



Recommended Operating Budget and Capital Improvement Program

For the Fiscal Year July 1, 2022 through June 30, 2023



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Wake County
North Carolina**

For the Fiscal Year Beginning

July 01, 2021

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Wake County, North Carolina, for its Annual Budget for the fiscal year beginning July 01, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a

policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. Wake will submit this budget document to GFOA to determine its eligibility for another award.



Wake County, North Carolina

Board of County Commissioners



Sig Hutchinson
Chair
District 1



Shinica Thomas
Vice Chair
District 6



Matt Calabria
District 2



Maria Cervania
District 3



Susan Evans
District 4



James West
District 5



Vickie Adamson
District 7

County Manager: David Ellis

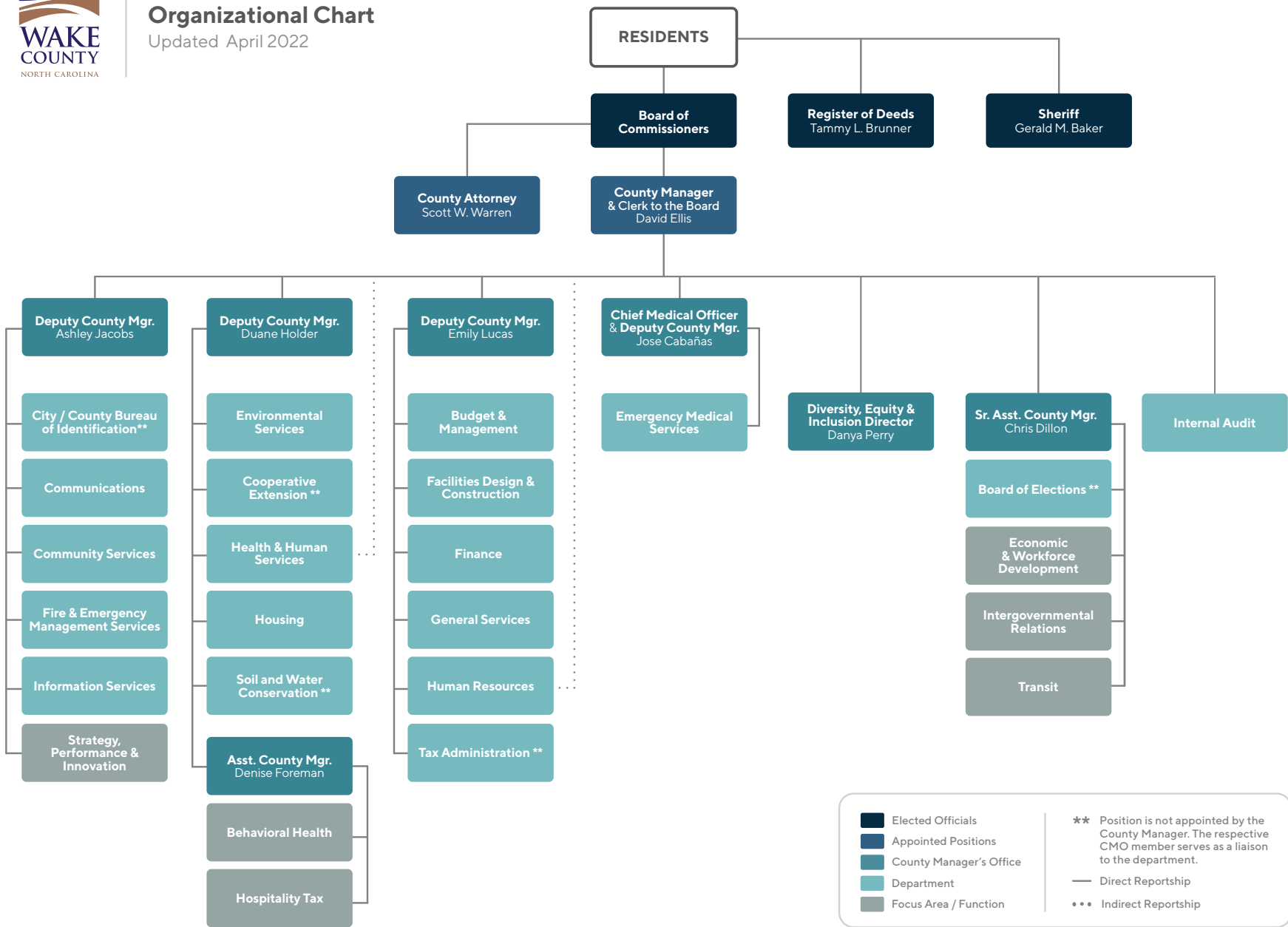
County Administration
County Attorney: Scott Warren

Clerk to the Board: David Ellis



Organizational Chart

Updated April 2022



Strategic Goals

WAKE COUNTY BOARD OF COMMISSIONERS

2022 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 and preserve affordable housing.
CHV 6	Prevent homelessness and help County residents experiencing homelessness.
 ECONOMIC STRENGTH	
ES 1	Every resident has opportunities to succeed and thrive in Wake County's economic prosperity.
ES 2	Ensure that all households have affordable, high-speed internet access.
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.
GG 5	Strengthen governance structures and processes that preserve ethics, accountability, and effective decision-making.



GROWTH AND SUSTAINABILITY

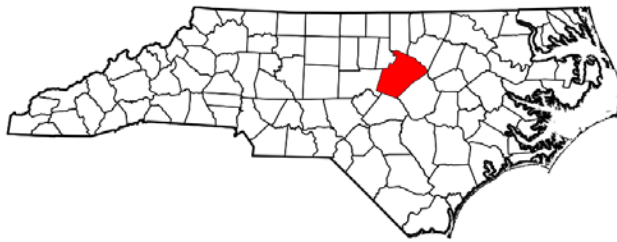
GS 1	Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.
GS 2	Encourage the use of public transit.
GS 3	Preserve and protect a clean and abundant water supply.
GS 4	Preserve open space and expand access to parks, preserves, recreation resources, 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 through diversion, detention-based programs, and re-entry to improve health and well-being.
PS 3	Provide sustainable, high-quality 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 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.

The County is named after Margaret Wake Tryon, the wife of William Tryon, who was the royal governor at the time of the County's inception in 1771. The economy was originally based on cotton and tobacco farming, but the area quickly grew to include more commercial production of goods by utilizing new technological advancements.

As of the 2020 Census, Wake County is the most populous county in North Carolina with over 1.1 million residents. Wake County is one of three counties that comprise the nickname of the "Research Triangle," due to large technology industry and premiere universities. As home to the internationally-acclaimed bio-tech, high-tech, and textile industrial park, 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, industry, higher education, historic preservation, arts and culture, and recreational opportunities provides Wake County residents a high quality of life with excellent job and educational prospects, in both rural and 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 health and human services (e.g., public health 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. For transportation, the Research Triangle Regional Public Transit Authority, or "GoTriangle," operates buses to connect adjacent local bus systems in Raleigh, Durham, and Chapel Hill. The Raleigh-Durham International Airport (RDU), primarily located in unincorporated areas of western Wake County, has flights to over 40 cities, with international flights to destinations such as Montreal, Paris, and Reykjavik-Keflavik in Iceland.

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. The County is also home to two designated Historically Black Colleges and Universities (HBCU): Saint Augustine's College (1867) and Shaw University (1865). Wake County's largest employers include Duke University and Health System, the State of North Carolina, the Wake County Public School System, Wal-Mart, The University of North Carolina at Chapel Hill, Food Lion, International Business Machines Corporation (IBM), Wake Med Health and Hospitals, North Carolina State University, Target, UNC Rex Healthcare, and SAS Institute.

Attractions, recreation and leisure services include Crabtree Lake, Neuse River, William B. Umstead State Park, the North Carolina Symphony, and North Carolina Museum of Art. Wake County is home to a professional hockey team, the Carolina Hurricanes. The County has professional men's and women's soccer teams, North Carolina FC and North Carolina Courage. The Courage won the finals in 2018 and 2019. Wake County is also home to the Carolina Mudcats, a Minor League Baseball team that is an affiliate of the Milwaukee Brewers baseball team.

Wake County Facts

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 2021 Population (1)	1,150,204
Municipalities in Wake County (2)	Population
Angier	556
Apex	58,780
Cary	171,012
Durham	269
Fuquay-Varina	34,152
Garner	31,159
Holly Springs	41,239
Knightdale	19,435
Morrisville	29,423
Raleigh	466,106
Rolesville	9,475
Wake Forest	46,097
Wendell	9,793
Zebulon	6,903
Unincorporated areas of Wake County	205,011

(1) July 1, 2021 is the most recent release of U.S. Census Bureau county population estimates. Released March 2022.

(2) The 2020 Census Counts municipal corporate limits and unincorporated areas located within Wake County boundaries. July 1, 2021, population estimates for cities and towns are scheduled to be released May 2022.

Educational Attainment

Population over age 25	731,587
Less than 9th Grade	21,691
9th - 12th Grade, no diploma	26,261
High School Graduate (includes equivalency)	107,876
Some College, no degree	121,725
Associates degree	59,034
Bachelor's degree	244,831
Graduate or Professional degree	150,169

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
2020	1,133,553	158,883	27,767
2021	1,150,204	159,066	28,910

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
2020	6.2%	65,450

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

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

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

(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, 2022 to June 30, 2023; Fiscal Year 2023 or FY 2023.

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 2021 actual results; the FY 2022 adopted budget and current budget; and FY 2023 budget.

	FY2021 Actual	FY2022 Adopted Budget	FY2022 Amended	FY2023 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. Current information is available on the Wake County Transparency Portal (<https://www.wakegov.com/transparency-portal>).

The Wake County Strategy and Performance team amended a subset of measures in this document. A comprehensive improvement of services and performance measures is underway, and more modifications are planned for the future.

Budget Process

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 2023, 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 2023, departments were asked to first realign funding where possible. Each expansion item was analyzed based on these objectives.

To view the County Manager's presentation and prior budget documents, you can visit <https://www.wakegov.com/budget>.

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

Budget Process

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

The County Manager recommends a budget to the Board of Commissioners on May 2, 2022. The Board of Commissioners holds public hearings on May 11,

16, and 18 regarding the proposed budget and budget work sessions on May 9 and 23. On June 6, the Board of Commissioners considers the budget for adoption for both the Operating and Capital Improvement Program. The recordings of these sessions are available at <https://wake.legistar.com/Calendar.aspx>.

Budget Calendar for Fiscal Year 2023

Date	Budget Activity
September	Budget Process Kick-Off on Guidance, Calendar, and Business Cases
October 13, 2021	Submission of FY 2023 - 2029 Capital Requests
January 14, 2022	Submission of FY 2023 Operating Budget Requests
February 11 & 17, 2022	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 28 & April 4, 2022	Board of Commissioners Budget Planning Retreat
May 2, 2022	Formal presentation of Recommended Budget to Board of Commissioners at regularly scheduled meeting
May 9, 2022	Board of Commissioners Special Budget Work Session
May 11, 16, & 18 2022	Public Hearings on FY 2023 Recommended Budget
May 23, 2022	Board of Commissioners Special Budget Work Session
June 6, 2022	Board of Commissioners consider adoption of FY 2023 Operating Budget and FY 2023 - 2029 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	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	Corporate Fleet Fund
		Major Facilities Fund	Solid Waste Capital Projects Fund	Health and Dental 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	
		American Rescue Plan Fund		
		WCPSS 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 Schools, 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 ten 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, the American Rescue Plan

Fund Structure

Fund, WCPPS Fines & Forfeitures Fund, 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 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 two internal service funds: a Corporate Fleet Fund and a Health and Dental Fund.

Fund Structure Chart

Organizational Units	General Fund	Capital Area Workforce Development	Debt Service Fund	Fire Tax District Fund	Grants and Donations Fund	Human Services Transportation Fund	Housing and Community Revitalization	Major Facilities Fund	Corporate Fleet Fund	Health and Dental Fund	County Capital Improvement Fund	Fire Tax District Capital Fund	Major Facilities Capital Trust Fund	Housing Capital Fund	Solid Waste Capital Projects Fund	WCPSS Capital Projects Fund	Wake Tech Capital Projects Fund	Solid Waste Management Fund	South Wake Landfill Fund	American Rescue plan Fund	Coronavirus Relief Fund	WCPSS Fines and Forfeitures Fund	Human Services Trust Clients Fund
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 Identification	O																						
Communications Office	O				P																		
Community Services	O				P																		
County Attorney	O																						
County Manager	O							P					P										
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	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									M													
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
M Unit has either primary, or shared, responsibility for managing this fund
P Unit manages selected projects within this fund
D Unit has a specific division in this Special Revenue 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. Wake County's financial policies are reviewed periodically to determine if any additional policies may be necessary to fill identified policy gaps, or if any updates are required due to changes in the County's practices. Any recommended changes requiring Board approval will be presented to the Board of Commissioners for their consideration and approval.

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.

Financial Policies

Periodically, the County reviews certain programs and services as areas for potential funding through user fees. The Board of Commissioners will determine the level of cost recovery for the programs or services. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

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-

Financial Policies

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

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

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.

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 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

Financial Policies

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

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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 2023 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 long-term financial model projects annual fund balance in the County's Debt Service Fund to be on average approximately 41% 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 long-term financial model currently projects the County will fund its current CIP needs with an average of 78% debt funding and 22% 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 5.2% 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

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population. The County's current per capita debt is \$2,164.

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 1.74% 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 1.28% 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 16.8% 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 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.

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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

Long-Range Planning

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

Board of Commissioners’ Goals

The Wake County Board of Commissioners’ goals is a high-level planning document that establishes and communicates a strategic direction for County policies, priorities, and budget recommendations. Commissioners first adopted a comprehensive set of goals and initiatives in 2016 and have reviewed and modified plans in subsequent years. The most recent revisions occurred during a goal-setting process between January 2022 and April 2022.

In January 2022, Commissioners received status updates for the prior year’s goals and key strategic actions. Staff solicited priorities and summarized feedback from elected officials during an in-person goal-setting retreat on February 11 and 17, 2022. During the retreat, Commissioners reaffirmed many of the goals established in 2021 and delved into specific actions during breakout groups closely aligned with Board committee assignments. Commissioners reviewed the draft language in March 2022 and during the April work session. The Board approved the goals and key strategic actions on April 18, 2022.

The 2022 Board Goals are organized around six focus areas, 28 goals, and 66 key strategic actions. The focus areas include Community Health and Vitality, Economic Strength, Education, Great Government, Growth and Sustainability, and Public Safety.

Each of the Board’s 28 goals includes key strategic actions that could be refined throughout the year based on staff work plans and research, discussions in board work sessions and committee meetings, and the review of community indicators, performance measurement, and outcomes. The County Manager’s Office collects information throughout the year to evaluate each key strategic action, identify and address obstacles impeding progress, and coordinate implementation with other departments. Status

reports are summarized and shared with the Board during committee meetings in the spring and fall.

When possible, County departments are encouraged to align operational business plans with Board goals. Consideration is given to each budget request’s ability to advance the progress of affiliated key strategic actions.

The 2022 Board of Commissioner Goals are available on the Wake County Transparency Portal (<https://www.wakegov.com/transparency-portal>).

Long-Range Financial Plan

These long-range projections were shared initially with the Board of Commissioners at their March 29, 2021 budget retreat and were updated as needed for subsequent 2021 budget development.

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.

Debt and pay-go capital transfers are separately projected through the long-range debt and capital model, with those results incorporated into high-level county projections. These assumptions are detailed in the Capital and Debt section of the Financial Policies. Finally, the operating budget

Long-Range Planning

impacts of capital projects are calculated and included in long-range projections.

A multi-year model for the Fleet Internal Services Fund projects personnel costs in line with countywide personnel salary and benefit rates, operating expenditures based on historical trends, and the planned use of reserves for replacement of rolling stock and equipment to provide a well-managed, competitive, environmentally responsible fleet. The model projects replacements of rolling stock based on a multipoint formula that considers mileage, usage, maintenance costs, and expected life of the asset. Departmental charges to recover operating maintenance and future capital replacement costs are recalculated annually.

The Major Facilities Fund, which collects and distributes Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for tourism in Wake County, maintains a cash flow financial model that projects revenues and expenditures in alignment with the governing interlocal agreements. Periodic review of the model is conducted by staff, community and industry stakeholders, municipal jurisdictions, and local partners to update assumptions based on economic climate, local and regional tourism trends, scheduled events, and booked conventions. Projections within this model extend to 2034, the last year for which there is debt to be repaid by hospitality tax proceeds.

For the Fire Tax District, Wake maintains a financial model to provide fire prevention, suppression, and education services within a special district of the unincorporated areas of Wake County and the Town of Wendell. Revenues are generated via a property tax in the special district. The model assumptions, which are updated annually, project conservative annual revenue growth and the property reappraisal each four years. Cost share projections with municipalities are informed by trends in population, property valuation, calls for service, heated square footage, and service area. Expenditure projections include assumptions for personnel growth in line with broader county experience, life cycle replacement for fire apparatus, debt service, and facility needs.

The county maintains a financial model to gauge sustainability of the Solid Waste Management and South Wake Landfill funds. County staff maintain a

financial model, which in combination with the Comprehensive Solid Waste Management Plan, helps determine and prioritize needed projects. The financial model is updated annually as part of the annual budget process, ensuring the enterprise funds budget is realistic and in line with historical costs. Capital projects and appropriate funding sources are identified. Enterprise revenue needs and the corresponding customer rates are projected.

Revenue sources are tracked and projected in line with community growth, tonnage demand, and actuarial guidance. Planned expenditures include waste reduction, reuse, recycling, collection, disposal, maintenance, closure/postclosure improvements, and capital projects.

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.

Adult Care Home Community Advisory: To act as an advisory group on the status of domiciliary home operations and services in Wake County

Alcoholic Beverage Control Board: Manages the ABC stores in Wake County under State guidance and statute.

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

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

Capital Area Workforce Development : To advise and provide direction to the Capital Area Workforce Development Council (Wake and Johnston Counties) in developing and implementing workforce development

Long-Range Planning

Centennial Authority: The purpose of the authority is to study, design, plan, construct, own, promote, finance, and operate a regional facility for sports and entertainment.

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

Domestic Violence Fatality Review Team: To serve on the Wake County Domestic Violence Review Team

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.

GoTriangle Board of Trustees: To plan, facilitate and promote for the Triangle community an affordable customer-oriented public transportation network which provides mobility, promotes economic opportunity and protects the environment.

GoTriangle Transit Citizens Advisory Committee: Provide advice and feedback to the Board on current and emerging issues associated with planning and providing a high-quality transit network. Such advice may consider planning for public transportation systems; views of various constituent groups; suggesting how transit can assist with equity issues, such as homelessness, affordable housing, economic opportunity, individuals with handicaps and/or disabilities, and seniors; providing information regarding the customer experience of transit riders; communicating stakeholder opinions, attitudes, and needs to the Board and identify areas of concern and recommend changes. The Wake County Board of Commissioners, Durham County Board of Commissioners and Orange County Board of Commissioners shall each appoint one member of their Board of Commissioners to act as a liaison between their Board of Commissioners and the Transit Citizens Advisory Committee. The Commissioners shall serve as ex-officio, non-voting members of the Committee. Transportation directors

for Wake, Durham and Orange Counties shall also be ex-officio, non-voting members of the Committee. Voting members must live within Wake, Durham and Orange counties.

Greater Raleigh Convention and Visitors Bureau: This Bureau is to promote travel to and tourism in Raleigh and Wake County. To fulfill its duties the Bureau may contract with any person, firm, or agency to advise and assist it in the promotion of travel, tourism and conventions. The Bureau may only spend funds for visitor promotion and convention promotion.

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.

Industrial Facilities and Pollution Control Financing Authority: To promote gainful employment opportunity, private industry, and the prevention of pollution of land, water, and air.

Jury Commission : To select the list of Trial and Grand Jurors.

Juvenile Crime Prevention Council : Act as a local juvenile justice planning body and a prerequisite for receiving funding for juvenile court services and delinquency prevention programs.

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.

Long-Range Planning

Nursing Home Community Advisory Committee: To act as an advisory group on the status of nursing home operations and services in Wake County.

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.

Raleigh-Durham Airport Authority : To plan and operate the Raleigh-Durham International Airport.

United Arts Grants Panel : To review grant applications and to allocate grant funding as a member of United Arts' disciplined-based Grants

Panels. To provide funding services that support and foster an environment in which the arts can thrive. In December 1990, the Wake County Commissioners designated by resolution the United Arts Council of Raleigh and Wake County as Official Local Arts Agency for Wake County and the local distributing agent for Grassroots Arts Fund Program. The Grassroots Arts Funds are distributed as part of the United Arts Disciplined-based Grants panels allocations process.

WakeMed Hospital Board of Directors : Manages, controls and supervises the Wake Hospital System, Inc.

Wake Technical Community College Board of Trustees : Governs the operation of the Technical College according to State Statute.

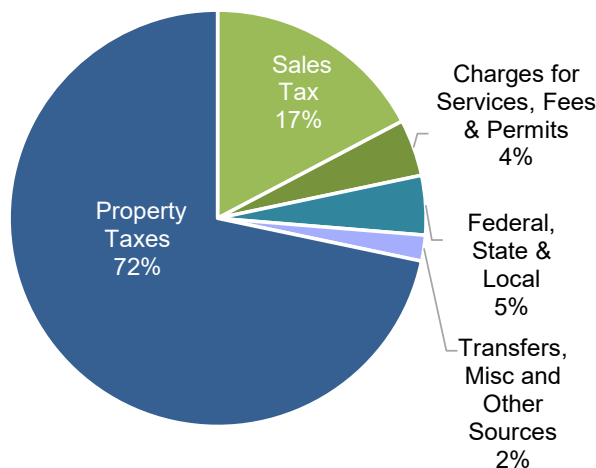
Wake County Water Partnership: Evaluates the types of activities, initiatives, and projects that may affect water resource management within Wake County and makes recommendations to the Board of Commissioners about the most urgent, important, and efficient actions that could be taken to improve long-term 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 89 percent of the County General Fund revenue.

Property Tax

The property tax is Wake County's largest revenue source, comprising 72% 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 2022 budget assumed a total tax base of \$191.83 billion and the most recent tax base projection totals \$193.76 billion. The FY 2023 budget assumes a new tax base estimate of \$199.24 billion, an increase of 3.86%. The next property revaluation is scheduled to take effect January 1, 2024.

Tax Base FY 2022 - 2023 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 2.9% from the FY 2022 projected assessed valuation to a total of \$172.3 billion, which was used for developing the revenue estimates for the FY 2023 budget.

Personal property includes unlicensed vehicles and business property. The personal property portion of the tax base is projected to increase in FY 2023 by 13.44% from the assessed valuation projected for FY 2022 to a total of \$8.65 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 2023 valuation is expected to increase by 8.63% from the assessed value projected for FY 2022 to a total of \$3.78 billion.

