first year with additional funding being lost each year. The roll out date for the 1st phase will be implemented on July 1, 2021. The 2nd phase will be implemented in 2021.

GoRaleigh Transportation and GoWake Access Transportation will be sharing a new paratransit facility that will house, vehicles for both agencies, drivers, vendors, customer service representatives, management and administrative staff. GoWake currently rents an older building owned by the City of Raleigh that houses County operations. This new combined facility is the first of its kind in Wake

County. The combined paratransit center will allow for better coordination, increased efficiency, and increased opportunities for growth between two of Wake County's largest transportation providers.

Fiscal year 2023 will be the last year Wake County will receive the 5311 Community Transportation Grant. The 5311 grant has provided capital to replace wheelchair equipped vans, administrative staff and expenses since the inception of the program over 10+years ago. This change is taking place as a result of Wake County's rural communities being redefined as an urban community based on Census data. GoWake continues to prepare for this upcoming change by exploring other funding opportunities.

Coronavirus Relief Fund

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Federal	\$27,995,268	—	\$131,262,021	—	0.0%
Interest Income	\$33,416	—	—	—	0.0%
Miscellaneous	\$100,000	—	—	—	0.0%
Revenue Totals	\$28,128,684	—	\$131,262,021	—	
Expenditures					
Salary / Benefits	\$4,107,765	—	\$17,006,816	—	0.0%
Contractual Services	\$4,178,160	—	\$79,348,657	—	0.0%
Supplies, Materials and Other Charges	\$19,742,759	—	\$34,906,548	—	0.0%
Expenditure Totals	\$28,028,684	—	\$131,262,021	—	

Fund Purpose and Goals

The County established the Public Health Emergency Response special revenue fund in FY20 as a result of the COVID-19 pandemic. This special revenue fund holds the \$193.9 million of federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding received by Wake County as part of the federal stimulus and COVID-19 response.

The County dedicated these resources to the Public Health Emergency Response, Community Response and Resiliency, Continuity of Operations, and Economic Recovery. Public Health Emergency Response included resources for the Emergency Operations Center, mass testing efforts, contract

tracing, and vaccination operations. Community Response programs included efforts to ensure food security across the County, provide utility bill assistance, assist with childcare, and operate the healthy hotels program for homeless assistance. Through Continuity of Operations, the County supported partner municipalities, Wake Tech, and Wake County Public School System with resources to modify facilities and pivot to remote learning. This area also covered the County's own continuity of operations, particularly facility modifications, personal protective equipment, and technology needs for remote working. Small business loans and youth employment training comprise the main programs for Economic Recovery.

WCPSS Fines and Forfeitures

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Miscellaneous	—	—	—	\$2,750,000	100.0%
Revenue Totals	—	—	—	\$2,750,000	
Expenditures					
Supplies, Materials and Other Charges	—	—	—	\$2,750,000	100.0%
Expenditure Totals	—	—	—	\$2,750,000	

Fund Purpose and Goals

The purpose of the Fines and Forfeiture Special Revenue Fund is to account for fines and forfeitures collected related to North Carolina State Statute 115C-437, which are to be passed on to the Wake County Public School System. Under the State Statute 115C-437, clear proceeds in a county Court of Justice from all penalties, forfeitures, and fines collected for any breach of penal laws of the State should be remitted to the local school administrative unit.

The Fines and Forfeiture Special Revenue fund remits payment to the Wake County Public School System on a monthly basis in compliance with the North Carolina State Statutes. Expenditures in the fund are completely reliant upon the funding from the court and may fluctuate in tandem with revenue. The revenue from the Court of Justice is the sole revenue source for this fund and is reliant upon court activity.

Human Services Trust Clients

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Miscellaneous	—	—	—	\$2,750,000	100.0%
Revenue Totals	—	—	—	\$2,750,000	
Expenditures					
Supplies, Materials and Other Charges	—	—	—	\$2,750,000	100.0%
Expenditure Totals	—	—	—	\$2,750,000	

Fund Purpose and Goals

The Social Security Administration considers Wake County an Organizational Representative Payee, meaning an organization appointed to receive Social Security and/or Supplemental Security Income (SSI) benefits for someone who cannot manage or direct someone else to manage his or her money. Individual Human Services Client accounts are setup to manage the respective income and Wake County is named the representative payee or guardian of a client's money. Human Services program and accounting staff are responsible for account administration, deposit and disbursement of client funds, and the monitoring and management of client fund accounts.

The Social Security Administrations is the primary provider of revenue for this fund. Checks and electronic transfers from client revenue sources, e.g.,

SSA, SSI (Supplemental Security Income), or private retirement funds, are posted to the individual trust accounts as they are received. The Human Services Client Special Revenue fund payments are made in adherence with the requirements of Social Security Administration and the Wake County Disbursement Procedure. Program managers and case managers review all open trust accounts balances and manage trust funds based on the client's essential needs. Payments on behalf of clients are made by Human Services staff to cover food, living, and other necessary living expenses. On occasion, an individual trust account may reflect a deficit on account of payment of a recurring necessary expense prior to a regular monthly receipt. Wake County uses general fund expenditures to temporarily cover such shortfalls to ensure continuity of necessary services for recipients.



Corporate Fleet Fund

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$9,456,221	\$9,551,525	\$9,551,525	\$9,734,979	86.4%
Interest Income	\$72,760	\$20,000	\$20,000	\$20,000	0.2%
Miscellaneous	\$550,193	\$397,147	\$397,147	\$528,856	4.7%
Other Financing Sources	—	\$350,328	\$2,040,283	\$979,165	8.7%
Revenue Totals	\$10,079,174	\$10,319,000	\$12,008,955	\$11,263,000	
Expenditures					
Salary / Benefits	\$1,376,894	\$1,461,727	\$1,461,727	\$1,708,951	15.2%
Contractual Services	\$192,443	\$206,048	\$231,318	\$206,048	1.8%
Supplies, Materials and Other Charges	\$3,589,070	\$4,130,194	\$4,199,904	\$4,091,909	36.3%
Capital Outlay	\$2,864,554	\$4,499,686	\$6,094,661	\$5,256,092	46.7%
Budget Reserves	—	\$21,345	\$21,345	—	0.0%
Expenditure Totals	\$8,022,961	\$10,319,000	\$12,008,955	\$11,263,000	
Number of FTEs	18.000	18.000	18.000	20.000	

Fund Purpose and Goals

The purpose of Fleet Services is to provide a well-managed, competitive, environmentally responsible fleet to Wake County. Fleet Services is a division of the General Services Administration department and is accounted for within an internal services fund.

Fleet Services consists of three business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan guides Fleet in providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service.

To ensure maintenance service levels can meet the demands of the County fleet, a Vehicle Equivalency Unit (VEU) ratio is utilized. This methodology calculates a weighted score by vehicle type to represent the cost and project service demands.

Major Accomplishments

Achieved Automotive Service Excellence Blue Seal Certification and achieved Emergency Vehicle Technician Certification. Emergency Vehicle Technician training enhances skills required to service and repair ambulance chassis and modules, and Automotive Service Excellence offers recognition

opportunity for highly qualified repair facilities to showcase technicians and the commitment to excellence.

Awarded one of the Top 100 Best Fleets in North America. 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.

Decommissioned Wake Tech Fuel Site avoiding over \$500,000 in required renovations.

Replaced lifecycle fuel dispensers at two county owned fuel depots which have allowed a more streamlined fueling process for users and provided increased data reporting.

Piloted two motor pool systems to assist in the expanded use of vehicle sharing and reduction in employee mileage reimbursements.

FY22 Discussion

The Fleet Fund budget increased by \$763,000 compared to the prior year due to the vehicle

Corporate Fleet Fund

replacement schedule and vehicle increases. The budget maintains the FY 2021 projected fuel rate to assume \$1.60/gallon for unleaded and \$2.00/gallon for diesel.

The Fleet Fund budget also includes an Assistant Director - Operations Manager to promote alternative fuel vehicles and strategies and create business efficiencies for Fleet systems and operations (1.000, \$112,000).

An additional Automotive Senior Technician will provide additional vehicle support as the County's fleet continues to grow (1.000, \$69,000).

Horizon Issues

Reduce fuel use through conservation, idle reduction, and right sizing vehicles. Continue evaluating market analysis recommendations for future enhancements.

Implement a motor pool system and expand this program to additional key County facilities. The module will be designed to help monitor motor pool usage, track mileage and expenses, and decrease staff mileage reimbursements.

Solid Waste Management

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
State	\$2,330,916	\$2,354,168	\$2,354,168	\$2,345,981	12.9%
Charges For Services	\$9,971,945	\$10,081,809	\$10,081,809	\$10,404,068	57.4%
Licenses & Permits	\$8,900	\$8,600	\$8,600	\$8,900	0.0%
Interest Income	\$455,369	\$448,526	\$448,526	\$460,718	2.5%
Miscellaneous	\$1,536,314	\$2,767,150	\$2,767,150	\$2,499,777	13.8%
Other Financing Sources	—	\$2,180,909	\$2,190,712	\$1,173,150	6.5%
Transfers	\$1,186,879	\$1,209,838	\$1,209,838	\$1,223,406	6.8%
Revenue Totals	\$15,490,323	\$19,051,000	\$19,060,803	\$18,116,000	
Expenditures					
Salary / Benefits	\$1,614,345	\$1,660,061	\$1,660,061	\$1,747,855	9.6%
Contractual Services	\$11,250,531	\$13,533,746	\$13,534,177	\$13,844,375	76.4%
Supplies, Materials and Other Charges	\$(860,623)	\$983,757	\$993,129	\$1,079,583	6.0%
Debt	\$1,117	\$1,163	\$1,163	\$1,187	0.0%
Transfers Out	\$3,462,000	\$2,872,273	\$2,872,273	\$1,443,000	8.0%
Expenditure Totals	\$15,467,370	\$19,051,000	\$19,060,803	\$18,116,000	
Number of FTEs	15.000	15.000	15.000	15.000	

Fund Purpose and Goals

The mission of the Solid Waste Management Division is to protect the public health and safety of Wake County citizens by providing quality solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible.

The Solid Waste Management Division accomplishes the above by: providing the maximum opportunity practicable for waste reduction, reuse, and recycling; offering convenient and appropriately sized waste and recycling facilities for residents; monitoring and enforcing illegal dumping and littering ordinances; informing and educating the public about the importance of recycling, landfill operations and other environmental issues; using an equitable funding system to cover the cost of the current and future solid waste management programs.

Major Accomplishments

Completed and presented the 2020 Comprehensive Solid Waste Management Plan which reviewed solid waste activities throughout the County. The study looked at potential future waste disposal options including Waste from Energy, as well as out-of-county disposal. The study also made recommendations regarding management of special wastes and potential new transfer station locations and concepts.

Conducted a study regarding litter with Litterati to help determine future action steps regarding litter.

Made access and safety related improvements to five convenience centers, and fully repaved the site on Battle Bridge Road.

Continued working with the Town of Morrisville in the planning and design of the future West Wake Solid Waste Management facility planned to be in the Morrisville area.

Solid Waste Management

Completed expansion of the commingled recycling program to all Wake County Public Schools. This will help better align students' recycling experience at home and school, leading to more and better recycling habits.

FY22 Discussion

The household fee, set at \$20 per year per household, is the largest funding source and accounts for 54% of total revenues for the fund. State revenues for scrap tires, white goods, electronic recycling and the Solid Waste Disposal tax distributions account for make up another 14%. Revenues from the sale of scrap metal and landfill gas rights are account for another 13%. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2022, operating revenues total \$16.94 million, a minimal increase of \$73,000 over the prior year budget. Total fund revenues are \$18.12 million which includes a fund balance appropriation of \$1.17 million to support solid waste capital projects.

The budget totals \$18.12 million. Approximately 68% of the budget, or \$12.34 million, funds convenience centers, multi-material recycling and household hazardous waste programs. A \$993,000 transfer to the Solid Waste Capital projects Fund is included for various capital projects. Administration of the Solid Waste Division programs including staff salaries and benefits and administrative transfers for cost allocation total \$2.35 million. Other funded

programs include state mandated post-closure activities at closed landfills, education and outreach, school recycling and landfill gas to energy initiatives.

Horizon Issues

The Solid Waste Division will continue working with the Town of Morrisville on design and construction of the West Wake Solid Waste Management Facility. Work on a mattress and tire shredding program will also begin in FY 2022. The division will also look to implement other initiatives identified in the Comprehensive Solid Waste Management Plan as funding and staff capacity allow.

Expenses for scrap tire collection and disposal continue to exceed state revenues for this program at a growing rate. These state revenues, generated from the Scrap Tire Disposal Tax, are distributed to local governments on a per capita basis. If program expenses continue to outpace these state distributions as projected, it will place significant pressure on the fund.

Ultimately all the above items factor into the available funding through the existing sources (household fee, state funding and resale of collected recyclables). It is anticipated that to keep pace with growth and continue expansion of needed and desired programs, changes to the Household Fee may need to be considered within the next 3-4 years.

South Wake Landfill

Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recommended	% of Total
Revenues					
Charges For Services	\$20,018,060	\$20,454,598	\$20,454,598	\$21,277,000	100.0%
Interest Income	\$168,387	\$402	\$402	—	0.0%
Miscellaneous	\$(34)	—	—	—	0.0%
Other Financing Sources	—	\$361,000	\$392,000	—	0.0%
Transfers	\$9,080,391	—	—	—	0.0%
Revenue Totals	\$29,266,804	\$20,816,000	\$20,847,000	\$21,277,000	
Expenditures					
Salary / Benefits	\$299,498	\$304,684	\$304,684	\$407,130	1.9%
Contractual Services	\$12,199,863	\$13,177,042	\$13,208,042	\$13,855,322	65.1%
Supplies, Materials and Other Charges	\$6,350,174	\$5,557,436	\$5,557,436	\$5,526,142	26.0%
Transfers Out	\$10,417,270	\$1,776,838	\$1,776,838	\$1,488,406	7.0%
Expenditure Totals	\$29,266,805	\$20,816,000	\$20,847,000	\$21,277,000	
Number of FTEs	5.000	5.000	5.000	5.000	

Fund 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).

Major Accomplishments

Prepared the Odor Management & Control plan as well as a timeline and proposed metrics for minimizing odor reports at the South Wake Landfill.

Twenty-six new LFG wells were installed along with additional piping and horizontal collectors.

Future LFG well collection facilities were installed as part of the Phase 2B landfill expansion to deal with leachate more effectively in this future landfill cell.

Automated wellheads (LOCI) and odor reporting & evaluation software/hardware (Envirosuite) were maintained.

FY22 Discussion

For FY 2022, revenues total \$21.27 million based on projected tonnage of 568,000.

Revenues that support landfill and transfer station operations come from tipping fees. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a \$3 per ton large volume discount through an Interlocal Agreement, the tipping fee is \$29 per ton.

The budget includes \$13.19 million directly supporting the operation of the South Wake Landfill and the East Wake Transfer Station. Contributions to capital reserves for the East Wake Transfer Station and landfill closure and post-closure reserves are budgeted on a per-ton basis and total \$2.67 million.

The budget includes \$2.28 million in anticipated rebates to partners, which reflect payouts of net revenues following the end of the fiscal year. The

South Wake Landfill

distribution of rebates is contingent on the Interlocal Agreement, cash flows, and actual tonnages.

The budget includes new funding in FY 2022 to support an additional position within the County's Communications department. The position will focus on outreach and communications efforts associated with the South Wake Landfill.

Transfers totaling \$1.49 million are also included for cost allocation and capital projects in FY 2022. Other items include salary and benefits for staffing at the scalehouse for the landfill and the transfer station, consulting fees, and other minor operating expenses.

Horizon Issues

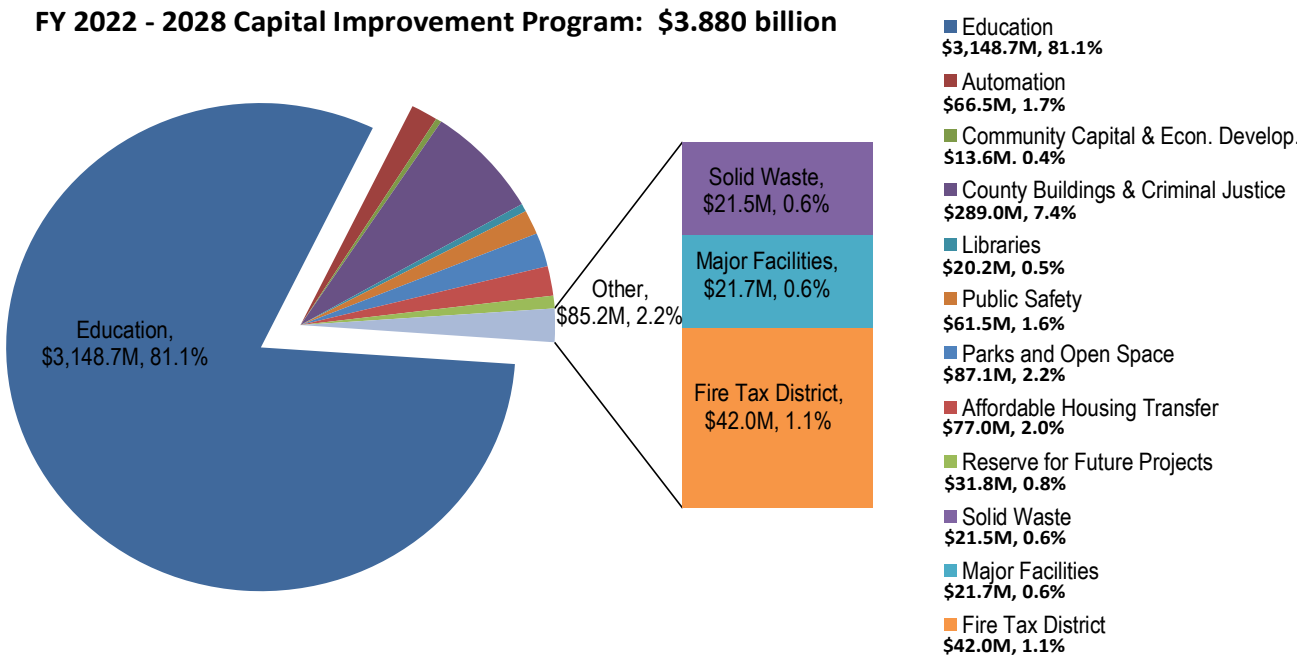
Soil for future phases of the landfill will continue to be a primary importance. If development continues in the Apex/Holly Springs area this should be a minimal issue, but it continues to be an important

concern. We are better able to deal with this issue now that we have an established soil borrow site for County use.

Efforts will continue to be made to minimize odor issues at the landfill. Recent operational changes have reduced odor reporting by 50-75% but additional efforts are being evaluated to assist further. Due to proximity, elimination of odor reporting is physically impossible; however, significant reductions are possible and being pursued.

Leachate and leachate condensate management continues to be a difficult issue due to historic levels of rain. Management of this waste stream is the landfill contractor's responsibility, but the County must make sure that these waste streams are appropriately managed and may require more County involvement.

Capital Improvement Program



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 2022 - 2028 Capital Improvement Program (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital projects cost \$100,000 or more and require longer than one year to complete. The acquisition of land is also considered a capital expenditure, including when the land is acquired to preserve Open Space.

The FY 2022 capital budget represents funded projects. The remaining projects shown in FY 2023 - 2028 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 Capital Improvement Program; these projects are those in which project timing, priority, or funding are still being determined.

Wake County’s capital program is funded through a variety of sources including transfers from the General Fund (cash), general obligation bonds, and

other sources of debt financing. The Capital Improvement Program also includes funding for the Fire Tax District, Major Facilities Fund, the Solid Waste Fund, and Housing Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are mandated for use towards capital as the result of state statutes. Other sources are in accordance with the Board of Commissioners’ financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County does not appropriate funds for debt funded projects until financing has been secured. Appropriations for bond funded projects, while reflected in the Capital Improvement Program, will be appropriated by the Board of Commissioners once financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. Debt funded Parks, Recreation, and Open Space

Introduction and Highlights

projects in the County Capital Fund will be financed with general obligation debt. Other County Capital Debt funded items, such as the Human Services Master Plan and the Hammond Road Annex, are anticipated to be financed through Limited Obligation bonds.

Highlights of the FY 2022 - 2028 Capital Improvement Program

The FY 2022 - 2028 Capital Improvement Program 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 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 Capital Improvement Program are driven by the County's rapid growth. Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

Wake County Public School System

The Wake County Public School System's Capital Improvement Program is a seven year plan that includes funding for land acquisition, design and construction of new schools. It also includes funding for major renovation at existing schools, life cycle replacement, education equipment replacement, technology and security, land acquisition, start-up design for new schools, facility assessments and program management and contingency. The financial model incorporates the WCPSS Capital Improvement Program, and accordingly will be updated as the WCPSS Capital Improvement Program is annually updated during each year's capital budget development.

Wake Technical Community College

Wake Tech leaders presented an updated Capital Improvement Program Master Plan to the Board of Commissioners in February 2020. This plan included a look at future student population growth in combination with workforce demands and trends over a seven-year period, including an estimate of

needs for an additional four years. The projects in the first three fiscal years of the presented multi-year Capital Improvement Program (FY 2021 - FY 2023) will be funded through a combination of and voter-approved General Obligation bonds and annual cash allocations from the General Fund. Projects in FY 2024 - 2028 will be funded through a combination of proposed future debt funds and cash allocations from the General Fund.

The Wake Tech Capital Improvement Program includes funding for new buildings, repairs and renovations at existing facilities, infrastructure replacement, and technology infrastructure projects. All campuses plan to support increased safety and security for students, faculty, and staff; online class growth; and school technology needs.

Automation

The Automation Capital Improvement Program funds the acquisition, upgrading, and modernization of the County's technical infrastructure including desktop and laptop computers and associated peripherals and technical solutions for the County's business units. The Capital Improvement Program includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects.

Community Capital

The FY 2022 - 2028 Capital Improvement Program totals \$350,000 over the seven year period. These funds go towards partnering with community organizations who have identified capital projects that address county-wide problems. During the fall of FY 2018, a process was undertaken to evaluate and recommend projects to be funded from FY 2019 – FY 2022. Five projects were selected for funding during the FY 2018 process. A total of \$2.3 million was allocated to those projects with \$815,000 distributed in FY 2019, another \$500,000 distributed for FY 2020 and the remaining \$1.0 million planned for disbursement in FY 2021 and 2022. During the summer of 2022, the County will embark on a new way to fund Community Capital projects. Projects will be awarded using the County's fund balance committed from excess ABC distributions. The selection of projects will remain similar to the FY 2018 process.

Introduction and Highlights

County Buildings

The County Buildings Capital Improvement Program maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The Capital Improvement Program includes funds for life cycle upgrades at County facilities which includes re-roofing and building systems projects, repaving projects at county facilities, minor renovations, energy savings projects, stormwater control repairs, and improvements identified in facility condition assessments. The County Buildings Capital Improvement Program includes projects associated with the Human Services Facilities Master Plan and construction of a new Animal Control Center.

Criminal Justice

The FY 2022 - 2028 Capital Improvement Program includes capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. There is funding in FY 2025 - 2027 to reopen the Wake County Jail Annex to house inmates as a result of anticipated growth in the general population as well as the increase in special inmate populations that require special housing and programming.

Libraries

The FY 2022 - 2028 Capital Improvement Program includes funding for the renovation of West Regional Library, Holly Springs Community Library, Village Regional Library, and the Library Administration Building. Master planning is also underway for future years' renovation and construction.

Parks, Recreation, Greenways and Open Space

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways and open space that will improve and expand recreational opportunities across the County. The FY 2022 - 2028 Capital Improvement Program includes this bond funding for greenway development, open space acquisition, new parks in southeast Wake County and at Lake Myra, existing park renovations and improvements, and nature preserves. The plan also includes the County's contribution towards the Community Use of School Parks Program, existing facility improvements at various County parks and

school/park facilities, and reimbursements from the City of Raleigh for open space acquisitions.