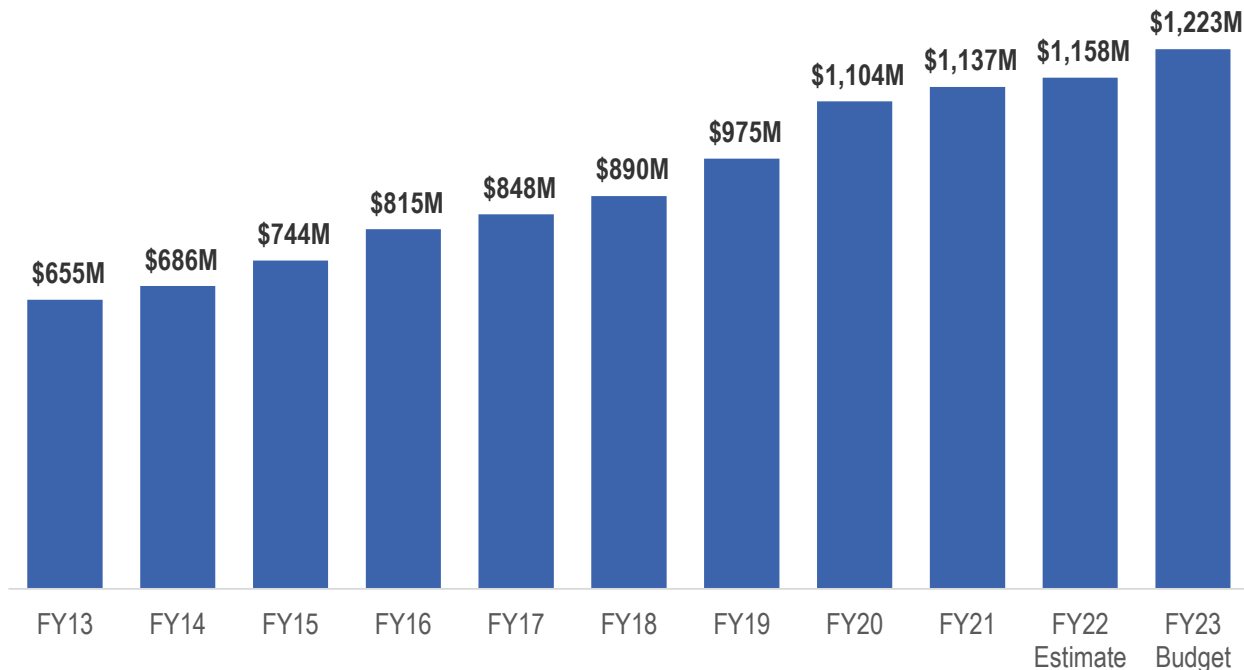
The motor vehicle portion of the tax base is projected in FY 2023 to increase by 9.26% from the estimate for FY 2022.

The County's property tax collection rate continues to be one of the highest in the State at 99.5% projected for FY 2022. The FY 2023 budget estimates include a collection rate of 99.5% on both real property and on vehicles.

Tax Base Estimates (in thousands)	FY 2022					
	FY 2020 Actual	FY 2021 Actual	Estimated	FY 2023 Budget	\$ Change	% Change
Real Property	130,415,760	164,833,716	167,914,601	172,300,000	4,385,399	2.6%
Personal Property	7,890,233	8,069,394	8,437,910	8,650,000	212,090	2.5%
Public Service	3,572,974	3,612,463	3,731,412	3,775,000	43,588	1.2%
Vehicles	11,346,951	13,073,818	13,675,000	14,510,000	835,000	6.1%
Total Valuation	153,225,918	189,589,391	193,758,922	199,235,000	5,476,078	2.8%

Revenue Overview

Property Tax Revenue Growth



Tax Rate

The property tax rate is 61.50 cents per \$100 of assessed value, which is an increase of 1.50 cents from FY 2022.

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 2022 was received in April 2022).

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 2023, revenues from the State under the hold harmless agreement are expected to be \$44.4 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.

Revenue Overview

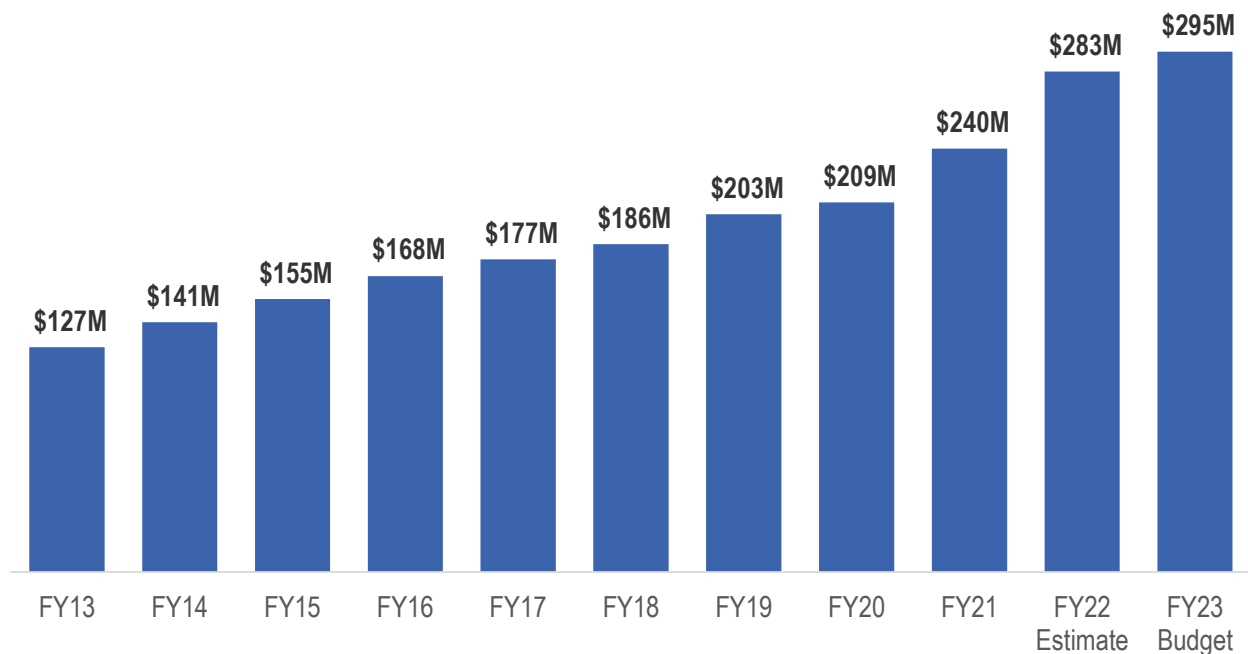
As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY 2017, a portion of Articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at \$8.9 million in FY 2023.

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 2023 as the global economy continues to recover from the impacts of the COVID-19 pandemic. FY 2023 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 4% over projected FY 2022 actual revenues.

Article Type	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Budget	\$ Change	% Change
Article 39 (1 cent)	\$85,948,951	\$93,561,569	\$109,461,544	\$113,840,000	\$4,378,456	4.0%
Article 40 (1/2 cent)	\$46,936,573	\$53,866,387	\$64,108,162	\$66,672,000	\$2,563,838	4.0%
Article 42 (1 cent)	\$57,194,494	\$64,081,848	\$75,714,221	\$78,743,000	\$3,028,779	4.0%
Article 44 (expired)	\$11,512	\$(878)	—	—	—	0.0%
Medicaid Hold Harmless	\$25,769,736	\$35,337,011	\$42,681,912	\$44,389,000	\$1,707,088	4.0%
Adjustments to Sales Tax	\$(6,572,527)	\$(7,147,580)	\$(8,540,951)	\$(8,883,000)	\$(342,049)	4.0%
Total Sales Tax	\$209,288,738	\$239,698,357	\$283,424,888	\$294,761,000	\$11,336,112	4.0%

Sales Tax Growth



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 \$21.6 million, a 28% increase from the prior year projection.

Revenue Overview

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.

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, the budget increased about \$1.25 million over the prior year budget to a new Licensing and Permits total of \$6.59 million. The budget is based on an anticipated increase in building & construction permits (\$1.1 million) and concealed weapon fees (\$85,000), pistol permits (\$67,000), and marriage licenses (\$84,000) netted against decreases subcontractor permits (\$46,000), sediment and erosion permits (\$25,000), and well permits (\$13,000) when compared to the prior year 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 \$78.7 million in FY 2023, an increase of \$2.86 million from FY 2022.

State shared revenues in the General Fund are expected to increase from \$57.8 million in the FY 2022 budget to \$59.9 million in FY 2023. This is primarily from anticipated increases in low income energy assistance programs, JCPC 4H spaces, and administration.

The FY 2023 budget contains \$12.6 million in federal revenue, an increase of \$693,000 from the prior year budget of \$11.9 million. This is primarily due to an increase in WIC funding and the Ryan White Care Program funds.

Local revenues, consisting primarily of ABC Board revenue, are budgeted at \$6.14 million in FY 2023, an increase of \$6,000 from FY 2022.

Fees and Charges for Services

Charges for services include user fees for EMS, Human Services, Sheriff, Register of Deeds and other County services, including contracts with the Wake

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

Board of Elections Fees and Charges

The Board of Elections conducts all elections in Wake County. Municipalities reimburse the County for all costs associated with municipal elections. Candidates also pay filing fees associated with filing their candidacy. In FY 2023, the Board of Elections anticipates receiving \$448,000 from the City of Raleigh for reimbursements related to the November General election and \$7,000 from candidate filings.

Register of Deeds Fees and Charges

The Register of Deeds collects fees for recording official documents and issuing certified copies of vital records. Fees and charges for these services are expected to generate \$6.72 million, an 8% increase from the prior year budget.

Tax Administration Fees and Charges

Wake County's Tax Administration collects property taxes on behalf of Wake County's municipalities and special districts. In FY 2023, the fees associated with this collection are estimated to total \$2.2 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 2023, the department expects to receive \$925,000 in fees and charges. This is a \$52,000 increase from the prior year's budget due to inspections and reinspection fees.

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

Revenue Overview

health and safety requirements are met. The department intends to recover eligible costs for providing these services through fees and charges. In FY 2023, the department anticipates receiving \$2.55 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 2023, the department expects to receive \$780,000 in parking fees. This is a 13% decrease from the prior year's budget. Court facility fees are also collected by GSA, and this budget estimates \$800,000 to be collected, a \$50,000 decrease from the prior year budget.

Health and Human Services Fees and Charges

In FY 2023, the Human Services Department will earn \$14 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.

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 2023, the department expects to receive \$27 million in ambulance fees which is a \$5.5 million increase from 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 2023, the department expects to receive \$1.18 million in subscription revenue, in line with the prior year's budget.

Emergency Medical Services provides coverage at public events each year. These special event fees total \$275,000 in FY 2023 which is a \$100,000 increase compared to the prior year budget. In total, the Emergency Medical Services department revenues are budgeted at \$31.6 million.

Emergency Communications Fees and Charges

Emergency Communications collects service fees and rent from municipal users of the 800MHz and

Computer-Aided Dispatch systems used by 911-responders for fire and law enforcement. The total of these charges in FY 2023 is \$1.64 million.

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. In FY 2023, revenues from Civil Fingerprinting services total \$400,000, in line with the prior year's budget. 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 2023 Fees and Charges budget for the City/County Bureau of Identification is \$1.28 million.

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 million.

Non-Departmental Fees and Charges Interfund Transfers

Interfund transfers are transfers from special revenue funds to the General Fund for defined purposes. The budget includes two transfers to the General Fund that total \$2.3 million.

The Major Facilities Fund will transfer \$1.4 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 \$1.4 million in the most recent interlocal review.

The Wake County Public School System Capital Fund will transfer approximately \$935,944 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 2023 is estimated to be \$329.95 million. The fund also includes \$10.03 million in state revenues from the North Carolina Education Lottery to support debt service for school construction needs. The budget also includes \$2.95 million 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 2023 budget includes \$2.95 million in the Grants and Donations fund. By department, this revenue represents \$48,000 in the County Manager's Office, \$251,000 in the Sheriff's Office, \$263,000 in Fire Services, and \$2.38 million in Health and Human Services.

The majority of the grant revenues are from intergovernmental sources: \$1.31 million from federal, \$1.04 million from state, and \$394,000 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 five Federal Department of Housing and Urban Development programs: Community Development Block Grant, Home Investment Partnership Program, Housing Opportunities for People with AIDS, Emergency Solutions Grant, and Continuum of Care. The fund also earns program income through repayment of portfolio loans. There is a \$2.3 million decrease in program income across the CDBG and HOME programs. This is the

largest reason the FY 2023 budget (\$7.22 million) is lower than the FY 2022 adopted budget (\$9.85 million).

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 2023 tax rate is recommended to be 10.27 cents. This 10.27 cent rate is the same rate levied in FY 2022. Overall, the FY 2023 Fire Tax District budget is expected to generate \$35.63 million in total revenue, an increase of \$1.64 million over the FY 2022 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.

Loosening travel restrictions and capacity limitations, and the introduction of COVID-19 vaccines impacted spending and travel, resulting in a rebound of these revenue sources throughout FY 2022. As a result, projected occupancy and prepared food and beverage revenues for FY 2023 total \$66.55 million, which is \$20.48 million above the FY 2022 Adopted Budget amount of \$46.07 million.

The FY 2023 budget includes increases above the FY 2022 projections for both revenue sources. Occupancy tax revenues are projected to increase by 5%, or \$1.38 million, in FY 2023 compared to the FY 2022 projection. Prepared food and beverage revenues are expected to increase by 5%, or \$1.79 million, in FY 2023 compared to the FY 2022 projection.

The FY 2023 budget for the fund totals \$66.55 million, of which \$29.07 million is from occupancy taxes and \$37.49 million is from prepared food and beverage.

Revenue Overview

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 2023 budget totaling \$4.97 million is based off estimates for current 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. Federal revenues make up nearly half of revenues in the fund, primarily due to COVID-19 funding. One-third of the revenue sources for this fund are charges for services which includes Medicaid reimbursement. About 10% of the funds are state revenues. The fund is expected to total \$13.13 million in FY 2023. This is an increase of \$244,000 from the prior adopted year. The majority of this increase is the result of additional federal funds to cover two new positions and new revenues from the Town of Apex for paratransit service.

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, 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 household fee, set at \$20 per year per household, is the largest funding source and accounts for 55% 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 16%. Revenues from the sale of scrap metal and landfill gas rights are account for another 9%. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2023, operating revenues total \$17.23 million, a decrease of \$890,000 from the prior year budget.

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 2023, revenues total \$26.62 million based on projected tonnage of 580,000. 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 \$37 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 \$34 per ton.

Corporate Fleet Fund

The Corporate Fleet Fund is a division of the General Services Administration department and is accounted for within an internal services fund. Fleet Operations consists of three business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan guides Fleet in providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service.

The primary revenue source are annual charges to operating departments. These charges include a portion of the future vehicle replacement costs as well as a proportional share of the operating expenses for maintenance and repair. Total fund revenues for FY 2023 are \$12.7 million.

Revenue Overview

Health & Dental Benefits Fund

The County is self-insured for health and dental benefits. The sources of funding to cover health and dental expenditures include employer contributions and employee withholdings recorded as part of the payroll expenditures. Previously, funds were placed in

the Non-Departmental budget. The Health and Dental Fund is a new internal service fund for the FY23 budget. The fund includes a \$10.9 million interfund transfer from the General Fund for the County's contribution towards retiree health benefits.

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 2023:

Name	Description of Fee	Current Fee	New Fee
Environmental Services: Solid Waste			
South Wake Landfill Tip Fee	Tip Fee (plus \$2 pass through tax)	\$30.00	\$35.00
East Wake Transfer Station Tip Fee	Tip Fee (plus \$2 pass through tax)	\$39.00	\$47.00
Emergency Medical Services			
Ambulance Fee	One EMS ambulance and two employees	\$170.00	\$175.00
Bike/Cart Fee	One EMS Bike Team (i.e. two EMS employees, EMS bikes, and medical equipment) or Cart Team (i.e. two EMS employees, patient transport cart, and medical equipment).	\$137.00	\$141.00
Venue Team Fee	One Venue Team (i.e. two EMS employees and medical equipment).	\$99.00	\$102.00
Single Responder Fee	One supervisor or single responder unit (i.e. one employee and medical/supervisory equipment).	\$76.00	\$78.00

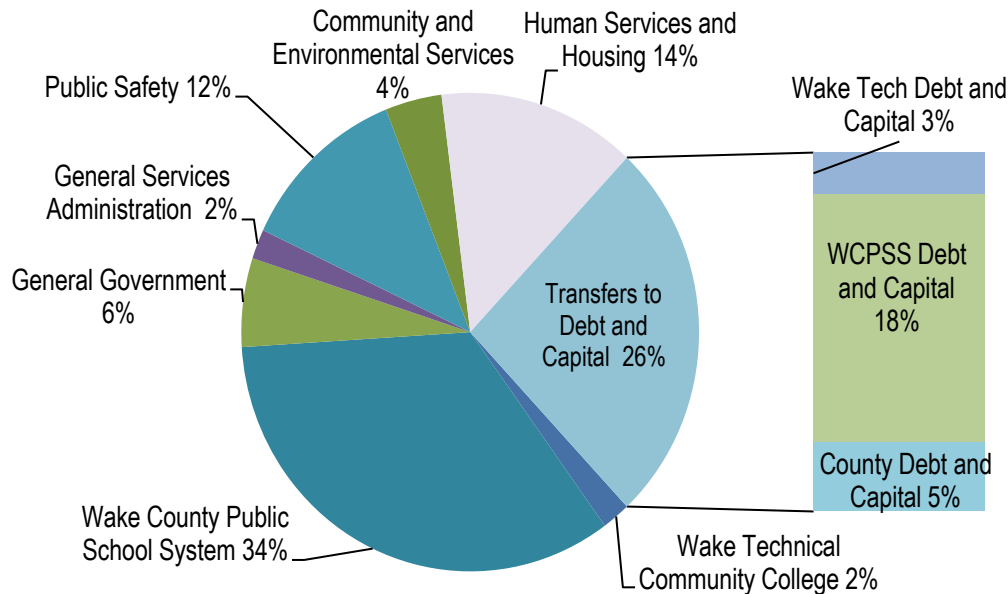
Expenditure Overview

Expenditures by Function

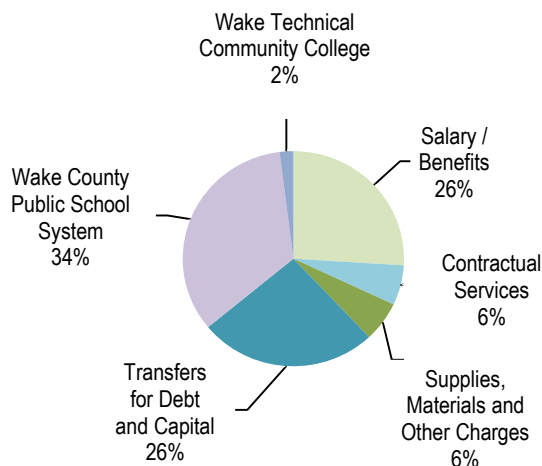
Within the General Fund, 43% supports spending for County operations, debt service and capital; 52% supports Wake County Public School System (WCPSS) operating and capital; and 5% supports Wake Technical Community College.

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	\$657.1 M	\$85.3 M	\$742.4 M
Wake Tech	\$30.2 M	\$48.4 M	\$78.6 M
WCPSS	\$582.3 M	\$302.6 M	\$884.9 M
Total	\$1,269.6 M	\$436.3 M	\$1,705.9 M



Expenditures by Component



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

As part of salary and benefits, the budget includes a performance pay increase averaging at 4.6%, a cost of living adjustment of 3.1%, an increase of living wage to \$18.20 per hour, and market rate adjustments to affected job titles and salary structures.

As part of supplies, materials, and other charges, the budget includes a \$1.7 million increase for fuel to address rising costs. The budget also includes an 8.6% increase for utility costs.

Capital and Debt Service Transfers / Allocations

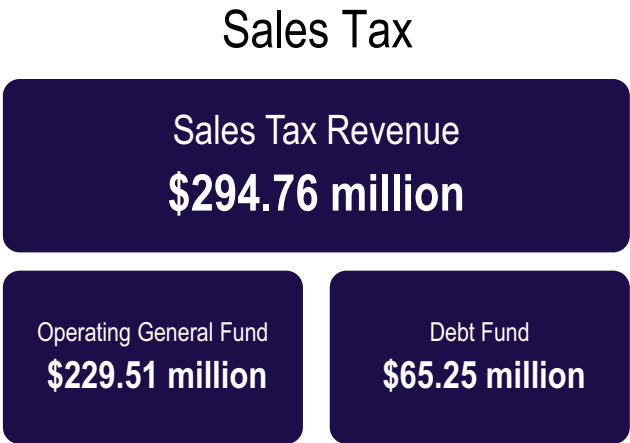
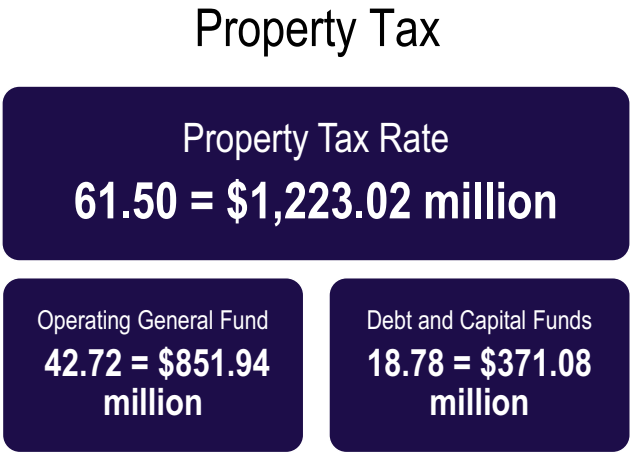
Property Tax

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 2023 tax rate is 61.50 cents (per \$100 of valuation), with an equivalent of 18.78 cents dedicated to support debt and capital.

Sales Tax

The FY 2023 Sales Tax projection is \$294.76 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%).