Public Safety & Public Safety Communications

The FY 2022 - 2028 Capital Improvement Program includes planned facilities, equipment and emergency communication systems. Planned facilities include 17 EMS stations, land acquisition for three EMS station replacements, and the construction of a new County Emergency Operations Center. Continued funding to maintain the 800 MHz radio & CAD infrastructure are included in this program. Funding is included for the purchase of handheld radios for detention officers and the replacement of the digital antenna system used to provide communication capabilities for 800Mhz, Wake County Simulcast, Verizon, and AT&T cellular service.

Economic Development

The FY 2022 - 2028 Capital Improvement Program includes funding towards economic development strategies within Wake County. These include water and sewer system infrastructure reimbursements and economic development business development grants. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY 2022 - 2028 Capital Improvement Program includes anticipated business development grant awards for Bandwidth, MetLife, NetApp, Red Hat, Citrix, Syneos (formerly INC Research), Conduent, Trilliant, Infosys, Pendo, Credit Suisse, Collectis, Green Square, Schmalz, Xerox, and Microsoft.

In addition to providing grants to new businesses creating jobs and increasing the tax base in Wake County, the County provides off-site and on-site water and sewer infrastructure improvements in the southern portion of Research Triangle Park (RTP) to attract new businesses to RTP.

Housing Affordability and Community Revitalization Capital Fund

On October 16, 2017, the Board of Commissioners approved the 20-year, Comprehensive Affordable Housing Plan informed by the Board appointed, 32-member Affordable Housing Steering Committee.

Introduction and Highlights

This plan contains 19 recommended tools to preserve and increase affordable housing. Based on this plan, the County created a new Housing Department and increased the annual contribution to housing affordability efforts. The FY 2022 - 2028 Capital Improvement Program continues to build on the Housing plan by providing gap funding to increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless, and other vulnerable populations. This includes partnerships with non-profits to provide affordable mortgages for eligible low-income homebuyers. In addition, affordable housing investments will be targeted to create a loan fund to acquire sites for affordable housing development and provide low-cost permanent financing to maintain existing affordable multi-family rental properties. Capital funds also aim to improve the County voucher administration system for assessing and placing its most vulnerable populations into housing, such as homeless veterans. This work includes partnering with public housing authorities to increase support for landlords as well.

Fire Tax District Capital Fund

The FY 2022 - 2028 Capital Improvement Program includes funding for fire apparatus and vehicles, small equipment, facility repairs and renovations, and a contribution to the Reserve for Future Fire Station Construction.

The plan continues funding for apparatus, vehicles, and equipment replacement on schedules driven by data-based formulas and national standards.

Funds for the fifth year of a five-year plan to provide a defibrillator on every vehicle throughout the District are also included, as well as the continuation of the small equipment replacement for Turnout Gear, Thermal Imaging Camera and Self Contained Breathing Apparatus (SCBA).

Solid Waste Capital Fund

The FY 2022 - 2028 Capital Improvement Program for the Solid Waste Capital Fund includes capital replacements and expansions at the County's convenience centers, purchase of a mattress and tire shredder, expansion of the landfill gas collection and control system, park improvements at the shuttered North Wake Landfill, improvements at the East Wake Transfer Station, soil for construction at the South Wake Landfill and costs associated with the closure of a phase at the landfill.

Major Facilities Capital Fund

The FY 2022 - 2028 Capital Improvement Program for the Major Facilities Capital Fund includes Wake County's allocation of occupancy and prepared food/beverage tax revenue that is used to support tourism generating capital projects. Funding is included for scheduled projects at Five County Stadium and Marbles Kids Museum. The Capital Improvement Program includes an annual appropriation for Wake County to award to small capital projects through a competitive process.

Capital Budget Process

The County develops and manages its long-term Capital Improvement Program through needs assessment, project prioritization, and in-depth cost estimation. The Wake County Public School System and Wake Technical Community College initially conduct these components internally within their organizations. Subsequently, funding requests are discussed with County staff who understand program elements and identify funding and financing alternatives. Final requests are presented to the Board of Commissioners for final approval for inclusion in the Capital Improvement Plan.

Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants, and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2022 - 2028 Capital Improvement Program 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 EMS stations and facilities, which is part of the Public Safety element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be

associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement program.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, and General Services Administration meet annually with other County departments who are requesting new projects be added to the seven-year Capital Improvement Program. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

Project Prioritization

Within limited funding available for capital projects, the County must annually prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans’ assumptions against current needs for renovations and new facilities. Project timing is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management Team. The Board of Commissioners provides policy guidance in 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 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

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, Information Services, and General Services Administration conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. The Capital Improvement Program also includes an annual update of inflation estimates based on market conditions.

Funding Capacity Analysis

Budget and Management Services and Finance uses the County's long-term financial model to assess the

funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams. The County incorporates its capital program, as well as the seven-year capital programs from WCPSS and Wake Tech, into the model for an overall funding strategy within debt and capital policies.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates General Fund interest earnings to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments annually. Specifically, funds are set aside each year the Debt Service Fund to make current year debt service payments and have funds available as new debt is incurred in the future years of the Capital Improvement Program planning period.

Debt Funding

The County also funds the capital plan with long-term debt. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest available) from all three rating agencies, interest rates incurred on debt are very favorable. Voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so current and future taxpayers share the cost and benefits of the facilities.

How to Read the Capital Improvement Program

This section groups capital projects into six broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller groupings of projects called ‘elements’ (e.g., the Education category contains two elements: Wake

County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with Ad Valorem tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and reimbursements or payments from municipal partners.	Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Parks, Recreation, Greenways, and Open Space Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Housing	Housing Capital Projects are primarily funded with an annual transfer from the General Fund.	Housing
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	Projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

The following information is presented for each element:

Financial Summary: Presents the FY 2022 appropriation (a financial commitment by the Board of Commissioners), FY 2023-2028 planned projects, and the operating impact of the planned projects.

Seven-Year Capital Improvement Program 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 2021.

Horizon Issues: Potential future projects not funded in the current Capital Improvement Program.

Operating Impact: Future costs that will need to be paid from the County’s operating budget to operate the facility.

Project Pages: Where useful, detailed pages about individual projects within an element are included to provide more information about each planned project and how the capital dollars will be spent.

Operating Budget Impact

CIP Operating Budget Impact

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
County Capital Elements:								
Automation	\$1,000	\$1,000	\$1,000	\$1,000	-	-	-	\$4,000
County Buildings	-	\$195,000	\$8,000	\$1,371,000	\$72,000	\$46,000	-	\$1,692,000
Criminal Justice	-	-	-	-	-	\$743,000	\$33,000	\$776,000
Parks, Recreation, Greenways, and Open Space	-	\$475,000	\$1,025,000	\$174,310	\$991,000	\$1,235,052	\$107,208	\$4,007,570
Public Safety	-	\$401,000	\$189,000	\$2,953,000	\$102,000	\$126,000	\$41,000	\$3,812,000
Totals	\$1,226,700	\$1,516,390	\$2,972,242	\$6,692,942	\$2,469,852	\$2,150,052	\$181,208	\$17,209,386

When developing the seven-year Capital Improvement Program, the County must carefully evaluate the financial impacts of each project; this includes the initial capital cost and the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated.

The table above depicts both ongoing and one-time operating impacts on the General Fund as a result of new projects in the FY 2022 - 2028 Capital Improvement Program (FY 2022 impacts are included in the FY 2022 operating budget). Operating impacts are provided and evaluated alongside the Capital Improvement Program project request.

One-time operating impacts (ex. purchase of large equipment and furnishings) are shown only in the years they are expected to impact the General Fund budget.

New ongoing operating impacts as a result of a capital project (ex. personnel and supply costs) are displayed with the full amounts shown in the first fiscal year they are anticipated to impact the operating budget. In subsequent fiscal years, only the changes in

ongoing operating impacts above or below the first fiscal year's amount are shown (ie. - fiscal year one will show ongoing appropriations for 2,000 FTEs with a cost of \$100,000; however fiscal year two would only show the increase in cost over fiscal year one - \$5,000 for increases in merit and benefits).

When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of EMS stations requires new operating budget dollars for both staff and facility maintenance. In some cases, operating impacts are provided for vehicle and equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

Horizon Issues

The following capital projects are either unfunded in the current Capital Improvement Program or have received only partial funding. They are included here as Horizon Issues for future Capital Improvement Programs. Typically, these are projects for which business cases, timing, and project cost estimates

need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project
Automation	Future Business Needs
	Public Health Electronic Medical Records System Replacement
	ERP System Replacement
County Building Improvements	Wake County Administrative Building
Public Safety	Future EMS Stations
	Radio Replacements
	Additional Radio Channel Capacity
Criminal Justice	Wake County Justice Center 6th Floor Build-out
Libraries	Future Library Projects
Solid Waste	Future Waste Disposal Study

Capital Improvement Program Projects

The following is a list of project balances as of April 4, 2021 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 budget indicates that grant funded revenues have not yet been realized.

Fund: 4100 County Capital Improvement Fund Department 62 Automation CIP Division 6210 Major Automation Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
210A	Major Systems - Property Tax	\$1,510,000.00	\$1,510,000.00	\$0.00	\$1,510,000.00	\$1,144,928.82	\$3,921.50		\$1,148,850.32	\$361,149.68	\$361,149.68	\$0.00
237A	DSS Document Management	\$1,820,000.00	\$1,820,000.00	\$0.00	\$1,820,000.00	\$1,304,364.17	\$742.72		\$1,305,106.89	\$514,893.11	\$514,893.11	\$0.00
238A	Public Health System Replacement	\$3,277,500.00	\$3,277,500.00	\$0.00	\$3,277,500.00	\$2,572,571.34	\$44,560.71		\$2,617,132.05	\$660,367.95	\$660,367.95	\$0.00
240A	eWake Upgrade	\$13,722,354.94	\$13,722,354.94	\$0.00	\$13,722,354.94	\$13,567,315.96	\$21,871.04		\$13,589,187.00	\$133,167.94	\$133,167.94	\$0.00
241A	CCBI Lab Information Management System	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00	\$292,313.67	\$9,449.44		\$301,763.11	(\$1,763.11)	(\$1,763.11)	\$0.00
244A	Jail & Records Management System Upgrade	\$451,855.95	\$451,855.95	\$0.00	\$451,855.95	\$398,983.88	\$51,189.96		\$450,173.84	\$1,682.11	\$1,682.11	\$0.00
246A	ROD Books	\$2,129,000.00	\$2,129,000.00	\$0.00	\$2,129,000.00	\$1,857,425.82	(\$0.00)		\$1,857,425.82	\$271,574.18	\$271,574.18	\$0.00
247A	Reval Projects	\$1,656,000.00	\$1,656,000.00	\$0.00	\$1,656,000.00	\$573,362.19	\$0.00		\$573,362.19	\$1,082,637.81	\$1,082,637.81	\$0.00
278A	Planning & Permitting System	\$2,996,992.00	\$2,996,992.00	\$0.00	\$2,996,992.00	\$2,250,696.74	\$23,567.52	\$0.00	\$2,274,264.26	\$722,727.74	\$722,727.74	\$0.00
279A	DSS Document Management - Child Welfare	\$1,475,000.00	\$1,475,000.00	\$0.00	\$1,475,000.00	\$1,322,001.70	\$19,687.52		\$1,341,689.22	\$133,310.78	\$133,310.78	\$0.00
295A	eWake Pilot Document Management	\$1,137,000.00	\$1,137,000.00	\$0.00	\$1,137,000.00	\$802,553.72	\$144,256.67		\$946,810.39	\$190,189.61	\$190,189.61	\$0.00
296A	Telecommunications Infrastructure	\$3,982,000.00	\$3,982,000.00	\$0.00	\$3,982,000.00	\$2,175,829.44	\$104,633.70	(\$571.95)	\$2,279,891.19	\$1,702,108.81	\$1,702,108.81	\$0.00
312A	VoIP System Acquisition and Implementation	\$2,750,000.00	\$2,750,000.00	\$0.00	\$2,750,000.00	\$2,257,332.81	\$18,502.00		\$2,275,834.81	\$474,165.19	\$474,165.19	\$0.00
313A	Enterprise Infrastructure - WCSO Infrastructure	\$1,189,155.00	\$1,189,155.00	\$0.00	\$1,189,155.00	\$1,123,469.91	(\$0.00)		\$1,123,469.91	\$65,685.09	\$65,685.09	\$0.00
315A	Document Management - Adult Services	\$231,060.85	\$231,060.85	\$0.00	\$231,060.85	\$181,143.02	\$49,917.83		\$231,060.85	\$0.00	\$0.00	\$0.00
316A	Document Management - Program Integrity	\$164,905.21	\$164,905.21	\$0.00	\$164,905.21	\$38,747.19	\$26,158.02		\$164,905.21	\$0.00	\$0.00	\$0.00
317A	GIS MAR Implementation	\$340,000.00	\$340,000.00	\$0.00	\$340,000.00	\$319,492.00	\$0.00		\$319,492.00	\$20,508.00	\$20,508.00	\$0.00
344A	Enterprise Wide Document Management	\$526,000.00	\$526,000.00	\$0.00	\$526,000.00	\$274,102.63	\$43,340.52		\$317,443.15	\$208,556.85	\$208,556.85	\$0.00
345A	Child Support Document Management	\$496,000.00	\$496,000.00	\$0.00	\$496,000.00	\$226,479.78	\$113,948.39		\$340,428.17	\$155,571.83	\$155,571.83	\$0.00
346A	Child Support Case Management	(\$8,320.00)	(\$8,320.00)	\$0.00	(\$8,320.00)	\$0.00	\$0.00		\$0.00	(\$8,320.00)	(\$8,320.00)	\$0.00
347A	Innovation	\$400,000.00	\$400,000.00	\$0.00	\$400,000.00	\$206,897.98	\$2,997.75		\$209,895.73	\$190,104.27	\$190,104.27	\$0.00
349A	WCSO Electronic Medical Records System	\$1,400,000.00	\$1,400,000.00	\$0.00	\$1,400,000.00	\$249,953.14	\$651.66		\$250,604.80	\$1,149,395.20	\$1,149,395.20	\$0.00
350A	Recruitment System Replacement	\$654,711.00	\$654,711.00	\$0.00	\$654,711.00	\$650,508.82	\$0.00		\$650,508.82	\$4,202.18	\$4,202.18	\$0.00
352A	BOE Voting Equipment Replacement	\$3,148,000.00	\$3,148,000.00	\$0.00	\$3,148,000.00	\$1,737,473.65	\$0.00		\$1,737,473.65	\$1,410,526.35	\$1,410,526.35	\$0.00
362A	DSS Queuing System	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$14,314.78	\$70,000.00		\$84,314.78	\$15,685.22	\$15,685.22	\$0.00
363A	Human Services Automation Projects	\$1,628,000.00	\$1,628,000.00	\$0.00	\$1,628,000.00	\$101,022.40	\$66,468.19		\$167,490.59	\$1,460,509.41	\$1,460,509.41	\$0.00
374A	EMS Operation/Deployment Modeling Software	\$411,000.00	\$411,000.00	\$0.00	\$411,000.00	\$156,092.80	\$241,739.20		\$397,832.00	\$13,168.00	\$13,168.00	\$0.00
375A	eWake 4.0	\$3,820,000.00	\$3,820,000.00	\$0.00	\$3,820,000.00	\$3,304,350.00	\$515,650.00		\$3,820,000.00	\$0.00	\$0.00	\$0.00
376A	NC Fast Document Management Implementation	\$85,000.00	\$85,000.00	\$0.00	\$85,000.00	\$29,052.80	\$5,611.65		\$34,664.45	\$50,335.55	\$50,335.55	\$0.00
377A	NC FAST Federation	\$250,000.00	\$250,000.00	\$0.00	\$250,000.00	\$17,606.25	\$82,118.75		\$99,725.00	\$150,275.00	\$150,275.00	\$0.00
378A	Office 2010 Replacement	(\$94,860.00)	(\$94,860.00)	\$0.00	(\$94,860.00)	\$0.00	\$0.00		\$0.00	(\$94,860.00)	(\$94,860.00)	\$0.00
390A	Performance Management (PDMS) Replacement	\$526,000.00	\$526,000.00	\$0.00	\$526,000.00	\$0.00	\$0.00		\$0.00	\$526,000.00	\$526,000.00	\$0.00
391A	WakeGov Redesign	\$700,000.00	\$700,000.00	\$0.00	\$700,000.00	\$692,200.00	\$0.00		\$692,200.00	\$7,800.00	\$7,800.00	\$0.00
402A	Risk Information System	\$108,000.00	\$108,000.00	\$0.00	\$108,000.00	\$74,650.00	\$10,350.00		\$85,000.00	\$23,000.00	\$23,000.00	\$0.00
403A	CSOD Succession Planning	\$106,000.00	\$106,000.00	\$0.00	\$106,000.00	\$0.00	\$0.00		\$0.00	\$106,000.00	\$106,000.00	\$0.00
404A	WCSO Gun Permit Backfile Scanning Project	\$175,000.00	\$175,000.00	\$0.00	\$175,000.00	\$102,046.02	\$1,980.00		\$104,026.02	\$70,973.98	\$70,973.98	\$0.00
405A	WCSO Scheduling Software	\$200,000.00	\$200,000.00	\$0.00	\$200,000.00	\$0.00	\$0.00		\$0.00	\$200,000.00	\$200,000.00	\$0.00
999A	Automation Holding Account	\$59,400.00	\$59,400.00	\$0.00	\$59,400.00	\$0.00	\$0.00		\$0.00	\$59,400.00	\$59,400.00	\$0.00
Total Division 6210 Major Automation Projects		\$53,822,754.95	\$53,822,754.95	\$0.00	\$53,822,754.95	\$40,019,283.43	\$1,773,314.74	(\$571.95)	\$41,792,026.22	\$12,030,728.73	\$12,030,728.73	\$0.00

Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
365A	Maintenance Libraries 2019	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$25,000.00	\$0.00		\$25,000.00	\$0.00	\$0.00	\$0.00
379A	New Equipment 2020	\$2,705,000.00	\$2,705,000.00	\$0.00	\$2,705,000.00	\$2,700,702.78	\$4,920.00		\$2,705,622.78	(\$622.78)	(\$622.78)	\$0.00
380A	Maintenance Libraries 2020	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$8,730.53	\$6,700.00		\$15,430.53	\$9,569.47	\$9,569.47	\$0.00
381A	Telephone Equipment 2020	(\$47,302.78)	(\$47,302.78)	\$0.00	(\$47,302.78)	(\$35.46)	\$0.00		(\$35.46)	(\$47,267.32)	(\$47,267.32)	\$0.00
392A	New Equipment 2021	\$2,815,000.00	\$2,815,000.00	\$0.00	\$2,815,000.00	\$513,102.22	\$1,814,987.60		\$2,328,089.82	\$486,910.18	\$486,910.18	\$0.00
393A	Telephone Equipment 2021	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$0.00		\$0.00	\$50,000.00	\$50,000.00	\$0.00
394A	Maintenance Libraries 2021	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$0.00	\$0.00		\$0.00	\$25,000.00	\$25,000.00	\$0.00
Total Division 6230 Computer Equipment		\$5,597,697.22	\$5,597,697.22	\$0.00	\$5,597,697.22	\$3,247,500.07	\$1,826,607.60		\$5,074,107.67	\$523,589.55	\$523,589.55	\$0.00

Division 6240 Enterprise Network

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
304A	CCBI Infrastructure 2015	\$68,000.00	\$68,000.00	\$0.00	\$68,000.00	\$68,000.00	\$0.00		\$68,000.00	\$0.00	\$0.00	\$0.00
338A	CCBI Infrastructure 2017	\$8,000.00	\$8,000.00	\$0.00	\$8,000.00	\$8,000.00	\$0.00		\$8,000.00	\$0.00	\$0.00	\$0.00
340A	Libraries Infrastructure 2017	\$65,000.00	\$65,000.00	\$0.00	\$65,000.00	\$19,829.17	\$0.00		\$19,829.17	\$45,170.83	\$45,170.83	\$0.00
357A	CCBI Infrastructure 2018	\$170,000.00	\$170,000.00	\$0.00	\$170,000.00	\$165,805.00	\$3,260.00		\$169,065.00	\$935.00	\$935.00	\$0.00
371A	Security Services 2019	\$130,000.00	\$130,000.00	\$0.00	\$130,000.00	\$98,709.00	\$0.00		\$98,709.00	\$31,291.00	\$31,291.00	\$0.00
373A	GIS Infrastructure 2019	\$45,000.00	\$45,000.00	\$0.00	\$45,000.00	\$36,060.00	\$0.00		\$36,060.00	\$8,940.00	\$8,940.00	\$0.00
383A	Telecom/Desktop/Helpdesk Tools 2020	\$134,000.00	\$134,000.00	\$0.00	\$134,000.00	\$14,000.00	\$0.00		\$14,000.00	\$120,000.00	\$120,000.00	\$0.00
384A	Database Operations 2020	\$120,000.00	\$120,000.00	\$0.00	\$120,000.00	\$51,472.20	\$0.00		\$51,472.20	\$68,527.80	\$68,527.80	\$0.00
385A	Network Services 2020	\$1,038,000.00	\$1,038,000.00	\$0.00	\$1,038,000.00	\$1,043,576.06	\$1,561.90		\$1,045,137.96	(\$7,137.96)	(\$7,137.96)	\$0.00
386A	Security Services 2020	\$465,000.00	\$465,000.00	\$0.00	\$465,000.00	\$430,520.66	\$0.00		\$430,520.66	\$34,479.34	\$34,479.34	\$0.00
388A	GIS Infrastructure 2020	\$70,000.00	\$70,000.00	\$0.00	\$70,000.00	\$0.00	\$0.00		\$0.00	\$70,000.00	\$70,000.00	\$0.00
389A	Libraries Infrastructure 2020	\$24,000.00	\$24,000.00	\$0.00	\$24,000.00	\$10,920.00	\$0.00		\$10,920.00	\$13,080.00	\$13,080.00	\$0.00
395A	Application Hardware/Software 2021	\$67,000.00	\$67,000.00	\$0.00	\$67,000.00	\$0.00	\$0.00		\$0.00	\$67,000.00	\$67,000.00	\$0.00
396A	Telecom/Desktop/Helpdesk Tools 2021	\$6,000.00	\$6,000.00	\$0.00	\$6,000.00	\$0.00	\$0.00		\$0.00	\$6,000.00	\$6,000.00	\$0.00
397A	Database Operations 2021	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$0.00		\$0.00	\$50,000.00	\$50,000.00	\$0.00
398A	Network Services 2021	\$698,800.00	\$698,800.00	\$0.00	\$698,800.00	\$150,019.40	\$299,244.50		\$449,263.90	\$249,536.10	\$249,536.10	\$0.00
399A	Security Services 2021	\$91,000.00	\$91,000.00	\$0.00	\$91,000.00	\$0.00	\$0.00		\$0.00	\$91,000.00	\$91,000.00	\$0.00
400A	Server Services 2021	\$379,000.00	\$379,000.00	\$0.00	\$379,000.00	\$176,589.83	\$0.00		\$176,589.83	\$202,410.17	\$202,410.17	\$0.00
401A	Libraries Infrastructure 2021	\$9,000.00	\$9,000.00	\$0.00	\$9,000.00	\$0.00	\$0.00		\$0.00	\$9,000.00	\$9,000.00	\$0.00
Total Division 6240 Enterprise Network		\$3,637,800.00	\$3,637,800.00	\$0.00	\$3,637,800.00	\$2,273,501.32	\$304,066.40		\$2,577,567.72	\$1,060,232.28	\$1,060,232.28	\$0.00
Total Department 62 Automation CIP		\$63,058,252.17	\$63,058,252.17	\$0.00	\$63,058,252.17	\$45,540,284.82	\$3,903,988.74	(\$571.95)	\$49,443,701.61	\$13,614,550.56	\$13,614,550.56	\$0.00

Capital Improvement Program Projects

Department 64 Community Capital Projects Division 6400 Community Capital Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
001C	General Community Planned Projects	\$100,000.00	\$414,000.00	(\$314,000.00)	\$100,000.00	\$0.00	\$0.00		\$0.00	\$100,000.00	\$414,000.00	\$0.00
019C	NC Freedom Park	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$0.00			\$0.00	\$25,000.00	\$25,000.00	\$0.00
023C	Healing Transitions 2018 Community Capital	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00	\$0.00	\$300,000.00		\$300,000.00	\$0.00	\$0.00	\$0.00
024C	YMCA 2018 Community Capital	\$350,000.00	\$350,000.00	\$0.00	\$350,000.00	\$350,000.00	\$0.00		\$350,000.00	\$0.00	\$0.00	\$0.00
025C	Alliance Medical Ministry 2018	\$125,000.00	\$125,000.00	\$0.00	\$125,000.00	\$125,000.00	\$0.00		\$125,000.00	\$0.00	\$0.00	\$0.00
026C	Healing Transitions Campus Expansion & Renovation	\$5,000,000.00	\$5,000,000.00	\$0.00	\$5,000,000.00	\$0.00	\$0.00		\$0.00	\$5,000,000.00	\$5,000,000.00	\$0.00
Total Division 6400 Community Capital		\$5,900,000.00	\$6,214,000.00	(\$314,000.00)	\$5,900,000.00	\$475,000.00	\$300,000.00		\$775,000.00	\$5,125,000.00	\$5,439,000.00	\$0.00
Total Department 64 Community Capital		\$5,900,000.00	\$6,214,000.00	(\$314,000.00)	\$5,900,000.00	\$475,000.00	\$300,000.00		\$775,000.00	\$5,125,000.00	\$5,439,000.00	\$0.00

Department 66 County Building Improvements

Division 6610 Major Building Renovations and New Construction Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
019B	Facilities Condition Assessment	\$1,644,148.34	\$1,644,148.34	\$0.00	\$1,644,148.34	\$1,458,179.05	\$15,330.00		\$1,473,509.05	\$170,639.29	\$170,639.29	\$0.00
200B	WakeBrook Partnership	\$28,450,000.00	\$28,075,364.82	\$374,635.18	\$28,450,000.00	\$27,867,937.71	\$29,004.23		\$27,896,941.94	\$553,058.06	\$178,422.88	\$0.00
281B	Board of Elections	\$6,146,910.15	\$6,146,910.15	\$0.00	\$6,146,910.15	\$2,209,631.59	\$3,142,759.60	\$11,784.20	\$5,364,175.39	\$782,734.76	\$782,734.76	\$0.00
282B	WCOB Life Safety/Egress Renovations	\$599,644.26	\$599,644.26	\$0.00	\$599,644.26	\$594,351.43	(\$0.00)		\$594,351.43	\$5,292.83	\$5,292.83	\$0.00
329B	WCOB Renovations	\$14,593,253.80	\$14,593,253.80	\$0.00	\$14,593,253.80	\$9,675,293.32	\$260,656.00	\$240,016.00	\$10,175,965.32	\$4,417,288.48	\$4,417,288.48	\$0.00
353B	Human Service Master Planning	\$238,000.00	\$238,000.00	\$0.00	\$238,000.00	\$234,657.05	\$2,284.38		\$236,941.43	\$1,058.57	\$1,058.57	\$0.00
368B	Swinsburne FCA Upgrades	\$580,000.00	\$580,000.00	\$0.00	\$580,000.00	\$562,049.43	\$8,077.30		\$570,126.73	\$9,873.27	\$9,873.27	\$0.00
378B	HS Western Facilities	\$140,000.00	\$140,000.00	\$0.00	\$140,000.00	\$122,619.66	\$0.00		\$122,619.66	\$17,380.34	\$17,380.34	\$0.00
390B	GSA Site Improvements	\$275,000.00	\$275,000.00	\$0.00	\$275,000.00	\$225,984.96	\$0.00		\$225,984.96	\$49,015.04	\$49,015.04	\$0.00
401B	New Public Health Center	\$2,800,000.00	\$2,800,000.00	\$0.00	\$2,800,000.00	\$531,418.20	\$1,978,691.69		\$2,510,109.89	\$289,890.11	\$289,890.11	\$0.00
405B	S. Wilmington St Shelter FCA lifecycle/upgrades	\$375,000.00	\$375,000.00	\$0.00	\$375,000.00	\$368,475.76	\$0.00		\$368,475.76	\$6,524.24	\$6,524.24	\$0.00
407B	Agricultural Bldg FCA Upgrades	\$1,634,371.54	\$1,634,371.54	\$0.00	\$1,634,371.54	\$1,592,185.04	\$21,528.00		\$1,613,713.04	\$20,658.50	\$20,658.50	\$0.00
433B	County Administrative Master Plan	\$500,000.00	\$500,000.00	\$0.00	\$500,000.00	\$63,089.93	\$375,585.00		\$438,674.93	\$61,325.07	\$61,325.07	\$0.00
434B	Community Services Center Renovation - Ph.2	\$5,505,315.15	\$5,505,315.15	\$0.00	\$5,505,315.15	\$1,696,495.05	\$2,746,970.12	\$0.00	\$4,443,465.17	\$1,061,849.98	\$1,061,849.98	\$0.00
435B	Western Regional Center/ Dorcas Co-Location	\$1,050,000.00	\$1,050,000.00	\$0.00	\$1,050,000.00	\$1,028,044.02	\$5,900.00		\$1,033,944.02	\$16,055.98	\$16,055.98	\$0.00
437B	Swinsburne Center Major Renovations	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00		\$0.00	\$100,000.00	\$100,000.00	\$0.00
438B	Animal Control Center Future Land Planning	\$1,000,000.00	\$1,000,000.00	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$5,200.00	\$5,200.00	\$994,800.00	\$994,800.00	\$0.00
467B	Somerset HS Lease Uplift	\$1,125,556.61	\$1,125,556.61	\$0.00	\$1,125,556.61	\$1,028,833.84	\$96,105.92		\$1,124,939.76	\$616.85	\$616.85	\$0.00
468B	Departure Drive Phase II Uplift	\$377,000.00	\$377,000.00	\$0.00	\$377,000.00	\$147,170.00	\$29,471.74	\$15,000.00	\$181,641.74	\$185,358.26	\$185,358.26	\$0.00
470B	Sunnybrook FCA Upgrades	\$950,000.00	\$950,000.00	\$0.00	\$950,000.00	\$9,197.50	\$41,952.50		\$51,150.00	\$898,850.00	\$898,850.00	\$0.00
477B	Oak City Vacant Space Build Out	\$1,461,140.43	\$1,461,140.43	\$0.00	\$1,461,140.43	\$4,446.00	\$94,354.00	\$16,736.00	\$115,536.00	\$1,345,604.43	\$1,345,604.43	\$0.00
Total Division 6610 Major Building Reno		\$69,545,340.28	\$69,170,705.10	\$374,635.18	\$69,545,340.28	\$49,420,059.54	\$8,848,670.48	\$288,736.20	\$58,557,466.22	\$10,987,874.06	\$10,613,238.88	\$0.00

Division 6620 Energy Conserving Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
408B	Energy Conservation Measures	\$1,286,546.67	\$1,286,546.67	\$0.00	\$1,286,546.67	(\$0.00)	\$0.00		\$0.00	\$1,286,546.67	\$1,286,546.67	\$0.00
457B	ECM - Eva Perry Library - Area Lighting LED Retrofit	\$40,000.00	\$40,000.00	\$0.00	\$40,000.00	\$9,844.51	\$1,150.00		\$10,994.51	\$29,005.49	\$29,005.49	\$0.00
461B	ECM-Direct Digital System Migration	\$61,578.51	\$61,578.51	\$0.00	\$61,578.51	\$14,604.00	\$4,939.27		\$19,543.27	\$42,035.24	\$42,035.24	\$0.00
465B	ECM-Holly Springs Library Controls Upgrades	\$230,000.00	\$230,000.00	\$0.00	\$230,000.00	\$51,672.47	\$151,710.94		\$203,383.41	\$28,616.59	\$28,616.59	\$0.00
466B	ECM-Cameron Village Library Building Controls	\$209,500.00	\$209,500.00	\$0.00	\$209,500.00	\$20,378.64	\$161,960.00		\$182,338.64	\$27,161.36	\$27,161.36	\$0.00
478B	ECM-Wake County Office Park LED Retrofit	\$80,000.00	\$80,000.00	\$0.00	\$80,000.00	\$46,751.00	\$3,249.00		\$50,000.00	\$30,000.00	\$30,000.00	\$0.00
479B	ECM-Holly Springs Community Library and Culture Center - LED	\$42,000.00	\$42,000.00	\$0.00	\$42,000.00	\$24,048.41	\$2,355.76		\$26,404.17	\$15,595.83	\$15,595.83	\$0.00
490B	ECM-Animal Control Kennels-LED Retrofit	\$12,500.00	\$12,500.00	\$0.00	\$12,500.00	\$11,150.00	\$0.00		\$11,150.00	\$1,350.00	\$1,350.00	\$0.00
495B	ECM-F21 Multi-site LED Retrofit Project	\$28,500.00	\$28,500.00	\$0.00	\$28,500.00	\$9,000.00	\$14,000.00		\$23,000.00	\$5,500.00	\$5,500.00	\$0.00
497B	ECM-Green Road Library	\$26,000.00	\$26,000.00	\$0.00	\$26,000.00	\$0.00	\$20,000.00		\$20,000.00	\$6,000.00	\$6,000.00	\$0.00
Total Division 6620 Energy Conserving		\$2,016,625.18	\$2,016,625.18	\$0.00	\$2,016,625.18	\$187,449.03	\$359,364.97		\$546,814.00	\$1,469,811.18	\$1,469,811.18	\$0.00

Division 6630 County Building Security Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
280B	Security Improvements - Ph 9	\$2,339,152.59	\$2,339,152.59	\$0.00	\$2,339,152.59	\$1,827,568.16	\$193,043.68	\$5,837.50	\$2,026,449.34	\$312,703.25	\$312,703.25	\$0.00
382B	Hardware Upgrade	\$363,008.98	\$363,008.98	\$0.00	\$363,008.98	\$134,310.92	\$4,780.39		\$139,091.31	\$223,917.67	\$223,917.67	\$0.00
429B	Library Door Counters	\$42,000.00	\$42,000.00	\$0.00	\$42,000.00	\$37,981.24	\$3,881.11		\$41,862.35	\$137.65	\$137.65	\$0.00
Total Division 6630 County Building Sec		\$2,744,161.57	\$2,744,161.57	\$0.00	\$2,744,161.57	\$1,999,860.32	\$201,705.18	\$5,837.50	\$2,207,403.00	\$536,758.57	\$536,758.57	\$0.00

Capital Improvement Program Projects

Division 6640 Minor CIP Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
037B	General Bld Renov - Minor-General	\$2,173,917.79	\$2,173,917.79	\$0.00	\$2,173,917.79	\$0.00	\$0.00		\$0.00	\$2,173,917.79	\$2,173,917.79	\$0.00
320B	RR - Fellowship Home Partnership Reimbursement Account	\$55,000.00	\$54,972.35	\$27.65	\$55,000.00	\$54,403.99	(\$0.00)		\$54,403.99	\$596.01	\$568.36	\$0.00
366B	RR - General Partnership Accounts	\$100,000.00	\$0.00	\$100,000.00	\$100,000.00	\$0.00	\$0.00		\$0.00	\$100,000.00	\$0.00	\$0.00
409B	RR - Digital Signage & Corporate AV Replacements	\$121,000.00	\$121,000.00	\$0.00	\$121,000.00	\$106,526.45	\$4,760.00	\$0.00	\$111,286.45	\$9,713.55	\$9,713.55	\$0.00
415B	RR - SWSC-Oak City Center PME Interconnect	\$313,589.00	\$313,589.00	\$0.00	\$313,589.00	\$191,246.30	\$113,373.50		\$304,619.80	\$8,969.20	\$8,969.20	\$0.00
430B	RR - AE Finley Ed & Res Ctr UG HW & CW Lines Repairs	\$101,694.00	\$101,694.00	\$0.00	\$101,694.00	\$69,413.59	(\$0.00)		\$69,413.59	\$32,280.41	\$32,280.41	\$0.00
431B	RR - WCCH Stairwell & Elevator Security Phase 1	\$241,145.00	\$241,145.00	\$0.00	\$241,145.00	\$189,190.32	\$0.00		\$189,190.32	\$51,954.68	\$51,954.68	\$0.00
446B	RR - WC Parking Deck Generator Replacement	\$119,837.00	\$119,837.00	\$0.00	\$119,837.00	\$95,404.66	\$1,050.00		\$96,454.66	\$23,382.34	\$23,382.34	\$0.00
447B	RR - UPS Battery Replacements	\$136,700.00	\$136,700.00	\$0.00	\$136,700.00	\$136,677.32	\$0.00		\$136,677.32	\$22.68	\$22.68	\$0.00
449B	RR - Imax Boiler Replacement	\$158,000.00	\$158,000.00	\$0.00	\$158,000.00	\$156,753.04	(\$0.00)		\$156,753.04	\$1,246.96	\$1,246.96	\$0.00
450B	RR-WCDC Kitchen Improvement	\$90,900.00	\$90,900.00	\$0.00	\$90,900.00	\$73,260.72	\$15,900.00		\$89,160.72	\$1,739.28	\$1,739.28	\$0.00
458B	RR-WCCH Plaza Improvements Fayetteville Street	\$240,000.00	\$240,000.00	\$0.00	\$240,000.00	\$2,224.38	\$169,966.00		\$172,190.38	\$67,809.62	\$67,809.62	\$0.00
460B	RR-WCDC Dorm Floor Repairs	\$75,000.00	\$75,000.00	\$0.00	\$75,000.00	\$64,944.06	(\$0.00)		\$64,944.06	\$10,055.94	\$10,055.94	\$0.00
463B	RR-WCDC Dorm Floor Repairs Renovation	\$135,000.00	\$135,000.00	\$0.00	\$135,000.00	\$89,516.45	\$18,442.75		\$107,959.20	\$27,040.80	\$27,040.80	\$0.00
464B	RR-WCDC 6th Floor ES Renovations	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$109,940.87	\$0.00		\$109,940.87	(\$9,940.87)	(\$9,940.87)	\$0.00
474B	RR - FY20 Multi Site Paving Repairs	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$73,113.00	\$4,338.00		\$77,451.00	\$22,549.00	\$22,549.00	\$0.00
475B	RR-Field Services Gate Replacement	\$194,000.00	\$194,000.00	\$0.00	\$194,000.00	\$120,608.00	(\$0.00)		\$120,608.00	\$73,392.00	\$73,392.00	\$0.00
476B	RR-Wake Tech Fuel Site Closure	\$184,000.00	\$184,000.00	\$0.00	\$184,000.00	\$54,203.53	\$2,801.11		\$57,004.64	\$126,995.36	\$126,995.36	\$0.00
491B	AR-WCOB Permitting Office Renovation	\$44,000.00	\$44,000.00	\$0.00	\$44,000.00	\$0.00	\$43,690.00		\$43,690.00	\$310.00	\$310.00	\$0.00
492B	RR-Green Road Lighting Repairs	\$35,000.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$32,900.00		\$32,900.00	\$2,100.00	\$2,100.00	\$0.00
494B	RR-Generator Replacement EMS#8	\$60,000.00	\$60,000.00	\$0.00	\$60,000.00	\$0.00	\$49,800.00		\$49,800.00	\$10,200.00	\$10,200.00	\$0.00
Total Division 6640 Minor CIP Projects		\$4,778,782.79	\$4,678,755.14	\$100,027.65	\$4,778,782.79	\$1,587,426.68	\$457,021.36	\$0.00	\$2,044,448.04	\$2,734,334.75	\$2,634,307.10	\$0.00

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
080B	Mechanical, Electrical & Plumbing - Gen	\$149,547.81	\$149,547.81	\$0.00	\$149,547.81	\$140,520.95	\$0.00		\$140,520.95	\$9,026.86	\$9,026.86	\$0.00
393B	Rural Center HVAC Replacement	\$115,000.00	\$0.00	\$115,000.00	\$115,000.00	\$13,540.31	\$0.00		\$13,540.31	\$101,459.69	(\$13,540.31)	\$0.00
395B	CSC Elevator Modernization	\$303,545.79	\$303,545.79	\$0.00	\$303,545.79	\$295,206.50	\$1,831.43		\$297,037.93	\$6,507.86	\$6,507.86	\$0.00
422B	S. Wilmington St HVAC Replacement	\$755,754.36	\$755,754.36	\$0.00	\$755,754.36	\$755,278.00	\$0.00		\$755,278.00	\$476.36	\$476.36	\$0.00
426B	Olivia Raney Library HVAC	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00	\$299,261.81	\$0.00		\$299,261.81	\$738.19	\$738.19	\$0.00
436B	PSC VAV - Inmate Housing Area	\$930,000.00	\$930,000.00	\$0.00	\$930,000.00	\$82,307.53	\$529,310.00		\$611,617.53	\$318,382.47	\$318,382.47	\$0.00
442B	WCOB Elevator Replacement	\$700,000.00	\$700,000.00	\$0.00	\$700,000.00	\$95,188.62	\$439,019.96		\$534,208.18	\$165,791.82	\$165,791.82	\$0.00
469B	MEP-Eva Perry-Municipal Reimbursements	\$300,000.00	\$0.00	\$300,000.00	\$300,000.00	\$25,504.56	\$22,924.00		\$48,428.56	\$251,571.44	(\$48,428.56)	\$0.00
480B	Firearms Training Center HVAC Replacement	\$900,000.00	\$900,000.00	\$0.00	\$900,000.00	\$40,554.25	\$47,435.00		\$87,989.25	\$812,010.75	\$812,010.75	\$0.00
481B	Cornerstone Center HVAC Replacement	\$900,000.00	\$900,000.00	\$0.00	\$900,000.00	\$0.00	\$0.00		\$0.00	\$900,000.00	\$900,000.00	\$0.00
482B	Crosby Garfield Elevator Replacement	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00	\$32,598.00	\$41,092.00		\$73,690.00	\$226,310.00	\$226,310.00	\$0.00
483B	Sanderson HS Emergency Generator Replacement	\$400,000.00	\$400,000.00	\$0.00	\$400,000.00	\$64,112.31	\$338,821.05		\$402,933.36	(\$2,933.36)	(\$2,933.36)	\$0.00
Total Division 6650 Mechanical, Electric		\$6,053,847.96	\$5,638,847.96	\$415,000.00	\$6,053,847.96	\$1,844,072.84	\$1,420,433.04		\$3,264,505.88	\$2,789,342.08	\$2,374,342.08	\$0.00

Division 6660 Roofing and Building Envelope Replacement Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
098B	Roof Replacements - General	\$40,857.44	\$40,857.44	(\$0.00)	\$40,857.44	\$535.71	\$0.00		\$535.71	\$40,321.73	\$40,321.73	(\$0.00)
375B	Eva Perry Library Roof Replacement	\$370,000.00	\$267,055.00	\$102,945.00	\$370,000.00	\$267,058.19	(\$0.00)		\$267,058.19	\$102,941.81	(\$3.19)	\$0.00
443B	PSC Atrium Skylight Penthouse Wall Repl	\$700,000.00	\$700,000.00	\$0.00	\$700,000.00	\$58,924.06	\$31,737.20		\$90,661.26	\$609,338.74	\$609,338.74	\$0.00
444B	GSA Field Services Center Roof	\$230,000.00	\$230,000.00	\$0.00	\$230,000.00	\$9,360.00	\$6,640.00		\$16,000.00	\$214,000.00	\$214,000.00	\$0.00
484B	Olivia Raney Library Roof	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00	\$12,070.00	\$9,980.00		\$22,050.00	\$277,950.00	\$277,950.00	\$0.00
485B	WakeBrook Roof Replacement	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00		\$0.00	\$100,000.00	\$100,000.00	\$0.00
486B	Downtown Roof Anchor Points	\$600,000.00	\$600,000.00	\$0.00	\$600,000.00	\$19,711.13	\$10,504.55		\$30,215.68	\$569,784.32	\$569,784.32	\$0.00
Total Division 6660 Roofing and Buildin		\$2,340,857.44	\$2,237,912.44	\$102,945.00	\$2,340,857.44	\$367,659.09	\$58,861.75		\$426,520.84	\$1,914,336.60	\$1,811,391.60	\$0.00

Capital Improvement Program Projects

Division 6680 Stormwater Control Device Upgrades

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
259B	Site 20A - Briar Creek	\$184,000.00	\$184,000.00	\$0.00	\$184,000.00	\$181,244.95	\$0.00		\$181,244.95	\$2,755.05	\$2,755.05	\$0.00
335B	Stormwater Control Devices Upgrades - General	\$101,388.18	\$101,388.18	\$0.00	\$101,388.18	\$0.45	\$0.00		\$0.45	\$101,387.73	\$101,387.73	\$0.00
404B	CCWP - 22 Lake Lynn	\$160,650.00	\$160,650.00	\$0.00	\$160,650.00	\$28,610.00	\$14,820.00		\$43,430.00	\$117,220.00	\$117,220.00	\$0.00
406B	Flood Control Telemetry	\$152,500.00	\$152,500.00	\$0.00	\$152,500.00	\$542.64	\$72,925.00		\$73,467.64	\$79,032.36	\$79,032.36	\$0.00
411B	Stormwater Control - Site 3 Bond Lake	\$234,000.00	\$234,000.00	\$0.00	\$234,000.00	\$150,883.36	\$23,916.64		\$174,800.00	\$59,200.00	\$59,200.00	\$0.00
440B	Site 13 - Shelley Lake	\$271,000.00	\$271,000.00	\$0.00	\$271,000.00	\$24,459.68	\$231,092.73		\$255,552.41	\$15,447.59	\$15,447.59	\$0.00
441B	Lynn Road EMS Site Stormwater Improvements	\$155,000.00	\$155,000.00	\$0.00	\$155,000.00	\$77,772.10	\$4,707.50		\$82,479.60	\$72,520.40	\$72,520.40	\$0.00
448B	Site 20A Shoreline Structure Replacement	\$275,000.00	\$275,000.00	\$0.00	\$275,000.00	\$2,880.00	\$1,920.00		\$4,800.00	\$270,200.00	\$270,200.00	\$0.00
471B	CCWS Sedimentation Management	\$210,000.00	\$210,000.00	\$0.00	\$210,000.00	\$0.00	\$144,625.00	\$0.00	\$144,625.00	\$65,375.00	\$65,375.00	\$0.00
472B	GWOP Weir System Study & Repairs	\$78,750.00	\$78,750.00	\$0.00	\$78,750.00	\$4,050.00	\$950.00		\$5,000.00	\$73,750.00	\$73,750.00	\$0.00
473B	Site 2 Hatcher's Grove Aux Spillway Repairs	\$78,750.00	\$78,750.00	\$0.00	\$78,750.00	\$10,745.00	\$6,835.00	\$0.00	\$17,580.00	\$61,170.00	\$61,170.00	\$0.00
489B	CCWP Site 23 - Lake Crabtree	\$70,000.00	\$70,000.00	\$0.00	\$70,000.00	\$17,425.00	\$16,745.00		\$34,170.00	\$35,830.00	\$35,830.00	\$0.00
496B	Crabtree Creek Watershed Rehabilitation Grant	\$2,553,310.00	\$0.00	\$2,553,310.00	\$2,553,310.00	\$0.00	\$0.00		\$0.00	\$2,553,310.00	\$0.00	\$0.00
Total Division 6680 Stormwater Control		\$4,524,348.18	\$1,971,038.18	\$2,553,310.00	\$4,524,348.18	\$498,613.18	\$518,536.87	\$0.00	\$1,017,150.05	\$3,507,198.13	\$953,888.13	\$0.00