Schedule of Interfund Transfers

Transfers From	FY 2023
General Fund	
County Capital CIP	\$45,229,000
Debt Service (Property Tax)	\$264,703,000
Debt Service (Sales Tax)	\$65,250,000
Grants Fund	\$199,966
Health & Dental ISF	\$10,901,000
Housing CIP	\$15,000,000
Intrafund Transfer - Health & Dental	—
Intrafund Transfers	\$1,000,000
Wake Tech CIP	\$7,500,000
WCPSS Capital Fund	\$53,648,000
Total Transfers from General Fund	\$463,430,966
Fire Tax District	
Debt Service From Fire Tax	\$1,747,533
Fire Tax CIP	—
Total Transfers from Fire Tax District	\$1,747,533
Major Facilities	
General Fund	\$1,400,000
Major Facilities CIP	\$3,000,000
Total Transfers from Major Facilities	\$4,400,000
Debt Service	
Fire Tax CIP	\$1,662,000
Total Transfers from Debt Service	\$1,662,000
County Capital Improvement Fund	
Intrafund Transfers	—
Total Transfers from County Capital Improvement Fund	—
Wake County Public Schools Capital Projects	
General from WCPSS CIP	\$935,944
Total Transfers from Wake County Public Schools Capital Projects	\$935,944
Solid Waste Operating	
General Fund	—
Solid Waste CIP	\$259,000
Total Transfers from Solid Waste Operating	\$259,000
South Wake Landfill	
Solid Waste CIP	\$2,447,000
Solid Waste Enterprise	\$1,445,742
Total Transfers from South Wake Landfill	\$3,892,742
Total	\$476,328,185

Schedule of Interfund Transfers

Transfers To	FY 2023
General Fund	
Intrafund Revaluation Reserve	\$1,000,000
Intrafund Transfers - Health & Dental	—
Major Facilities	\$1,400,000
Solid Waste Enterprise	—
WCPSS CIP	\$935,944
Total Transfers to General Fund	\$3,335,944
Grants and Donations	
General Fund	\$199,966
Total Transfers to Grants and Donations	\$199,966
Debt Service	
Fire Tax District	\$1,747,533
General Fund - Property Tax	\$264,703,000
General Fund - Sales Tax	\$65,250,000
Total Transfers to Debt Service	\$331,700,533
County Capital Improvement Fund	
Capital Reserve	—
General Fund	\$45,229,000
Major Facilities CIP	—
Total Transfers to County Capital Improvement Fund	\$45,229,000
Wake County Public Schools Capital Projects	
General Fund	\$53,648,000
Total Transfers to Wake County Public Schools Capital Projects	\$53,648,000
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	\$1,662,000
Fire Tax District	—
Total Transfers to Fire Tax District Capital	\$1,662,000
Major Facilities Capital Trust	
Major Facilities	\$1,000,000
MF - Competitive Projects	\$2,000,000
MF - Medium Competitive Projects (Section 1)	—
MF - Medium Competitive Projects (Section 3)	—
Total Transfers to Major Facilities Capital Trust	\$3,000,000
Solid Waste Capital	
Solid Waste Enterprise	\$1,352,000
South Wake Landfill Fund	\$1,354,000
Total Transfers to Solid Waste Capital	\$2,706,000

Schedule of Interfund Transfers

Transfers To	FY 2023
Affordable Housing CIP	
General Fund	\$15,000,000
Total Transfers to Affordable Housing CIP	\$15,000,000
Solid Waste Operating	
South Wake Landfill Fund	\$1,445,742
Total Transfers to Solid Waste Operating	\$1,445,742
Health and Dental Benefits	
General Fund	\$10,901,000
Intrafund Transfers - Health & Dental	—
Total Transfers to Health and Dental Benefits	\$10,901,000
Total	\$476,328,185

General Fund Requests Funded

TOTAL REQUESTS FUNDED - \$95,764,000

GENERAL GOVERNMENT - \$12,289,000

Board of Commissioners \$189,000

- ♦ Professional Development
- ♦ Board member compensation increase

Communications Office \$771,000

- ♦ Social Media Coordinator (1.000 FTE)
- ♦ Intranet Content Strategist (1.000 FTE)
- ♦ Public Health Senior Communications Consultant (1.000 FTE)
- ♦ Recruitment and Retention Marketing Manager (1.000 FTE)
- ♦ Video Production Manager (1.000 FTE)
- ♦ Web Designer (1.000 FTE)
- ♦ Communications Consultant (1.000 FTE)
- ♦ Restoration of contract funding for digital asset management tool

County Manager \$515,000

- ♦ Professional Development
- ♦ ICMA Management Fellow (1.000 FTE)
- ♦ Contract to enforce non-discrimination ordinance
- ♦ Diversity, Equity, and Inclusion Specialists (2.000 FTEs)
- ♦ Diversity, Equity, and Inclusion Program Manager (1.000 FTE)
- ♦ Establish Diversity, Equity, and Inclusion operating budget partially funded

County Attorney \$180,000

- ♦ Restoration of legal services software partially funded
- ♦ Restoration of contracted counsel
- ♦ Restoration of funding for legal interns
- ♦ Restoration of professional development
- ♦ Restoration of operating budget
- ♦ Administrative Assistant for Child Protective Services (1.000 FTE)

Board of Elections \$3,911,000

- ♦ Raleigh Municipal Election expansion
- ♦ Operating costs for two out of four precinct splits
- ♦ Early Voting costs for November 2022 election
- ♦ Cost escalation in supplies and transport services
- ♦ Increase agency temporary pay rate from \$15/hour to \$18/hour
- ♦ Cost escalation in courier service and postage for absentee by mail voting
- ♦ Logistics Specialist (1.000 FTE)
- ♦ Training Manager (1.000 FTE)
- ♦ Logistics Project Manager (1.000 FTE)

Budget & Management Services \$261,000

- ♦ Grants Administrative Manager (1.000 FTE)
- ♦ Systems Administrator (1.000 FTE)

Facilities Design & Construction \$366,000

- ♦ Facilities Project Managers (2.000 FTEs)
- ♦ Reclassifying two staff to senior level

Finance \$598,000

- ♦ Cost escalation for annual audit services
- ♦ Accounting Manager (1.000 FTE)
- ♦ Financial reporting software
- ♦ Senior Finance Systems Administrator (1.000 FTE)
- ♦ Grants Compliance Officer (1.000 FTE)
- ♦ Electronic bidding software
- ♦ Vendor management and business identity software

Internal Audit \$669,000

- ♦ Senior Internal Auditors – Risk Assessment (1.500 FTEs)
- ♦ Senior Internal Auditor – Data Analytics (1.000 FTE)
- ♦ Establish Internal Audit operating budget partially funded

Human Resources \$998,000

- ♦ Benefits Analyst (1.000 FTE)

General Fund Requests Funded

- ♦ Senior Employee Relations Consultant (1.000 FTE)
- ♦ Onboarding Specialist (1.000 FTE)
- ♦ Talent Acquisition Supervisor (1.000 FTE)
- ♦ Talent Acquisition Consultant (1.000 FTE)
- ♦ Service Center Supervisor (1.000 FTE)
- ♦ Senior Payroll Analyst (1.000 FTE)
- ♦ Corporate recruitment subscription
- ♦ Service Center ticketing system
- ♦ Incorporate Microsoft Teams functionality into Cornerstone Learning Management System
- ♦ Department HR Business Consultant (1.000 FTE)

Information Services \$2,011,000

- ♦ Implement data governance platform to house enterprise data
- ♦ Implement data warehouse to provide a central platform for data storage
- ♦ Vendor managed endpoint detection and response services
- ♦ Vendor managed services to assist with phishing response
- ♦ Implement a centralized Secure Sockets Layer (SSL) certificate management platform
- ♦ Microsoft Office 365 backup platform
- ♦ Cost escalations for existing software and platforms
- ♦ Audio/Video Engineer (1.000 FTE)
- ♦ HHS Information Systems Business Analyst (1.000 FTE)
- ♦ Database Engineer (1.000 FTE)
- ♦ Application Development Engineer (1.000 FTE)
- ♦ IT Procurement Technician (1.000 FTE)

Register of Deeds \$17,000

- ♦ Desktop Services Technician (1.000 FTE)

Tax Administration \$1,602,000

- ♦ Real Estate Tax Agent (4.000 FTEs)
- ♦ Real Estate Appraisers (8.000 FTEs)
- ♦ Real Estate Senior Appraisers (2.00 FTEs)

- ♦ IT Specialist (1.000 FTE)
- ♦ Cost escalation in billing and collections
- ♦ Cost escalation in motor vehicle tax collection

Soil and Water Conservation District \$202,000

- ♦ NextGen partnership program
- ♦ Farmland Preservation Program Coordinator (1.000 FTE)
- ♦ Cost escalation in Beaver Management Assistance program
- ♦ Soil & Water Big Sweep Coordinator (0.500 FTE)

NON-DEPARTMENTAL - \$5,191,000

Non-Departmental \$778,000

- ♦ Pre-trial services
- ♦ Operations support for economic development
- ♦ Criminal Justice Alternatives program cost escalation and electronic monitoring expansion
- ♦ Cost escalation for historic preservation contract
- ♦ Marketing campaign for economic development
- ♦ Support for Workforce Development in the Health and Human Services regional centers
- ♦ Additional funding for countywide recruitment advertising

Risk Management \$261,000

- ♦ Insurance premium increases
- ♦ Cost escalation for Third party claims administration services
- ♦ Cost escalation in consulting contracts

Transfers to Debt and Capital \$4,151,000

- ♦ Restore 0.21 cents of property tax dedicated to debt and capital to support county capital needs

COMMUNITY SERVICES - \$5,221,000

Administration \$598,000

- ♦ Increase in wages for temporary employees

GIS \$683,000

- ♦ Project Management software
- ♦ Helpdesk software
- ♦ Engineer (1.000 FTE)

General Fund Requests Funded

- ♦ Property Mapping Technician (1.000 FTE)
- ♦ IT Project Manager (1.000 FTE)
- ♦ Senior GIS Analyst (1.000 FTE)

Parks, Recreation, and Open Space \$758,000

- ♦ New Beech Bluff County Park staffing and equipment costs (10.000 FTEs)

Planning, Development, and Inspections \$995,000

- ♦ Credit card fee funding for Energov system
- ♦ Senior Building Inspectors (3.000 FTEs)
- ♦ Senior Plan Compliance Inspector (1.000 FTE)

Libraries \$2,186,000

- ♦ Staffing for restoration of library hours of operation (33.500 FTEs)

ENVIRONMENTAL SERVICES - \$2,386,000

Administration \$138,000

- ♦ IT Engineer (1.000 FTE)
- ♦ Plans and Permit Technician (1.000 FTE)

Environmental Health & Safety \$291,000

- ♦ Environmental Consultant (1.000 FTE)
- ♦ Environmental Health Manager (1.000 FTE)

Water Quality \$1,624,000

- ♦ Wastewater Complaint Investigation Team (2.000 FTEs)
- ♦ Pilot use of drones for erosion control inspections
- ♦ Laboratory Information Management system
- ♦ Staffing for Post-construction Stormwater Program (3.000 FTEs)
- ♦ Staffing to improve on-site wastewater permit turnaround time (4.000 FTEs)

Animal Care, Control, and Adoption Center \$222,000

- ♦ Animal Health Care Receiving Technicians (2.000 FTEs)
- ♦ Operations Manager (1.000 FTE)

COOPERATIVE EXTENSION - \$134,000

- ♦ Business Manager (1.000 FTE)

GENERAL SERVICES - \$2,650,000

Administration & Support \$6,000

- ♦ Cost escalation for mail services

Utilities \$82,000

- ♦ Rate increase for cable, solid waste, and electric utilities

Fleet Operations \$871,000

- ♦ Cost increase for fleet fuel in addition to base and department adjustments

Physical Plant \$1,119,000

- ♦ Restoration of operating budget for physical plant
- ♦ Contract escalations for facility and elevator maintenance

Safety and Security \$286,000

- ♦ Cost escalation for security contract
- ♦ Administrative Project Manager (1.000 FTE)
- ♦ Electronic security installation and maintenance services including badge readers, cameras, and other security equipment

Facility and Field Services \$286,000

- ♦ Flood control emergency action plans
- ♦ Escalation in Housekeeping contract

BEHAVIORAL HEALTH - \$5,590,000

- ♦ Support WakeBrook crisis campus, operated in partnership with Wake County, UNC Health, Alliance, and WakeMed
- ♦ Continue 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
- ♦ Funds to support individuals not covered by Medicaid or private insurance
- ♦ Technical consulting for behavioral health programs
- ♦ Expand school-based mental health program
- ♦ New pilot for expanding access to behavioral health programs for adult guardianship clients

General Fund Requests Funded

HUMAN SERVICES - \$6,198,000

Economic and Social Services \$637,000

- ♦ Child Support training and Quality Control staff (5.000 FTEs)
- ♦ Adult Protective Services staff (2.000 FTEs)

Public Health \$1,366,000

- ♦ School-based Public Health Nurses (2.000 FTEs)
- ♦ HIV/AIDS Social Workers (2.000 FTEs)
- ♦ Vital Records Specialists (2.000 FTEs)
- ♦ Drug overdose prevention program staff (3.000 FTEs)
- ♦ Assistant Director of Administration and Compliance (1.000 FTE)
- ♦ Assistant Nursing Director – School Health (1.000 FTE)
- ♦ Nurse Supervisor/Trainer (1.000 FTE)

Child Welfare \$688,000

- ♦ Permanency Services Manager and Administrative Specialist (2.000 FTEs)
- ♦ Prevention Services Social Workers (5.000 FTEs)
- ♦ Placement Services Social Worker (1.000 FTE)

Health Clinics \$1,068,000

- ♦ HIV Clinic Administrative Services Coordinator (1.000 FTE)
- ♦ Regional Certified Medical Assistant, Physician, Registered Nurse, Nurse Supervisor, and Manager to increase staff at Health and Human Services regional centers (7.900 FTEs)

Administration and Operations \$2,439,000

- ♦ Budget and Finance Senior Accountant (1.000 FTE)
- ♦ Administrative support staff for Health and Human Services regional centers (2.000 FTEs)
- ♦ Data Analytics Project Manager (1.000 FTE)
- ♦ Program Integrity Team (3.000 FTEs)
- ♦ Contract increase for Juvenile Detention Center
- ♦ Increase sworn law enforcement resources at Swinburne and Health and Human Services regional centers
- ♦ Annual state and federal funding allocations

- ♦ Systems Engineer (1.000 FTE)

HOUSING - \$4,810,000

Operations \$4,529,000

- ♦ Community Engagement Coordinator (1.000 FTE)
- ♦ Contract for intake and assessment
- ♦ Transfer to capital for affordable housing development efforts partially funded

Permanent Housing & Supportive Services \$160,000

- ♦ Cost escalation for outpatient behavioral health for permanent housing clients

Homeless & Prevention Services \$121,000

- ♦ Cost escalation for meals at South Wilmington Street Center

CITY-COUNTY BUREAU OF IDENTIFICATION - \$176,000

- ♦ Overtime for CCBI Identification and Investigations staff
- ♦ Additional cell phones and MiFi usage
- ♦ Tablet mounts for vehicles
- ♦ Digital Evidence Examiner (1.000 FTE)

SHERIFF - \$1,872,000

Law Enforcement \$732,000

- ♦ Additional in-car cameras
- ♦ Pistol Permits Unit staff (3.000 FTEs)
- ♦ Next Generation 911 technology
- ♦ Uniforms and bulletproof vests for officers partially funded
- ♦ Cost escalation for ammunition partially funded

Detention \$1,140,000

- ♦ Office Assistants for Detention Medical Services (2.000 FTEs)
- ♦ Nurses for Detention Medical Services (4.000 FTEs)
- ♦ Uniforms for officers partially funded
- ♦ Cost escalations in safekeeping in detention and detention medical contracts partially funded
- ♦ Operating funds to support FUSION electronic medical records capital project partially funded

General Fund Requests Funded

FIRE SERVICES - \$269,000

- ♦ 10-year replacement of turnout gear
- ♦ Overtime salaries and holiday premium pay
- ♦ Professional development
- ♦ Restore dues and subscriptions for staff development
- ♦ CAD Systems Administrator (1.000 FTE)
- ♦ Replace records management platform
- ♦ Subscription to scheduling software

EMERGENCY MEDICAL SERVICES – \$6,743,000

- ♦ Four 12-hour frontline units (20.000 FTEs)
- ♦ Advanced Practice Paramedics (9.000 FTEs)
- ♦ Cost escalation for medical supplies
- ♦ Upfit logistics delivery van
- ♦ EMS Recruiter (1.000 FTE)
- ♦ EMS Instructor (1.000 FTE)
- ♦ Special Events and Operations Manager (1.000 FTE)
- ♦ Paramedics (3.000 FTEs)
- ♦ Upfit six ambulances

- ♦ Cost escalation for Deputy Medical Director contract

WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$38,000,000

WAKE TECHNICAL COMMUNITY COLLEGE - \$1,690,000

- ♦ Additional staffing for Wake Works apprenticeship program
- ♦ Facility lease, and maintenance, and operation
- ♦ Facilities Commissioning Engineer
- ♦ Engineer II
- ♦ Cyber Security Engineer
- ♦ Wake Invests in Women Program Coordinator
- ♦ Salary and market rate adjustments for County-funded positions
- ♦ Operational support for Launch Wake County partially funded

OTHER EDUCATION INITIATIVES - \$2,548,000

- ♦ Begin funding student slots in the Smart Start ThreeSchool program
- ♦ Increase reimbursement for Pre-K daycares

General Fund Requests Not Funded

TOTAL REQUESTS NOT FUNDED - \$47,540,000

GENERAL GOVERNMENT – \$2,947,000

Communications Office \$307,000

- ♦ Housing Communications Consultant (1.000 FTE)
- ♦ Diversity, Equity, & Inclusion Communications Consultant (1.000 FTE)
- ♦ Design Manager (1.000 FTE)

County Manager \$768,000

- ♦ Diversity, Equity, and Inclusion Specialists (7.000 FTEs)
- ♦ Diversity, Equity, and Inclusion Program Manager (1.000 FTE)
- ♦ Diversity, Equity, and Inclusion operating budget partially funded

County Attorney \$12,000

- ♦ Software and technology restoration partially funded

Board of Elections \$230,000

- ♦ Communications Coordinator (1.000 FTE)
- ♦ Upgraded security at Board of Elections Operations Center
- ♦ Two out of four precinct splits were not funded

Internal Audit \$30,000

- ♦ Establishment of operating budget partially funded

Human Resources \$655,000

- ♦ Salary Consultant (1.000 FTE)
- ♦ Talent Acquisition Specialist (1.000 FTE)
- ♦ Reclassification to Senior Human Resources Trainer
- ♦ Salary Survey Tool
- ♦ Reclassification to Human Capital, Planning and Strategy Manager
- ♦ Reclassification to Senior Human Resources Consultant
- ♦ Assistant Human Resources Director (1.000 FTE)
- ♦ Talent Acquisition Consultant (1.000 FTE)

- ♦ Senior Payroll Analyst (1.000 FTE)

Information Services \$887,000

- ♦ Data and Analytics - aWake Academy
- ♦ Retention Schedule Management Platform
- ♦ Network Printing Solution Replacement
- ♦ Governance, Risk, and Compliance Engineer (1.000 FTE)
- ♦ Data Engineer (1.000 FTE)
- ♦ Data Analysts (2.000 FTEs)
- ♦ Data Governance Analyst (1.000 FTE)
- ♦ Solutions Development Technology Trainer (1.000 FTE)
- ♦ Health and Human Services Information Systems Business Analyst (1.000 FTE)

Register of Deeds \$58,000

- ♦ Indexing Unit Technician (1.000 FTE)

COMMUNITY SERVICES - \$826,000

Libraries \$700,000

- ♦ Library book funding increase; propose funding with a one-time appropriation of fund balance

GIS \$126,000

- ♦ GIS Analyst – Training Specialist (1.000 FTE)

ENVIRONMENTAL SERVICES - \$3,134,000

Water Quality \$3,059,000

- ♦ One Water Plan, Phase 2; propose funding with American Rescue Plan Act
- ♦ Wastewater Inspection Environmental Consultant (1.000 FTE)
- ♦ Senior Environmental Health Program Managers (2.000 FTEs)
- ♦ Senior GIS Analyst (1.000 FTE); funding recommended in Community Services GIS division
- ♦ Well & Septic Financial Assistance Pilot; propose funding with American Rescue Plan Act
- ♦ Wastewater Complaint Investigation team (3.000 FTEs)
- ♦ Post-Construction Stormwater Program (2.000 FTEs)

General Fund Requests Not Funded

- ♦ Staff to reduce on-site wastewater permit turn-around time (4.000 FTEs)

Environmental Health and Safety \$75,000

- ♦ Plans & Permits Technician (1.000 FTE)

GENERAL SERVICES - \$546,000

Physical Plant \$165,000

- ♦ HVAC - MERV-13 filtration; propose funding with American Rescue Plan Act

Security \$381,000

- ♦ Security Administrative Manager (1.000 FTE)
- ♦ Swinburne and Wake County Office Building screening security

HEALTH AND HUMAN SERVICES - \$2,771,000

Economic Services \$468,000

- ♦ Food and Nutrition Services Team Leads (6.000 FTEs)

Health Clinics \$407,000

- ♦ Administrative Care Manager (1.000 FTE)
- ♦ Health and Human Services regional center clinicians (4.000 FTEs)

Child Welfare \$189,000

- ♦ Child Welfare Quality Assurance Reviewer (1.000 FTE)
- ♦ Permanency Services Social Worker (1.000 FTE)

Administration and Operations \$1,707,000

- ♦ Communications Team (4.000 FTEs)
- ♦ Consumer Experience Management Administrative Coordinator (1.000 FTE)
- ♦ Grants Manager (1.000 FTE)
- ♦ Budget and Finance Senior Accountant (1.000 FTE)
- ♦ Health Clinics Regional Center Administrative Support (2.000 FTEs)
- ♦ Data Analytics and Project Management Team (3.000 FTEs)
- ♦ Increase Juvenile Detention Center contract partially funded
- ♦ State and Federal funding allocations partially funded
- ♦ Medical Biller and Coder (1.000 FTE)

- ♦ Billing and Coding Accountant (1.000 FTE)

HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION - \$5,079,000

Operations \$4,942,000

- ♦ Budget Manager (1.000 FTE)
- ♦ Transfer to capital for affordable housing development efforts partially funded

Permanent Housing & Supportive Services \$137,000

- ♦ Leasing Specialist for Rental Housing (1.000 FTE)
- ♦ Cornerstone Permanent Supportive Housing Navigator (1.000 FTE)

BEHAVIORAL HEALTH - \$300,000

- ♦ Alliance administrative fee increase

EMERGENCY MEDICAL SERVICES – \$10,161,000

- ♦ Nurse Navigation Line Program; propose funding with American Rescue Plan Act
- ♦ Training Chief (1.000 FTE)
- ♦ Department Facilities Project Manager (1.000 FTE)
- ♦ Field Supervisor Unit (5.000 FTE)
- ♦ Four 12-hour ambulance units and two spares (20.000 FTEs)
- ♦ Propose funding vehicle purchases for budgeted requests with a one-time appropriation of fund balance

FIRE SERVICES - \$801,000

- ♦ Emergency Management warehouse expansion
- ♦ Emergency Management Specialist (1.000 FTE)

CITY-COUNTY BUREAU OF IDENTIFICATION - \$219,000

- ♦ Technology maintenance, repairs, and licensing to be funded with laboratory fees
- ♦ Vehicle Information Forensics Tool

SHERIFF - \$2,348,000

- ♦ Law Enforcement \$1,214,000

General Fund Requests Not Funded

- ♦ Expansion of D.A.R.E. program (1.000 FTE)
- ♦ Deputy Sheriff Investigator for new WCSO Dive Team (1.000 FTE)
- ♦ Law Enforcement Mental Health and Wellness Act grant Administrative Coordinator (1.000 FTE)
- ♦ Additional funds for software subscriptions
- ♦ County match for Governor's Highway Safety Program grant; propose funding with a one-time appropriation of fund balance
- ♦ Pistol Permits unit staffing expansion (1.000 FTE)
- ♦ Cost escalation for ammunition partially funded
- ♦ Uniforms and bulletproof vests for officers partially funded

Detention \$1,180,000

- ♦ Detention Medical Services Nurses (6.000 FTEs)

- ♦ Uniforms for officers partially funded
- ♦ Cost escalations in safekeeping in detention and detention medical contracts partially funded
- ♦ Operating funds to support FUSION electronic medical records capital project partially funded

NON-DEPARTMENTAL - \$150,000

- ♦ Chamber of Commerce Project Manager
- ♦ Chamber of Commerce Blueprint to End Systemic Racism community-driven implementation

WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$18,016,000

WAKE TECHNICAL COMMUNITY COLLEGE - \$242,000

- ♦ Director of Data Analytics/Chief Data Officer
- ♦ Operational support for Launch Wake County partially funded

General Fund Reductions

TOTAL REDUCTIONS - \$295,000

**WAKE TECHNICAL COMMUNITY
COLLEGE - \$295,000**

- ♦ Communities in Schools program (\$295,000).

Personnel Summary

	FY 2021 Amended	FY 2022 Adopted	FY 2022 Amended or Transferred Positions	FY 2022 Amended	FY 2023 Amended Positions	FY 2023 Recommended
General Government						
Board of Commissioners	3.000	4.000	0.000	4.000	0.000	4.000
Communications	10.000	14.000	0.000	14.000	7.000	21.000
County Manager	10.000	16.000	1.000	17.000	4.000	21.000
County Attorney	20.000	22.000	1.000	23.000	0.000	23.000
Board of Elections	32.000	36.000	0.000	36.000	3.000	39.000
Budget and Management Services	10.000	12.000	0.000	12.000	2.000	14.000
Facilities Design and Construction	15.000	15.000	0.000	15.000	2.000	17.000
Finance	31.500	34.000	(1.000)	33.000	(4.000)	29.000
Internal Audit	0.000	0.000	0.000	0.000	9.500	9.500
Human Resources	37.000	45.000	1.000	46.000	8.000	54.000
Information Services	111.750	113.750	0.000	113.750	5.000	118.750
Register of Deeds	40.000	41.000	0.000	41.000	1.000	42.000
Tax Administration	76.000	80.000	2.000	82.000	15.000	97.000
Soil & Water Conservation District	6.000	6.500	0.000	6.500	1.500	8.000
Cooperative Extension	0.000	0.000	0.000	0.000	16.000	16.000
General Fund Total	402.250	439.250	4.000	443.250	70.000	513.250
Debt Service	3.000	3.000	0.000	3.000	0.000	3.000
General Government Total	405.250	442.250	4.000	446.250	70.000	516.250
Community Services						
Management and Budget	7.000	7.000	0.000	7.000	0.000	7.000
Parks, Recreation, and Open Space	36.000	39.500	0.000	39.500	10.000	49.500
Veterans Services	4.000	4.000	0.000	4.000	(4.000)	0.000
Geographic Information Services	17.000	17.000	0.000	17.000	4.000	21.000
Libraries	252.500	252.500	0.000	252.500	33.500	286.000
Planning and Development	58.000	58.000	2.000	60.000	4.000	64.000
Community Services Total	374.500	378.000	2.000	380.000	47.500	427.500
Environmental Services						
Administration	12.000	13.000	0.000	13.000	2.000	15.000
Environmental Health & Safety	43.000	45.000	0.000	45.000	2.000	47.000
Water Quality	44.000	46.000	2.000	48.000	9.000	57.000
Animal Care, Control and Adoption	45.000	45.000	(1.000)	44.000	3.000	47.000
General Fund Total	144.000	149.000	1.000	150.000	16.000	166.000
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	164.000	169.000	1.000	170.000	16.000	186.000

Personnel Summary

	FY 2021 Amended	FY 2022 Adopted	FY 2022 Amended or Transferred Positions	FY 2022 Amended	FY 2023 Amended Positions	FY 2023 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	70.000	0.000	70.000	0.000	70.000
Safety and Security	7.000	7.000	0.000	7.000	1.000	8.000
General Fund Total	132.000	133.000	0.000	133.000	1.000	134.000
Corporate Fleet Fund	18.000	20.000	0.000	20.000	1.000	21.000
General Services Administration Total	150.000	153.000	0.000	153.000	2.000	155.000
Health and Human Services						
Child Welfare	314.800	314.800	0.000	314.800	8.000	322.800
Public Health	344.797	365.795	(1.250)	364.545	(3.000)	361.545
Health Clinics	176.400	177.400	(0.750)	176.650	8.900	185.550
Administration and Operations	197.500	201.500	3.000	204.500	9.000	213.500
Social Services	597.500	608.500	(1.000)	607.500	7.000	614.500
General Fund Total	1,630.997	1,667.995	0.000	1,667.995	29.900	1,697.895
Grants and Donations	20.000	20.000	10.000	30.000	(2.000)	28.000
Transportation	4.000	4.000	0.000	4.000	2.000	6.000
Health and Human Services Total	1,654.997	1,691.995	10.000	1,701.995	29.900	1,731.895
Housing Affordability & Community Revitalization						
Housing Operations	9.000	11.000	(2.000)	9.000	1.000	10.000
Equitable Housing & Community Development	3.000	3.000	0.000	3.000	0.000	3.000
Permanent Housing & Supportive Services	24.000	25.000	0.000	25.000	0.000	25.000
Homeless & Prevention Services	46.000	46.000	1.000	47.000	0.000	47.000
Research, Data, and Systems Management	0.000	0.000	4.000	4.000	0.000	4.000
Veterans Services	0.000	0.000	0.000	0.000	4.000	4.000
General Fund Total	82.000	85.000	3.000	88.000	5.000	93.000
Housing and Community Revitalization	9.000	12.000	0.000	12.000	3.000	15.000
Housing Affordability & Community Revitalization Total	91.000	97.000	3.000	100.000	8.000	108.000
City-County Bureau of Identification Total	79.000	79.000	3.000	82.000	1.000	83.000

Personnel Summary

	FY 2021 Amended	FY 2022 Adopted	FY 2022 Amended or Transferred Positions	FY 2022 Amended	FY 2023 Amended Positions	FY 2023 Recommended
Sheriff						
Law Enforcement	461.000	477.000	0.000	477.000	(3.000)	474.000
Detention	527.000	527.000	0.000	527.000	6.000	533.000
General Fund Total	988.000	1,004.000	0.000	1,004.000	3.000	1,007.000
Grants and Donations	0.000	0.000	1.000	1.000	0.000	1.000
Sheriff Total	988.000	1,004.000	1.000	1,005.000	3.000	1,008.000
Emergency Medical Services Total	425.000	433.000	(1.000)	432.000	35.000	467.000
Fire Services						
General Fund	22.000	23.000	1.000	24.000	1.000	25.000
Grants and Donations	2.000	2.000	0.000	2.000	0.000	2.000
Fire Services Total	24.000	25.000	1.000	26.000	1.000	27.000
Capital Area Workforce Development Total	18.000	18.000	0.000	18.000	0.000	18.000
Grand Total	4,373.747	4,490.245	24.000	4,514.245	213.400	4,727.645

Personnel Changes Summary

Position Changes from FY 2022 Adopted to FY 2022 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: 13.000 FTEs

General Government: 4.000 FTE

County Manager: 1.000 FTE

- ♦ 1.000 FTE – Transferred Chief Financial Officer from Finance to County Manager's Office

County Attorney: 1.000 FTE

- ♦ 1.000 FTE – Increased position for a Child Protective Services Administrative Assistant

Finance Department: (1.000 FTE)

- ♦ (1.000 FTE) – Transferred Chief Financial Officer from Finance to County Manager's Office

Human Resources: 1.000 FTE

- ♦ 1.000 FTE – Transferred and reclassified Department Human Resources Business Consultant from Housing to Human Resources position Human Resources Specialist

Tax Administration: 2.000 FTE

- ♦ 2.000 FTE – Increased positions for an Appraisal Manager and Tax Training Specialist

Community Services: 2.000 FTE

Planning and Development Services: 2.000 FTE

- ♦ 2.000 FTE – Increased positions to support planning, development, and inspections

Environmental Services: 1.000 FTE

Administration: .000 FTEs

- ♦ 1.000 FTE – Increased position for a Senior Accountant
- ♦ (1.000 FTE) – Transferred and reclassified Plans and Permit Tech in Administration to Environmental Consultant in Water Quality

Animal Care, Control, and Adoption Center: (1.000 FTE)

- ♦ (1.000 FTE) – Transferred Environmental Engineer from Animal Care Division to Water Quality Division

Water Quality Division: 2.000 FTE

- ♦ 1.000 FTE – Transferred Environmental Engineer from Animal Care Division to Water Quality Division
- ♦ 1.000 FTE – Transferred and reclassified Plans and Permit Tech in Administration to Environmental Consultant in Water Quality

Health and Human Services: 0.000 FTEs

Economic Services: (1.000 FTE)

- ♦ (1.000 FTE) – Transferred and reclassified Department Talent Acquisition Specialist position from Economic Services to Administration and Operations

Public Health: (1.250 FTEs)

- ♦ (.250 FTE) – Transferred Pharmacist from Public Health to Health Clinics
- ♦ (1.000 FTE) – Transferred Health Informatics Analyst from Public Health to Health Clinics

Health Clinics: .250 FTEs

- ♦ (1.000 FTE) – Transferred and reclassified Medical Technologist in Health Clinics to Performance and Change Management Director in Administration and Operations
- ♦ .250 FTE – Transferred Pharmacist from Public Health to Health Clinics
- ♦ 1.000 FTE – Transferred Health Informatics Analyst from Public Health to Health Clinics

Administration and Operations: 2.000 FTEs

- ♦ 1.000 FTE – Transferred and reclassified Medical Technologist in Health Clinics to Performance and Change Management Director in Administration and Operations
- ♦ 1.000 FTE – Transferred and reclassified Department Talent Acquisition Specialist position from Economic Services to Administration and Operations

Personnel Changes Summary

Housing: 3.000 FTEs

Operations: (2.000 FTEs)

- ♦ (1.000 FTE) – Transferred and reclassified Department Human Resources Business Consultant from Housing to Human Resources position Human Resources Specialist
- ♦ (1.000 FTE) – Transferred position to new Landlord Engagement Unit in Research, Data, and Systems Management

Permanent Housing and Supportive Services: 0.000 FTE

- ♦ (1.000 FTE) – Transferred position from Permanent Housing to Homeless and Prevention Services
- ♦ 1.000 FTE – Established position for a Reentry Specialist in the Rental Assistance Housing Program

Homeless and Prevention Services: 1.000 FTE

- ♦ 1.000 FTE – Transferred position from Permanent Housing to Homeless and Prevention Services

Research, Data, and Systems Management: 4.000 FTE

- ♦ 4.000 FTE – Established three new positions and transferred one position from Operations to create a Landlord Engagement Unit

Emergency Medical Services: (1.000 FTE)

Emergency Medical Services: (1.000 FTE)

- ♦ (1.000 FTE) – Transferred Paramedic from Emergency Medical Services to Fire Services

Fire Services: 1.000 FTE

Fire Services: 1.000 FTE

- ♦ 1.000 FTE – Transferred Paramedic from Emergency Medical Services to Fire Services

City-County Bureau of Investigation: 3.000 FTE

City-County Bureau of Investigation: 3.000 FTE

- ♦ 3.000 FTE – Established two DNA Analysts and one Forensic Manager to staff and support DNA lab

GRANTS AND DONATIONS FUND: 11.000 FTE

Health and Human Services: 10.000 FTEs

Public Health: 10.000 FTEs

- ♦ 5.000 FTE – Established five positions to support COVID-19 control initiatives and improve social determinants to further health equity
- ♦ 5.000 FTE – Established five positions to reduce disparities for groups disproportionately impacted by COVID19, and improve social determinants of health among racial and ethnic minorities in Wake County

Sheriff: 1.000 FTE

Law Enforcement: 1.000 FTE

- ♦ 1.000 FTE – Established Peer Support Program Coordinator to manage mental health peer support program for sworn and civilian personnel

TOTAL POSITION CHANGE: 24.000 FTE

*Departments with no change to FTE authorization FY 2022 Adopted to FY 2022 Amended Budget:

- ♦ Board of Commissioners
- ♦ Communications
- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Information Services
- ♦ Register of Deeds
- ♦ Quasi-Governmental
- ♦ Non-Departmental
- ♦ General Services Administration
- ♦ Sheriff
- ♦ Capital Area Workforce Development
- ♦ Position Changes from Prior Year Amended to Adopted

Personnel Changes Summary

Position Changes from FY 2022 Amended to FY 2023 Adopted

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: 209.400 FTEs

General Government 70.000 FTEs

Communications: 7.000 FTEs

- ♦ 1.000 FTE – Social Media Coordinator to develop and execute social media strategy to increase community engagement across Wake County's social media accounts
- ♦ 1.000 FTE – Internet Content Strategist to manage all WIRE content, fully utilize the WIRE's available engagement features and analytics tools, and identify gaps in intranet content
- ♦ 1.000 FTE – Public Health Senior Communications Consultant to develop a proactive Public Health communications strategy, identify target audiences, and engage in critical health issues
- ♦ 1.000 FTE – Recruitment & Retention Marketing Manager focused on recruitment, retention, and the employee experience
- ♦ 1.000 FTE – Video Production Manager to review and approve video content, manage shooting schedules, and maintain equipment
- ♦ 1.000 FTE – Web Designer to manage Wake county's external and internal websites layout
- ♦ 1.000 FTE – Communications Consultant to address workload

County Manager: 4.000 FTEs

- ♦ 3.000 FTEs – Staffing new Diversity, Equity, and Inclusion unit with two Specialists and one Program Manager
- ♦ 1.000 FTE – ICMA Fellow to help develop a talent pipeline through a management-track career-development opportunity for an MPA/MPP graduate

Board of Elections: 3.000 FTEs

- ♦ 1.000 FTE – Logistics Specialist to support additional demand on staff workload
- ♦ 1.000 FTE – Training Manager to supervise 4 training specialists

- ♦ 1.000 FTE – Administrative Manager to supervise early voting, mapping, and the logistics and execution of election events

Budget and Management Services: 2.000 FTEs

- ♦ 1.000 FTE – Grants Administrative Manager to lead evaluation and coordination of grants management program
- ♦ 1.000 FTE – Systems Administrator to support BMS Systems Manager to help maintain systems and various integrations and interfaces

Cooperative Extension: 16.000 FTEs

- ♦ 15.000 FTE – Transferred staff from Health and Human Services to staff new Cooperative Extension department
- ♦ 1.000 FTE – Business Manager to support leadership & programs with business operations

Facilities, Design, and Construction: 2.000 FTEs

- ♦ 1.000 FTE – Restore Facilities Project Manager to manage parks, greenways, and open spaces
- ♦ 1.000 FTE – Facilities Project Manager to manage planning, design, and construction of CIP projects

Finance: (4.000 FTEs)

- ♦ 1.000 FTE – Accounting Manager to oversee Disbursement Services, Accounts Receivables, and Cash and Revenue Management
- ♦ 1.000 FTE – Senior Finance Systems Administrator to maintain current and planned systems
- ♦ 1.000 FTE – Grants Compliance Officer to provide County-wide oversight for the County's grants
- ♦ (7.000 FTE) – Transferred internal audit staff to staff the new Internal Audit department

Internal Audit: 9.500 FTEs

- ♦ 7.000 FTE – Transferred internal audit staff from Finance to staff the new Internal Audit department
- ♦ 1.000 FTE – Senior Internal Auditor to assist in the establishment of a risk assessment program

Personnel Changes Summary

- ♦ 1.000 FTE – Senior Internal Auditor for data analytics to provide data retrieval and analysis functions
- ♦ 0.500 FTE – Senior Internal Auditor to increase capacity for the risk assessment program

Human Resources: 8.000 FTEs

- ♦ 1.000 FTE – Benefits Analyst to maintain optimal guidance, processing, training, and customer response times
- ♦ 1.000 FTE – Senior Employee Resource Consultant to help manage risks and avoid lawsuits, ensure internal controls, and maintain compliance with state and federal laws
- ♦ 1.000 FTE – Onboarding Specialist to continue development of centralized onboarding services
- ♦ 1.000 FTE – Talent Acquisition Supervisor to perform full-cycle executive recruitment strategies, lead related projects, and supervise Talent Acquisition team
- ♦ 1.000 FTE – Talent Acquisition Consultants to perform full-cycle recruitment, manage the recruitment strategy for multiple openings and compliance for Wake County processes
- ♦ 1.000 FTE – Service Center Supervisor to develop one-call resolutions, service level agreements, and quality improvements for HR Service Center
- ♦ 1.000 FTE – Senior Payroll Analyst to respond to expanded scope of services, including new multi-state workforce and mass upload system support
- ♦ 1.000 FTE – Department Human Resources Business Consultant to support multiple smaller departments for Human Resources policies, procedures, and programs

Information Services: 5.000 FTEs

- ♦ 1.000 FTE – Audio/Video Engineer to support the upfit and maintenance of meeting spaces being upgraded with video conferencing and hybrid work capabilities
- ♦ 1.000 FTE – Business Analyst to perform business analysis and develop business and technical requirements for Public Health and Social Services information system projects

- ♦ 1.000 FTE – Database Engineer to continue current level of support for Wake County's SQL systems
- ♦ 1.000 FTE – Application Development Engineer CAMA to support the rewrite of Tax Administration's Computerized Aided Mass Appraisal System that began in FY22
- ♦ 1.000 FTE – IT Procurement Technician to bolster internal services capacity to procure and manage the County's IT assets

Register of Deeds: 1.000 FTE

- ♦ 1.000 FTE – Desktop Support Technician to support staff and the public in hardware and software needs

Tax Administration: 15.000 FTEs

- ♦ 15.000 FTEs – Four Tax Agents, eight Appraisers, two Senior Appraisers, and one IT Specialist per staffing study to address increased workload

Soil and Water Conservation District: 1.500 FTE

- ♦ 0.500 FTE – Big Sweep Coordinator to expand the Big Sweep program to reach all watersheds in the County
- ♦ 1.000 FTE – Farmland Preservation Program Coordinator to establish and manage the County's Farmland Preservation program, Voluntary Agricultural districts, new Voluntary Agricultural Districts, and new Agricultural Conservation Easement Program

Community Services: 47.500 FTEs

Parks Recreation and Open Space: 10.000 FTEs

- ♦ 10.000 FTEs – One park manager, three assistant managers, and six park technicians to operate Beech Bluff Park

Geographic Information Systems: 4.000 FTEs

- ♦ 1.000 FTE – Engineer to support and increase teamwide capacity to improve workload distribution with existing GIS engineers
- ♦ 1.000 FTE – Property Mapping Technician to reduce workload for mapping team and improve turnaround time
- ♦ 1.000 FTE – IT Project Manager to centrally manage the GIS Project Portfolio for enterprise, regional, interdepartmental, and division projects

Personnel Changes Summary

- ♦ 1.000 FTE – Senior GIS Analyst to support safe drinking water and long-term water resource planning through development and management of water Quality program geospatial data

Libraries: 33.500 FTEs

- ♦ 33.500 FTEs – Additional staff needed to restore FY21 reduction of 10 hours per week for 21 libraries.

Planning, Development, and Inspections: 4.000 FTEs

- ♦ 3.000 FTEs – Senior Building Inspectors to address the 10% increase in the number of inspections to conduct field inspections of construction, alteration, or repairs to buildings up to 4 stories and 60,000 square feet
- ♦ 1.000 FTE – Senior Plan Compliance Inspector to address the 15% increase in building plan reviews as mandated by the North Carolina General Statute for construction projects

Veteran Services: (4.000 FTEs)

- ♦ (4.000 FTEs) – Transferred Veteran Services staff to Housing

Environmental Services: 16.000 FTEs

Administration: 2.000 FTE

- ♦ 1.000 FTE – IT Engineer for Digital Health Department system replacement to provide maintenance and enhancements and assist the current Environmental Services Systems Administrator
- ♦ 1.000 FTE – Plans & Permit Technician for erosion control permitting and inspections for high-priority economic development projects

Environmental Health and Safety: 2.000 FTE

- ♦ 1.000 FTE – Environmental Health Manager to support facility plan reviews and oversee season pools
- ♦ 1.000 FTE – Environmental Consultant to conduct plan reviews and construction inspections to reduce turnaround time for plan review completion back below the goal of 10 days

Water Quality: 9.000 FTE

- ♦ 2.000 FTEs – Wastewater Complaint Investigation Team to respond to resident complaints of septic system malfunction, and guide homeowners through issuance of repair plans

- ♦ 3.000 FTEs – Post-Construction Stormwater Program to inspect post-construction stormwater measures for effectiveness and proper maintenance

- ♦ 4.000 FTEs – Increasing On-Site Waste unit from 5 teams to 7 teams of 1 manager and 2-3 reports to reduce permit turnaround

Animal Care, Control, and Adoption Center: 3.000 FTEs

- ♦ 2.000 FTEs – Animal Health Care Receiving Technicians to conduct behavioral assessments to place animals in appropriate pathway (rescue, foster, direct adoption)
- ♦ 1.000 FTE – Operations Manager for this division

General Services Administration: 1.000 FTE

Safety and Security: 1.000 FTE

- ♦ 1.000 FTE – Security Administration Project Manager to manage Electronic Security contract and provide project management for security projects

Health and Human Services: 29.900 FTEs

Economic Services: 7.000 FTEs

- ♦ 5.000 FTEs – Child Support Training and Quality Control staff to train, perform quality control, and reduce caseloads
- ♦ 2.000 FTEs – Adult Protective Services Social Workers to address increased caseloads

Public Health: (3.000 FTEs)

- ♦ 2.000 FTEs – AIDS Case Management HIV/AIDS Social Workers to maintain a recommended social worker to client caseload
- ♦ 2.000 FTEs – Increase in Vital Records Specialists to increase timely availability of death records
- ♦ 3.000 FTEs – Drug overdose prevention program staff to ensure non-fatal overdose survivors have coordinated linkages to care
- ♦ 2.000 FTEs – School Health Nurses to improve the school to nurse staffing ratio
- ♦ 1.000 FTE – Assistant Director of Administration/Compliance to oversee Public Health

Personnel Changes Summary

Department, Vital Records, informatics, and quality management

- ♦ 1.000 FTE – Assistant Nurse Director - School Health to reduce workload of School Health Program Managers and Nursing Supervisors
- ♦ 1.000 FTE – Nurse Supervisor/Trainer to increase capacity to recruit potential employees by offering new employees orientation, preceptorship, mentoring, and on-going training
- ♦ (15.000 FTE) – Transferred staff to support new Cooperative Extension Department

Child Welfare: 8.000 FTEs

- ♦ 2.000 FTEs – Permanency Services Manager and Administrative Specialist to administer new programs
- ♦ 5.000 FTEs – Prevention Services Social Workers and Supervisor to reduce social worker to family ratio
- ♦ 1.000 FTE – Placement Services Social Worker to provide dedicated support and care coordination to children in congregate care settings to promote placement stability

Health Clinics: 8.900 FTEs

- ♦ 7.900 FTEs – Certified Medical Assistants, Physicians, Registered Nurses, Nurse Supervisors, and Managers to increase staff at each Regional Center
- ♦ 1.000 FTE – HIV Clinic Administrative Services Coordinator to increase HIV Patient Management team

Administration and Operations: 9.000 FTEs

- ♦ 2.000 FTEs – Regional Centers Administrative Support to ensure adequate coverage, access to quality care, greater efficiencies, and improved customer services
- ♦ 1.000 FTE – Budget and Finance Senior Accountant to provide adequate budgetary and fiscal oversight to mitigate liability and risk
- ♦ 1.000 FTE – Data Analytics Project Manager to provide project management support for the entire department, while helping integrate and standardize processes and workflows

- ♦ 3.000 FTE – Increase to Program Integrity Team to reduce Program Auditor caseloads
- ♦ 1.000 FTE – Systems Engineer to implement, maintain, and support new child welfare automated case management system
- ♦ 1.000 FTE – Medical Coder to create ensure compliance with all payer billing related guidelines and mandatory reporting requirements

Housing Affordability and Community Revitalization: 5.000 FTE

Operations: 1.000 FTE

- ♦ 1.000 FTE – Community Engagement Coordinator to inform community about programs, build relationships, and seek feedback from general public and community partners

Veteran Services: 4.000 FTE

- ♦ 4.000 FTE – Transferred Veteran Services staff from Community Services

City-County Bureau of Identification: 1.000 FTE

City-County Bureau of Identification: 1.000 FTE

- ♦ 1.000 FTE – Digital Evidence Examiner to address increasing caseload and service for forensic information technology solutions

Sheriff: 3.000 FTEs

Law Enforcement: (3.000 FTEs)

- ♦ 3.000 FTEs – Expand Pistol Permits Unit to meet increased demand for maintaining records, processing permits, and scheduling appointments, background investigations, and fingerprinting
- ♦ (6.000 FTEs) – Reduction of vacant deputy positions to increase budget for supervisory positions

Detention: 6.000 FTEs

- ♦ 2.000 FTEs – Office Assistants for Detention Medical Services to support residents needing additional medical observations
- ♦ 4.000 FTEs – Nurses for Detention Medical Services to staff new Detention Medical Division holding area

Personnel Changes Summary

Fire Services: 1.000 FTE

Fire Services: 1.000 FTE

- ♦ 1.000 FTE – CAD Systems Administrator to provide hardware and software support and to review annual call data in the Fire Tax District

Emergency Medical Services: 35.000 FTEs

Emergency Medical Services: 35.000 FTEs

- ♦ 10.000 FTEs – Two 12 Hour Frontline Units to address increased demand for services from growth within the EMS system
- ♦ 9.000 FTEs – Advanced Practice Paramedics to respond to the 15% increase in call volume, address community paramedicine and Advanced Practice Paramedic-specific responses
- ♦ 1.000 FTE – Recruiter to establish consistent outreach, participate in recruitment and workforce development opportunities in community college programs
- ♦ 1.000 FTE – Instructor to develop course content, manage and teach individual classes, and reduce reliance on off-duty and on-duty operational personnel
- ♦ 1.000 FTE – Special Events and Operations Manager to manage the EMS department's service and response to special events and mass gatherings
- ♦ 10.000 FTEs – Two 12 Hour Units Plus Spare to maintain the frontline-to-spare ratio
- ♦ 3.000 FTE – Additional Paramedics to meet service needs