Division 6685 Infrastructure Paving

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
336B	Infrastructure Paving - General	\$208,353.39	\$208,353.39	(\$0.00)	\$208,353.39	\$0.00	\$0.00		\$0.00	\$208,353.39	\$208,353.39	\$0.00
416B	Knightdale ES Park Paving	\$380,000.00	\$380,000.00	\$0.00	\$380,000.00	\$162,984.60	\$0.00		\$162,984.60	\$217,015.40	\$217,015.40	\$0.00
419B	Green Road Library Paving	\$355,000.00	\$355,000.00	\$0.00	\$355,000.00	\$22,075.00	\$12,250.00		\$34,325.00	\$320,675.00	\$320,675.00	\$0.00
487B	Wendell Library Repaving	\$75,000.00	\$75,000.00	\$0.00	\$75,000.00	\$0.00	\$0.00		\$0.00	\$75,000.00	\$75,000.00	\$0.00
488B	Yates Mill Park Repaving	\$35,000.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$0.00		\$0.00	\$35,000.00	\$35,000.00	\$0.00
Total Division 6685 Infrastructure Paving		\$1,053,353.39	\$1,053,353.39	\$0.00	\$1,053,353.39	\$185,059.60	\$12,250.00		\$197,309.60	\$856,043.79	\$856,043.79	\$0.00
Total Department 66 County Building In		\$93,057,316.79	\$89,511,398.96	\$3,545,917.83	\$93,057,316.79	\$56,090,200.28	\$11,876,843.65	\$294,573.70	\$68,261,617.63	\$24,795,699.16	\$21,249,781.33	\$0.00

Department 68 Criminal Justice CIP

Division 6810 Detention Facilities

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
071J	Hammond Population/Inmate Projection Study	\$400,000.00	\$400,000.00	\$0.00	\$400,000.00	\$155,569.70	\$70,331.95		\$225,901.65	\$174,098.35	\$174,098.35	\$0.00
073J	WCDC Safety Cells	\$1,293,000.00	\$1,293,000.00	\$0.00	\$1,293,000.00	\$1,206,326.35	(\$0.00)		\$1,206,326.35	\$86,673.65	\$86,673.65	\$0.00
080J	WCDC Detention Dorm Renovations	\$200,000.00	\$200,000.00	\$0.00	\$200,000.00	\$0.00	\$0.00		\$0.00	\$200,000.00	\$200,000.00	\$0.00
Total Division 6810 Detention Facilities		\$1,893,000.00	\$1,893,000.00	\$0.00	\$1,893,000.00	\$1,361,896.05	\$70,331.95		\$1,432,228.00	\$460,772.00	\$460,772.00	\$0.00

Division 6820 Criminal Justice Security

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
054J	Detention and Security Assessment Improvements	\$4,792,501.13	\$4,792,501.13	\$0.00	\$4,792,501.13	\$2,686,157.24	\$210,834.32	(\$571.94)	\$2,896,419.62	\$1,896,081.51	\$1,896,081.51	\$0.00
Total Division 6820 Criminal Justice Sec		\$4,792,501.13	\$4,792,501.13	\$0.00	\$4,792,501.13	\$2,686,157.24	\$210,834.32	(\$571.94)	\$2,896,419.62	\$1,896,081.51	\$1,896,081.51	\$0.00

Division 6830 Judicial Facilities

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
018J	General Judicial Facilities Planned Proj	\$758,004.64	\$758,004.64	\$0.00	\$758,004.64	\$724,141.37	(\$0.00)		\$724,141.37	\$33,863.27	\$33,863.27	\$0.00
034J	WCCH Elevator Upgrade/Refurbishment	\$2,514,571.66	\$2,514,571.66	\$0.00	\$2,514,571.66	\$2,486,012.97	\$680.00		\$2,486,692.97	\$27,878.69	\$27,878.69	\$0.00
042J	Justice Center	\$176,517,269.55	\$176,517,269.55	\$0.00	\$176,517,269.55	\$176,443,590.39	\$18,509.93		\$176,462,100.32	\$55,169.23	\$55,169.23	\$0.00
063J	Stairwell/Elevator Security	\$191,600.00	\$191,600.00	\$0.00	\$191,600.00	\$129,758.61	(\$0.00)		\$129,758.61	\$61,841.39	\$61,841.39	\$0.00
064J	CTHS Renovations - Floors 1 - 5 & 10	\$443,000.00	\$443,000.00	\$0.00	\$443,000.00	\$387,571.00	\$29,484.58		\$417,055.58	\$25,944.42	\$25,944.42	\$0.00
065J	CTHS - Skywalk Repair	\$145,148.59	\$145,148.59	\$0.00	\$145,148.59	\$20,377.62	\$4,922.38		\$25,300.00	\$119,848.59	\$119,848.59	\$0.00
067J	NC Business Court Partnership Uplift	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$73,801.88	\$0.00		\$73,801.88	\$26,198.12	\$26,198.12	\$0.00
075J	WCCH Genset B (generator)	\$550,000.00	\$550,000.00	\$0.00	\$550,000.00	\$172,502.06	\$375,911.64		\$548,413.70	\$1,586.30	\$1,586.30	\$0.00
078J	WCCH - Clerks and Courts Renovations	\$1,000,000.00	\$1,000,000.00	\$0.00	\$1,000,000.00	\$183,154.19	\$701,662.15		\$884,816.34	\$115,183.66	\$115,183.66	\$0.00
079J	WCCH - Switchgear Replacement	\$1,170,000.00	\$1,170,000.00	\$0.00	\$1,170,000.00	\$75,134.90	\$716,421.60		\$791,556.50	\$378,443.50	\$378,443.50	\$0.00
Total Division 6830 Judicial Facilities		\$183,389,594.44	\$183,389,594.44	\$0.00	\$183,389,594.44	\$180,696,044.99	\$1,847,592.28		\$182,543,637.27	\$845,957.17	\$845,957.17	\$0.00

Capital Improvement Program Projects

Division 6850 Criminal Justice Equipment

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
077J	CCBI Instrument Lifecycle Replacements	\$170,000.00	\$170,000.00	\$0.00	\$170,000.00	\$0.00	\$0.00		\$0.00	\$170,000.00	\$170,000.00	\$0.00
Total Division 6850 Criminal Justice Equip		\$170,000.00	\$170,000.00	\$0.00	\$170,000.00	\$0.00	\$0.00		\$0.00	\$170,000.00	\$170,000.00	\$0.00
Total Department 68 Criminal Justice C		\$190,245,095.57	\$190,245,095.57	\$0.00	\$190,245,095.57	\$184,744,098.28	\$2,128,758.55	(\$571.94)	\$186,872,284.89	\$3,372,810.68	\$3,372,810.68	\$0.00

Department 70 Public Libraries CIP

Division 7000 Library Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
026L	Fuquay Varina Library (Construction)	\$6,624,067.99	\$6,624,067.99	\$0.00	\$6,624,067.99	\$6,622,067.99	\$0.00		\$6,622,067.99	\$2,000.00	\$2,000.00	\$0.00
029L	Olivia Raney Library FCA	\$628,271.00	\$628,271.00	\$0.00	\$628,271.00	\$609,813.24	\$8,416.20	\$36.28	\$618,265.72	\$10,005.28	\$10,005.28	\$0.00
031L	Fuquay Varina Library - Books	\$650,500.00	\$650,500.00	\$0.00	\$650,500.00	\$458,555.05	\$191,944.95		\$650,500.00	\$0.00	\$0.00	\$0.00
033L	Cary Regional Library - Books	\$1,750,897.87	\$1,750,897.87	\$0.00	\$1,750,897.87	\$279,481.00	\$1,026,645.00		\$1,306,126.00	\$444,771.87	\$444,771.87	\$0.00
035L	Morrisville Library - Books	\$610,778.30	\$610,778.30	\$0.00	\$610,778.30	\$521,443.40	\$89,334.90		\$610,778.30	\$0.00	\$0.00	\$0.00
051L	Cary Regional Library (Land & Construction)	\$12,745,000.00	\$12,745,000.00	\$0.00	\$12,745,000.00	\$12,396,653.98	\$0.00		\$12,396,653.98	\$348,346.02	\$348,346.02	\$0.00
054L	Cary Regional Library - Parking Deck	\$15,265,700.00	\$14,577,104.82	\$688,595.18	\$15,265,700.00	\$14,577,104.82	(\$0.00)		\$14,577,104.82	\$688,595.18	\$0.00	\$0.00
055L	Morrisville Library	\$4,743,417.00	\$4,743,417.00	\$0.00	\$4,743,417.00	\$4,711,876.48	\$9,336.00		\$4,721,212.48	\$22,204.52	\$22,204.52	\$0.00
056L	Eva Perry Library Renovations	\$1,888,334.00	\$1,888,334.00	\$0.00	\$1,888,334.00	\$1,870,263.59	\$4,435.98	\$0.00	\$1,874,699.57	\$13,634.43	\$13,634.43	\$0.00
057L	North Regional Library	\$1,884,383.00	\$1,884,383.00	\$0.00	\$1,884,383.00	\$9.78	\$7,110.00		\$7,119.78	\$1,877,263.22	\$1,877,263.22	\$0.00
058L	Library Kiosks/Cash Handling Solution	\$354,721.70	\$354,721.70	\$0.00	\$354,721.70	\$349,608.17	\$5,113.53		\$354,721.70	\$0.00	\$0.00	\$0.00
059L	Duraleigh Lease Uplifts	\$26,262.00	\$26,262.00	\$0.00	\$26,262.00	\$9,092.37	\$10,825.92		\$19,918.29	\$6,343.71	\$6,343.71	\$0.00
999L	Library Bond/BAN Revenue	\$0.00	\$68,000.00	(\$68,000.00)	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$68,000.00	\$0.00
Total Division 7000 Library Projects		\$47,172,332.86	\$46,551,737.68	\$620,595.18	\$47,172,332.86	\$42,405,969.87	\$1,353,162.48	\$36.28	\$43,759,168.63	\$3,413,164.23	\$2,792,569.05	\$0.00
Total Department 70 Public Libraries CIP		\$47,172,332.86	\$46,551,737.68	\$620,595.18	\$47,172,332.86	\$42,405,969.87	\$1,353,162.48	\$36.28	\$43,759,168.63	\$3,413,164.23	\$2,792,569.05	\$0.00

Department 72 Open Space

Division 7200 Open Space

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
063G	Procter Farm Preserve	\$111,420.60	\$111,420.60	\$0.00	\$111,420.60	\$87,245.65	\$24,174.95		\$111,420.60	\$0.00	\$0.00	\$0.00
073G	Crabtree Creek Greenway - Cary Portion	\$500,000.00	\$500,000.00	\$0.00	\$500,000.00	\$489,542.74	\$10,457.26		\$500,000.00	\$0.00	\$0.00	\$0.00
077G	Smith Creek Greenway	\$941,000.00	\$941,000.00	\$0.00	\$941,000.00	\$236,755.63	\$0.00		\$236,755.63	\$704,244.37	\$704,244.37	\$0.00
082G	Robertson's Mill Pond Preserve Phase F	\$541,254.92	\$541,254.92	\$0.00	\$541,254.92	\$530,370.72	\$339.98		\$530,710.70	\$10,544.22	\$10,544.22	\$0.00
087G	Beaverdam Greenway	\$228,625.00	\$228,625.00	\$0.00	\$228,625.00	\$57,156.25	\$171,468.75		\$228,625.00	\$0.00	\$0.00	\$0.00
091G	Granite Falls Greenway	\$360,000.00	\$360,000.00	\$0.00	\$360,000.00	\$213,718.54	\$146,281.46		\$360,000.00	\$0.00	\$0.00	\$0.00
092G	Watson Marks Creek	\$760,000.00	\$760,000.00	\$0.00	\$760,000.00	\$719,365.77	\$0.00		\$719,365.77	\$40,634.23	\$40,634.23	\$0.00
093G	Depot Trail Greenway (FV)	\$247,432.00	\$247,432.00	\$0.00	\$247,432.00	\$247,432.00	\$0.00		\$247,432.00	\$0.00	\$0.00	\$0.00
Total Division 7200 Open Space		\$3,689,732.52	\$3,689,732.52	(\$0.00)	\$3,689,732.52	\$2,581,587.30	\$352,722.40		\$2,934,309.70	\$755,422.82	\$755,422.82	\$0.00
Total Department 72 Open Space		\$3,689,732.52	\$3,689,732.52	(\$0.00)	\$3,689,732.52	\$2,581,587.30	\$352,722.40		\$2,934,309.70	\$755,422.82	\$755,422.82	\$0.00

Department 74 Parks, Recreation, Greenways & Open Space CIP

Division 7410 County Parks

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
035R	Beech Bluff Park	\$16,547,305.80	\$16,547,305.80	\$0.00	\$16,547,305.80	\$3,376,598.02	\$189,363.18	\$439,753.00	\$4,005,714.20	\$12,541,591.60	\$12,541,591.60	\$0.00
074R	Randleigh Farm	\$25,000.00	\$25,562.50	(\$562.50)	\$25,000.00	\$0.00	\$0.00		\$25,000.00	\$25,562.50	\$25,562.50	\$0.00
077R	Parks Facility Master Planning	\$512,895.75	\$512,895.75	\$0.00	\$512,895.75	\$481,243.97	\$1,976.45		\$483,220.42	\$29,675.33	\$29,675.33	\$0.00
083R	Aquatic Species Propagation Facility	\$387,000.00	\$387,000.00	\$0.00	\$387,000.00	\$250,514.76	\$84,336.00		\$334,850.76	\$52,149.24	\$52,149.24	\$0.00
Total Division 7410 County Parks		\$17,472,201.55	\$17,472,764.05	(\$562.50)	\$17,472,201.55	\$4,108,356.75	\$275,675.63	\$439,753.00	\$4,823,785.38	\$12,648,416.17	\$12,648,978.67	\$0.00

Division 7420 Community Use Of School/Parks

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
004R	General Community Use Of Schools	\$566,735.03	\$566,735.03	(\$0.00)	\$566,735.03	\$90,996.20	\$0.00		\$90,996.20	\$475,738.83	\$475,738.83	(\$0.00)
082R	South Lake ES Community Use	\$250,000.00	\$250,000.00	\$0.00	\$250,000.00	\$250,000.00	\$0.00		\$250,000.00	\$0.00	\$0.00	\$0.00
085R	Knightdale High School - Track Replacement	\$374,109.00	\$374,109.00	\$0.00	\$374,109.00	\$0.00	\$0.00	\$374,108.22	\$374,108.22	\$0.78	\$0.78	\$0.00
Total Division 7420 Community Use Of Schools/Parks		\$1,190,844.03	\$1,190,844.03	\$0.00	\$1,190,844.03	\$340,996.20	\$0.00	\$374,108.22	\$715,104.42	\$475,739.61	\$475,739.61	\$0.00

Division 7430 Other Park Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
300R	Little River Reimbursement	\$500,000.00	\$500,000.00	\$0.00	\$500,000.00	\$0.00	\$0.00		\$0.00	\$500,000.00	\$500,000.00	\$0.00
399R	Unallocated PROS	\$0.00	\$21,044,732.45	(\$21,044,732.45)	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$21,044,732.45	\$0.00
Total Division 7430 Other Park Projects		\$500,000.00	\$21,544,732.45	(\$21,044,732.45)	\$500,000.00	\$0.00	\$0.00		\$0.00	\$500,000.00	\$21,544,732.45	\$0.00

Division 7440 Greenways

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
101G	Crabtree Creek West Greenway	\$2,800,000.00	\$2,800,000.00	\$0.00	\$2,800,000.00	\$0.00	\$0.00		\$0.00	\$2,800,000.00	\$2,800,000.00	\$0.00
102G	Future Greenways	\$2,200,000.00	\$2,200,000.00	\$0.00	\$2,200,000.00	\$0.00	\$0.00		\$0.00	\$2,200,000.00	\$2,200,000.00	\$0.00
Total Division 7440 Greenways		\$5,000,000.00	\$5,000,000.00	\$0.00	\$5,000,000.00	\$0.00	\$0.00		\$0.00	\$5,000,000.00	\$5,000,000.00	\$0.00

Capital Improvement Program Projects

Division 7450 Open Space

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
500R	Open Space Administration	\$232,512.00	\$232,512.00	\$0.00	\$232,512.00	\$9,944.46	\$55,000.00	\$0.00	\$64,944.46	\$167,567.54	\$167,567.54	\$0.00
501R	Boling-Singletary OS	\$400,000.00	\$400,000.00	\$0.00	\$400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400,000.00	\$400,000.00	\$0.00
502R	Old Creedmoor Road OS	\$836,000.00	\$836,000.00	\$0.00	\$836,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$836,000.00	\$836,000.00	\$0.00
503R	Perry Property OS	\$2,035,000.00	\$2,035,000.00	\$0.00	\$2,035,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,035,000.00	\$2,035,000.00	\$0.00
504R	Future Open Space	\$892,500.00	\$892,500.00	\$0.00	\$892,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$892,500.00	\$892,500.00	\$0.00
505R	Bluffs at West Oaks OS	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,500.00	\$2,500.00	\$0.00
506R	Wake Equity LLC OS	\$1,342,400.00	\$1,342,400.00	\$0.00	\$1,342,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,342,400.00	\$1,342,400.00	\$0.00
Total Division 7450 Open Space		\$5,740,912.00	\$5,740,912.00	\$0.00	\$5,740,912.00	\$9,944.46	\$55,000.00	\$0.00	\$64,944.46	\$5,675,967.54	\$5,675,967.54	\$0.00

Division 7460 Preserves

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
601R	Kelam Wyatt Preserve	\$250,000.21	\$250,000.21	\$0.00	\$250,000.21	\$89,162.88	\$9,830.04	\$0.00	\$98,992.92	\$151,007.29	\$151,007.29	\$0.00
605R	Proctor Farm Preserve Ph1	\$2,374,389.40	\$2,374,389.40	\$0.00	\$2,374,389.40	\$1,352,699.34	\$753,114.58	\$0.00	\$2,105,813.92	\$268,575.48	\$268,575.48	\$0.00
Total Division 7460 Preserves		\$2,624,389.61	\$2,624,389.61	\$0.00	\$2,624,389.61	\$1,441,862.22	\$762,944.62	\$0.00	\$2,204,806.84	\$419,582.77	\$419,582.77	\$0.00

Division 7490 Minor Park Facility Improvements

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
052R	PARK FACILITY IMPROVEMENTS	\$5,398,276.52	\$5,398,276.52	\$0.00	\$5,398,276.52	\$4,938,494.56	\$395,000.40	\$0.00	\$5,333,494.96	\$64,781.56	\$64,781.56	\$0.00
Total Division 7490 Minor Park Facility Improvements		\$5,398,276.52	\$5,398,276.52	\$0.00	\$5,398,276.52	\$4,938,494.56	\$395,000.40	\$0.00	\$5,333,494.96	\$64,781.56	\$64,781.56	\$0.00
Total Department 74 Parks, Recreation,		\$37,926,623.71	\$58,971,918.66	(\$21,045,294.95)	\$37,926,623.71	\$10,839,654.19	\$1,488,620.65	\$813,861.22	\$13,142,136.06	\$24,784,487.65	\$45,829,782.60	\$0.00

Department 76 Public Safety CIP

Division 7620 Computer Aided Dispatch

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
070P	CAD System Replacement	\$8,278,219.51	\$8,763,579.58	(\$485,360.07)	\$8,278,219.51	\$7,602,338.16	\$413,432.66	\$0.00	\$8,015,770.82	\$262,448.69	\$747,808.76	\$0.00
Total Division 7620 Computer Aided Dispatch		\$8,278,219.51	\$8,763,579.58	(\$485,360.07)	\$8,278,219.51	\$7,602,338.16	\$413,432.66	\$0.00	\$8,015,770.82	\$262,448.69	\$747,808.76	\$0.00

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
068P	800 Mhz Radio System Infrastructure Replacement	\$28,460,845.39	\$28,460,845.39	\$0.00	\$28,460,845.39	\$26,342,392.74	\$1,984,576.87	\$0.00	\$28,326,969.61	\$133,875.78	\$133,875.78	\$0.00
079P	Tone & Voice Pager Infrastructure Replacement	\$100,405.00	\$100,405.00	\$0.00	\$100,405.00	\$60,243.00	\$40,162.00	\$0.00	\$100,405.00	\$0.00	\$0.00	\$0.00
082P	Alpha Numeric Paging Infrastructure Replacement	\$91,000.00	\$91,000.00	\$0.00	\$91,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$91,000.00	\$91,000.00	\$0.00
083P	Alpha Pager Replacement	\$37,000.00	\$37,000.00	\$0.00	\$37,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,000.00	\$37,000.00	\$0.00
Total Division 7630 800 MHZ Radio Communications		\$28,689,250.39	\$28,689,250.39	\$0.00	\$28,689,250.39	\$26,402,635.74	\$2,024,738.87	\$0.00	\$28,427,374.61	\$261,875.78	\$261,875.78	\$0.00

Division 7640 EMS

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
012P	EMS Defibrillators	\$9,348,534.96	\$9,348,534.96	\$0.00	\$9,348,534.96	\$8,761,189.47	\$41,616.31	\$0.00	\$8,802,805.78	\$545,729.18	\$545,729.18	\$0.00
055P	Knightsdale South Co-location	\$186,500.00	\$186,500.00	\$0.00	\$186,500.00	\$16,511.35	\$38,250.00	\$0.00	\$54,761.35	\$131,738.65	\$131,738.65	\$0.00
067P	New Hope (EMS)	\$2,105,000.00	\$2,105,000.00	\$0.00	\$2,105,000.00	\$2,075,296.41	\$195.58	\$0.00	\$2,075,491.99	\$29,508.01	\$29,508.01	\$0.00
073P	Fuquay North EMS Station Co-Location	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$0.00
074P	Wendell Main EMS Station Replacement	\$2,039,486.67	\$2,039,486.67	\$0.00	\$2,039,486.67	\$2,039,486.67	\$0.00	\$0.00	\$2,039,486.67	\$0.00	\$0.00	\$0.00
075P	Public Safety Warehouse	\$1,058,425.18	\$1,058,425.18	\$0.00	\$1,058,425.18	\$1,004,529.99	\$0.00	\$0.00	\$1,004,529.99	\$53,895.19	\$53,895.19	\$0.00
077P	Wendell Falls EMS Co-Location	\$2,068,000.00	\$2,068,000.00	\$0.00	\$2,068,000.00	\$2,063,500.10	(\$0.00)	\$0.00	\$2,063,500.10	\$4,499.90	\$4,499.90	\$0.00
085P	ESEC Sim Space 3 Wall Upfit	\$796,000.00	\$796,000.00	\$0.00	\$796,000.00	\$636,916.65	\$21,948.20	\$0.00	\$658,864.85	\$137,135.15	\$137,135.15	\$0.00
088P	EMS - Ambulance Stretcher Load System	\$617,000.00	\$617,000.00	\$0.00	\$617,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$617,000.00	\$617,000.00	\$0.00
089P	EMS - New Hill Station	\$525,000.00	\$525,000.00	\$0.00	\$525,000.00	\$1,934.43	\$0.00	\$0.00	\$1,934.43	\$523,065.57	\$523,065.57	\$0.00
090P	EMS - Apex Station	\$3,087,513.33	\$3,087,513.33	\$0.00	\$3,087,513.33	\$10,250.00	\$0.00	\$0.00	\$10,250.00	\$3,077,263.33	\$3,077,263.33	\$0.00
092P	EMS - Lynn Road	\$352,500.00	\$352,500.00	\$0.00	\$352,500.00	\$291,758.49	\$26,184.76	\$0.00	\$317,943.25	\$34,556.75	\$34,556.75	\$0.00
093P	EMS - McCuller-Garner West Station	\$195,000.00	\$195,000.00	\$0.00	\$195,000.00	\$28,000.92	\$88,000.00	\$0.00	\$116,000.92	\$78,999.08	\$78,999.08	\$0.00
095P	Zebulon EMS Station	\$90,000.00	\$90,000.00	\$0.00	\$90,000.00	\$18,649.96	\$0.00	\$0.00	\$18,649.96	\$71,350.04	\$71,350.04	\$0.00
096P	Garner Main EMS Station	\$290,000.00	\$290,000.00	\$0.00	\$290,000.00	\$120,097.76	\$16,034.40	\$0.00	\$136,132.16	\$153,867.84	\$153,867.84	\$0.00
097P	EMS Station Advanced Planning	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$8,500.00	\$0.00	\$0.00	\$8,500.00	\$16,500.00	\$16,500.00	\$0.00
099P	EMS-Cary Main Regional	\$1,000,000.00	\$1,000,000.00	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	\$1,000,000.00	\$0.00
100P	EMS-North Hills Area Substation	\$1,000,000.00	\$1,000,000.00	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	\$1,000,000.00	\$0.00
102P	EMS-Co-Location Morrisville Fire Station	\$47,500.00	\$47,500.00	\$0.00	\$47,500.00	\$0.00	\$47,500.00	\$0.00	\$47,500.00	\$0.00	\$0.00	\$0.00
999P	EMS Holding Account	\$26,034.63	\$26,034.63	\$0.00	\$26,034.63	\$16,272.64	\$0.00	\$0.00	\$16,272.64	\$9,761.99	\$9,761.99	\$0.00
Total Division 7640 EMS		\$24,862,494.77	\$24,862,494.77	\$0.00	\$24,862,494.77	\$17,092,894.84	\$279,729.25	\$0.00	\$17,372,624.09	\$7,489,870.68	\$7,489,870.68	\$0.00