GRANTS AND DONATIONS FUND: (2.000 FTEs)

- ♦ (2.000 FTE) – Reduce two grant-funded positions in Health and Human Services for Drug

Overdose program; positions now funded in General Fund

HEALTH AND HUMAN SERVICES – TRANSPORTATION FUND: 2.000 FTEs

- ♦ 1.000 FTE – Planner responsible for the implementation of the NE Microtransit Project
- ♦ 1.000 FTE – Senior Accountant to ensure fiscal stewardship, financial compliance, and budget integrity for the Transportation function

HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION SPECIAL REVENUE FUND: 3.000 FTEs

- ♦ 3.000 FTEs – One Administrative Coordinator and two Housing Social Workers to improve efficiencies in the Housing Opportunities for People with AIDS (HOPWA) Short-Term Rent, Mortgage & Utility Program

CORPORATE FLEET FUND: 1.000 FTE

- ♦ 1.000 FTE – Automotive Specialist for Mobile EMS Vehicle Service and Repair

TOTAL POSITION CHANGE:

- ♦ 213.400 FTEs

Departments with no change to FTE authorization FY 2022 Amended to FY 2023 Adopted Budget:

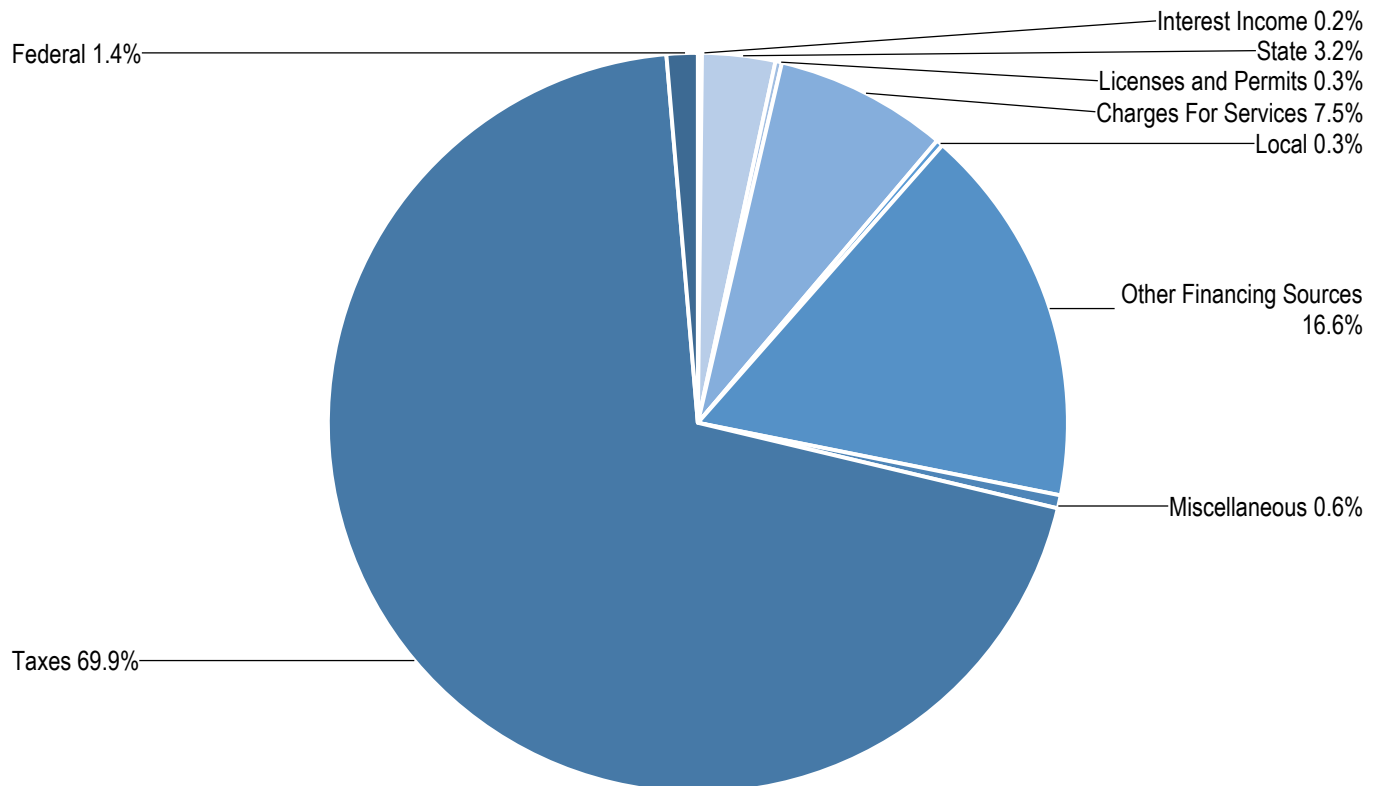
- ♦ Board of Commissioners
- ♦ County Attorney
- ♦ Non-Departmental
- ♦ Capital Area Workforce Development

Total Revenues by Fund

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
General Fund				
General Fund	\$1,570,290,849	\$1,568,178,000	\$1,581,718,273	\$1,705,950,000
Debt Service				
Debt Service	\$389,169,489	\$331,063,000	\$331,063,000	\$344,700,000
Special Revenue Funds				
Capital Area Workforce Development	\$6,624,708	\$5,603,000	\$7,680,285	\$4,966,000
Coronavirus Relief Fund	\$159,584,426	—	—	—
American Rescue Plan Fund	\$785,912	—	\$62,600,000	—
Fire Tax District	\$30,441,103	\$33,989,000	\$33,989,000	\$35,632,000
Grants and Donations	\$24,008,497	\$2,758,000	\$120,093,520	\$2,945,000
Human Services Client	—	\$2,750,000	\$2,750,000	\$2,750,000
Housing and Community Revitalization	\$9,458,752	\$9,845,000	\$37,230,926	\$7,219,000
Major Facilities	\$44,882,459	\$47,681,000	\$47,681,000	\$66,553,000
Fines & Forfeiture	\$2,505,143	\$2,750,000	\$2,750,000	\$2,750,000
Transportation	\$7,240,897	\$12,888,000	\$13,359,563	\$13,132,000
Capital Improvement Funds				
Affordable Housing CIP	\$20,047,489	\$10,995,000	\$15,317,000	\$15,000,000
County Capital Improvement Fund	\$69,967,651	\$58,098,000	\$68,545,463	\$109,973,000
Fire Tax District Capital	\$3,469,861	\$6,155,000	\$5,486,042	\$4,192,000
Major Facilities Capital Trust	\$2,965,839	\$3,176,700	\$3,171,105	\$3,188,000
Solid Waste Capital	\$4,476,186	\$2,485,000	\$11,701,004	\$6,421,000
Wake County Public Schools Capital Projects	\$265,782,510	\$345,228,379	—	\$349,534,944
Wake Technical Community College Capital Projects	\$121,250,391	\$98,873,000	\$95,487,000	\$91,497,000
Internal Service Fund				
Corporate Fleet Fund	\$10,350,310	\$11,263,000	\$15,712,988	\$12,761,000
Health and Dental Benefits	—	—	—	\$65,721,000
Enterprise Funds				
Solid Waste Operating	\$16,137,593	\$18,116,000	\$18,133,049	\$17,226,000
South Wake Landfill	\$29,901,615	\$21,277,000	\$22,030,808	\$26,616,000
Total Revenues	\$2,789,341,681	\$2,593,172,079	\$2,496,500,026	\$2,888,726,944
Less Interfund Transfers	\$(471,805,523)	\$(441,179,738)	\$(391,804,736)	\$(476,328,185)
Total Revenues All Funds	\$2,317,536,158	\$2,151,992,341	\$2,104,695,290	\$2,412,398,759
Net of Interfund Transfers				

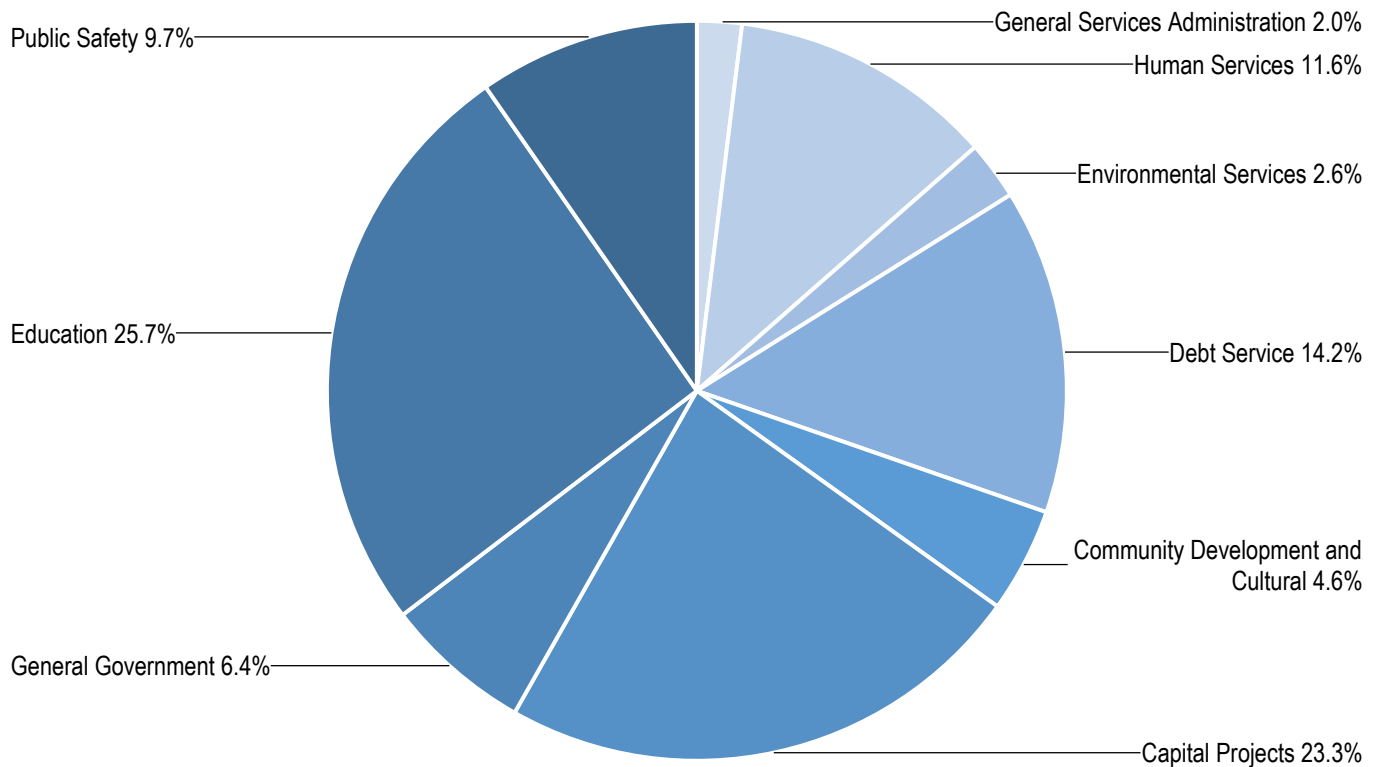
Total Revenues by Source

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Taxes	\$1,472,931,999	\$1,481,219,889	\$1,481,219,889	\$1,644,392,099	68.2%
Federal	\$211,440,060	\$33,800,257	\$244,862,808	\$32,029,402	1.3%
State	\$88,602,717	\$72,944,964	\$76,175,381	\$75,130,006	3.1%
Local	\$14,026,405	\$7,195,520	\$7,427,837	\$7,204,828	0.3%
Charges For Services	\$113,252,727	\$113,495,221	\$114,408,745	\$177,327,297	7.4%
Licenses & Permits	\$6,614,574	\$5,349,056	\$5,349,056	\$6,600,901	0.3%
Fines & Forfeitures	\$4,617	—	\$2,750,000	—	0.0%
Interest Income	\$(4,089,287)	\$2,030,271	\$1,633,395	\$4,138,130	0.2%
Miscellaneous	\$8,102,675	\$9,688,021	\$16,145,740	\$13,334,254	0.6%
Other Financing Sources	\$406,649,671	\$426,269,142	\$154,722,439	\$391,541,842	16.2%
Proposed Future Funding	—	—	—	\$60,700,000	2.5%
Total Revenues by Source	\$2,317,536,158	\$2,151,992,341	\$2,104,695,290	\$2,412,398,759	



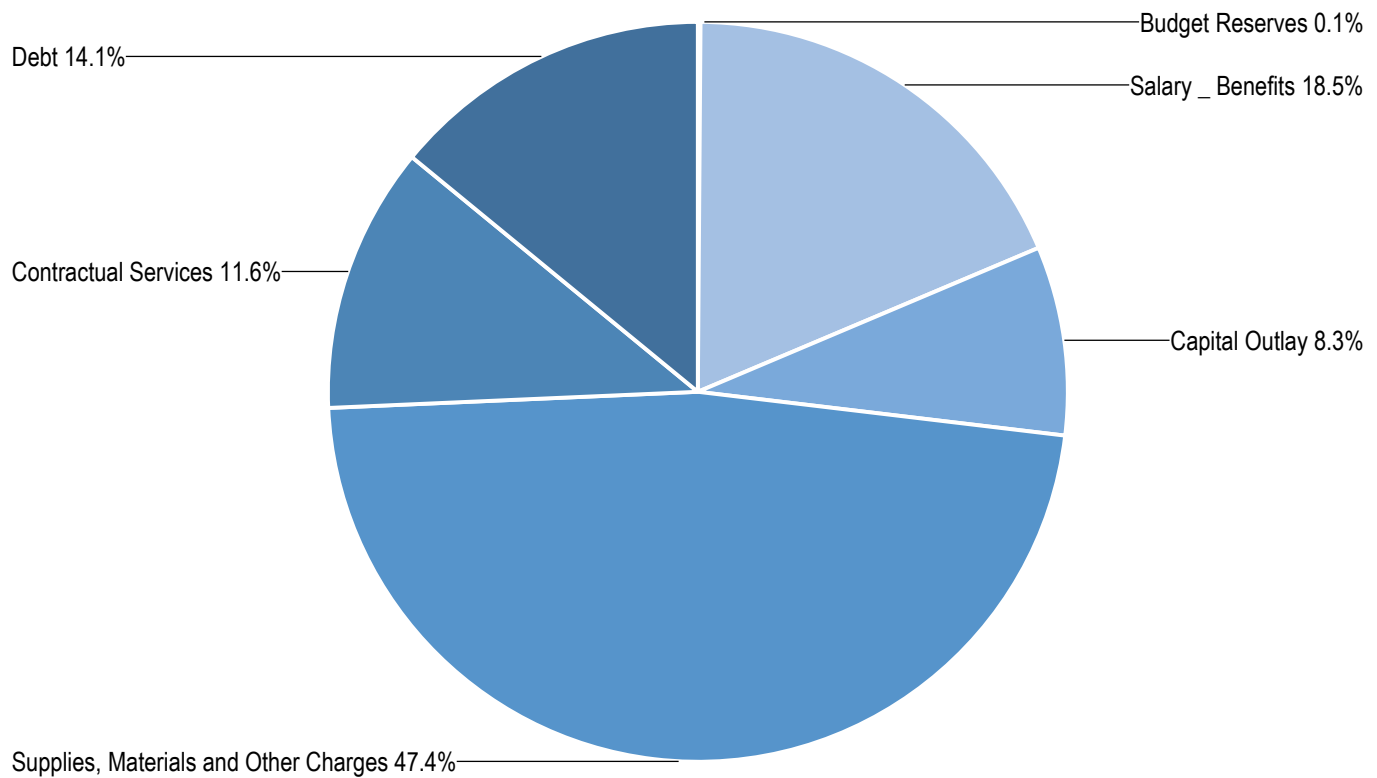
Expenditures by Use

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Capital Projects	\$362,820,876	\$510,643,029	\$172,689,610	\$561,823,000	23.3%
Community Development and Cultural	\$79,214,370	\$84,575,305	\$84,850,203	\$110,533,265	4.6%
Debt Service	\$350,046,473	\$328,767,000	\$328,767,000	\$343,038,000	14.2%
Environmental Services	\$47,369,369	\$54,197,524	\$64,407,275	\$61,675,408	2.6%
General Government	\$239,219,197	\$93,933,718	\$157,421,057	\$155,389,532	6.4%
General Services Administration	\$37,949,826	\$43,234,126	\$48,972,276	\$47,180,262	2.0%
Human Services	\$221,369,747	\$261,318,953	\$412,849,692	\$279,660,469	11.6%
Public Safety	\$172,600,740	\$197,489,769	\$199,042,606	\$233,275,019	9.7%
COVID-19 Response	\$6,769,869	—	—	—	0.0%
Education	\$562,087,015	\$577,832,917	\$577,832,917	\$619,823,804	25.7%
Total Operating Expenses	\$2,079,447,481	\$2,151,992,341	\$2,046,832,636	\$2,412,398,759	



Expenditures by Type

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$313,932,681	\$348,504,372	\$361,112,220	\$446,785,370	18.5%
Contractual Services	\$323,448,435	\$255,328,425	\$457,246,028	\$280,697,171	11.6%
Supplies, Materials and Other Charges	\$1,053,388,086	\$1,066,404,014	\$819,056,110	\$1,143,709,431	47.4%
Capital Outlay	\$38,982,078	\$152,192,399	\$79,495,233	\$199,177,077	8.3%
Debt	\$349,694,155	\$327,174,616	\$327,174,586	\$339,226,317	14.1%
Budget Reserves	\$2,046	\$2,388,515	\$2,748,459	\$2,803,393	0.1%
Total Expenditures by Type	\$2,079,447,481	\$2,151,992,341	\$2,046,832,636	\$2,412,398,759	



Summary of Revenue, Expenditures and Changes in Fund

General Fund

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	\$1,397,741,790	\$1,401,207,889	\$1,401,207,889	\$1,542,759,099
Federal	\$11,084,662	\$11,949,319	\$12,359,486	\$12,642,557
State	\$60,664,656	\$57,755,314	\$58,372,785	\$59,914,439
Local	\$11,230,020	\$6,138,460	\$6,149,700	\$6,144,700
Charges For Services	\$67,425,139	\$65,325,448	\$65,318,007	\$68,681,028
Licenses & Permits	\$6,607,474	\$5,340,156	\$5,340,156	\$6,593,901
Fines & Forfeitures	—	—	—	—
Interest Income	\$7,972	\$15,588	\$15,588	\$200
Miscellaneous	\$533,266	\$385,326	\$385,326	\$388,132
Revenue Totals	\$1,555,294,980	\$1,548,117,500	\$1,549,148,937	\$1,697,124,056
Operating Expenses				
General Government	\$75,548,297	\$93,848,975	\$94,736,315	\$89,620,592
Human Services	\$179,209,713	\$216,787,703	\$218,056,565	\$234,710,139
Education	\$554,340,159	\$575,082,917	\$575,082,917	\$617,073,804
Community Development and Cultural	\$37,993,675	\$41,294,305	\$41,569,203	\$48,380,265
Environmental Services	\$13,706,001	\$15,250,930	\$15,299,004	\$19,438,150
Public Safety	\$145,073,303	\$168,702,524	\$169,099,764	\$198,876,822
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$28,963,124	\$31,971,126	\$33,259,289	\$34,419,262
COVID-19 Response	\$6,769,869	—	—	—
Expenditure Totals	\$1,041,604,141	\$1,142,938,480	\$1,147,103,057	\$1,242,519,034
Revenues Over(Under) Expenditures	\$513,690,839	\$405,179,020	\$402,045,880	\$454,605,022
Other Financing Sources (Uses)				
Transfers In	\$14,988,722	\$12,480,050	\$12,480,050	\$3,335,944
Transfers Out	\$(447,904,048)	\$(425,239,520)	\$(434,615,214)	\$(463,430,966)
Bond Proceeds and other financing transactions	\$7,147	—	—	—
Total Other Financing Sources (Uses)	\$(432,908,179)	\$(412,759,470)	\$(422,135,164)	\$(460,095,022)
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$80,782,660	\$(7,580,450)	\$(20,089,284)	\$(5,490,000)
Fund Balance at Beginning of Year	\$401,137,823	\$481,920,483	\$481,920,483	\$461,831,199
Fund Balance at End of Year	\$481,920,483	\$474,340,033	\$461,831,199	\$456,341,199

Summary of Revenue, Expenditures and Changes in Fund

Debt Service Funds

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	\$1,619,844	—	—	—
State	\$18,632,860	\$10,467,000	\$10,467,000	\$10,026,416
Local	—	—	—	—
Charges For Services	\$11,500	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$(3,468,704)	\$594,915	\$594,915	\$2,953,051
Miscellaneous	—	—	—	\$20,000
Revenue Totals	\$16,795,499	\$11,061,915	\$11,061,915	\$12,999,467
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Debt Service	\$350,046,473	\$328,767,000	\$328,767,000	\$343,038,000
Capital Projects	—	—	—	—
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$350,046,473	\$328,767,000	\$328,767,000	\$343,038,000
Revenues Over(Under) Expenditures	\$(333,250,974)	\$(317,705,085)	\$(317,705,085)	\$(330,038,533)
Other Financing Sources (Uses)				
Transfers In	\$303,861,560	\$283,420,316	\$283,420,316	\$331,700,533
Transfers Out	\$(1,394,000)	\$(2,296,000)	\$(2,296,000)	\$(1,662,000)
Bond Proceeds and other financing transactions	\$68,512,430	—	—	—
Total Other Financing Sources (Uses)	\$370,979,990	\$281,124,316	\$281,124,316	\$330,038,533
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$37,729,016	\$(36,580,769)	\$(36,580,769)	—
Fund Balance at Beginning of Year	\$137,806,558	\$175,535,574	\$175,535,574	\$138,954,805
Fund Balance at End of Year	\$175,535,574	\$138,954,805	\$138,954,805	\$138,954,805

Summary of Revenue, Expenditures and Changes in Fund

Special Revenue Funds

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	\$75,190,209	\$80,012,000	\$80,012,000	\$101,633,000
Federal	\$198,598,554	\$21,850,938	\$228,563,322	\$19,386,845
State	\$1,751,172	\$2,376,669	\$4,329,715	\$2,381,505
Local	\$2,796,385	\$1,057,060	\$1,278,137	\$1,060,128
Charges For Services	\$3,543,101	\$5,347,026	\$5,926,703	\$4,991,748
Licenses & Permits	—	—	—	—
Fines & Forfeitures	\$4,617	—	\$2,750,000	—
Interest Income	\$(108,972)	\$51,000	\$65,100	\$51,000
Miscellaneous	\$2,606,230	\$5,637,062	\$2,764,486	\$5,636,529
Revenue Totals	\$284,381,294	\$116,331,755	\$325,689,463	\$135,140,755
Operating Expenses				
General Government	\$163,670,900	\$84,743	\$62,684,742	\$47,940
Human Services	\$40,740,889	\$33,536,250	\$179,476,127	\$30,450,330
Education	\$2,512,124	\$2,750,000	\$2,750,000	\$2,750,000
Community Development and Cultural	\$41,220,695	\$43,281,000	\$43,281,000	\$62,153,000
Environmental Services	\$7,645	—	\$174,816	—
Public Safety	\$27,527,437	\$28,787,245	\$29,942,842	\$34,398,197
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$597	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$275,680,287	\$108,439,238	\$318,309,527	\$129,799,467
Revenues Over(Under) Expenditures	\$8,701,007	\$7,892,517	\$7,379,936	\$5,341,288
Other Financing Sources (Uses)				
Transfers In	\$1,145,744	\$199,966	\$240,989	\$199,966
Transfers Out	\$(7,568,650)	\$(9,824,762)	\$(9,824,762)	\$(6,147,533)
Bond Proceeds and other financing transactions	\$4,860	—	—	—
Total Other Financing Sources (Uses)	\$(6,418,046)	\$(9,624,796)	\$(9,583,773)	\$(5,947,567)
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$2,282,961	\$(1,732,279)	\$(2,203,837)	\$(606,279)
Fund Balance at Beginning of Year	\$43,468,416	\$45,751,377	\$45,751,377	\$43,547,540
Fund Balance at End of Year	\$45,751,377	\$44,019,098	\$43,547,540	\$42,941,261

Summary of Revenue, Expenditures and Changes in Fund

Internal Service Fund

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	\$9,649,601	\$9,734,979	\$9,734,979	\$66,521,277
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$(31,232)	\$20,000	\$20,000	\$20,000
Miscellaneous	\$731,941	\$528,856	\$528,856	\$487,760
Revenue Totals	\$10,350,310	\$10,283,835	\$10,283,835	\$67,029,037
Operating Expenses				
General Government	—	—	—	\$65,721,000
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$8,986,105	\$11,263,000	\$15,712,987	\$12,761,000
COVID-19 Response	—	—	—	—
Expenditure Totals	\$8,986,105	\$11,263,000	\$15,712,987	\$78,482,000
Revenues Over(Under) Expenditures	\$1,364,204	\$(979,165)	\$(5,429,152)	\$(11,452,963)
Other Financing Sources (Uses)				
Transfers In	—	—	—	\$10,901,000
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	—	—	—	\$10,901,000
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$1,364,204	\$(979,165)	\$(5,429,152)	\$(551,963)
Fund Balance at Beginning of Year	\$5,459,852	\$6,824,056	\$6,824,056	\$1,394,904
Fund Balance at End of Year	\$6,824,056	\$5,844,891	\$1,394,904	\$842,941

Summary of Revenue, Expenditures and Changes in Fund

Enterprise Funds

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	\$2,554,030	\$2,345,981	\$2,345,981	\$2,807,646
Local				
Charges For Services	\$30,786,822	\$31,681,068	\$31,681,068	\$36,316,844
Licenses & Permits	\$7,100	\$8,900	\$8,900	\$7,000
Fines & Forfeitures	—	—	—	—
Interest Income	\$(219,904)	\$460,718	\$460,718	\$177,935
Miscellaneous	\$2,341,337	\$2,499,777	\$2,499,777	\$3,086,833
Revenue Totals	\$35,469,385	\$36,996,444	\$36,996,444	\$42,396,258
Operating Expenses				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	\$30,780,189	\$36,461,594	\$37,232,451	\$39,690,258
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$30,780,189	\$36,461,594	\$37,232,451	\$39,690,258
Revenues Over(Under) Expenditures	\$4,689,195	\$534,850	\$(236,007)	\$2,706,000
Other Financing Sources (Uses)				
Transfers In	\$10,569,824	\$1,223,406	\$1,223,406	\$1,445,742
Transfers Out	\$(14,009,097)	\$(2,931,406)	\$(2,931,406)	\$(4,151,742)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	\$(3,439,273)	\$(1,708,000)	\$(1,708,000)	\$(2,706,000)
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$1,249,922	\$(1,173,150)	\$(1,944,007)	—
Fund Balance at Beginning of Year	\$32,755,667	\$34,005,589	\$34,005,589	\$32,061,582
Fund Balance at End of Year	\$34,005,589	\$32,832,439	\$32,061,582	\$32,061,582

Summary of Revenue, Expenditures and Changes in Fund

Capital Improvement Funds

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	\$137,000	—	\$3,940,000	—
State	\$5,000,000	—	\$659,900	—
Local	—	—	—	—
Charges For Services	\$1,836,563	\$1,406,700	\$1,747,988	\$816,400
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$(268,447)	\$888,050	\$477,074	\$935,944
Miscellaneous	\$1,889,903	\$637,000	\$9,967,295	\$3,715,000
Revenue Totals	\$8,595,019	\$2,931,750	\$16,792,257	\$5,467,344
Operating Expenses				
General Government	—	—	—	—
Human Services	\$1,419,144	\$10,995,000	\$15,317,000	\$14,500,000
Education	\$5,234,732	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	\$2,875,534	\$2,485,000	\$11,701,004	\$2,547,000
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	\$362,820,876	\$510,643,029	\$172,689,610	\$561,823,000
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
Expenditure Totals	\$372,350,286	\$524,123,029	\$199,707,614	\$578,870,000
Revenues Over(Under) Expenditures	\$(363,755,266)	\$(521,191,279)	\$(182,915,357)	\$(573,402,656)
Other Financing Sources (Uses)				
Transfers In	\$141,239,673	\$143,856,000	\$94,439,975	\$128,745,000
Transfers Out	\$(929,728)	\$(888,050)	—	\$(935,944)
Bond Proceeds and other financing transactions	\$338,125,235	\$377,483,329	\$88,475,382	\$439,648,000
Total Other Financing Sources (Uses)	\$478,435,180	\$520,451,279	\$182,915,357	\$567,457,056
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$114,679,913	\$(740,000)	—	\$(5,945,600)
Fund Balance at Beginning of Year	\$360,583,561	\$475,263,474	\$475,263,474	\$475,263,474
Fund Balance at End of Year	\$475,263,474	\$474,523,474	\$475,263,474	\$469,317,874

Summary of Revenue, Expenditures and Changes in Fund

All Funds

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Operating Revenues				
Taxes	\$1,472,931,999	\$1,481,219,889	\$1,481,219,889	\$1,644,392,099
Federal	\$211,440,060	\$33,800,257	\$244,862,808	\$32,029,402
State	\$88,602,717	\$72,944,964	\$76,175,381	\$75,130,006
Local	\$14,026,405	\$7,195,520	\$7,427,837	\$7,204,828
Charges For Services	\$113,252,727	\$113,495,221	\$114,408,745	\$177,327,297
Licenses & Permits	\$6,614,574	\$5,349,056	\$5,349,056	\$6,600,901
Fines & Forfeitures	\$4,617	—	\$2,750,000	—
Interest Income	\$(4,089,287)	\$2,030,271	\$1,633,395	\$4,138,130
Miscellaneous	\$8,102,675	\$9,688,021	\$16,145,740	\$13,334,254
Revenue Totals	\$1,910,886,487	\$1,725,723,199	\$1,949,972,851	\$1,960,156,917
Operating Expenses				
General Government	\$239,219,197	\$93,933,718	\$157,421,057	\$155,389,532
Human Services	\$221,369,747	\$261,318,953	\$412,849,692	\$279,660,469
Education	\$562,087,015	\$577,832,917	\$577,832,917	\$619,823,804
Community Development and Cultural	\$79,214,370	\$84,575,305	\$84,850,203	\$110,533,265
Environmental Services	\$47,369,369	\$54,197,524	\$64,407,275	\$61,675,408
Public Safety	\$172,600,740	\$197,489,769	\$199,042,606	\$233,275,019
Debt Service	\$350,046,473	\$328,767,000	\$328,767,000	\$343,038,000
Capital Projects	\$362,820,876	\$510,643,029	\$172,689,610	\$561,823,000
General Services Administration	\$37,949,826	\$43,234,126	\$48,972,276	\$47,180,262
COVID-19 Response	\$6,769,869	—	—	—
Expenditure Totals	\$2,079,447,481	\$2,151,992,341	\$2,046,832,636	\$2,412,398,759
Revenues Over(Under) Expenditures	\$(168,560,994)	\$(426,269,142)	\$(96,859,785)	\$(452,241,842)
Other Financing Sources (Uses)				
Transfers In	\$471,805,523	\$441,179,738	\$391,804,736	\$476,328,185
Transfers Out	\$(471,805,523)	\$(441,179,738)	\$(449,667,382)	\$(476,328,185)
Bond Proceeds and other financing transactions	\$406,649,671	\$377,483,329	\$88,475,382	\$378,948,000
Total Other Financing Sources (Uses)	\$406,649,671	\$377,483,329	\$30,612,736	\$378,948,000
Revenue and Other Sources Over (Under) Expenditures and Other Uses	\$238,088,677	\$(48,785,813)	\$(66,247,049)	\$(73,293,842)
Fund Balance at Beginning of Year	\$981,211,877	\$1,219,300,554	\$1,219,300,554	\$1,153,053,505
Fund Balance at End of Year	\$1,219,300,554	\$1,170,514,741	\$1,153,053,505	\$1,079,759,663

Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2023, 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 \$4.59 million in fund balance to continue supportive housing and substance abuse pilot programs, start an adult guardianship pilot programming, and continue WakeBrook operations.

Tax Administration is projected to use \$900,000 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 \$3.50 million in fund balance. \$1.00 million will support health insurance costs; \$2.00 million will support a behavioral health pilot project to help front-line responders encountering persons with behavioral health issues; and \$500,000 in fund balance will support a WCSO Detention Medical Study to review the current medical and dental services offered to detention center residents and evaluate operating practices.

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 for unanticipated one-time expenditures.

The Major Facilities budget includes a \$758,000 appropriation of fund balance to sustain current expenditure plans.

The Fire Tax District budget includes a \$479,000 appropriation of fund balance in FY 2023.

Capital Funds

The Fire Tax District CIP budget includes a \$2,351,000 appropriation of fund balance to fund one-time capital projects.

Internal Service Fund

The FY 2023 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 2023 is \$1.12 million. The Fleet Fund includes \$552,000 of appropriated

Overview of Changes in Fund Balance

fund balance to help fund operating expenses for maintenance and repair.

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 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% Change
Taxes					
Property Taxes	\$1,134,835,858	\$1,144,975,000	\$1,144,975,000	\$1,223,023,000	6.8%
Sales Tax	\$239,698,357	\$234,826,000	\$234,826,000	\$294,761,000	25.5%
Lease/Rental Vehicle Tax	\$2,574,162	\$3,350,000	\$3,350,000	\$3,350,000	0.0%
Lease/Rental Heavy Equipment Tax	\$(22,538)	—	—	—	0.0%
Payment in Lieu of Taxes	\$1,918,499	\$1,222,003	\$1,222,003	\$21,003	(98.3)%
Real Property Transfer Tax	\$18,737,453	\$16,834,886	\$16,834,886	\$21,604,096	28.3%
Subtotal	\$1,397,741,790	\$1,401,207,889	\$1,401,207,889	\$1,542,759,099	10.1%
Federal					
Human Services	\$10,939,959	\$11,613,981	\$11,532,708	\$12,407,219	6.8%
Public Safety	\$100,338	\$200,338	\$200,338	\$100,338	(49.9)%
Transportation	\$44,366	\$100,000	\$100,000	\$100,000	0.0%
COVID-19	—	—	\$491,440	—	0.0%
Other	—	\$35,000	\$35,000	\$35,000	0.0%
Subtotal	\$11,084,662	\$11,949,319	\$12,359,486	\$12,642,557	5.8%
State					
ABC 5 Cent Bottle	\$419,004	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$780,851	\$877,200	\$877,200	\$877,200	0.0%
Environmental	\$180,409	\$142,500	\$142,500	\$150,000	5.3%
Human Services	\$57,397,877	\$54,330,626	\$54,948,097	\$56,507,751	4.0%
Libraries	\$600,416	\$600,000	\$600,000	\$600,000	0.0%
Other - State	\$1,286,098	\$1,549,988	\$1,549,988	\$1,524,488	(1.6)%
Subtotal	\$60,664,656	\$57,755,314	\$58,372,785	\$59,914,439	3.7%
Local					
ABC Board	\$11,000,000	\$6,000,000	\$6,000,000	\$6,000,000	0.0%
Human Services	\$16	—	—	—	0.0%
Public Safety	\$1,173	\$350	\$350	\$350	0.0%
Transit	\$35,622	\$34,000	\$34,000	\$34,000	0.0%
Other Local	\$193,209	\$104,110	\$115,350	\$110,350	6.0%
Subtotal	\$11,230,020	\$6,138,460	\$6,149,700	\$6,144,700	0.1%
Charges For Services					
Environmental	\$239,440	\$371,423	\$371,423	\$378,423	1.9%
Solid Waste Fees	\$3	—	—	—	0.0%
Client Fees	\$792,881	\$1,276,558	\$1,269,117	\$1,525,478	19.5%
Insurance	\$256,140	\$614,635	\$614,635	\$468,438	(23.8)%
Medicaid Fees	\$16,227,648	\$11,468,830	\$11,468,830	\$11,139,210	(2.9)%
Medicare Fees	\$38,199	\$44,203	\$44,203	\$44,203	0.0%
HS Reimbursements	\$811,621	\$865,979	\$865,979	\$835,801	(3.5)%
Other	\$4,650	\$7,500	\$7,500	\$7,500	0.0%
Inspection Fees	\$1,125,708	\$1,062,147	\$1,062,147	\$1,063,347	0.1%
Library Fees	\$15,394	\$109,000	\$109,000	\$109,000	0.0%

General Fund Revenue Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% Change
Parks & Recreation Fees	\$48,959	\$89,000	\$89,000	\$89,000	0.0%
EMS Fees	\$24,195,889	\$26,040,000	\$26,040,000	\$31,644,675	21.5%
Facility Use Fees	\$29,415	\$22,000	\$22,000	\$22,000	0.0%
Fire/Rescue Fees	\$159,804	\$172,474	\$172,474	\$154,974	(10.1)%
Sheriff Fees	\$4,762,511	\$4,589,300	\$4,589,300	\$4,576,300	(0.3)%
Planning Fees	\$2,056,988	\$947,626	\$947,626	\$1,846,950	94.9%
Court Facility Fees	\$795,409	\$850,000	\$850,000	\$800,000	(5.9)%
Parking Fees	\$666,598	\$1,115,000	\$1,115,000	\$995,000	(10.8)%
Rental/Lease Income	\$281,619	\$274,384	\$274,384	\$273,207	(0.4)%
Record Fees	\$8,151,231	\$5,963,863	\$5,963,863	\$6,226,300	4.4%
Passport Fees	—	—	—	\$110,800	0.0%
Reimbursements	\$2,799,694	\$5,372,644	\$5,372,644	\$2,947,431	(45.1)%
Tax Collection Fees	\$1,146,286	\$1,193,000	\$1,193,000	\$2,179,000	82.6%
Vending Income	\$364,860	\$645,000	\$645,000	\$401,000	(37.8)%
Other - Charges for Services	\$2,454,191	\$2,230,882	\$2,230,882	\$842,991	(62.2)%
Subtotal	\$67,425,139	\$65,325,448	\$65,318,007	\$68,681,028	5.1%
Licenses & Permits					
Licenses	\$245,820	\$139,556	\$139,556	\$249,069	78.5%
Permits	\$6,361,654	\$5,200,600	\$5,200,600	\$6,344,832	22.0%
Subtotal	\$6,607,474	\$5,340,156	\$5,340,156	\$6,593,901	23.5%
Interest Income					
Interest	\$7,972	\$15,588	\$15,588	\$200	(98.7)%
Subtotal	\$7,972	\$15,588	\$15,588	\$200	(98.7)%
Miscellaneous					
Sale of Materials & Fixed Assets	\$211,069	\$160,000	\$160,000	\$159,100	(0.6)%
Miscellaneous Revenue	\$322,197	\$225,326	\$225,326	\$229,032	1.6%
Subtotal	\$533,266	\$385,326	\$385,326	\$388,132	0.7%
Other Financing Sources					
Capital Lease/Installment Purchases	\$7,147	—	—	—	0.0%
Appropriated Fund Balance	—	\$7,580,450	\$20,089,286	\$5,490,000	(27.6)%
Subtotal	\$7,147	\$7,580,450	\$20,089,286	\$5,490,000	(27.6)%
Transfers					
Transfers From	\$14,988,722	\$12,480,050	\$12,480,050	\$3,335,944	(73.3)%
Subtotal	\$14,988,722	\$12,480,050	\$12,480,050	\$3,335,944	(73.3)%
Total	\$1,570,290,849	\$1,568,178,000	\$1,581,718,273	\$1,705,950,000	8.8%

General Fund Expenditure Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% Change
General Government					
Board of Commissioners	\$535,551	\$715,104	\$796,590	\$1,013,549	41.7%
Communications Office	\$990,014	\$1,567,797	\$1,571,526	\$2,391,034	52.5%
County Manager	\$1,895,328	\$3,075,407	\$3,194,269	\$4,187,939	36.2%
County Attorney	\$3,099,874	\$3,540,339	\$3,551,289	\$4,070,594	15.0%
Board of Elections	\$7,829,405	\$9,553,961	\$9,641,077	\$10,181,209	6.6%
Budget and Management Services	\$1,109,989	\$1,506,712	\$1,510,576	\$1,886,414	25.2%
Facilities Design and Construction	\$1,923,058	\$2,130,799	\$2,126,587	\$2,679,681	25.8%
Finance Department	\$3,257,316	\$3,612,369	\$3,628,329	\$3,654,735	1.2%
Internal Audit Department	—	—	—	\$1,530,672	0.0%
Human Resources	\$3,773,306	\$4,907,270	\$5,035,126	\$6,404,178	30.5%
Information Services	\$19,604,780	\$21,589,439	\$21,610,576	\$24,685,092	14.3%
Register of Deeds	\$3,225,320	\$3,491,936	\$3,500,274	\$3,817,461	9.3%
Tax Administration	\$9,962,133	\$11,394,497	\$11,399,441	\$14,705,770	29.1%
Soil & Water Conservation District	\$707,499	\$1,042,459	\$1,043,946	\$873,519	(16.2)%
Cooperative Extension	—	—	—	\$2,654,605	0.0%
Subtotal	\$57,913,573	\$68,128,089	\$68,609,606	\$84,736,452	24.4%
Community Services					
Community Services Management and Budget Office	\$776,270	\$915,649	\$914,513	\$1,037,574	13.3%
Parks, Recreation and Open Space	\$3,077,271	\$3,788,217	\$3,857,233	\$4,803,279	26.8%
Planning, Development and Inspections	\$6,023,713	\$6,246,099	\$6,251,219	\$7,981,602	27.8%
Veterans Services	\$305,642	\$381,271	\$382,255	—	(100.0)%
Geographic Information Services	\$2,140,770	\$2,137,011	\$2,133,664	\$2,993,083	40.1%
Libraries	\$25,670,009	\$27,826,058	\$28,030,319	\$31,564,727	13.4%
Subtotal	\$37,993,675	\$41,294,305	\$41,569,203	\$48,380,265	17.2%
Environmental Services					
Environmental Services Administrations	\$1,625,049	\$1,785,836	\$1,811,955	\$2,128,443	19.2%
Environmental Health & Safety	\$3,720,364	\$4,133,056	\$4,157,423	\$5,090,358	23.2%
Water Quality	\$4,877,155	\$5,358,681	\$5,341,134	\$7,852,382	46.5%
Animal Care, Control and Adoption Center	\$3,483,433	\$3,973,357	\$3,988,492	\$4,366,967	9.9%
Subtotal	\$13,706,001	\$15,250,930	\$15,299,004	\$19,438,150	27.5%
General Services Administration					
Administration/Support	\$3,154,014	\$3,101,235	\$3,313,368	\$3,049,924	(1.7)%
Physical Plant	\$9,057,144	\$9,436,625	\$10,001,820	\$10,792,419	14.4%
Safety and Security	\$3,610,977	\$3,835,952	\$4,158,482	\$4,129,366	7.6%
Criminal Justice/Central Government	\$742,770	\$917,691	\$1,151,393	\$926,904	1.0%
Facility and Field Services	\$7,485,827	\$8,326,812	\$8,393,632	\$9,273,168	11.4%
Utilities	\$5,532,292	\$6,272,043	\$6,080,712	\$6,165,427	(1.7)%
County Building Agreements	\$130,099	\$80,768	\$159,882	\$82,054	1.6%
Subtotal	\$29,713,124	\$31,971,126	\$33,259,289	\$34,419,262	7.7%

General Fund Expenditure Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% Change
Health and Human Services					
Social Services Economic Self-Sufficiency	\$52,136,424	\$57,113,781	\$58,034,745	\$61,345,475	7.4%
Child Welfare	\$31,290,864	\$35,547,285	\$35,424,714	\$38,418,016	8.1%
Public Health	\$29,252,988	\$34,622,268	\$34,603,235	\$36,052,685	4.1%
Health Clinics	\$18,132,078	\$21,373,495	\$21,410,990	\$23,796,020	11.3%
Administration and Operations	\$19,842,825	\$23,021,766	\$23,263,496	\$25,572,233	11.1%
Subtotal	\$150,655,179	\$171,678,595	\$172,737,180	\$185,184,429	7.9%
Housing Affordability & Community Revitalization					
Housing Operations	\$20,073,197	\$12,341,929	\$16,845,002	\$16,693,632	35.3%
Equitable Housing & Community Development	\$308,328	\$333,363	\$333,012	\$357,643	7.3%
Permanent Housing & Supportive Services	\$3,061,798	\$2,430,003	\$2,427,917	\$2,720,068	11.9%
Homeless & Prevention Services	\$4,652,129	\$5,857,541	\$5,889,182	\$6,204,246	5.9%
Research, Data, and Systems Management	—	—	—	\$726,220	0.0%
Veterans Services	—	—	—	\$390,874	0.0%
Subtotal	\$28,095,452	\$20,962,836	\$25,495,113	\$27,092,683	29.2%
Behavioral Health - Managed Care					
Behavioral Health-Managed Care Organization	\$21,706,612	\$35,341,238	\$35,341,238	\$34,978,388	(1.0)%
Subtotal	\$21,706,612	\$35,341,238	\$35,341,238	\$34,978,388	(1.0)%
Emergency Medical Services					
Emergency Medical Services	\$40,814,329	\$53,459,970	\$53,522,246	\$73,006,308	36.6%
Subtotal	\$40,814,329	\$53,459,970	\$53,522,246	\$73,006,308	36.6%
Fire Services					
Fire Services	\$2,657,486	\$3,149,942	\$3,162,410	\$3,723,790	18.2%
Subtotal	\$2,657,486	\$3,149,942	\$3,162,410	\$3,723,790	18.2%
Emergency Communications					
PS Communications	\$1,907,749	\$2,128,569	\$2,127,373	\$1,850,359	(13.1)%
Subtotal	\$1,907,749	\$2,128,569	\$2,127,373	\$1,850,359	(13.1)%
CCBI					
CCBI	\$6,981,057	\$7,296,068	\$7,294,363	\$8,377,157	14.8%
Subtotal	\$6,981,057	\$7,296,068	\$7,294,363	\$8,377,157	14.8%
Sheriff					
Law Enforcement	\$45,776,984	\$49,934,517	\$50,382,228	\$55,166,622	10.5%
Detention	\$45,645,713	\$51,433,458	\$51,364,838	\$55,310,203	7.5%
LEO Special Separation Allowance	\$1,347,385	\$1,300,000	\$1,300,000	\$1,442,383	11.0%
Subtotal	\$92,770,081	\$102,667,975	\$103,047,066	\$111,919,208	9.0%

General Fund Expenditure Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% Change
Non-Departmental					
Memberships	\$515,371	\$579,500	\$579,500	\$586,000	1.1%
Non-Departmental	\$21,735,752	\$22,170,872	\$27,282,893	\$5,817,016	(73.8)%
Health Benefits	\$10,923,546	\$10,851,368	\$10,851,368	\$10,901,000	0.5%
Risk Management - Cost of Claims	\$1,669,049	\$1,861,146	\$2,154,948	\$2,135,729	14.8%
COVID-19 Response	\$6,769,869	—	—	—	0.0%
Subtotal	\$41,613,587	\$35,462,886	\$40,868,709	\$19,439,745	(45.2)%
Transfers to Other Funds					
Transfers	\$408,641,000	\$404,302,554	\$404,302,554	\$436,330,000	7.9%
Subtotal	\$408,641,000	\$404,302,554	\$404,302,554	\$436,330,000	7.9%
Education					
Wake County Public School System	\$527,904,101	\$544,205,101	\$544,205,101	\$582,253,045	7.0%
Wake Technical Community College	\$24,748,030	\$28,839,788	\$28,839,788	\$30,235,154	4.8%
Other Education Initiatives	\$1,688,028	\$2,038,028	\$2,038,028	\$4,585,605	125.0%
Subtotal	\$554,340,159	\$575,082,917	\$575,082,917	\$617,073,804	7.3%
Total	\$1,489,509,065	\$1,568,178,000	\$1,581,718,271	\$1,705,950,000	8.8%



General Government

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Board of Commissioners	\$535,551	\$715,104	\$796,590	\$1,013,549	1.2%
Communications Office	\$990,014	\$1,567,797	\$1,571,526	\$2,391,034	2.8%
County Manager	\$1,895,328	\$3,075,407	\$3,194,269	\$4,187,939	4.9%
County Attorney	\$3,099,874	\$3,540,339	\$3,551,289	\$4,070,594	4.8%
Board of Elections	\$7,829,405	\$9,553,961	\$9,641,077	\$10,181,209	12.0%
Budget & Management Services	\$1,109,989	\$1,506,712	\$1,510,576	\$1,886,414	2.2%
Facilities Design & Construction	\$1,923,058	\$2,130,799	\$2,126,587	\$2,679,681	3.2%
Finance	\$3,257,316	\$3,612,369	\$3,628,329	\$3,654,735	4.3%
Internal Audit	—	—	—	\$1,530,672	1.8%
Human Resources	\$3,773,306	\$4,907,270	\$5,035,126	\$6,404,178	7.6%
Information Services	\$19,604,780	\$21,589,439	\$21,610,576	\$24,685,092	29.1%
Register of Deeds	\$3,225,320	\$3,491,936	\$3,500,274	\$3,817,461	4.5%
Tax Administration	\$9,962,133	\$11,394,497	\$11,399,441	\$14,705,770	17.4%
Soil & Water Conservation District	\$707,499	\$1,042,459	\$1,043,946	\$873,519	1.0%
Cooperative Extension	—	—	—	\$2,654,605	3.1%
Expenditure Totals	\$57,913,573	\$68,128,089	\$68,609,606	\$84,736,452	

The amounts listed for Soil & Water Conservation District FY 2021 Actual, FY 2022 Adopted, and FY 2022 Amended reflect a combination of Soil & Water Conservation District and Cooperative Extension, which were previously grouped as Quasi-Governmental.