Division 7650 Public Safety

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
026P	Former 911 Emergency Fund	\$315,601.23	\$315,601.58	(\$0.35)	\$315,601.23	\$314,865.83	\$0.00	\$0.00	\$314,865.83	\$735.40	\$735.75	\$0.00
084P	Emergency Shelter Generator Review	\$1,400,000.00	\$1,400,000.00	\$0.00	\$1,400,000.00	\$190,761.79	\$611,169.50	\$0.00	\$801,931.29	\$598,068.71	\$598,068.71	\$0.00
091P	Sheriff - Simulation Training House	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$23,743.01	\$0.00	\$0.00	\$23,743.01	\$76,256.99	\$76,256.99	\$0.00
094P	City of Raleigh - LETC	\$495,160.07	\$495,160.07	\$0.00	\$495,160.07	\$0.00	\$495,160.07	\$0.00	\$495,160.07	\$0.00	\$0.00	\$0.00
098P	EOC Renovations	\$645,000.00	\$645,000.00	\$0.00	\$645,000.00	\$120,243.00	\$275,662.80	\$0.00	\$395,905.80	\$249,094.20	\$249,094.20	\$0.00
Total Division 7650 Public Safety		\$2,955,761.30	\$2,955,761.65	(\$0.35)	\$2,955,761.30	\$649,613.63	\$1,381,992.37	\$0.00	\$2,031,606.00	\$924,155.30	\$924,155.65	\$0.00
Total Department 76 Public Safety CIP		\$64,785,725.97	\$65,271,086.39	(\$485,360.42)	\$64,785,725.97	\$51,747,482.37	\$4,099,893.15	\$0.00	\$55,847,375.52	\$8,938,350.45	\$9,423,710.87	\$0.00

Capital Improvement Program Projects

Department 79 Economic Development Division 7910 On-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
001D	On-Site Water and Sewer Unallocated in RTP	\$1,504,388.79	\$1,504,388.79	\$0.00	\$1,504,388.79	\$704,387.94	\$0.00		\$704,387.94	\$800,000.85	\$800,000.85	\$0.00
004D	Integrated DNA Technologies Water & Sewer Infra (On-site)	\$1,289,593.50	\$1,289,593.50	\$0.00	\$1,289,593.50	\$1,289,593.00	\$0.00		\$1,289,593.00	\$0.50	\$0.50	\$0.00
Total Division 7910 On-Site Water and S		\$2,793,982.29	\$2,793,982.29	\$0.00	\$2,793,982.29	\$1,993,980.94	\$0.00		\$1,993,980.94	\$800,001.35	\$800,001.35	\$0.00

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
010D	RTP Off-Site Water and Sewer Unallocated	\$1,324,047.07	\$1,324,047.07	\$0.00	\$1,324,047.07	\$110,662.63	(\$0.00)		\$110,662.63	\$1,213,384.44	\$1,213,384.44	\$0.00
011D	Jordan Lake Reclaimed Water - Phase 2	\$2,689,767.00	\$2,689,767.00	\$0.00	\$2,689,767.00	\$174,843.98	\$2,480,021.70		\$2,654,865.68	\$34,901.32	\$34,901.32	\$0.00
Total Division 7920 Off-Site Water and S		\$4,013,814.07	\$4,013,814.07	\$0.00	\$4,013,814.07	\$285,506.61	\$2,480,021.70		\$2,765,528.31	\$1,248,285.76	\$1,248,285.76	\$0.00

Division 7930 Economic Incentives

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
020D	Economic Incentives Unallocated	\$590,350.24	\$590,350.24	\$0.00	\$590,350.24	\$1,423.66	\$0.00		\$1,423.66	\$588,926.58	\$588,926.58	\$0.00
024D	MetLife	\$4,061,796.00	\$4,061,796.00	\$0.00	\$4,061,796.00	\$3,984,226.22	\$0.00		\$3,984,226.22	\$77,569.78	\$77,569.78	\$0.00
025D	Red Hat	\$381,794.37	\$381,794.37	\$0.00	\$381,794.37	\$311,794.37	\$0.00		\$311,794.37	\$70,000.00	\$70,000.00	\$0.00
027D	NetApp 2	\$1,468,000.00	\$1,468,000.00	\$0.00	\$1,468,000.00	\$1,386,421.46	\$0.00		\$1,386,421.46	\$81,578.54	\$81,578.54	\$0.00
030D	INC Research	\$323,340.00	\$323,340.00	\$0.00	\$323,340.00	\$0.00	\$0.00		\$0.00	\$323,340.00	\$323,340.00	\$0.00
031D	Citrix Systems Inc	\$23,200.00	\$23,200.00	\$0.00	\$23,200.00	\$0.00	\$0.00		\$0.00	\$23,200.00	\$23,200.00	\$0.00
032D	Trilliant	\$8,750.00	\$8,750.00	\$0.00	\$8,750.00	\$0.00	\$0.00		\$0.00	\$8,750.00	\$8,750.00	\$0.00
033D	InfoSys	\$46,454.00	\$46,454.00	\$0.00	\$46,454.00	\$0.00	\$0.00		\$0.00	\$46,454.00	\$46,454.00	\$0.00
035D	Conduent	\$13,411.00	\$13,411.00	\$0.00	\$13,411.00	\$0.00	\$0.00		\$0.00	\$13,411.00	\$13,411.00	\$0.00
036D	Raleigh Bike Share Agreement	\$170,000.00	\$170,000.00	\$0.00	\$170,000.00	\$0.00	\$170,000.00		\$170,000.00	\$0.00	\$0.00	\$0.00
038D	Credit Suisse 2	\$468,256.27	\$468,256.27	\$0.00	\$468,256.27	\$0.00	\$0.00		\$0.00	\$468,256.27	\$468,256.27	\$0.00
070D	Advanced AutoParts	\$36,000.00	\$36,000.00	\$0.00	\$36,000.00	\$0.00	\$0.00		\$0.00	\$36,000.00	\$36,000.00	\$0.00
071D	Green Square	\$325,000.00	\$325,000.00	\$0.00	\$325,000.00	\$266,445.00	\$0.00		\$266,445.00	\$58,555.00	\$58,555.00	\$0.00
Total Division 7930 Economic Incentives		\$7,916,351.88	\$7,916,351.88	\$0.00	\$7,916,351.88	\$5,950,310.71	\$170,000.00		\$6,120,310.71	\$1,796,041.17	\$1,796,041.17	\$0.00

Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Pending Expenses	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Budget	Remaining Expenditure Authority (actual balance)	Budgeted Rev-Current Budgeted Expenses
050D	Banks Pointe Road Improvements	\$837,812.56	\$589,227.83	\$248,584.73	\$837,812.56	\$837,812.56	\$0.00		\$837,812.56	\$0.00	(\$248,584.73)	\$0.00
051D	Forrest Ridge Subdivision Road Improvements	\$13,000.00	\$13,000.00	\$0.00	\$13,000.00	\$1.19	\$0.00		\$1.19	\$12,998.81	\$12,998.81	\$0.00
054D	Mallard Crossing Subdivision Road Improvements	\$420,000.00	\$0.00	\$420,000.00	\$420,000.00	\$412,761.11	\$7,800.63		\$420,561.74	(\$561.74)	(\$420,561.74)	\$0.00
055D	Crooked Creek Subdivision Road Improvements	\$211,300.00	\$0.00	\$211,300.00	\$211,300.00	\$179,017.73	\$0.00		\$179,017.73	\$32,282.27	(\$179,017.73)	\$0.00
056D	West Oaks Subdivision Road Improvements	\$362,745.00	\$0.00	\$362,745.00	\$362,745.00	\$302,616.79	\$39,518.54		\$342,135.33	\$20,609.67	(\$342,135.33)	\$0.00
058D	Water, Sewer & Road Studies	\$45,200.00	\$0.00	\$45,200.00	\$45,200.00	\$0.00	\$0.00		\$0.00	\$45,200.00	\$0.00	\$0.00
059D	Reserved for Future Water, Sewer & Road Improvements	\$495,000.00	\$429,812.56	\$65,187.44	\$495,000.00	\$0.00	\$0.00		\$0.00	\$495,000.00	\$429,812.56	\$0.00
Total Division 7950 Water, Sewer & Road		\$2,385,057.56	\$1,032,040.39	\$1,353,017.17	\$2,385,057.56	\$1,732,209.38	\$47,319.17		\$1,779,528.55	\$605,529.01	(\$747,488.16)	\$0.00
Total Department 79 Economic Develop		\$17,109,205.80	\$15,756,188.63	\$1,353,017.17	\$17,109,205.80	\$9,962,007.64	\$2,697,340.87		\$12,659,348.51	\$4,449,857.29	\$3,096,840.12	\$0.00

Seven-Year Summary of Sources and Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Uses								
County Capital	58,098,000	119,145,000	108,793,550	107,427,500	69,840,500	59,824,000	46,510,000	569,638,550
Education	444,101,379	434,644,544	438,008,917	423,574,270	512,910,880	441,578,276	453,864,501	3,148,682,767
Fire Rescue	6,155,000	5,739,250	5,395,000	5,557,250	6,867,000	6,381,000	5,867,000	41,961,500
Housing	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Major Facilities	3,176,700	3,187,400	3,000,000	3,000,000	3,364,000	3,000,000	3,000,000	21,728,100
Solid Waste	2,485,000	5,072,000	1,746,000	1,776,000	2,916,000	6,510,000	1,041,000	21,546,000
Total Uses	525,011,079	578,783,194	567,938,467	552,330,020	606,893,380	528,288,276	521,277,501	3,880,521,917
Sources								
Transfers From Special Districts Fund	3,859,000	2,310,000	3,872,000	2,518,000	4,245,000	2,710,000	3,609,000	23,123,000
Transfers From South Wake Landfill Fund	265,000	1,084,000	1,083,000	1,473,000	1,197,000	655,000	914,000	6,671,000
Transfers From Solid Waste Enterprise	993,000	273,000	663,000	303,000	1,122,000	5,240,000	127,000	8,721,000
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Transfers From General Fund	133,443,000	119,030,000	121,982,000	123,969,000	132,745,000	137,113,000	139,925,000	908,207,000
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Proposed Future Funding	—	49,500,000	410,658,702	397,819,976	434,327,716	373,262,470	369,964,300	2,035,533,164
Pooled Investments	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Municipalities	395,000	110,000	—	—	—	550,000	—	1,055,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Generic Bond Issuance	—	22,150,000	21,700,000	15,300,000	19,120,000	—	—	78,270,000
Bond Anticipation Notes	377,483,329	372,558,600	—	—	—	—	—	750,041,929
Appropriated Fund Balance	740,000	1,216,250	2,011,550	4,439,750	6,454,500	672,000	—	15,534,050
Total Sources	525,011,079	578,783,194	567,938,467	552,330,020	606,893,380	528,288,276	521,277,501	3,880,521,917



Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Automation								
Computer Equipment	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Enterprise Infrastructure	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Major Projects	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
Total Automation	8,329,500	9,450,200	9,006,050	11,622,000	9,831,000	8,310,000	9,909,000	66,457,750
Community Capital Grants								
Healing Transitions	200,000	—	—	—	—	—	—	200,000
YMCA of the Triangle	150,000	—	—	—	—	—	—	150,000
Total Community Capital Grants	350,000	—	—	—	—	—	—	350,000
County Building Improvements								
Building Systems Replacements	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
Corporate Security	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Energy Conservation Measures	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Infrastructure Paving	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Major Building Renovations	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
Minor Building Projects	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Roofing Projects	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
Stormwater Control Device Upgrades	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
Total County Building Improvements	30,769,020	62,575,200	49,372,500	59,257,500	17,344,500	17,617,250	16,804,000	253,739,970

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Criminal Justice								
Criminal Justice Equipment	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Criminal Justice Security	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
Detention Facilities	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
Existing Courthouse Renovations	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
Total Criminal Justice	5,951,000	1,616,000	2,903,000	2,613,000	5,994,000	14,659,000	1,562,000	35,298,000
Economic Development								
Business Development Grants	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Off-site Water and Sewer	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
On-site Water and Sewer	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Economic Development	1,032,027	2,024,000	1,954,000	1,968,000	2,307,000	2,321,000	1,647,000	13,253,027
Libraries								
Upgrades to Existing Library Facilities	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000
Total Libraries	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000
Parks, Recreation, Greenways and Open Space								
Community Use of School Parks	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
County Parks	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Open Space and Greenways	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
Total Parks, Recreation, Greenways and Open Space	1,000,000	23,450,000	23,000,000	16,600,000	20,420,000	1,300,000	1,300,000	87,070,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Program-wide Projects								
Reserve for Future Projects	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
Total Program-wide Projects	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
Public Safety								
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
CAD Improvements	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
Emergency Management Projects	565,000	697,000	—	—	—	—	—	1,262,000
Emergency Operations Center	5,400,000	—	—	—	—	—	—	5,400,000
EMS Equipment	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
EMS Projects	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
Sheriff Projects	980,000	—	—	—	—	661,000	—	1,641,000
Total Public Safety	8,395,000	10,747,000	7,690,000	11,721,000	13,944,000	3,961,000	5,002,000	61,460,000
Total County Capital Uses	58,098,000	119,145,000	108,793,550	107,427,500	69,840,500	59,824,000	46,510,000	569,638,550

County Capital: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	—	—	2,011,550	3,453,500	6,090,500	—	—	11,555,550
Generic Bond Issuance	—	22,150,000	21,700,000	15,300,000	19,120,000	—	—	78,270,000
Municipalities	395,000	110,000	—	—	—	550,000	—	1,055,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Proposed Future Funding	—	49,500,000	42,200,000	45,500,000	—	12,906,000	—	150,106,000
Transfers From General Fund	56,718,000	46,885,000	42,382,000	42,674,000	44,130,000	45,868,000	46,010,000	324,667,000
Total County Capital Sources	58,098,000	119,145,000	108,793,550	107,427,500	69,840,500	59,824,000	46,510,000	569,638,550

Detailed Seven-Year Summary of Sources and Uses

Education: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Wake County Public School System								
Wake County Public Schools System Capital Program	344,340,329	345,597,600	342,993,702	328,399,976	417,677,716	346,786,470	357,334,300	2,483,130,093
WCPSS Administrative Lease Reserve	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Total Wake County Public School System	345,228,379	346,533,544	343,938,917	329,354,270	418,640,880	347,758,276	358,314,501	2,489,768,767
Wake Technical Community College								
Wake Technical Community College Capital Program	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000
Total Wake Technical Community College	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000
Total Education Uses	444,101,379	434,644,544	438,008,917	423,574,270	512,910,880	441,578,276	453,864,501	3,148,682,767

Education: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Bond Anticipation Notes	377,483,329	372,558,600	—	—	—	—	—	750,041,929
Pooled Investments	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Proposed Future Funding	—	—	368,458,702	352,319,976	434,327,716	360,356,470	369,964,300	1,885,427,164
Transfers From General Fund	65,730,000	61,150,000	68,605,000	70,300,000	77,620,000	80,250,000	82,920,000	506,575,000
Total Education Sources	444,101,379	434,644,544	438,008,917	423,574,270	512,910,880	441,578,276	453,864,501	3,148,682,767

Detailed Seven-Year Summary of Sources and Uses

Fire Rescue: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Fire/Rescue								
Fire Apparatus and Vehicles	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
Fire Equipment	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Fire Facilities	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
Reserve for Future Projects	44,750	—	64,750	—	1,028,000	—	159,000	1,296,500
Total Fire Rescue Uses	6,155,000	5,739,250	5,395,000	5,557,250	6,867,000	6,381,000	5,867,000	41,961,500

Fire Rescue: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	—	1,056,250	—	986,250	—	672,000	—	2,714,500
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Transfers From Special Districts Fund	3,859,000	2,310,000	3,872,000	2,518,000	4,245,000	2,710,000	3,609,000	23,123,000
Total Fire Rescue Sources	6,155,000	5,739,250	5,395,000	5,557,250	6,867,000	6,381,000	5,867,000	41,961,500

Major Facilities: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Major Facilities Capital Trust Fund								
Five County Stadium	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
Marbles/IMAX	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	—	68,600	274,750	—	565,000	700,000	1,608,350
Total Major Facilities Uses	3,176,700	3,187,400	3,000,000	3,000,000	3,364,000	3,000,000	3,000,000	21,728,100

Detailed Seven-Year Summary of Sources and Uses

Major Facilities: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	150,000	160,000	—	—	364,000	—	—	674,000
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Total Major Facilities Sources	3,176,700	3,187,400	3,000,000	3,000,000	3,364,000	3,000,000	3,000,000	21,728,100

Solid Waste: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Solid Waste								
Landfill Gas Development	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
Multi-material and Convenience Centers	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
North Wake	—	164,000	—	—	—	—	—	164,000
South Wake Landfill	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
Total Solid Waste Uses	2,485,000	5,072,000	1,746,000	1,776,000	2,916,000	6,510,000	1,041,000	21,546,000

Solid Waste: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	590,000	—	—	—	—	—	—	590,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Transfers From Solid Waste Enterprise	993,000	273,000	663,000	303,000	1,122,000	5,240,000	127,000	8,721,000
Transfers From South Wake Landfill Fund	265,000	1,084,000	1,083,000	1,473,000	1,197,000	655,000	914,000	6,671,000
Total Solid Waste Sources	2,485,000	5,072,000	1,746,000	1,776,000	2,916,000	6,510,000	1,041,000	21,546,000

Detailed Seven-Year Summary of Sources and Uses

Housing: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Housing								
Housing	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Total Housing Uses	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000

Housing: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Total Housing Sources	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000



Automation

Element Summary: Automation

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	8,329,500	9,450,200	9,006,050	11,622,000	9,831,000	8,310,000	9,909,000	66,457,750
Total Sources	8,329,500	9,450,200	9,006,050	11,622,000	9,831,000	8,310,000	9,909,000	66,457,750
Computer Equipment	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Enterprise Infrastructure	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Major Projects	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
Total Uses	8,329,500	9,450,200	9,006,050	11,622,000	9,831,000	8,310,000	9,909,000	66,457,750
CIP Operating Impacts	1,000	1,000	1,000	1,000	—	—	—	4,000

History/Background

The Board of Commissioners and County department provide the business drivers that shape the approach to the Automation Capital Improvement Program. The business drivers are balanced with the strategic direction for the County's technical environment, which is 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 that 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. The County's Automation program investments have been made in computer equipment, enterprise infrastructure, and major projects and systems replacements.

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, licenses for

enterprise services, security hardware and software, the County's database platforms, 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, such as the County's enterprise resource planning system, or support large departmental operations that require significant investments in resources and time, such as the replacement of the public health care management system. As large systems are upgraded by vendors or are no longer supported and require replacement, they are scheduled with typical lead times of 18 to 24 months.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts include Information Services security applications and the County's document management initiatives, which are implemented in Emergency Medical Services, Human Services, Tax Administration, and Finance.

Major Accomplishments

Information Services carried out several initiatives in FY 2021 to improve business processes, productivity, and core technologies through the Capital Improvement Program. These initiatives included:

Information Services has partnered with Finance Department staff to develop an electronic receipt system for all cash and check payments received by the County. This new system will provide electronic captures, receipts, application, and balanced payments. When implemented, this system will provide efficiencies in staff time savings, as well as better financial audit controls and reporting. Development is underway and deployment is planned for early FY 2021.

Wake County debuted on-demand live speech and American Sign Language video interpretation services in all health clinics ran by the Human Services Department. Video devices provide access to calls with trained professional interpreters in over 240 languages. The service allows staff to provide non-English speaking citizens with services without the delays that come with locating and coordinating with contracted translators. The new platform now allows non-English speaking citizens walk-in access to County and federal services such as medical exams, nutrition counseling, and evaluation.

Information Services upgraded core IT infrastructure in FY 2021 to address needs that are growing more quickly than prior forecasts. Information Services extended support on the existing storage, allowing the department to seamlessly upgrade storage without disrupting operations. The existing backup platform replaced a new platform that includes improved cyber recovery technology. Information Services increased internet bandwidth to help with off-site data backup, increased usage of cloud-based applications, and the high VPN usage from over 2,500 employees who began working from home because of COVID-19.

Seven Year Summary

The Automation Capital Improvement Program funds improvements of core information technologies, including 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 2022 - 2028 Automation Capital Improvement Program supports 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 organizational and public needs.

Computer Equipment

The Computer Equipment Capital Improvement Program funds the purchase, maintenance, and upgrade of desktop and portable computers including associated peripherals used to provide 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 Capital Improvement Program Computer Equipment budget will continue to replace County PCs that are at their end of life cycle, as well as meet the more specialized needs of some County departments.

Program Summary: Computer Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Total Sources	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Computer Equipment	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Total Uses	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000

Enterprise Infrastructure

The Enterprise Infrastructure Capital Improvement Program funds the core technical components and systems that support the County’s operations. The projects include upgrades to, and replacement of, technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Funding is used to replace server, security and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to

the County network and the Internet, and wireless hardware for the County’s mobile workers. Projects include end-of-life/support replacement of network firewalls and switches/routers in many County facilities. Server Services will use Capital Improvement Program 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. Security Services will renew or replace the tool that helps protect the County’s workstations from security threats.

Program Summary: Enterprise Infrastructure

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Total Sources	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Enterprise Infrastructure	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Total Uses	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500

Major Projects

The Major Projects Capital Improvement Program funds software and services for major information system projects. The Capital Improvement Program provides funding for the maintenance and upgrade of the County's Enterprise Resource Planning system, Property Tax system, Revaluation system, Jail and Records management system, Emergency Medical

Services' document management platform, and the Register of Deeds Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system and the document management initiatives for Human Services, as well as integration into other County departments including Finance and Revenue.

Program Summary: Major Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
Total Sources	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
Major Projects	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
Total Uses	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
CIP Operating Impacts	1,000	1,000	1,000	1,000	—	—	—	4,000

Community Capital Grants

Element Summary: Community Capital Grants

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	350,000	—	—	—	—	—	—	350,000
Total Sources	350,000	—	—	—	—	—	—	350,000
Healing Transitions	200,000	—	—	—	—	—	—	200,000
YMCA of the Triangle	150,000	—	—	—	—	—	—	150,000
Total Uses	350,000	—	—	—	—	—	—	350,000

History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grant funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

Operating Budget Impact

Because of the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

Seven Year Summary

In the fall of FY 2018, the Board of Commissioners approved a process for the selection of Community Capital projects. The Board of Commissioners allocated funding to capital projects that were reviewed and selected through a competitive, analytical process which included a request for proposals, submissions by applicants, analysis by an evaluation team comprised of external and internal stakeholders, finalist interviews, and Board approval. The final year of funding for that process is FY 2022.

The County will embark on a new approach to fund Community Capital projects. Projects will be awarded using the County's fund balance committed from excess ABC distributions. The selection of projects will remain similar to the FY 2018 process. Timelines and funding levels are yet to be established.

Community Capital Grants

Healing Transitions

Healing Transitions provides overnight emergency shelter, non-medical detoxification, and peer-supported recovery programs to homeless and underserved men and women. These services are provided at no cost to Wake County residents.

Using Community Capital project funding, Healing Transitions seeks to increase the availability of their

men's emergency and recovery shelter beds. The shelter is often over capacity in providing this vital temporary housing to a growing Wake County homeless population. Access to these beds not only provide needed shelter to those without anywhere else to turn, but also additional space for those individuals in need of substance abuse treatment to receive the assistance they need while sheltering.