Board of Commissioners

Board of Commissioners

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$470,738	\$590,037	\$661,523	\$856,528	84.5%
Contractual Services	\$24,725	\$32,511	\$26,511	\$21,700	2.1%
Supplies, Materials and Other Charges	\$40,087	\$92,556	\$108,556	\$135,321	13.4%
Expenditure Totals	\$535,551	\$715,104	\$796,590	\$1,013,549	
Number of FTEs	3.000	4.000	4.000	4.000	

Department Purpose and Goals

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

Major Accomplishments

The Wake County Board of Commissioners achieved several policy goals in FY 2022. Below is a summary of major policy accomplishments.

In October 2021, the Commissioners unanimously adopted a nondiscrimination ordinance. The ordinance establishes an investigatory and conciliatory process through which protected persons and classes who are aggrieved by a discriminatory practice occurring in Wake County (unincorporated municipal limits) may file a complaint. It is anticipated that other municipalities within the County will also adopt the ordinance.

The Board of Commissioners carefully planned the use of federal COVID-19 relief funds. Wake County received millions of assistance dollars through the CARES and American Rescue Plan Acts. The Board has reviewed and approved recommendations from staff to allocate significant portions of these funds. Funds have been used for COVID testing and vaccine

clinics, housing assistance, and financial assistance to community nonprofits.

Due to Board-driven economic development policies and tools, companies such as Fujifilm and Apple announced major investments in new facilities and new jobs. County economic incentive policies contributed to these successful corporate recruitments.

In February 2022, the Board of Commissioners held its annual Winter Retreat. During these two days, Commissioners assessed the progress made on policy goals and priorities, modified existing goals, and identified new goals to consider. The Board will continue to refine and prioritize these goals to provide staff guidance on priorities for financial and staff resources.

FY23 Discussion

The budget increased by \$298,000 from the prior year. This increase includes \$116,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

A Board compensation increase is being considered to be commensurate with other local government boards and councils.

Board of Commissioners

The conference and training budget is increased to ensure the Board of Commissioners are able to attend and represent Wake County at local, state, and national conferences (\$39,000).

Horizon Issues

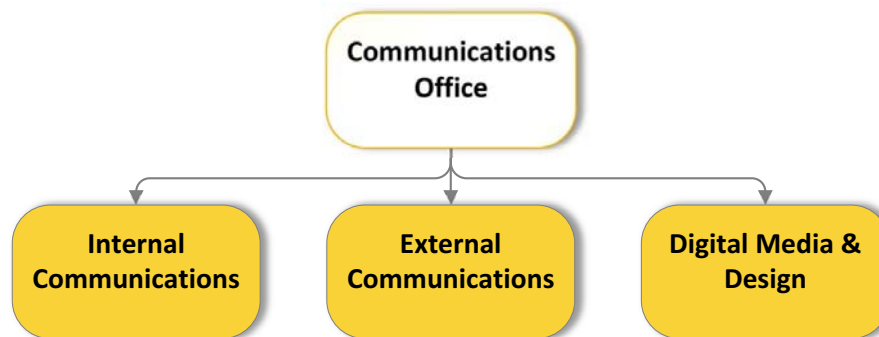
The Board aims to improve access to affordable, high-quality care for residents experiencing medical or behavioral health challenges. Examples to achieve this goal include supporting strategies that reduce infant mortality and providing more sustainable support for behavioral healthcare efforts.

The County will 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 with the City of Raleigh, the Raleigh Chamber, the Triangle DEI Alliance, and the Raleigh-Apex NAACP.

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

Communications Office



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Transfers	\$12,000	\$12,000	\$12,000	—	0.0%
Revenue Totals	\$12,000	\$12,000	\$12,000	—	
Expenditures					
Salary / Benefits	\$927,490	\$1,446,540	\$1,450,269	\$2,246,038	93.9%
Contractual Services	\$20,709	\$51,016	\$51,016	\$72,016	3.0%
Supplies, Materials and Other Charges	\$41,816	\$70,241	\$70,241	\$72,980	3.1%
Expenditure Totals	\$990,014	\$1,567,797	\$1,571,526	\$2,391,034	
Number of FTEs	10.000	14.000	14.000	21.000	

Department Purpose and Goals

The Communications Office's vision is to engage with Wake County communities about all the County has to offer. The mission is to inspire people to participate in Wake County's programs, services, and initiatives through strategic communications that resonate with the County's diverse audiences.

The Communications Office has a set of specific values, which include beautiful design, clear and concise writing, great storytelling, customized communications, strong relationships, and taking a proactive approach.

The department accomplishes its goals by providing excellent consulting services, proactively informing, educating and motivating others, enhancing Wake County's digital presence, building strong and trusting relationships, being thought leaders committed to continuous improvement, and promoting diversity, equity and inclusion.

Major Accomplishments

Supported the production of the 2021 State of the County, which was covered by multiple local media outlets in print and online, newscasts, and WRAL.

Led the County's #VaccinateWake campaign, which reached more than 10 million people. Wake County achieved 85% of the adult population being fully vaccinated, the highest percentage of any county in North Carolina. The Communications Office facilitated live-streamed Q&A sessions for the public, featuring local Black and Spanish-speaking doctors and health experts to help reach diverse populations.

To address the Omicron variant, rising COVID-19 cases, and hospital admittances, Communications accelerated public outreach efforts for the County's no-cost, drive-thru COVID testing services.

Executed a targeted messaging strategy to keep residents updated on House Wake! COVID-19 Financial Assistance Program. The strategy utilized advertising with minority radio and print outlets, marketing campaigns on public transit, as well as

Communications Office

social media efforts. Advertising and media engagement led to nearly 100 individual news stories, about 30,000 visits to the House Wake! website, and high engagement on social media posts.

Helped launch the WakeUP! Committee and program, and associated work products such as the name, logo, and engagement plan. Wake UP! aims to build a diverse, equitable, and inclusive workplace.

FY23 Discussion

The budget increased by \$823,000 from the prior year. This increase includes \$85,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

A Social Media Coordinator is included to centralize social media efforts in the county and develop guidelines (1.000 FTE, \$104,000).

An Intranet Content Strategist is included to manage the county's intranet website (1.000 FTE, \$95,000).

A Public Health Senior Communications Consultant is included to enhance the county's Public Health communication with the community (1.000 FTE, \$104,000).

A Recruitment and Retention Marketing Manager is included to collaborate with HR and establish a

recruitment and retention strategy to attract new talent to Wake County (1.000 FTE, \$116,000).

A Communications Consultant is included to address workload across the team as the County's communications needs grow (1.000 FTE, \$109,000).

A Web Designer is included to manage Wake County's external and internal websites' layouts and aesthetic (1.000 FTE, \$99,000).

A Video Production Manager is included to increase the volume of videos created for Wake County (1.000, \$123,000).

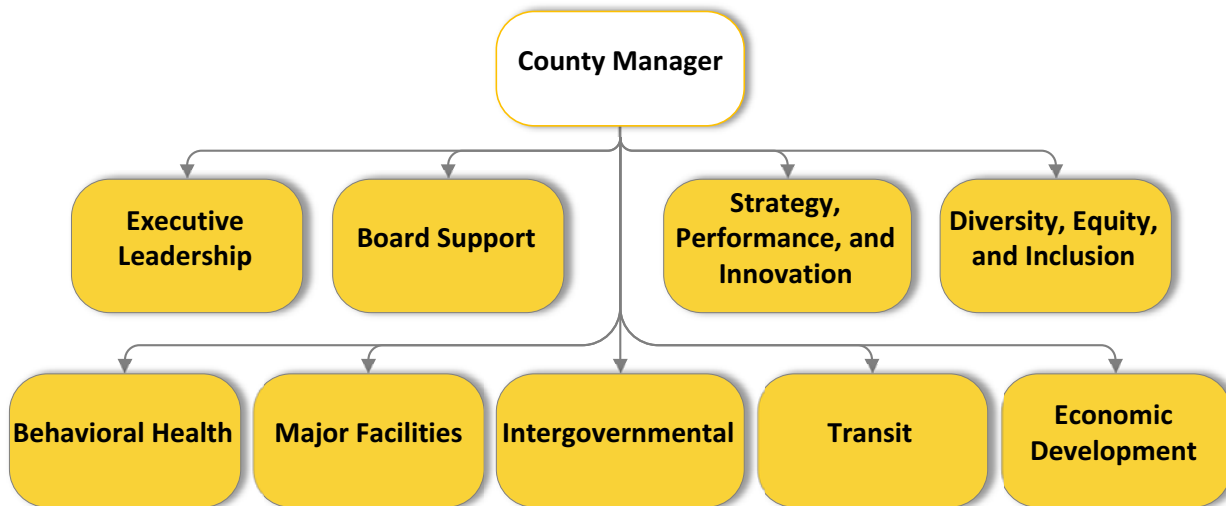
Restore contract funding for a digital asset management tool that stores photographs, video clips, and social media graphics of Wake County (\$21,000).

Horizon Issues

As the county grows by 62 people per day, there are more people with whom to communicate. Residents expect to receive messages promptly in both traditional and digital formats. The demand for information will impact future planning for communications.

The Communications Office will continue to address team workload by exploring ways to grow the team, create new opportunities for professional growth, and balance assignments across consultants.

County Manager



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Other Financing Sources	—	—	\$200,000	—	0.0%
Revenue Totals	—	—	\$200,000	—	
Expenditures					
Salary / Benefits	\$1,794,429	\$2,943,080	\$2,871,606	\$3,894,212	93.0%
Contractual Services	\$42,515	\$30,500	\$242,036	\$118,660	2.8%
Supplies, Materials and Other Charges	\$56,379	\$100,525	\$79,325	\$173,067	4.1%
Debt	\$2,005	\$1,302	\$1,302	\$2,000	0.0%
Expenditure Totals	\$1,895,328	\$3,075,407	\$3,194,269	\$4,187,939	
Number of FTEs	10.000	16.000	17.000	21.000	

Department Purpose and Goals

The County Manager's Office is responsible for the executive leadership of Wake County Government. The County Manager serves as the executive leader for the County and is appointed by the County's elected Board of Commissioners. The County Managers Office advises the Board of Commissioners on matters of policy, recommends courses of action, and is responsible for daily County operations. The 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.

Major Accomplishments

Led the County's transition from approaching COVID-19 as a pandemic to endemic. This includes leadership of public health resources to transition testing, vaccine distribution, and other services to part of daily operations.

Organized and planned for the effective use of federal assistance funds from ARP Act, CARES Act, and other legislation. This also includes winning federal funding for a new DNA laboratory for the City-County Bureau of Identification (CCBI) and a new Emergency Operations Center to help serve countywide emergencies.

Assisted economic development partners with attracting and recruiting major business investments

County Manager

in Wake County, including Amgen, a biotechnology company.

Implemented agencywide policy and compensation changes to bolster recruitment and retention, including retention incentives and salary structure changes for positions with recruitment challenges, such as paramedics and EMT's.

Successfully supported the Board by facilitating the Board's annual update and refinement of policy goals. The department implemented a new online email portal for residents to provide feedback to Commissioners.

FY23 Discussion

The budget increased by \$1.1 million from the prior year. This increase includes \$621,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

The budget restored FY21 operating reductions in travel and accommodates expected increases in training and membership dues (\$15,000).

The budget funds a contract with the Campbell School of Law to investigate and conduct conciliation for claimed discrimination violations between the employer and employee. This contract would help enforce the Fall 2021 BOC-approved non-discrimination ordinance (\$30,000).

The budget includes a Management Fellow to develop a management talent pipeline development

opportunity for a Masters of Public Administration/ Masters of Public Policy graduate (\$90,000).

The department establishes an ongoing operating budget for the new Diversity, Equity, Inclusion program. It adds 2.0 FTE DEI Specialists and 1.0 FTE DEI Program Manager to work with departments to develop and implement their DEI plans and to partner with organizations to address systemic racism (\$380,000).

Horizon Issues

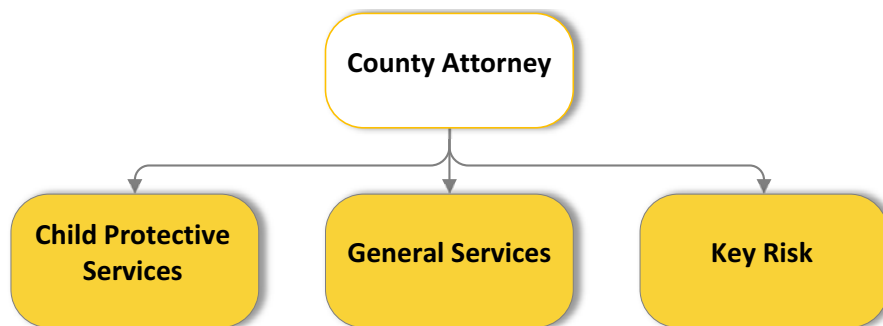
Continue to advance one of the core Wake County values, Embrace Diversity, by supporting and expanding the Diversity, Equity and Inclusion program.

Continue to explore and implement compensation and work culture changes that make Wake County an employer of choice and to promote improved recruitment and retention.

Plan for the effective use of federal funds that will come to the County from the American Rescue Plan Act and federal infrastructure legislation.

Continue to explore new service opportunities with behavioral partners like Alliance Health and implement organizational changes across Health and Human Services to serve residents in a comprehensive manner.

Plan and implement a new town hall program for the Board of Commissioners. The Manager's Office will work with Communications staff to launch this new outreach service.



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$2,977,682	\$3,375,614	\$3,386,564	\$3,809,658	93.6%
Contractual Services	\$37,618	\$60,408	\$60,408	\$100,408	2.5%
Supplies, Materials and Other Charges	\$84,574	\$104,317	\$104,317	\$160,528	3.9%
Expenditure Totals	\$3,099,874	\$3,540,339	\$3,551,289	\$4,070,594	
Number of FTEs	20.000	22.000	23.000	23.000	

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 ensure compliance with the law. The Office also advises all elected and appointed Wake County Boards.

FY23 Discussion

The budget increased by \$530,000 from the prior year. This increase includes \$354,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

The budget restores operating funding to address cost increases in office supplies, postage, and printing (\$17,000).

The budget restores funding for professional development for attorneys, paralegals, and risk management staff (\$35,000).

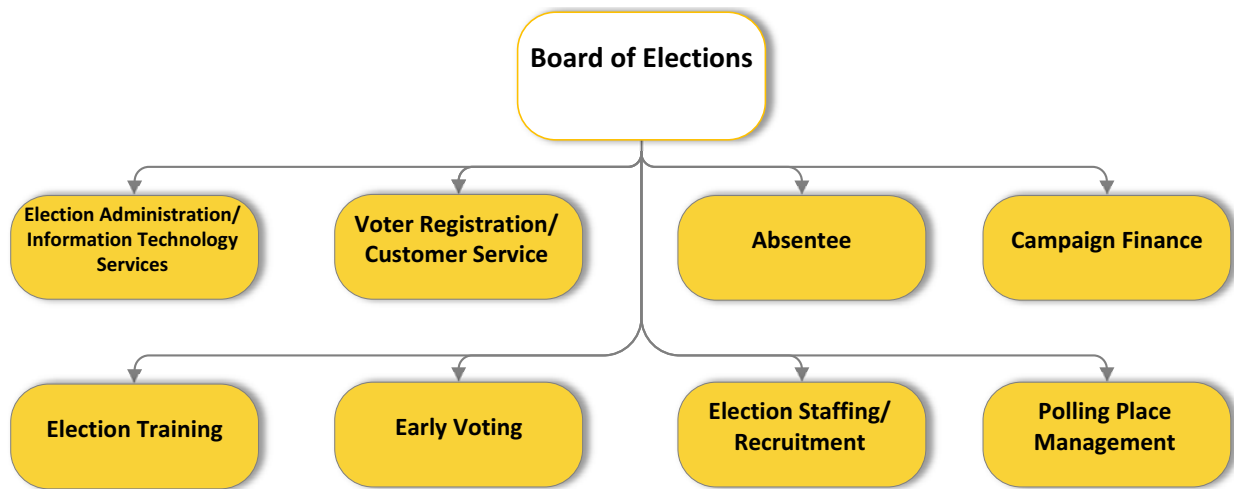
The budget restores funding for software providing access to online legal resources (\$9,000).

One-time increased funding for outside counsel, mediation personnel, and temporary staff where there is a conflict of interest, a need for expertise in specific subject matter, or a temporary staffing need (\$40,000).

The budget restores funding for paid internships for L3 law students (\$12,000).

A Child Protective Services Administrative Assistant will provide support to attorneys and paralegals (\$67,644).

Board of Elections



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$79,309	\$2,510,513	\$2,510,513	\$455,000	100.0%
Miscellaneous	\$773	—	—	—	0.0%
Revenue Totals	\$80,082	\$2,510,513	\$2,510,513	\$455,000	
Expenditures					
Salary / Benefits	\$2,823,259	\$3,179,272	\$3,188,511	\$3,761,390	36.9%
Contractual Services	\$3,369,037	\$4,239,554	\$4,246,350	\$4,202,714	41.3%
Supplies, Materials and Other Charges	\$1,607,822	\$2,135,135	\$2,175,904	\$2,199,895	21.6%
Capital Outlay	\$29,286	—	\$30,312	\$17,210	0.2%
Expenditure Totals	\$7,829,405	\$9,553,961	\$9,641,077	\$10,181,209	
Number of FTEs	32.000	36.000	36.000	39.000	

Department Purpose and Goals

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

manage by-mail voting and Early Voting, and administer State Board of Elections policies that interpret federal and state statutes.

Major Accomplishments

During the 2021 election cycle, which included elections for 12 Wake County municipalities, the Board of Elections processed and mailed absentee ballots, performed preventative maintenance on 547 voting and tabulator machines, and processed 1,119 public e-mails and 2,935 e-mails from precinct officials.

For the 2021 Municipal Elections, Board of Elections precinct officials completed 1,580 election training sessions.

Board of Elections

In response to Wake County population growth, the Board of Elections maintained 44,686 voter address district segments and increased individual street segments by 1,864.

FY23 Discussion

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

The budget also includes one-time funding for a mail courier service and postage to account for an increase in absentee by mail requests (\$214,000). Board of Elections will continue to analyze absentee voting trends to determine the impact on future budgets.

The budget includes an increase in the agency temporary staff pay rate from \$15/hour to \$18/hour to recruit and retain agency temporary staff members (\$112,000).

The budget adds funding for cost escalations of operational supplies, Election Day supply transport services, and ballot stock (\$134,000).

The budget includes an Administrative Manager to supervise logistical planning and execution of voting events, Early Voting processes, and redistricting (1.000 FTE, \$105,000).

The budget includes a Training Manager to supervise the existing training specialists to ensure consistency among training materials, manage logistical planning for training events, and maintain communication among multiple teams (1.000 FTE, \$134,000).

The budget also includes a Logistics Specialist to address impacts of county growth, increased volume of election supplies, record retention documents, and increased staff workload (1.000 FTE, \$77,000).

The budget includes Early Voting costs for the November 2022 General Election (\$2,642,000).

The budget includes the creation of two additional Wake County Election Day precincts to accommodate the increased voter population (\$47,000).

The budget includes funds for the Raleigh Municipal Election in November 2022, which will be held on the same day as the General Election. The portion of funds used for the Raleigh Municipal Election will be reimbursed to Wake County (\$450,000).

Horizon Issues

Future election legislation could impact funding and impact staffing levels required to adhere to the new legislation. Potential changes might include the Early Voting schedule, voter identification requirements, Absentee-By-Mail procedures, redistricting, list maintenance, and organization dynamics.

The department has seen an increase in residents' concern about election integrity. This concern increases the likelihood of an elevated number of public records requests in the future. Due to public Board Meetings and public-facing customer service roles, it is important to secure infrastructure, employees, and the public against new and evolving risk.

Due to a changing job market, staff recruitment and retention is more difficult.

Board of Elections

Service Area: Voter Registration

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of voter registration transactions	564,101	250,000	300,000	
Number of voters registered	786,723	800,000	795,000	
Public incoming e-mails processed	7,572	4,500	7,500	

Service Area: Precinct and Early Voting Official Recruitment

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.

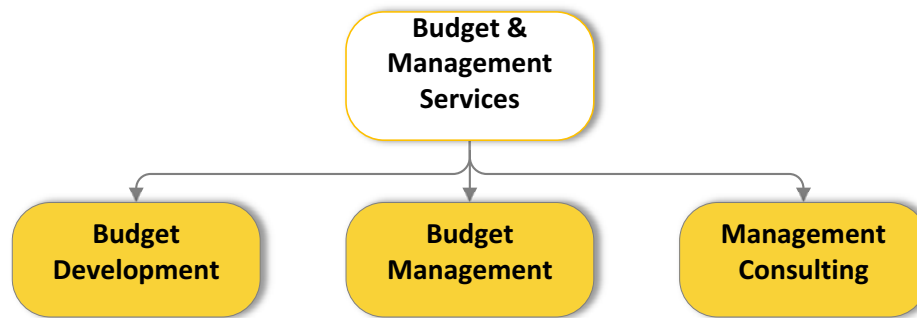
Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Number of recruited active officials for election day and/or early voting	14,060	13,500	13,500	8,000

Service Area: Training

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	92	92	92	90

Budget & Management Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$1,078,750	\$1,455,715	\$1,459,579	\$1,806,523	95.8%
Contractual Services	\$4,087	—	—	—	0.0%
Supplies, Materials and Other Charges	\$26,303	\$50,997	\$50,997	\$79,891	4.2%
Debt	\$850	—	—	—	0.0%
Expenditure Totals	\$1,109,989	\$1,506,712	\$1,510,576	\$1,886,414	
Number of FTEs	10.000	12.000	12.000	14.000	

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

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

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

The Budget and Management Services 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.