Program Summary: Healing Transitions

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	200,000	—	—	—	—	—	—	200,000
Total Sources	200,000	—	—	—	—	—	—	200,000
Healing Transitions	200,000	—	—	—	—	—	—	200,000
Total Uses	200,000	—	—	—	—	—	—	200,000

Community Capital Grants

YMCA Co-Location Southeast Raleigh Elementary Project

YMCA of the Triangle is a nonprofit organization with 19 branches and three overnight camps serving Wake, Chatham, Durham, Johnston, Orange, and Pamlico counties. Its mission is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all. Areas of focus for YMCA of the Triangle are youth development, healthy living, and social responsibility.

Using Community Capital project funding, YMCA of the Triangle's Southeast Raleigh YMCA branch and elementary school project brings together public and nonprofit resources to close the achievement gap, provide state of the art health facilities, and expand access to the Southeast Raleigh community. YMCA completed their project and opened in September 2019.

Program Summary: YMCA Co-Location Southeast Raleigh Elementary Project

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	150,000	—	—	—	—	—	—	150,000
Total Sources	150,000	—	—	—	—	—	—	150,000
YMCA of the Triangle	150,000	—	—	—	—	—	—	150,000
Total Uses	150,000	—	—	—	—	—	—	150,000

County Building Improvements

Element Summary: County Building Improvements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	29,979,020	12,965,200	18,872,500	13,757,500	17,344,500	17,067,250	16,804,000	126,789,970
Proposed Future Funding	—	49,500,000	30,500,000	45,500,000	—	—	—	125,500,000
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Municipalities	305,000	110,000	—	—	—	550,000	—	965,000
Total Sources	30,769,020	62,575,200	49,372,500	59,257,500	17,344,500	17,617,250	16,804,000	253,739,970
Building Systems Replacements	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
Corporate Security	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Energy Conservation Measures	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Infrastructure Paving	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Major Building Renovations	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
Minor Building Projects	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Roofing Projects	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
Stormwater Control Device Upgrades	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
Total Uses	30,769,020	62,575,200	49,372,500	59,257,500	17,344,500	17,617,250	16,804,000	253,739,970
CIP Operating Impacts	—	195,000	8,000	1,371,000	72,000	46,000	—	1,692,000

History/Background

Wake County Government now occupies or has facility responsibility for over 185 buildings, totaling over 5 million sq. ft. Many of these buildings receive extremely high volumes of public traffic and systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers; improve response times to suspicious activities and alarms through security improvements; locate staff and configure workspace 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.

Maintaining the integrity of current capital assets is a priority when evaluating potential capital projects. This begins with bringing older County buildings into compliance with updated building and life-safety codes, which is often accomplished by modifying or replacing old lighting, heating, ventilating, and air conditioning systems to increase energy efficiency and reduce energy consumption. This also includes

County Building Improvements

such preventive maintenance projects as replacement of roof and window systems and exterior waterproofing on larger multi-story buildings.

Periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A facility planning team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. These facility condition assessments report the physical field assessments of exterior and interior building components and systems. All reviewed building components are given a condition rating based upon serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems.

All buildings constructed prior to 2001 were evaluated over a multi-year period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments began in FY 2016, which will

incorporate facilities built from 2002 - 2010 and reassess the buildings evaluated in the first cycle of assessment.

Operating Budget Impact

For 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. Operating costs for projects resulting in new or expanded facilities are evaluated and incorporated into the budget.

Seven Year Summary

The County Buildings Capital Improvement Program funds the maintenance and improvements for County facilities. Funds are allocated for roofing and building systems replacements, major renovations, minor building renovations, storm water control device repairs, infrastructure paving repairs and replacements, energy saving projects, and security improvements for County buildings.

County Building Improvements

Stormwater Control Device Upgrades

The Capital Improvement Program funds stormwater control measure repairs on dams and other devices on County property and for maintenance and repair of earthen dam structures to prevent flooding at ten locations along Crabtree Creek.

Stormwater control measures are required devices and are highly regulated. Lifecycle repairs and ongoing maintenance are critical for staying code compliant. The Lynn Road EMS Stormwater site improvements were completed in FY2021 as planned. The Harris Lake Utility Corridor Stormwater Repair was completed as well.

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 in northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency.

Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

In FY 2021, replacement of the slide gate at Shelly Lake began, with expected completion in July 2021. Slide gate replacement designs were completed for Lake Lynn and Lake Crabtree, with both projects expected to be complete in FY 2022. With the completion of these two repair projects, slide gate repairs for all sites will be addressed.

Construction of structural shoreline improvements for Bond Lake were completed in FY 2021. Brier Creek Reservoir assessments were completed. The design process has begun with project bidding expected in late FY 2021. Funding for repairs at the two remaining watershed protection sites are included in FY 2022 and FY 2023. Sedimentation management activities have started at Site 18 with a contract currently being executed.

A flood telemetry monitoring system is desired to monitor the County's flood control structures to warn of potential impoundment flooding during heavy rain events, per the latest approved Emergency Response Plan for flood control structures. A prototype is currently under design for Site 23. After testing, final design and installation of system equipment for the remaining sites will occur in stages through FY 2022.

Program Summary: Stormwater Control Device Upgrades

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
Total Sources	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
Stormwater Control Device Upgrades	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
Total Uses	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970

County Building Improvements

Infrastructure Paving

Many of Wake County's buildings have paved parking areas and access drives. Paving has a general life cycle of 15-25 years before significant deterioration requires replacement in order to avoid safety problems.

Pavement assessments have been conducted at most County facilities to identify pavement areas in disrepair. Further evaluation identified the highest priorities for facilities that are nearing life cycle and were in the greatest need for pavement repair and replacement.

In FY 2021, a paving replacement project was completed at Knightdale Elementary School Park. Design for planned projects at Green Road Library, Wendell Library, and Yates Mill Park Center began late in the fiscal year due to coordination with other projects already planned and separately funded at those facilities.

For FY 2022, funding is planned for the Fire Training Center, the Willow Springs Elementary School Park Track, EMS Wake Forest Station, and the first phase of a multiphase repaving project planned for various parking areas at the Wake County Office Park, which are now over 30 years old.

Program Summary: Infrastructure Paving

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Total Sources	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Infrastructure Paving	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Total Uses	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000

County Building Improvements

Major Building Renovations and New Construction Projects

The Capital Improvement Program includes funding for major repairs and renovations at various County facilities and to begin the implementation of the Human Services Facilities Master Plan.

Major renovations and new construction projects in the County Buildings element may include projects that are part of a long-term Master Plan, a department request for renovated or new space, or a project for a previously unidentified code issue that needs attention.

In FY 2021, several renovation projects were in various stages of development. The first phase of renovations to the Agricultural Services Center was completed. Construction began for the second phase of renovations to the Community Services Center as well as renovations for training space at the Board of Elections. Design and planning began to build out vacant space at Oak City Multi-Services Center for staff from Housing & Community Revitalization. In

addition, a major master plan study was initiated to evaluate growth projections and suitable future locations for downtown County administrative staff, and advanced planning studies were completed for the new Public Health Center.

FY 2022 funding is allocated for the continuation of design and planning for the new Public Health Center and initial planning for the next phase of renovations to Human Services Swinburne Center. Funding also is included for construction of the ground floor renovations in the Wake County Office Building, for the facilities condition upgrades at Human Services Sunnybrook, and for the next phase of the Facility Condition Assessment program.

FY 2023 - 2028 funding includes subsequent projects in the Human Services Master Plan and Wake County Office Building renovations. In FY 2025, \$30 million is included for a new Animal Center.

Program Summary: Major Building Renovations

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	21,740,000	4,660,000	9,700,000	4,100,000	7,000,000	6,300,000	5,600,000	59,100,000
Proposed Future Funding	—	49,500,000	30,500,000	45,500,000	—	—	—	125,500,000
Total Sources	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
Major Building Renovations	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
Total Uses	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
CIP Operating Impacts	—	195,000	8,000	1,371,000	72,000	46,000	—	1,692,000

County Building Improvements

Building Systems Replacements

The Building Systems Replacements program provides funding for the replacement of mechanical, electrical, plumbing, and life safety systems at County facilities. Funding also allows for the modernization of existing elevators, which in some cases, have been in operation for over 50 years and have outdated operating systems.

The County contracts with a consultant to assess its HVAC equipment in each building and maintain a comprehensive replacement schedule for this equipment for a 20 year period into the future. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs, and other relevant factors. The replacement schedule allows the County to spread the impact of these projects over several years and helps prevent unplanned expenditures. Although the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the

replacements may also have a positive impact on the County's energy usage since newer units tend to be more energy efficient.

In FY 2021, design and engineering for several HVAC replacement projects began. These included replacement projects at the Firearms Education Center, Public Safety Center, Eva Perry Library, Cornerstone Center, and modernization of the elevator and chair lift at Crosby Garfield Center. Modernization of the passenger elevators and replacement of the 80-year old freight elevator also began at the Wake County Office Building.

For FY 2022, funding is included for Building System replacement projects in the Wake County Courthouse, Detention Center and Commons Building and for replacement of HVAC systems that support equipment shelters at various Radio Tower sites throughout the County.

Program Summary: Building Systems Replacements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	2,200,000	2,200,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	19,400,000
Municipalities	305,000	—	—	—	—	550,000	—	855,000
Total Sources	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
Building Systems Replacements	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
Total Uses	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000

County Building Improvements

Minor Building Projects

Minor Building Projects include repairs, replacements, alterations, and renovations that typically cost under \$200,000. These projects address life cycle replacement of building systems, environmental concerns, life safety issues, building code, and structural integrity. Repair and

replacement projects often support, but are not limited to, the County's facility condition assessments program. Some Repair and Replacement projects come from the unexpected failure or obsolescence of equipment.

Program Summary: Minor Building Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Total Sources	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Minor Building Projects	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Total Uses	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000

County Building Improvements

Roofing and Building Envelope Replacement Projects

This program includes roof repairs or replacements and building envelope repairs, such as window replacements, building sealants, brick mortar repair, exterior waterproofing, and exterior door replacement at County facilities. To help facilitate long-term capital planning, the County contracts a roof engineering consultant to assess the roof conditions at County buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are completed in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their life cycle.

In FY 2021, construction work began for roof system replacements at the Field Services Center and Olivia

Raney Library. Construction work also began to replace the skylight at the Public Safety Center. Design work began for building envelope repairs at Human Services Sunnybrook.

FY 2022 planned projects include roof replacements for the two buildings at WakeBrook Mental Health Center and installation of certified anchor points at the Wake County Courthouse and Parking Deck. These anchor points are new, OSHA required heavy duty metal anchors that are attached to the roof structure to provide safety harness tie-offs for workers performing routine repairs or more complicated replacement projects on rooftops.

Program Summary: Roofing Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,400,000	1,400,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,200,000
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Municipalities	—	110,000	—	—	—	—	—	110,000
Total Sources	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
Roofing Projects	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
Total Uses	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000

County Building Improvements

Corporate Security

The corporate security program originated in the mid-nineties and includes over ninety (non-detention) county facilities. Funds are identified for complex integrated corporate security systems on a life cycle replacement schedule. System components include integrated digital video, access control, intercoms, duress, key control cabinets, and various alarm points i.e. fire and intrusion. All of which are monitored in a 24x7 Security Operations Center. This system is based on a single access card and photo identification badge for each county staff, partner and contractor and is integrated to video and voice communications where practical and sustainable. This unified security management system supports employees, partners, and business programs to mitigate risk while providing ease of valid access, card accountability and for investigatory purposes.

Corporate security also funds changes to corporate building security systems based on physical and program assessments. Originally, this program was predicated on a security policy, focused on perimeter security and after-hours access. Through national

security events and threat assessments, physical security design standards has evolved to include the formal secured separation of staff and public spaces. These restricted access areas are typically paired with interview rooms, which require staff to escort the customer for business interactions. Security assessments and facility condition assessments focus on exterior lighting, sightlines, perimeter and interior access, surveillance, intrusion detection and other special security considerations. The Safety, Security and Loss Prevention Policy and related procedures were established to govern all aspects of the County's safety and security program.

Projects for FY 2022 include the upgrade and life cycle replacement of the corporate Video Management System (VMS). The VMS is on a 5-year life cycle replacement schedule. The current VMS was originally bid and awarded in 2017. The VMS manages approximately 1,500 corporate video cameras in County facilities. The main components of the system replacement include servers, network switches and user workstations.

Program Summary: Corporate Security

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Total Sources	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Corporate Security	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Total Uses	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000

County Building Improvements

Energy Conservation Measures

The Board of Commissioners passed a resolution in 2018 establishing a goal for the County to convert to 100% renewable energy by 2050 and 80% by 2035. To support this goal while reducing operating costs, projects include HVAC controls retrofits, LED lighting retrofits, solar photovoltaic, and building system reconfigurations, which are separate from major mechanical system replacements.

During FY2021, HVAC controls were replaced at Village Regional Library and Holly Springs Community Library and Cultural Center, and

replacements was started at Crosby-Garfield Center. LED lighting replacements were completed at the Holly Springs Community Library and Cultural Center and the Library Administration Building. LED site lighting retrofits were completed at the Wake County Office Park and Green Road Community Library; and twenty-four leased lighting sites were converted to LED. The design for an additional retrofit project at four libraries and two regional centers was initiated as was the design for solar PV for up to three EMS stations and six libraries.

Program Summary: Energy Conservation Measures

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Total Sources	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Energy Conservation Measures	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Total Uses	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000

Criminal Justice

Element Summary: Criminal Justice

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	5,951,000	1,616,000	2,903,000	2,613,000	5,994,000	1,753,000	1,562,000	22,392,000
Proposed Future Funding	—	—	—	—	—	12,906,000	—	12,906,000
Total Sources	5,951,000	1,616,000	2,903,000	2,613,000	5,994,000	14,659,000	1,562,000	35,298,000
Criminal Justice Equipment	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Criminal Justice Security	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
Detention Facilities	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
Existing Courthouse Renovations	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
Total Uses	5,951,000	1,616,000	2,903,000	2,613,000	5,994,000	14,659,000	1,562,000	35,298,000
CIP Operating Impacts	—	—	—	—	—	743,000	33,000	776,000

History/Background

The primary goals of the Criminal Justice element are to provide sufficient functional space to efficiently process arrestees; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner (NCGS 7A-302). In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities.

To address these statutory requirements, a Court Facility Space Planning Committee was established in the 1980s to work with County representatives to

plan and implement justice-related capital projects. This long-standing committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999 and updated in FY 2005.

The Criminal Justice Master Plan was again updated in FY 2021. This update provides three options for future reuse of the Hammond Road Detention Annex and a wider incorporation of general mental health services to support the entire Detention system. The included projections of inmate population estimate that the Annex will need to return to operation in the later part of the current seven-year Capital Improvement Program.

Operating Budget Impact

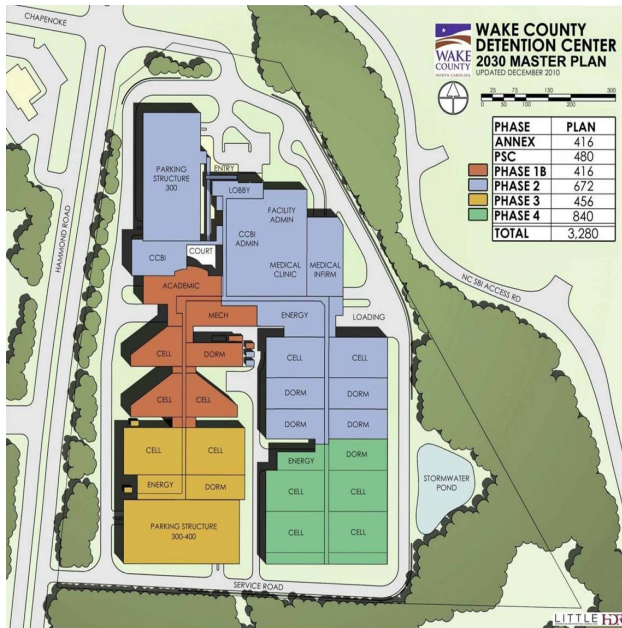
Due to the nature of many of the projects in the Criminal Justice element, most do not have operating

impacts. Since many of these projects are renovations, upfits, and major maintenance projects of existing facilities, the budget assumes that the operational costs for use will remain consistent with current operating costs for the existing spaces. Operational impacts will be a major area of focus as expansions and renovations are planned at the Wake County Detention Center, Wake County Jail Annex, and Public Safety Center in the coming years.

Seven Year Summary

Funding is included in the Criminal Justice Capital Improvement Program for overall jail expansion planning, detention projects, court safety improvements, and replacement/modernization of key operating and facility-related equipment. Renovations to the twelfth floor Clerk of Court spaces and repairs to the main level of the Courthouse exterior are also planned for the Courthouse. Funding is included to support incorporation of general mental health services and facility condition upgrades for the Detention Center.

Detention Facilities



In FY 2005, the County completed a major update to its long-term Justice Facility Master Plan, extending the planning horizon to 2030. The Board of Commissioners endorsed this plan, along with a funding strategy for proposed capital improvements in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long-term detention capital improvements needed to meet state-mandated jail standards.

Wake County owns 25.58 acres of land, comprised of two tracts on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum-security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30 to 40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 was completed, which consists of a

two-story building with capacity for 416 medium security inmates.

Phase 2, completed in 2012, consists of a 415,000 sq. ft. addition to the existing building. This resulted in 672 beds being added to the County detention system. Approximately 75% of inmates in the system are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center to the suburban Hammond Road site.

While the inmate population has generally been stable, a consultant study updated their inmate population estimates, concluding that the inmate projections are showing a capacity increase need such that the currently vacant Hammond Road Detention Annex will need to return to operation around 2027. Renovations and life cycle replacements are funded for the Hammond Road Detention Annex in FY 2025 - 2027.

Renovations will also be needed to adjust for recommended changes to accommodate the evolving inmate population. The FY 2021 project, to convert a dorm to serve patients requiring mental health services, was delayed due to operational impacts from COVID-19. These dorm conversion projects are now planned for FY 2023 - FY 2025. The Wake County Detention Center Medical Holding Renovation Project was completed in FY 2021.

In FY 2021, a facility condition assessment of the Wake County Detention Center Phase 1B & 2 was completed. The Wake County Detention Center Phase 1B opened in 2006. The facility buildings systems will be reaching life cycle within the seven-year Capital Improvement Program. Funding is allocated to replace these identified systems in FY 2025 - FY 2026.

Funding is also included in FY 2021 for security improvements to the Public Safety Center.

Criminal Justice

Program Summary: Detention Facilities

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,051,000	200,000	221,000	953,000	5,552,000	—	—	7,977,000
Proposed Future Funding	—	—	—	—	—	12,906,000	—	12,906,000
Total Sources	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
Detention Facilities	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
Total Uses	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
CIP Operating Impacts	—	—	—	—	—	743,000	33,000	776,000

Criminal Justice Security

The criminal justice security program originated in the mid-1990s and includes detention and judicial facilities. Funds are identified for complex integrated detention security systems on a life cycle replacement schedule. These systems include a Programmable Logic Controller (PLC), which is the system core, controlling cell doors, lighting, and subsystem integration. Digital video, intercom, recordation, and special control systems are integrated to the PLC. Other detention/judicial security systems include court screening equipment (magnetometers and x-ray), video visitation, court to jail video, and access control/guard tour/biometric systems.

Projects for FY 2022 include the upgrade and life cycle replacement of the criminal justice Video Management System (VMS) and the beginning phase of replacing the detention door control lock hardware throughout the Public Safety Center.

The replacement of the original detention door control lock hardware within the Public Safety Center will improve the overall security of the cells and increase the safety of the detention officers and inmates. This project will occur over multiple fiscal years.

Program Summary: Criminal Justice Security

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
Total Sources	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
 Criminal Justice Security	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
Total Uses	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000

Criminal Justice Equipment

The Criminal Justice Equipment program ensures that the Wake County Sheriff's Office (WCSO) and City-County Bureau of Identification (CCBI) are provided funding for the acquisition, upgrade, and replacement of their major operational equipment and instrumentation systems.

The FY 2022 - 2028 Criminal Justice Equipment program includes funding for life cycle replacement of CCBI's major forensic instrumentation in FY 2024, FY 2025, and FY 2027. The replacement provides CCBI with more operational flexibility and support by ensuring their specialized lab equipment will be replaced on a predictable schedule.

The FY 2022- 2028 Capital Improvement Program includes funding for a DNA laboratory for CCBI's forensic services function. CCBI does not currently have the capacity to provide DNA forensics internally, and members of the Wake County Criminal Justice Community instead must rely on the State or private labs for these services. The planned lab will allow CCBI to handle the increasing demand for DNA analysis services it receives from the Wake County Criminal Justice Community. Funding for the lab is planned in FY 2025.

Program Summary: Criminal Justice Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Total Sources	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Criminal Justice Equipment	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Total Uses	—	—	233,000	733,000	—	225,000	90,000	1,281,000

Existing Courthouse Renovations



The Wake County Courthouse is a twelve-story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960s to serve Wake County as a courthouse, office building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed.

A multi-year plan for renovations to the Courthouse was completed in FY 2017. This plan included significant renovations to nine floors of the building, including new mechanical systems, life safety, lighting, and interior finishes. These renovations covered new and existing courtrooms, administrative office space, and support spaces.

Additional improvements are included for the FY 2022 - 2028 period. In FY 2022, the construction phase of the Clerk of Court's and Family Court Renovations and all four phases of the electrical switch replacement will be completed. The FY 2023 and FY 2024 planned funding to replace the main level windows with tempered glass has been accelerated and increased due to damages from social unrest in the summer of 2020. This project now includes various levels of facade and window replacement enhancements on the main levels of the Public Safety Center, Justice Center, Wake County Office Building, and Courthouse to provide better protections from any future events. The modernization of the two remaining non-public elevator cars and the closure of the Courthouse to Office Building Skywalk is funded in FY 2024.

Program Summary: Existing Courthouse Renovations

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
Total Sources	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
Existing Courthouse Renovations	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
Total Uses	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000

Economic Development

Element Summary: Economic Development

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,032,027	2,024,000	1,954,000	1,968,000	2,307,000	2,321,000	1,647,000	13,253,027
Total Sources	1,032,027	2,024,000	1,954,000	1,968,000	2,307,000	2,321,000	1,647,000	13,253,027
Business Development Grants	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Off-site Water and Sewer	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
On-site Water and Sewer	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Uses	1,032,027	2,024,000	1,954,000	1,968,000	2,307,000	2,321,000	1,647,000	13,253,027

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 for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for the following: the County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers; RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.); and 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. The remaining efforts are primarily related to the installation of reclaimed water lines. The County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly

install a portion of the sewer lines. All three parties were able to realize significant savings by jointly planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Wake County closed out the federal Environmental Protection Agency grant awards 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. In FY 2022, Phase II construction of the project will be complete.

Business Development Grants: Through partnerships with the State of North Carolina, RTF, local municipalities, and other organizations, Wake County awards business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements.

Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County's operating budget. The County does not assume responsibility for operating or maintaining any of the funded water/sewer infrastructure. Instead, the maintenance and

Economic Development

operation of this infrastructure is the responsibility of the County's municipal and other partners.

Seven Year Summary

Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water

facilities in the Wake County portion of the RTP, and provide payments approved by the Board of Commissioners for various business development grants.

Business Development Grants

Through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, Wake County awards business development grants to corporations that invest in infrastructure and equipment, create new jobs, and grow the County 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 2022 - 2028 Capital Improvement Program includes anticipated business development grant awards for Bandwidth, MetLife, NetApp, Red Hat, Citrix, Syneos (formerly INC Research), Conduent, Trilliant, Infosys, Pendo, Credit Suisse, Collectis, Green Square, Schmalz, Xerox, and Microsoft.

Formerly in the Major Facilities Capital Improvement Program Fund, the Green Square agreement with the North Carolina Museum of Natural Sciences is now included in the Economic Development element of the County Capital Improvement Program. The Nature Research Center in the Green Square project was planned and developed as a museum expansion by the North Carolina Museum of Natural Sciences. The Nature Research Center was constructed in 2013 and is located at 111 West Jones Street. The Capital Improvement Program includes funding that will be provided to the project as part of development incentives.

Program Summary: Business Development Grants

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Total Sources	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Business Development Grants	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Total Uses	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027

On-site Water and Sewer

To encourage job creation and economic development, the Wake County Water, Sewer, and Road Financial Policy outlines that reimbursement funding can assist with the construction of on-site water, sewer, and reclaimed water lines. Lines are extended onto private property to within five feet of the building exterior walls for new and expanding industries in Wake County. When requested, funding for on-site utilities at specific sites is considered and approved on a case by case basis by the Board of

Commissioners. Annual allocations are planned to maintain a funding reserve for this purpose.

Construction of on-site water, sewer, and reclaimed water lines for Integrated DNA Technologies in RTP South was completed in summer 2020.

A flat level of funding is included for FY 2023 - 2028 to provide reserve funding for unanticipated projects.

Program Summary: On-site Water and Sewer

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Sources	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
On-site Water and Sewer	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Uses	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Economic Development

Off-site Water and Sewer

The funds in the off-site water and sewer account are in support of the October 2003 agreement with Wake County, the Town of Cary, and the Research Triangle Foundation for the construction, operation, and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will continue to be responsible for the completion of the water and sewer improvements to serve the undeveloped sites in RTP.

The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Cary and the company developing the site within RTP in designing and installing these utilities.

A flat level of funding is included for FY 2023 - 2028 to provide reserve funding for unanticipated projects.

Program Summary: Off-site Water and Sewer

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Total Sources	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Off-site Water and Sewer	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Total Uses	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency totaling just under \$3 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South. This is a larger scale infrastructure project and will serve many properties.

Phase I of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers, thereby reducing the need for potable water. Phase II was bid by the Town of Cary and was completed in Spring 2015.

Funding was allocated in FY 2020 for the completion of a subsequent phase of the project, referred to as Wake County Phase II Reclaimed Water. This project will provide service to the remainder of the land parcels located in RTP South that are outside Cary's municipal boundaries.

Design for Phase II was completed in FY 2020, it was bid, and construction began in FY 2021. Phase II will be completed in FY 2022. No funding is proposed for FY 2022. Future utility extensions beyond this phase are subject to the development of additional sites and further demand for reclaimed water within RTP South. Future funding is included under the Off-site Water & Sewer division of this element.

Libraries

Element Summary: Libraries

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	1,714,000	3,168,000	3,646,000	—	—	—	8,528,000
Proposed Future Funding	—	—	11,700,000	—	—	—	—	11,700,000
Total Sources	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000
Upgrades to Existing Library Facilities	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000
Total Uses	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000

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 provided a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011 with bond sales in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects resumed. The County continues to finalize these construction and renovation projects.

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.

Major Accomplishments

Wake County Public Library welcomed its 23rd library with the opening of Morrisville Community Library in winter 2021.

Eva Perry Regional Library, Olivia Rainey Local History Library, and the Duraleigh Community Library reopened after renovations.

Seven Year Summary

The Library Capital Improvement Program includes funding for the renovation of West Regional Library, Holly Springs Community Library, Village Regional Library, and the Library Administration Building.

The County continues to work to complete previously budgeted library projects. Master planning is also underway for future years' renovation and construction.

Parks, Recreation, Greenways, and Open Space

Element Summary: Parks, Recreation, Greenways, and Open Space

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	500,000	800,000	800,000	800,000	800,000	800,000	800,000	5,300,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Generic Bond Issuance	—	22,150,000	21,700,000	15,300,000	19,120,000	—	—	78,270,000
Total Sources	1,000,000	23,450,000	23,000,000	16,600,000	20,420,000	1,300,000	1,300,000	87,070,000
Community Use of School Parks	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
County Parks	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Open Space and Greenways	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
Total Uses	1,000,000	23,450,000	23,000,000	16,600,000	20,420,000	1,300,000	1,300,000	87,070,000
CIP Operating Impacts	—	475,000	1,025,000	174,310	991,000	1,235,052	107,208	4,007,570
CIP Operating Impacts - FTE	—	7.000	7.000	3.000	8.000	7.000	1.000	33.000

History/Background

The overall direction of the County's parks, greenways, recreation, and open space efforts is guided by two primary documents: the 2008 Comprehensive Parks and Recreation Master Plan which confirmed the County's role and approach in the delivery of parks and recreation services; and the 2006 Consolidated Open space Plan which laid the ground work for the County open space acquisition and stewardship programs.

The County's efforts are divided into three core service areas: open space, recreation and leisure, and environmental and cultural education. These service areas manifest themselves in four ways:

Develop and implement county park and nature preserve facilities and their accompanying programs.

Acquire and steward open space property. Acquisition can sometimes be in partnership with area land trusts or local municipalities.

Collaborate and fund new municipal greenways in conjunction with the County's 2018 Greenway System Plan.

Facilitate and fund Community Use of Schools, specifically the development of municipal park projects in collaboration with Wake County Public Schools at future school sites.

Operating Budget Impact

The construction of a new park facility is a non-routine capital project that impacts the County's service delivery and its operating budget. As new parks come on-line, the County will evaluate staffing needs along with each facility's usage of supplies and

Parks, Recreation, Greenways, and Open Space

materials. Generally, the operating costs for new facilities are phased in over two or more fiscal years based on the timing of the park's opening. For example, a park 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.

Major Accomplishments

Responded to the COVID-19 pandemic following guidance from the CDC, State of North Carolina, and the County's Senior Leadership Team. Wake County parks did not close during the pandemic and continue to receive high visitation.

Completed construction of Sandy Pines Preserve Phase 1. The new preserve will provide 6.5 miles of hiking and equestrian trails along with opportunities for picnicking and nature exploration.

Completed schematic design and design development phases for the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The Board of Commissioners approved the schematic design in February 2021 for this 300-acre park located along NC Highway 42 in Willow Spring.

Implemented a Request for Proposals for open space acquisition and greenway trail development as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. Forty-one open space properties have been targeted across the County totaling 2,106 acres valued at over \$30 million. Approximately three miles of greenway are being developed with construction funding totaling approximately \$4.5 million.

Seven Year Summary

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways, and open space that will improve and expand recreational opportunities across the County. The bond identified approximately \$20 million for greenway development, \$20 million for open space acquisition, \$30 million for new parks in southeast Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for nature preserves.

The County sold and appropriated \$41.73 million in bonds in September 2019, covering the funding planned for FY 2020 through mid-year FY 2022. Due to the COVID-19 related economic downturn, future PGROS bonds sales were delayed by one year. The delay also necessitated a reshuffling of CIP projects to better align with the funding stream. This reshuffling included accelerating the acquisition of open space, which is being assisted by NCDOT through the Complete I-540 Lawsuit Settlement whereby NCDOT will match \$.25 on \$1.00 of County investment toward open space.

The combined open space and parks element also includes County contributions towards the Community Use of School Parks Program and funding for existing minor facility improvements at various existing County parks and school/park facilities. Annual reimbursements from the City of Raleigh also contribute to future open space acquisitions.

Parks, Recreation, Greenways, and Open Space

County Parks



In November 2018, voters approved a \$120 million bond for parks, recreation, greenways, and open space to improve and expand recreational opportunities across the County. Approximately \$30 million was identified for new parks in southeast Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for the further development of nature preserves. The remainder of the bond funds are programmed in Open Space and Greenways.

Design has started for Beech Bluff County Park and Kellam Wyatt Preserve. Design for Lake Myra County Park and renovations for existing park facilities will start following the FY 2023 bond sale.

Program Summary: County Parks

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Generic Bond Issuance	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
Total Sources	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
County Parks	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
Total Uses	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000

Parks, Recreation, Greenways, and Open Space

Open Space and Greenways



The Consolidated Open Space Plan establishes a goal that at least 30% of County land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

The \$120 million November 2018 bond for parks, recreation, greenways, and open space includes approximately \$20 million for open space acquisition and \$20 million for greenway development. The CIP also includes annual reimbursements from the City of Raleigh that may be used toward future open space acquisitions with some restrictions. Wake County will continue to use available open space funds to acquire additional open space and proceed with additional greenway partnerships.

In FY 2021, the County implemented a Request for Proposals for open space acquisition and greenway trail development as part of the 2018 Parks, Greenways, Recreation and Open Space bond. Forty-one properties have been targeted across the County totaling 2,106 acres valued at over \$30 million. The County's efforts are being assisted by the North Carolina Department of Transportation (NCDOT) through the complete I-540 Lawsuit Settlement whereby NCDOT will match \$0.25 on \$1.00 of County investment.

Approximately three miles of greenway are being developed with construction funding totaling \$4.5 million.

Program Summary: Open Space and Greenways

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Generic Bond Issuance	—	15,000,000	—	—	—	—	—	15,000,000
Total Sources	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
Open Space and Greenways	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
Total Uses	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000

Parks, Recreation, Greenways, and Open Space

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.

Minor facility improvement projects in FY 2021 included a playground replacement at Blue Jay Point, repairs and upgrades to the Lake Crabtree boat dock and fishing pier, and parking improvements at the American Tobacco Trail Wimberly Road parking area.

Program Summary: Existing Parks Facility Improvements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000

Parks, Recreation, Greenways, and Open Space

Community Use of School Parks



Public School System, municipalities, and non-profit agencies to develop additional public recreational amenities in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

As Wake County takes a broader look at park, greenway, and open space needs across the County, the Community Use of School Parks program should be evaluated and a process will be developed to better utilize this County funding.

Funding is not included in FY 2022 based on the existing appropriation dedicated to Community Use of School Parks from prior years and the planned projects for the upcoming year.

The Community Use of Schools Program represents a partnership between Wake County, Wake County

Program Summary: Community Use of School Parks

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Sources	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Community Use of School Parks	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Uses	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000

Program-wide Projects

Element Summary: Program-wide Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
Total Sources	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
Reserve for Future Projects	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
Total Uses	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803

Seven Year Summary

The Program-wide Projects Capital Improvement Program includes Reserve for Future Capital Projects.

Public Safety

Element Summary: Public Safety

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	8,305,000	10,747,000	5,678,450	8,267,500	7,853,500	3,961,000	5,002,000	49,814,450
Municipalities	90,000	—	—	—	—	—	—	90,000
Appropriated Fund Balance	—	—	2,011,550	3,453,500	6,090,500	—	—	11,555,550
Total Sources	8,395,000	10,747,000	7,690,000	11,721,000	13,944,000	3,961,000	5,002,000	61,460,000
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
CAD Improvements	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
Emergency Management Projects	565,000	697,000	—	—	—	—	—	1,262,000
Emergency Operations Center	5,400,000	—	—	—	—	—	—	5,400,000
EMS Equipment	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
EMS Projects	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
Sheriff Projects	980,000	—	—	—	—	661,000	—	1,641,000
Total Uses	8,395,000	10,747,000	7,690,000	11,721,000	13,944,000	3,961,000	5,002,000	61,460,000
CIP Operating Impacts	—	401,000	189,000	2,953,000	102,000	126,000	41,000	3,812,000
CIP Operating Impacts - FTE	—	4.000	—	16.000	—	—	—	20.000

History/Background

Public Safety projects include building and renovating public safety related facilities, installing generators at emergency shelters, 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 Capital Improvement Program requests.

EMS Projects

Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. They provide the public

with basic and advanced life support services and transportation to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and the portion of Wake County outside all municipal limits.

In 2008, Wake County EMS developed the first EMS Facility Master Plan to address the significant growth that was changing how emergency medical services needed to be delivered across the County. That plan addressed both facility development and staffing changes. Since development of that plan, the County's population has increased by nearly 30% and is more widely distributed around the County's 860 square

miles. The EMS system has seen a 40% increase in call demand during the same time frame.

A 2019 update to the EMS Master Facilities plan was developed. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a functional, data-driven road map to be used for facility planning and development and to foster new and innovative approaches for managing the impact of growth throughout the system. This plan guides funding for EMS stations in the FY 2022 - 2028 period.

Emergency Operations Center

Since 1988, Wake County has operated an Emergency Operations Center (EOC) from the basement of the Wake County Courthouse in a space of less than 1,700 sq. ft. This space is now over capacity, especially with the expansion of EOC staff necessary to adequately operate in an EOC activation. This became even more pertinent with the COVID-19 pandemic when staff had to be disbursed to different spaces downtown which allowed for better social distancing.

The Public Safety Element includes funding to renovate the ground floor of the Wake County Office Building for relocation of the EOC. This renovation will provide a much larger, more functional space for EOC activation (approximately 12,260 sq. ft.) while also providing a dual use for other County conference and workspace during non-activation periods.

Emergency Shelter Generators

Emergency generators were originally installed at six emergency shelters located at area high schools operated by the Wake County Public School System. The generators were installed when these buildings were built, between 2000 and 2008. At the time these generators were installed, they were sized to accommodate only heating loads during winter emergencies. County emergency shelters are now activated for hurricane events during the warm weather months, and these generators ultimately need to be retrofitted to accommodate cooling loads in each shelter. Funding in FY 2022 will enable generator assemblies to be upgraded at the first two of these emergency shelter sites. With the onset of the pandemic, the remaining four shelter sites will be re-assessed as part of a comprehensive evaluation of the overall emergency sheltering strategy in the future.

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, per station. New personnel is included in FY 2023 and FY 2025 for the Fuquay North and Wendell Falls stations.

Seven Year Summary

The FY 2022 - 2028 Public Safety Capital Improvement Program includes allocations for 800 Mhz & CAD Master Planning, EMS Facilities & general projects, planning for an Emergency Operations Center, an Emergency Management study of generators at the emergency shelters, Sheriff projects, and the replacement of EMS equipment.

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 space will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

The FY 2022 - 2028 Capital Improvement Program provides funding to this project for further study,

analysis, planning, and construction of the facility. Due to population growth, increased responsibilities, and operational changes, the existing facility has outlived its effective use. This project plans to create a new Emergency Operations Center for the County in FY 2022. The Emergency Operations Center will relocate to the Wake County Office building as part of its ground floor renovation. The renovation will provide a much larger, more functional space for EOC activation.

Program Summary: Emergency Operations Center

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	5,400,000	—	—	—	—	—	—	5,400,000
Total Sources	5,400,000	—	—	—	—	—	—	5,400,000
Emergency Operations Center	5,400,000	—	—	—	—	—	—	5,400,000
Total Uses	5,400,000	—	—	—	—	—	—	5,400,000

Emergency Management

The Capital Improvement Program includes funding in FY 2022 for the study and analysis of generators located at each of the County's emergency shelters. Following the experience of Hurricane Florence in 2018, the County determined that each shelter needs to have its emergency generator reviewed to determine what additional building electrical systems (ex. air conditioning/HVAC) can be added to the existing generators present at each site.

The Capital Improvement Program also includes funding for the replacement of the digital antenna systems at the Wake County Justice Center, the Wake County Public Safety Center, and the Wake County Detention Center. This system provides communication capabilities for 800Mhz, Wake County Simulcast, Verizon, and AT&T cellular service and the planned upgrades prepare the system to migrate for LTE to 5G.

Program Summary: Emergency Management

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	565,000	697,000	—	—	—	—	—	1,262,000
Total Sources	565,000	697,000	—	—	—	—	—	1,262,000
Emergency Management Projects	565,000	697,000	—	—	—	—	—	1,262,000
Total Uses	565,000	697,000	—	—	—	—	—	1,262,000

800 Megahertz System



Information Services continues upgrade of the County’s 800 MHz radio system equipment, which

accommodates use of radio system infrastructure owned by the Town of Cary and shared with the County under an interlocal agreement. The current platform is reaching end of technical support which necessitates an upgrade.

Additional partnerships with Apex, Cary, and the City of Raleigh for land leases facilitated the construction of towers in the southeastern and southwestern portions of the County to provide enhanced coverage. The County also partnered with the North Carolina Highway Patrol and the Town of Cary to share tower infrastructure to improve coverage in the northern and central portions of the County. Go-live for the new radio system is scheduled for the fall of FY 2022. Funding is budgeted in FY 2025 for the North Radio Tower Replacement project. This tower was originally constructed in 1990 and is reaching end of life.

Program Summary: 800 Megahertz System

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	—	—	2,000,000	—	—	—	2,000,000
Total Sources	—	—	—	2,000,000	—	—	—	2,000,000
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
Total Uses	—	—	—	2,000,000	—	—	—	2,000,000

CAD Improvements

In 2019, Wake County in partnership with the City of Raleigh, completed the implementation of the new computer-aided dispatch (CAD) platform utilized by the Raleigh-Wake County Emergency Communications Center (RWECC) to relay 911 calls to the appropriate fire, EMS and local law enforcement units throughout the County. The new platform provides increased situational awareness, enhanced field communications and allows greater access to data for all agencies, including web-based access and a mobile/tablet app. This included the implementation of a CAD2CAD data exchange which connects the RWECC and Town of Cary Public Safety Answering Points (PSAPs) and their CAD systems. The new CAD2CAD platform provides state of the art interoperability and allows the agencies to share unit, incident, and notification details. Since CAD go-live, County agencies have focused on implementation of phase II tools such as

Fast Dispatch for Fires Services and Auto Dispatch for EMS Services.

Since CAD go-live, County agencies have focused on implementation of new functionality such as fast dispatch for Fire Services and auto dispatch for EMS Services. These tools improve response times, which is critical when providing emergency services. Also implemented since go-live is a tool which provides enhanced reporting, analytics, and dashboard capability for first responders. Staff are investigating the implementation of technology which provides enhanced mobile caller location. The tool transforms any app or device, such as a cell phone, wearable, or connected car into a lifeline during emergencies. Once implemented, apps like Uber will have an embedded link allowing customers to immediately send user data directly to 911 during emergencies.

Program Summary: CAD Improvements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
Total Sources	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
CAD Improvements	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
Total Uses	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000

EMS Projects



The 2019 EMS Master Facilities Plan Update guides the Capital Improvement Program for EMS stations. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a functional, data-driven road map to be used not only for facility planning and development, but to foster new and innovative approaches for managing the impact of growth throughout the system. The new plan

evaluates areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future. Facilities are needed to not only store the ambulances, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and provide space for showers, break areas, and workstations.

The FY 2022-2028 Capital Improvement Program provides funding for a total of 16 facilities, five of which are co-locations with fire departments that will deploy EMS units and eleven of which are standalone EMS stations.

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 per stations. These new facilities will require new ongoing personnel and operational costs as well as one-time vehicle and equipment costs at start-up.

New personnel is included in FY 2023 and FY 2025 to support Fuquay North and Wendell stations.

Program Summary: EMS Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	900,000	9,550,000	5,578,450	4,021,500	5,609,500	3,300,000	4,300,000	33,259,450
Municipalities	90,000	—	—	—	—	—	—	90,000
Appropriated Fund Balance	—	—	2,011,550	3,453,500	6,090,500	—	—	11,555,550
Total Sources	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
EMS Projects	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
Total Uses	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000

Public Safety

Program Summary: EMS Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
CIP Operating Impacts	—	401,000	189,000	2,953,000	102,000	126,000	41,000	3,812,000
CIP Operating Impacts - FTE	—	4.000	—	16.000	—	—	—	20.000

EMS Equipment

Funding is provided to install ambulance stretcher power loaders on existing and new ambulances. These stretcher loader systems allow personnel to avoid lifting heavy stretchers both in and out of ambulances, avoiding the potential for injury to EMS personnel and patients being transported.

State law requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The Capital Improvement Program includes funding for the scheduled replacement of defibrillators to maintain this replacement cycle in FY 2022 and FY 2026.

Program Summary: EMS Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
Total Sources	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
EMS Equipment	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
Total Uses	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000

Sheriff Projects

The FY 2022 - 2028 Capital Improvement Program includes funding to provide the Wake County Sheriff's Office with 100 body worn cameras and the associated hardware and software required to record, store, and retain video recordings made by Sheriff's Deputies in the field. Funding is included in FY 2022 for purchase of the cameras and storage. Replacement funding is included in FY 2027.

The Capital Improvement Program also replaces handheld radios, primarily used by detention officers, that have reached end of the usable life. The initial replacement for these radios occurs in FY 2022 and the second replacement planned in FY 2027.

Program Summary: Sheriff Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	980,000	—	—	—	—	661,000	—	1,641,000
Total Sources	980,000	—	—	—	—	661,000	—	1,641,000
Sheriff Projects	980,000	—	—	—	—	661,000	—	1,641,000
Total Uses	980,000	—	—	—	—	661,000	—	1,641,000



Wake County Public School System

Element Summary: Wake County Public School System

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	58,230,000	53,650,000	61,105,000	62,800,000	70,120,000	72,250,000	74,420,000	452,575,000
Proposed Future Funding	—	—	281,888,702	265,599,976	347,557,716	274,536,470	282,914,300	1,452,497,164
Pooled Investments	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Bond Anticipation Notes	286,110,329	291,947,600	—	—	—	—	—	578,057,929
Total Sources	345,228,379	346,533,544	343,938,917	329,354,270	418,640,880	347,758,276	358,314,501	2,489,768,767
Wake County Public Schools System Capital Program	344,340,329	345,597,600	342,993,702	328,399,976	417,677,716	346,786,470	357,334,300	2,483,130,093
WCPSS Administrative Lease Reserve	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Total Uses	345,228,379	346,533,544	343,938,917	329,354,270	418,640,880	347,758,276	358,314,501	2,489,768,767

History/Background

The Wake County Public School System's Capital Improvement Program is a seven-year plan updated annually to account for student enrollment trends, programmatic changes, market conditions, legislative changes, and other factors impacting the system's capital needs. Each year, the Wake County Public School System staff updates the plan in conjunction with the Joint Facilities Core Team consisting of County and school system staff. The Board of Education approves the plan, and through formal resolution, requests funding for the plan from the Board of Commissioners. The Board of Commissioners is responsible for determining how to fund the plan within the County's financial policies.

Seven Year Summary

The Wake County Public School System Capital Improvement Program includes funding for 14 new schools and six renovations. The plan provides for replacement of aging building components, technology, equipment and furniture.

The first year of the plan is funded with a combination of limited obligation bonds and cash transfers from the County's General Fund. A combination of debt and cash funding is planned for future years.

The seven-year plan also reflects funds transferred on an annual basis from the Capital Improvement Program to the Wake County Public School System operating budget for the lease costs associated with the Crossroads Administrative Buildings.

Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000	8,000,000	8,500,000	54,000,000
Proposed Future Funding	—	—	86,570,000	86,720,000	86,770,000	85,820,000	87,050,000	432,930,000
Bond Anticipation Notes	91,373,000	80,611,000	—	—	—	—	—	171,984,000
Total Sources	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000
Wake Technical Community College Capital Program	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000
Total Uses	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000

History/Background

The County provides funding for Wake Tech in accordance with NCGS 115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the Plant Fund.

Plant Fund: acquisition of land; construction and renovation of buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings, grounds, and the operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

In November of 2018, a \$349 million general obligation bond was passed to continue funding Wake Tech's capital needs until FY 2023. The bonds and cash transfers from the County's General Fund will address the workforce needs in the skilled trades, health sciences, public safety, advanced industries and high tech fields by expanding facilities at the Southern Wake (Main), Scott Northern Wake, Perry Health Sciences, Public Safety Education, and RTP Campuses. The funds also support acquisition of a site and construction of new buildings to establish a new Eastern Wake Campus in Wendell.

The multi-year Wake Tech capital program also improves reliability and safety for the Wake Tech

community with funds for Repairs and Renovation and Infrastructure Improvement projects. Infrastructure improvements include increased online learning, better IT systems redundancy and reliability, improved wireless access, new audio-visual systems, and increased information storage.

Operating Budget Impact

Per NCGS 115D-32, the County is required to provide funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes.

Major Accomplishments

The college continued the planning and approval of the multi-year Wake Tech Capital Improvement Plan, which resulted in the passing of a \$349 million general obligation bond in November 2018. The college continued design for the next classroom building at the Research Triangle Park (RTP) Campus; a new automotive and collision repair facility at the Scott Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and Advanced Industries Building. Construction has also started for the Ready Hall Addition. Several projects were designed and constructed in the Repairs and Renovations, IT Infrastructure, and Campus-wide infrastructure areas, including a new southern loop road at the

Southern Wake Campus that will provide another access point to this campus when the I-540 Beltline project takes away the northernmost campus entrance.

Seven Year Summary

Wake Tech leaders presented an updated Capital Improvement Program Master Plan to the Board of Commissioners in February 2020. This plan included a look at future student population growth in combination with workforce demands and trends over a seven-year period, including an estimate of needs for an additional 4 years.

The Wake Tech Capital Improvement Program includes funding for new buildings, land acquisition, repairs and renovations, infrastructure replacement, and technology infrastructure projects. All campuses plan to support increased safety and security for students, faculty, and staff; online class growth; and

school technology needs. For instance, the plan includes a new facility called the Hendrick Center for Automotive Excellence on the Scott Northern Wake Campus based on recommendations by community advisory committees because of the need to grow this workforce. Scott Northern Wake Campus is an ideal location since it is close to many car dealerships on Capital Boulevard.

The plan also includes funding for land acquisition and building construction for 4 new buildings and the associated infrastructure for the newly acquired Eastern Wake site in Wendell, supporting programs such as Public Safety, General Education, and Technology 4.0.

Lastly, the plan includes a new building on the Southern Wake Campus and new buildings on the RTP Campus to prepare students for careers in biotechnology in Wake County.



Fire/Rescue

Element Summary: Fire/Rescue

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	3,859,000	2,310,000	3,872,000	2,518,000	4,245,000	2,710,000	3,609,000	23,123,000
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Appropriated Fund Balance	—	1,056,250	—	986,250	—	672,000	—	2,714,500
Total Sources	6,155,000	5,739,250	5,395,000	5,557,250	6,867,000	6,381,000	5,867,000	41,961,500
Fire Apparatus and Vehicles	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
Fire Equipment	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Fire Facilities	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
Reserve for Future Projects	44,750	—	64,750	—	1,028,000	—	159,000	1,296,500
Total Uses	6,155,000	5,739,250	5,395,000	5,557,250	6,867,000	6,381,000	5,867,000	41,961,500

History/Background

The Fire/Rescue Capital Improvement Program designates capital needs for the Wake County Fire Tax District. The primary goals are to: provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; meet Wake County and insurance industry standards for fire station location; and achieve "seamless" emergency service delivery through nearest station response.

To meet these goals, Wake County contracts with 18 fire departments to provide fire protection and emergency services in the County's unincorporated areas and the Town of Wendell.

Seven Year Summary

The Fire/Rescue Capital Improvement Program is funded with a combination of special district tax revenues, fund balance, and debt and municipal reimbursements. The seven-year plan includes the replacement of large apparatus, such as pumper tankers, tankers, and rescue trucks. It also includes small/administrative vehicles, equipment replacement programs, facility repairs and renovations, and a reserve for new fire station construction. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the seven-year program.

Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission, in conjunction with Wake County Fire Services staff, is charged with developing and maintaining a fire apparatus and fleet management program. The committee develops, maintains, and oversees the specification of the following apparatuses: administrative vehicles, brush units, engines, pumper tankers, and rescues.

The committee uses a weighted, points-based formula to guide prioritization of apparatus and administrative vehicle replacements. Criteria used to prioritize replacements include mileage, hours,

annual maintenance expense, and age of the apparatus.

The seven-year plan provides for the purchase or replacement of 47 large apparatus, 7 brush trucks, and 32 small administrative vehicles. It also includes \$75,000 annually for emergency maintenance funding that may be used to cover major vehicle maintenance expenses incurred during the year.

Large apparatus is typically financed over a ten-year period, while smaller vehicles and brush trucks are funded with a combination of cash transfers from the Fire Tax District operating fund and fund balance.

Program Summary: Fire Apparatus and Vehicles

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	1,051,000	703,000	975,000	1,079,000	837,000	938,000	975,000	6,558,000
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Total Sources	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
Fire Apparatus and Vehicles	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
Total Uses	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000

Fire Facilities



The Facilities Committee of the Wake County Fire Commission is charged with reviewing and prioritizing funding requests for facility repairs and renovations at existing stations.

During FY 2018, a facility condition assessment identified \$2.54 million in recommended renovations and repairs. Beginning in FY 2019, an annual funding allocation was included in the seven-year Capital Improvement Program to begin addressing projects identified in the assessment.

During FY 2020, Fire Services staff developed a projection of future fire station needs throughout the County. This projection included the construction of debt funded fire facilities that would serve the Fire Tax District. Assuming a twelve-year financing period, the projection was used to determine the Fire Tax District's funding requirements to participate in these debt financings at the appropriate cost shares. Using the results of that projection, a reserve for new fire station construction has been created with the first annual allocation of funding beginning in FY 2021. The FY 2022 - 2028 Capital Improvement Program includes \$1.5 million in annual funding to support future fire station needs.

Program Summary: Fire Facilities

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	1,524,000	443,750	1,500,000	513,750	1,500,000	828,000	1,500,000	7,809,500
Appropriated Fund Balance	—	1,056,250	—	986,250	—	672,000	—	2,714,500
Total Sources	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
Fire Facilities	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
Total Uses	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000

Fire Equipment



The Equipment Committee of the Wake County Fire Commission is charged with developing and maintaining the fire equipment program. In conjunction with County staff, the committee develops, maintains, and oversees the specifications for the following types of equipment: defibrillators,

thermal imaging cameras, turnout gear, and self-contained breathing apparatus.

Funds are included for the fourth year of a five-year plan to place a defibrillator on every vehicle throughout the Fire Tax District. The plan is expected to be fully implemented in FY 2022. Thermal imaging cameras are typically replaced every seven years. The County replaces 10% of all turnout gear each year, plus an additional 5% for new hires or gear that needs repair or replacement based on national fire protection standards. The County provides funding to ensure all self-contained breathing apparatus in use are within three-cycles of the current national fire protection standard.

Beginning in FY 2022, the plan also includes an annual contribution of \$221,250 to replace mobile data terminals at end of life-cycle. The terminals include automatic vehicle location services to support closest vehicle response and they provide for collection of data to better evaluate emergency responses.

Program Summary: Fire Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Total Sources	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Fire Equipment	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Total Uses	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000

Affordable Housing

Element Summary: Affordable Housing

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Total Sources	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Housing	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Total Uses	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000

History/Background

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County 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 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, the building or repair of sidewalks, and community projects and improvements.

In addition to federal funds from United States Department of Housing and Urban Development, affordable housing development and preservation occurred through the Housing Special Revenue Fund. The County also contributed \$1 million annually to these efforts.

Nearly twenty years after the original Housing Affordability report, the Wake County Board of Commissioners approved the approved the Comprehensive Affordable Housing Plan on October 16, 2017. The 20-year plan was informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing.

Based on this plan, the Housing function of the Human Services Department moved to a newly-formed Housing Affordability and Community Revitalization department. This newly-formed department received an additional \$15 million distributed throughout the County General Fund, a Special Revenue Fund, and a Capital Fund. The additional funding aims to bolster existing operating services and increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless, and other vulnerable populations.

Seven Year Summary

The CIP continues to build on the Housing plan by providing gap funding to increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless, and other vulnerable populations. This includes partnerships with non-profits to provide affordable mortgages for eligible low-income homebuyers.

In addition, affordable housing investments will be targeted to create a loan fund to acquire sites for affordable housing development and provide low-cost permanent financing to maintain existing affordable multi-family rental properties.

Capital funds also aim to improve the County voucher administration system for assessing and placing its most vulnerable populations into housing, such as homeless veterans. This work includes partnering with public housing authorities to increase support for landlords as well.



Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Appropriated Fund Balance	150,000	160,000	—	—	364,000	—	—	674,000
Total Sources	3,176,700	3,187,400	3,000,000	3,000,000	3,364,000	3,000,000	3,000,000	21,728,100
Five County Stadium	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
Marbles/IMAX	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	—	68,600	274,750	—	565,000	700,000	1,608,350
Total Uses	3,176,700	3,187,400	3,000,000	3,000,000	3,364,000	3,000,000	3,000,000	21,728,100

History/Background

The Major Facilities Trust Fund is supported through Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County levies a 6% tax of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and 1% on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation specifies how revenues are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau.

The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for funds. The County, pursuant to the enabling legislation,

designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Wake County and the City of Raleigh each receives \$1.00 million from the tax proceeds to use at its own discretion. The funds are still subject to the restrictions specified in the enabling legislation enacted by the State of North Carolina. Historically the funds have been used to support Five County Stadium and Marbles Kids Museum.

Through the 20th Amendment to the Interlocal Agreement, Wake County receives an annual \$2.00 million for small community projects that is awarded through competitive processes.

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.

Major Facilities Capital Trust Fund

The County gives preference to projects that demonstrate an ability to operate without the ongoing support of Wake County general operating funds. No projects funded in the seven year timeframe will require operating subsidies from the County.

Seven Year Summary

The Major Facilities Capital Trust Fund Capital Improvement Program supports projects identified

for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding is included for Five County Stadium, Marbles Kids Museum, and an annual \$2.0 million to be awarded to small capital projects through a competitive process.

Five County Stadium projects will include accessibility upgrades and lifecycle replacements. Funding is included for Marbles Kids Museum repairs and lifecycle replacements.

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 as well as home team and visiting team clubhouses. The stadium also includes a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites. Wake County owns the stadium and

leases it to the Mudcats. This lease designates certain building upgrades as the responsibility of the County.

Funding began in 2008 to address life cycle replacement of building systems, finishes, and other deficiencies compared to the common design and maintenance standards practiced by Wake County, as identified in a Facility Condition Assessment evaluation. Significant projects since that time have included replacement of the stadium sound system, a concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

In 2018, the Milwaukee Brewers Major League Baseball franchise purchased the Mudcats. The Brewers ownership identified accessibility issues at the stadium. As the facility owner, the County completed an accessibility study concurrently with an updated facility condition assessment. The accessibility study concluded that the original restrooms, built prior to both the enactment of the Americans with Disabilities Act and the County's ownership of the stadium, need to be upgraded to modern accessibility standards. Phase 1 of this work was completed in FY 2020, and Phase 2 was funded in FY 2021. The FY 2022 to FY 2028 budget includes continued accessibility upgrades and lifecycle replacements.

Program Summary: Five County Stadium

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	—	—	631,400	625,250	—	435,000	300,000	1,991,650
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Appropriated Fund Balance	—	—	—	—	364,000	—	—	364,000
Total Sources	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
Five County Stadium	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
Total Uses	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750

Major Facilities Capital Trust Fund

Marbles/IMAX



Marbles Kids Museum, located at 201 East Hargett Street, was constructed in 1999 and shares a campus with the adjacent IMAX Theatre. The 83,000 sq. ft. museum building is a landmark in downtown Raleigh and is located along the western portion of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001. The building houses an IMAX projection system and a 270 seat theatre. IMAX provides 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq. ft. facility

built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

From FY 2012 through 2018, a number of lifecycle replacement projects were completed in both buildings based on recommendations provided in a Facilities Condition Assessment conducted in 2009. These improvements included updated sitework, interior finishes, exterior door replacements, system replacements, interior and exterior lighting throughout, and seating and carpet replacements in the IMAX Theatre. In addition, construction was previously completed on a second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kid Grid, which was funded through a grant by a private sector company.

Based on annual updates to specific mechanical equipment, roof condition assessments, and a building wide Facilities Condition Assessment completed in FY 2020, the FY 2022-2028 budget calls for general building constructions for both the Museum and IMAX. Approximately \$1.15 million is included in FY2022 for roof replacements and partial clerestory repair.

Program Summary: Marbles/IMAX

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	1,000,000	1,000,000	300,000	100,000	1,000,000	—	—	3,400,000
Appropriated Fund Balance	150,000	160,000	—	—	—	—	—	310,000
Total Sources	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
Marbles/IMAX	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
Total Uses	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

These funds are identified through the County's portion of the Major Facilities Trust Fund, which support projects at Five County Stadium and the Marbles Kids Museum. As projects advance toward completion, reserves allow the County to begin

funding other important renovation projects at these facilities. The FY 2022-2028 Capital Improvement Program includes planned contributions to the reserve in FY 2024, FY 2025, FY 2027 and FY 2028.

Program Summary: Reserve for Major Facilities Future Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	—	—	68,600	274,750	—	565,000	700,000	1,608,350
Total Sources	—	—	68,600	274,750	—	565,000	700,000	1,608,350
Reserve for Major Facilities Future Projects	—	—	68,600	274,750	—	565,000	700,000	1,608,350
Total Uses	—	—	68,600	274,750	—	565,000	700,000	1,608,350

Major Facilities Capital Trust Fund

Reserve for Major Facilities Competitive Projects

Wake County receives \$2.00 million annually within the Major Facilities Special Revenue Fund for local community projects. The \$2.00 million is then transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

Program Summary: Reserve for Major Facilities Competitive Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Total Sources	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Total Uses	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000

Solid Waste

Element Summary: Solid Waste

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From South Wake Landfill Fund	265,000	1,084,000	1,083,000	1,473,000	1,197,000	655,000	914,000	6,671,000
Transfers From Solid Waste Enterprise	993,000	273,000	663,000	303,000	1,122,000	5,240,000	127,000	8,721,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Appropriated Fund Balance	590,000	—	—	—	—	—	—	590,000
Total Sources	2,485,000	5,072,000	1,746,000	1,776,000	2,916,000	6,510,000	1,041,000	21,546,000
Landfill Gas Development	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
Multi-material and Convenience Centers	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
North Wake	—	164,000	—	—	—	—	—	164,000
South Wake Landfill	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
Total Uses	2,485,000	5,072,000	1,746,000	1,776,000	2,916,000	6,510,000	1,041,000	21,546,000

History/Background

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 Capital Improvement Program includes investments in the County's disposal/recycling infrastructure and renovation to existing facilities to meet the solid waste demands of the public and comply with the NC Department of Environmental Quality's requirements for operating solid waste facilities. The major facilities supported through the Solid Waste Capital Element include the County's eleven convenience centers, three multi-material and household hazardous waste facilities, the South Wake Landfill, and the East Wake Transfer Station.

Funding for Solid Waste capital projects are provided by two Enterprise funds: (1) Solid Waste Operating Fund and (2) the South Wake Landfill (SWLF)

Partnership Fund. The Solid Waste Operating Fund generates revenue through household fees, grants/state funding, the sale of recyclable materials, fund balance, and transfers from the SWLF Partnership Fund. Revenues for the SWLF Partnership Fund are earned through the tipping fees generated at the South Wake Landfill and the East Wake Transfer Station.

Wake County joined with the municipalities in Wake County to form the South Wake Landfill Partnership in 2006 to provide a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

Wake County updated the Comprehensive Solid Waste Management Plan during FY 2020. The Plan helps determine and prioritize needed capital projects. The updated plan integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

Solid Waste

Seven Year Summary

The FY 2022-2028 Capital Improvement Program includes planned funding for convenience center

improvements, establishment of a new tire and mattress shredder program, and continued efforts to mitigate odors at the South Wake Landfill.

Multi-material and Convenience Centers



The County currently operates three multi-material recycling facilities, three household hazardous waste facilities, and eleven convenience centers. Residents can bring household waste and materials for disposal or recycling. Regular household waste and recycling,

including cardboard, metal, paper, plastic, is taken to convenience centers as well as limited construction and demolition debris. Items banned from the landfill are electronics, oils, paint, pallets, white goods, and household hazardous items, can be taken to the multi-material or household hazardous waste facilities.

The FY 2022 - 2028 plan includes ongoing improvements such as driveways, repaving, and equipment replacement at the facilities. The plan includes funds in FY 2022 to purchase a mattress and tire shredder. This equipment will assist efforts on several fronts. First, the shredder will allow the County to shred and dispose of oversized tires onsite, rather than paying for significant transportation costs through a third party vendor. The mattress shredding component will allow for recycling of some mattress components (metal primarily), while also leading to better disposal in the landfill. Mattresses can be difficult to compact and, as a result, may take up significant capacity at a landfill. Shredding the mattresses will help address this challenge.

Program Summary: Multi-material and Convenience Centers

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Solid Waste Enterprise	416,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	7,980,000
Appropriated Fund Balance	590,000	—	—	—	—	—	—	590,000
Total Sources	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
Multi-material and Convenience Centers	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
Total Uses	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000

Solid Waste

North Wake



The North Wake Landfill (NWLF) was closed to accepting municipal solid waste (MSW) in FY 2009 and converted to a park facility in 2011. The County took over the landfill gas collection and control system at North Wake in 2015 and continues to maintain that system along with the required post closure maintenance by the North Carolina Department of Environmental Quality.

The FY 2022-2028 Capital Improvement Program includes planned funding for some additional park improvements in FY 2023.

Program Summary: North Wake

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Solid Waste Enterprise	—	164,000	—	—	—	—	—	164,000
Total Sources	—	164,000	—	—	—	—	—	164,000
North Wake	—	164,000	—	—	—	—	—	164,000
Total Uses	—	164,000	—	—	—	—	—	164,000

South Wake Landfill



In February 2008, the South Wake Landfill began accepting municipal solid waste. Waste Industries, now GFL Environmental, was selected by the County Commissioners in June 2006 to serve as the County's design, build, operate, and maintain contractor for the SWLF. However, the County retains responsibility for some elements of landfill operations. First, the County must provide the soil needed for each phase of construction at the landfill. Second, the County is

responsible for the final closure of each cell at the landfill. The County is also responsible for all aspects associated with landfill gas. Funding to meet these responsibilities is provided primarily through the fees generated at the South Wake Landfill and East Wake Transfer Station.

A total of 5 phases are ultimately anticipated through the life of the landfill. To date, two have been built and are in operation. GFL Environmental completed construction of Phase 2B during FY 2021, with planned opening of that phase in late FY 2021.

In 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Landfill Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer municipal solid waste to the landfill for burial.

The FY 2022-2028 Capital Improvement Program includes improvements to the East Wake Transfer Station, construction of an additional partial closure of the landfill, continued funding for environmental nuisance mitigation (odors primarily), and expansion of the landfill gas system.

Program Summary: South Wake Landfill

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From South Wake Landfill Fund	265,000	432,000	281,000	290,000	299,000	307,000	317,000	2,191,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Total Sources	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
South Wake Landfill	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
Total Uses	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000

Landfill Gas Development



During FY 2011, the County began operating the landfill gas collection and control system at the South Wake Landfill.

These facilities are enabling the County to control landfill gas and seek beneficial reuse of the gas to create energy. A company named INGENCO built facilities in 2011 on-site and expanded them in 2019 to convert the landfill gas to power. INGENCO sells that power to Duke Energy and the County collects a portion of the revenues generated from the sales. Those revenues are used to support expansion of the landfill gas system.

The seven-year plan includes improvements to keep up with the expanding landfill and to ensure the system can handle the landfill gas generated from the additional buried waste.

Program Summary: Landfill Gas Development

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From South Wake Landfill Fund	—	652,000	802,000	1,183,000	898,000	348,000	597,000	4,480,000
Transfers From Solid Waste Enterprise	577,000	—	—	—	—	—	—	577,000
Total Sources	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
Landfill Gas Development	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
Total Uses	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000

Financial Planning Model

Wake County utilizes a long-term Debt and Capital financial model ("model") as an effective tool to identify the impacts of funding choices for projects and programs identified in the County's seven-year Capital Improvement Program. The Capital Improvement Program includes the short-term and long-term capital needs of the County as well as the Wake County Public School System (WCPSS) and Wake Technical Community College (WTCC). By state statute, the County is obligated to fund both public school system and community college capital needs. The model aids the Board of Commissioners and County management in developing a strategy to fund these capital needs while being aware of any citizen tax impact and ensuring continued adherence to policies, guidelines, and other metrics at a desired level commensurate with triple-A bond rating criteria.

Several financial policies and guidelines were established in the early 2000s related to fund balance, revenues, capital improvements, and debt issuance. These remain the framework for the model. For more information on these policies and guidelines, please refer to the Financial Policies section of this budget book.

Dedicated revenues which drive the model include property and sales tax (the two largest revenue sources) as well as General Fund and Debt Service

Fund investment earnings. As part of the modeling process, assumptions are made about the strengthening (or weakening) of these revenue drivers. On the expenditure side of the model, assumptions are made regarding the presumed rates of issuance on short-term and long-term debt. The model is integral in determining appropriate timing, level, and affordability of capital needs identified in the Capital Improvement Program.

The model is updated throughout the year for changes related to major economic assumptions, borrowing rate assumptions, Capital Improvement Program projects and programs, completed debt issuances and relevant Board actions. In addition to the annual in-depth budget review process, the Board of Commissioners receives periodic updates about the model if major assumptions change or as fiscal impacts of new debt programs are contemplated.

The current model illustrates a plan that contains a combination of short and long-term debt financing and cash funding for Capital Improvement Program projects slated for FY 2022, as noted in the Debt Service section of this budget book. The model continues to be utilized for long-term impact analysis as the Board contemplates future County, WTCC and WCPSS capital needs and corresponding funding choices for FY 2023-2028.



Glossary of Budget Terms

Annual Comprehensive Financial Report (ACFR): 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 ACFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Alcohol Beverage Commission (ABC): The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Adopted Budget: The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

Appropriation: The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

Assessed Valuation: The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

BAN: Bond Anticipation Note - A short-term interest-bearing security issued in advance of a larger, future bond issue.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Glossary of Budget Terms

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.

CAP: Capital Area Preservation.

CARES Act: Coronavirus Aid, Relief and Economic Security Act; \$2.2 trillion package from the Federal Government to help businesses, workers, and health care systems negatively effected by the coronavirus.

Carolina Association of Governmental Purchasing (CAPG): Supports public procurement professionals in North and South Carolina through educational and networking programs and opportunities.

Capital Budget: A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

Community Improvement Program: A long-range plan or program of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

Capital Outlay: Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than \$5,000, less than \$100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CAWDB: Capital Area Workforce Development Board.

CCBI: City-County Bureau of Identification.

Character of Expenditure: The broadest classification of expenditures used to describe the nature of goods and services purchased. Examples include personnel services, current expenses, capital outlay, and interdepartmental charges.

CIP: Capital Improvement Program

Clerk to the Board: The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

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.

Coronoavirus: A family of viruses, some of which cause disease in people and animals, named for crownlike spikes on their surfaces.

COVID-19: Coronoavirus Disease 2019, the disease observed in humans caused by the SARS-CoV-2 virus.

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.

Glossary of Budget Terms

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.

EBT: Electronic Benefit Transfer.

ECM: Electronic Content Management.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

FEMA: Federal Emergency Management Agency

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.500 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

Glossary of Budget Terms

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called modified accrual accounting which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources department.

ICS: Incident Command System.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services department.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LOBs: LOBs, or Limited Obligation Bonds, are a long-term debt instrument the county uses to finance capital projects. Unlike General Obligation Bonds, LOBs can be issued without a voter referendum and are authorized by the Wake County Board of Commissioners. The authority for this form of debt comes from NC G.S. 160A-20.

LME: Local Managing Entity.

LMS: Learning Management System.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

MODEL 3D: Manufacturing Original Didactic Experiences in Learning in 3D (WTCC grant funding from National Science Foundation)

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and

Glossary of Budget Terms

expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

Personal Income: Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment,

personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

Personal Property: All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

Policy: An established plan of action used to guide decisions and actions.

Post-Incident Review: A review of the emergency response to a fire incident designed to identify trends, challenges and opportunities for improvement.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. Enterprise Funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. Internal Service Funds are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation, and Open Space.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates

Glossary of Budget Terms

that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

ROD: Register of Deeds.

RTP: Research Triangle Park.

SACSCOC: Southern Association of Colleges and Schools Commission on Colleges

Salary Adjustment Reserve: A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

SEIMS: Statewide Election Information Management System.

Self-insurance: A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

SRC: Southern Regional Center.

Statute: A law enacted by the state legislature.

STEM: Science, Technology, Engineering and Math

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TAACCCT: Trade Adjustment Assistance Community College and Career Training Grant Program

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple units of data over time.

Taxing Authority: When a legislative body has the legal ability to impose a tax on its citizens.

TNR: Trap, Neuter, and Release. Program to capture feral cats, neuter them, and then release into the wild.

UDO: Unified Development Ordinance.

Unincorporated Area: Area of the county that is not part of any municipality.

User Fee: A charge assessed each time a customer uses a County service for which fees are charged.

Vector Borne: An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

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VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIC: Women, Infants and Children.

WTCC: Wake Technical Community College.

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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