The eWake Team collaborated and coordinated a major upgrade to the Advantage Enterprise Resource Planning (ERP) system. This upgrade integrated Budget, Finance, and Human Resources services into one system.

The department coordinated several Chart of Accounts changes that established new departments and a new internal service fund. This includes Cooperative Extension, Soil & Water Conservation District, Internal Audit, Health & Dental Internal Service Fund.

Budget & Management Services

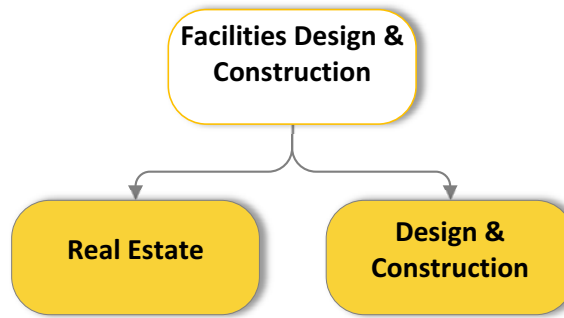
FY23 Discussion

The budget increased \$380,000 from the prior year. This increase includes \$134,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, as well as the changes detailed below.

The budget includes a grants administrative manager to lead the evaluation and coordination of a grants management program (\$145,000).

The budget includes a systems administrator to help maintain the budgeting system and various integrations and interfaces (\$115,000).

Facilities Design & Construction



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Transfers	\$100,000	\$100,000	\$100,000	—	0.0%
Revenue Totals	\$100,000	\$100,000	\$100,000	—	
Expenditures					
Salary / Benefits	\$1,851,513	\$2,032,175	\$2,044,670	\$2,507,563	93.6%
Contractual Services	\$25,332	\$78	\$78	\$57,756	2.2%
Supplies, Materials and Other Charges	\$46,213	\$98,546	\$81,839	\$114,362	4.3%
Expenditure Totals	\$1,923,058	\$2,130,799	\$2,126,587	\$2,679,681	
Number of FTEs	15.000	15.000	15.000	17.000	

Department Purpose and Goals

Facilities Design & Construction plays a leadership role in developing and implementing a fiscally responsible capital improvement program for Wake County. The department takes a proactive approach to build successful partnerships with public, private and non- profit groups to leverage resources and maximize results from County resources. Facilities Design & Construction strives for successful outcomes through four key service functions: Project Management, Design Quality & Performance, Real Estate & Land Rights Management, and Liaison Services with Wake County Public School System for coordination and Board of Commissioner approvals related to their school building program and associated land rights requirements.

The department service functions involve long-term capital improvement program planning; capital improvement program implementation; management of land acquisition, property rights and lease assignments, and collaborations and partnerships for both major project developments and real estate.

Major Accomplishments

Completed schematic design for a new Public Health Center that will be located adjacent to the Human Services Swinburne Center. Site development should begin late in the calendar year, along with detailed bid documents to be completed in early- to mid-2023.

Completed bid documents for the new Beech Bluff County Park, based on the schematic design approved by the Board of Commissioners in the prior year. 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. Also further developed plans for the Kellum-Wyatt Preserve and began conceptual planning for three other new preserves in the Swift Creek, Buffalo Creek, and Little River corridors.

Continued planning and design efforts on a variety of new EMS station projects. Schematic design was approved by the Board of Commissioners for the Garner Main Regional EMS Station and for the co-located Fire/EMS Station proposed on Caddy Road

Facilities Design & Construction

near the McCullers Crossroads area of southern Wake County.

Completed significant renovations at a recently leased facility for the Board of Elections, which included the addition of a dedicated Early Voting space, training rooms, board room, and additional space. Also completed Phase 2 Renovations to modernize building systems and code compliance at the Community Services Center.

Completed property acquisitions for three future EMS stations in Cary, Apex, and the New Hill area of southwestern Wake County, and acquired a series of properties as part of the new Open Space acquisition program.

FY23 Discussion

The budget increased \$549,000 from the prior year. This increase includes \$183,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

Restoration of FY 2021 reduction of Facilities Project Manager for Parks, Greenways, Open Space projects such as parks, nature preserves, upgrades to existing parks, and new greenways (1.000 FTE, \$167,000).

Addition of a Facilities Project Manager to manage planning, design and construction of planned capital projects (1.000 FTE, \$167,000).

Funding to reclassify Real Estate Specialists and Project Managers to Senior Real Estate Specialists

and Senior Project Managers to develop a stronger career pathway for staff (\$32,000).

Horizon Issues

Construction and commodity costs continue to increase significantly because of tremendous private development growth, supply chain disruptions, and construction trade labor shortages. These ongoing cost increases will continue to significantly impact the County capital improvement budgets.

The Health & Human Services Master Plan defines several major projects over the next five years, including a new Public Health Center, a new regional center, expansions to existing regional centers, and renovations to the Swinburne Center. In addition, several projects have been accelerated in the Parks, Greenways, Recreation & Open Space Bond. The Library System will also be working on an updated Master Plan for the next library building program, which is anticipated to begin in the next three to four years. Advanced planning studies are already beginning on some of those anticipated projects.

The new downtown administrative master plan continues to be developed. This study serves as a road map for development of a future General Services Administration (GSA) headquarters and identifies space for other departments that could potentially be co-located there. The GSA headquarters, along with the planned new Animal Center relocation and major renovations to the Library Administration Building will all be large projects (over \$10 million) that will occur concurrently and overlap with construction of the Public Health Center. All of these projects will significantly impact the department's workload for the next several years.

Facilities Design & Construction

Service Area: Capital Program Planning and Implementation

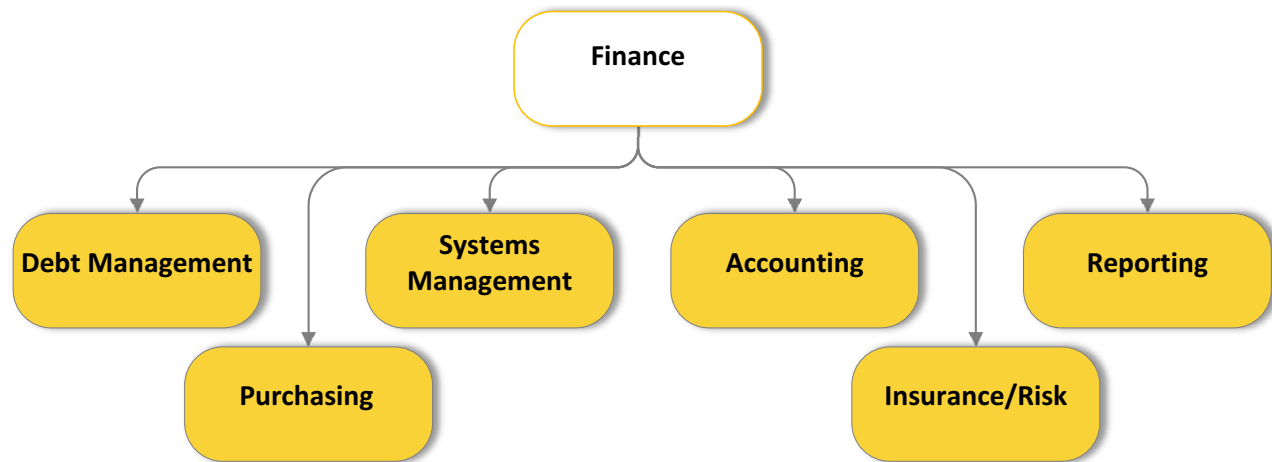
Successfully manage planning, design and construction of Capital Improvement Plan projects. Assuring that projects meet functional requirements, construction timeline, project budget and high industry standards of quality.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Actively Managed Projects	102	103	108	75
Number of Projects per Project Manager	13	13	13	10
Efficiency				
Percent of actively managed projects with financial partnerships	44	20	30	30
Percent of applicable projects designed to meet energy consumption goals	100	100	100	100
Percent of construction projects completed with <5% change orders		100	100	100
Percent of construction projects completed within construction budget	98	100	100	100
Percent of Eligible Projects that are Solar Ready		100	100	90
Percent of projects completed within construction schedule	86	80	85	90
Effectiveness				
Average percentage of minority business enterprise participation on construction projects	11	18	12	10
Percent of projects designed per design guidelines	96	93	98	98

Service Area: Real Estate and Land Rights Management

Manage land rights 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 land rights assignments.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of real estate land rights assignments	421	420	422	300
Efficiency				
Number of Land Rights Assignments/Specialist	140	140	140	100
Percent of land acquisitions within 10% of appraised value	70	100	95	95
Percent of leases below market rate	100	100	100	100



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,525	\$2,600	\$2,600	\$2,722	1.3%
Miscellaneous	\$229,166	\$204,260	\$204,260	\$204,260	98.7%
Revenue Totals	\$230,691	\$206,860	\$206,860	\$206,982	
Expenditures					
Salary / Benefits	\$3,065,035	\$3,364,604	\$3,350,839	\$3,187,395	87.2%
Contractual Services	\$116,179	\$113,276	\$143,001	\$283,276	7.8%
Supplies, Materials and Other Charges	\$75,771	\$134,489	\$134,489	\$184,064	5.0%
Capital Outlay	\$211	—	—	—	0.0%
Debt	\$120	—	—	—	0.0%
Expenditure Totals	\$3,257,316	\$3,612,369	\$3,628,329	\$3,654,735	
Number of FTEs	31.500	34.000	33.000	29.000	

Department Purpose and Goals

The Finance Department provides financial direction in accordance with regulatory laws and standards and empowers County leadership to perform their responsibilities in an efficient and effective manner. The department strives to modernize business processes, provide timely and accurate financial information to stakeholders, and enhance fiscal accountability. The department provides fiscal transparency to residents while ensuring financial accountability to the Board.

Major Accomplishments

The department provided oversight, compliance, and reporting for all current federal stimulus funds. This

includes the CARES Act, American Rescue Plan Act (ARPA), and the Emergency Rental Assistance Programs that totals over \$450M. These funds provide most of the support for the County's COVID-19 response; like food, housing and utility assistance, testing and vaccine response, and facility modifications for social distancing. The funds also supported partnerships throughout the County to assist residents.

As part of a multi-department effort, the Finance Department completed a major upgrade of the Advantage Financial system to ADV 4.0. The upgrade included a completely new interface along with extensive testing and training for County financial system users.

Finance

The department continues to transition the County to a virtual marketplace for easier and more efficient methods of doing business. The department completed several automation projects in 2021, like launching the electronic P-Card system within Onbase for tracking and reconciliation of credit card transactions. A mobile app was launched in tandem with the electronic P-Card system that allows upload of receipts/documentation directly to the Onbase system.

The Finance Department processed 99 bid packages in calendar year 2021. The Wake County Procurement division received the 2021 Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing for the 18th consecutive year.

The Finance Department received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for this year's Annual Comprehensive Financial Report. This marks the 38th consecutive year in which the County has received this recognition.

FY23 Discussion

The budget increased \$42,000 over the prior year budget. The increase reflects salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions and changes detailed below netted against the removal of budget for the new Internal Audit department, previously housed within Finance.

Internal Audit was previously a division of the Finance Department. With the creation of a separate Internal Audit Department, 7.000 FTE and their associated operating costs shifted to the new department.

The budget continues an online vendor management and business identification platform (\$95,000).

A Senior Finance Systems Administrator will maintain current OnBase systems (Contracts, P-Cards, Mileage), implement future OnBase related projects, provide back-up to the financial system, and assist with related systems projects (1.000 FTE, \$106,000).

The Finance Department anticipates increasing costs associated with the County's new audit firm, to

include standard inflationary adjustments and additional work involved with the County's annual audit process (\$75,000).

An additional Accounting Manager will oversee Disbursement Services, Accounts Receivables, and Cash and Revenue Management, and support splitting the Accounting & Reporting Section into two separate sections (1.000 FTE, \$131,000)

Electronic bidding software to modernize the bidding process and support a secure, reliable, fair, and equitable electronic method for the acceptance of bids (\$25,000).

A Grants Compliance Officer will provide oversight for the County's grants. This position is one of two new positions to support grant management throughout the County. The other position is funded in the Budget and Management Services department (1.000 FTE, \$115,000).

New reporting software will assist with the creation of the Annual Comprehensive Financial Report (ACFR) and other financial reports that the County is required to submit (\$50,000).

Horizon Issues

The County anticipates additional federal funding as funds become available from the Infrastructure and Investments Act along with continued pass thru funding from the State. Finance will assist with the oversight and expenditure compliance as funds become available. Extensive federal reporting and compliance requirements will remain into calendar year 2027.

As issues of payment fraud, credit card/data security, virtual working environment, and compliance arise, Finance will further its efforts to navigate new projects that benefit County Departments. The Department will be investigating new systems for electronic bidding, invoice automation, and grants management.

The national labor shortage and hiring have been major challenges in FY22 for the Finance Department. With pending retirements over the next two years, Finance expects difficulty in hiring and filling critical positions.

Finance

Service Area: Accounting

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Percent of Active Vendors Enrolled in PaymentWorks		5	50	90
Efficiency				
% of County Collection sites with a receipting system	59	77	100	100
Number of days required to process invoices	9	5	5	5
Effectiveness				
Percent of time that deposits are reconciled in the system within 5 business days	84	85	90	95
Percent of vendor payments that are made electronically.	67	68	70	80

Service Area: Procurement

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of time that requisitions of less than \$30,000 in value are processed within average of 5 days	95	95	95	95

Finance

Service Area: Systems Management

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 an 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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of credit card/on-line payment implementations	2	3	3	
Number of ECM Finance Systems in Production	2	3	3	3
Effectiveness				
Percent of employees completing Payment Card Industry training	100	100	100	100

Service Area: Reporting

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
% of time yield on Investment portfolio exceeds the NCCMT	100	100	100	100
Percent of annual audit that is issued an unmodified audit opinion	100	100	100	100

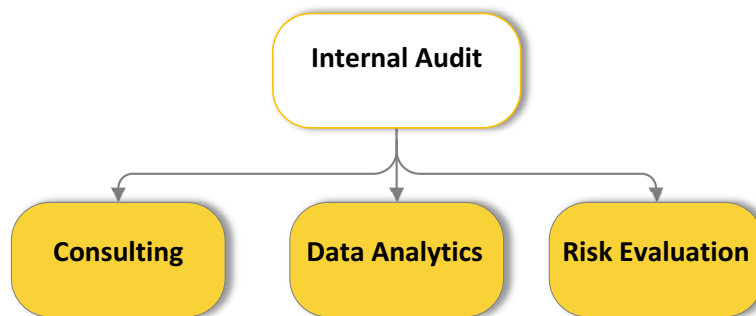
Finance

Service Area: Risk Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of auto claims per million miles driven	26.7	28.0	28.0	28.0
Efficiency				
Average number of days after month end to complete claims chargebacks	93	86	86	87
Effectiveness				
Number of worker's compensation claims per 100,000 worked	5.2	5.4	5.4	5.3

Internal Audit



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	—	—	—	\$1,203,162	78.6%
Contractual Services	—	—	—	\$258,000	16.9%
Supplies, Materials and Other Charges	—	—	—	\$69,510	4.5%
Expenditure Totals	—	—	—	\$1,530,672	
Number of FTEs	0.000	0.000	0.000	9.500	

Department Purpose and Goals

Internal Audit, a newly created department for FY 2023, was previously a division of Finance. The Internal Audit Department provides professional, independent, objective business consulting services designed to add value and improve the organization's operations. Internal Audit also conducts proactive analysis of operations, financial activities, and internal control systems through the review of business and accounting processes.

The department reviews the effectiveness of internal controls over program performance, efficiency, reporting, compliance with regulations, and safeguarding of assets. Internal Audit supports County departments to evaluate and improve effective risk evaluation, governance processes, and overall service delivery.

Additional resources will be utilized to develop a countywide risk evaluation program. Risk assessments, data analysis and consulting will be incorporated to develop a proactive approach to assisting departments with identifying information needed to manage risk.

Major Accomplishments

Internal Audit, in collaboration with the Register of Deeds Office and an external accounting firm, completed a pilot risk assessment in the 2022 fiscal year.

In cooperation with the Sheriff's Office, Human Resources, Budget and Management Services, and Finance, Internal Audit managed the effort to realign all positions within the Sheriff's Office in the County's accounting and payroll systems.

FY23 Discussion

As a new department, the base budget was created by moving staff and operating costs related to Internal Audit out of the Finance department. There are additional changes detailed below.

Additional Senior Auditor positions are included to support a more proactive risk assessment program to address and mitigate risk throughout the County (1.500 FTE, \$222,000).

The budget includes funding to implement an enterprise risk assessment program and establishes a budget for general operating supplies, equipment, and training (\$300,000).

Internal Audit

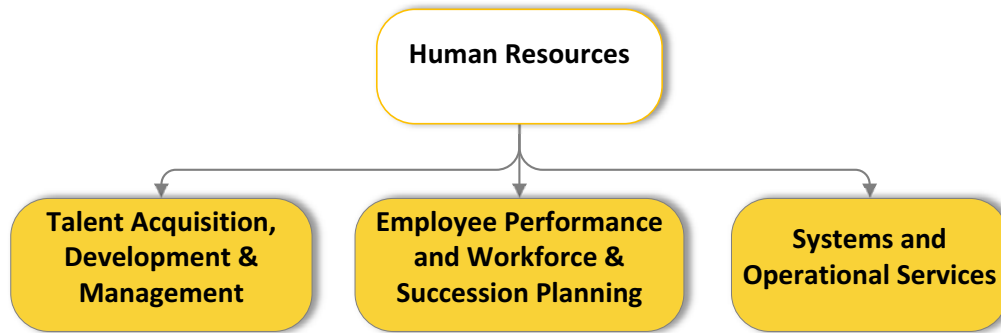
An additional Senior Internal Auditor position will provide data retrieval and analysis functions to better serve the County and mitigate risk (1.000 FTE, \$148,000).

Horizon Issues

Expand the Internal Audit department to provide more proactive analysis in assisting departments to identify risk, gaps in internal controls and areas

where better governance is needed. Internal Audit will accomplish risk mitigation in collaboration with departments using risk assessments. Recommendations from the risk assessments will assist County Management with making decisions to reduce risks. As Internal Audit completes risk assessments, County culture will need to evolve to include risk results in the County's budget and strategic processes.

Human Resources



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$95	—	—	—	0.0%
Revenue Totals	\$95	—	—	—	
Expenditures					
Salary / Benefits	\$3,674,333	\$4,661,308	\$4,746,377	\$6,076,368	94.9%
Contractual Services	\$25,413	\$41,464	\$64,464	\$145,890	2.3%
Supplies, Materials and Other Charges	\$73,560	\$204,498	\$224,285	\$181,920	2.8%
Expenditure Totals	\$3,773,306	\$4,907,270	\$5,035,126	\$6,404,178	
Number of FTEs	37.000	45.000	46.000	54.000	

Department Purpose and Goals

The mission of Human Resources is to partner with employees and leadership to provide quality and innovative human resource programs and services that are both data and customer-driven. Human Resources is dedicated to meeting the human resource needs in a manner that is collaborative, results-oriented, and customer focused. HR values the diversity of 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.

Wake County Human Resources also supports the County in creating and maintaining a work environment that allows employees to effectively deliver services to residents. The Department has six central goals that guide work objectives: deliver services and programs that are highly valued by customers and viewed by other organizations as a model; continually manage benefit plans so that they are competitive and affordable; recruit, reward and retain top talent; 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 the Human Resources' policies, procedures and programs.

Major Accomplishments

Human Resources began conducting a compression study to analyze and review each employee's compensation and potential issues related to salary compression. By reviewing relevant experience and education for Wake County employees, the study will provide recommendations related to an employee's placement within the newly designed compensation structure. Additionally, utilizing a pro-active recruiting strategy, Human Resources implemented an effort with LinkedIn for an enhanced presence on the platform and targeted efforts to remain competitive within the current workforce environment.

The Employee Onboarding Center worked to establish a framework for and support of a world-class onboarding experience for Wake County that

Human Resources

will be implemented next year. These included committee sessions to discuss opportunities within the current process, a structure for prioritizing focus areas, and teams for piloting offerings in this area.

To improve employee benefits, the County added pet health insurance and legal/identity theft protection coverages. These benefits and other benefits were offered through the Virtual Benefits Fair which went live in October 2021. This service provides not only valuable information during Open Enrollment but is also available throughout the year to provide information for elected benefits.

In January 2022, a new Diabetes Management program started through the Employee Health Center. A new leave administrator began in January 2022, providing access and assistance with the numerous leave benefits provided by Wake County. Wake County was recognized in September 2021 by receiving the accolade of the Healthiest Large Employer in the Triangle. In October 2021, Wake ranked 9th for the Healthiest 100 Workplaces in America. This was the highest ranking for a full-service government agency.

Several system upgrades and implementations were completed this year: Human Resources Information System, Payroll and Benefits teams successfully implemented the Advantage 4.0 upgrade with real-time system training at go-live, employee job descriptions launched through eWake Talent and wakegov.com, and an automated Evidence of Insurability process began this year. Also, HR started the Work Number Employment Verification System to provide employment verifications for loans and other employee-driven processes.

In response to a multi-state workforce, the Payroll division implemented multi-state payroll in 2021. Multi-state jurisdictions included the states of Kansas, Virginia, Maine, and Pennsylvania.

FY23 Discussion

The budget increased by \$1.5 million from the prior year. This increase includes \$549,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, netted against a decrease in supplies and materials of \$52,000, as well as the changes detailed below.

Funding includes the addition of a Talent Acquisition Consultant to perform full-cycle recruitment, manage the recruitment strategy for multiple openings, and drive efficiencies for the Talent Acquisition team (1.000 FTE, \$118,000).

The budget also includes a Senior Payroll Analyst to respond to an expanded scope of services, including a larger multi-state workforce and mass payroll upload system support (1.000 FTE, \$100,000).

A new Onboarding Specialist will help the Onboarding team develop a centralized onboarding service for Wake County and ensure policies and procedures comply with federal and state regulations (1.000 FTE, \$84,000).

A Benefits Analyst will assist with leave administration events, process benefits, provide training, and improve customer response times for benefit-related questions with the growing number of County employees (1.000 FTE, \$99,000).

A Talent Acquisition Supervisor will supervise a team for full-cycle executive recruitment, implement creative recruitment strategies for executive positions, and lead related projects (1.000 FTE, \$134,000).

A Senior Employees Relations Consultant will help manage risks, avoid lawsuits, ensure internal controls to prevent and detect illegal, unethical or improper conduct, and maintain compliance with state and federal laws (1.000 FTE, \$134,000).

An HR Service Center Ticketing System will be single-point service to track interactions, resolve issues, provide information for quality improvement, and provide service level agreement tracking (\$18,000).

Provides funding to continue the countywide LinkedIn Account which includes access for Talent Acquisition & Compensation staff to perform active sourcing for candidates and market Wake County Government as an employer of choice (\$75,000).

The budget adds funding to create new functionality by incorporating Microsoft Teams meeting links into Cornerstone Learning Management System training opportunities, which helps HR Trainers coordinate with participants more quickly (\$10,000).

Human Resources

A department HR Business Consultant will support multiple departments for HR policies, procedures, and programs. The position will also provide guidance to hiring managers in departments for recruitment, postings, reclassifications, and personnel actions (1.000 FTE, \$108,000).

The budget adds a Human Resources Service Center Supervisor to supervise the Service Center Representatives and develop one-call resolutions, service level agreements, and quality improvements for the HR Service Center (1.000 FTE, \$118,000).

Horizon Issues

Wake County's response to the current labor market is critical for the both its short and long-term

position as an employer of choice. Utilizing proactive recruitment methods, innovative wellness offerings, and modern employee engagement systems will allow Wake County to respond to the current challenges and opportunities for both talent acquisition and employee retention.

Expanding upon the current relationships between Human Resources and other County departments will best leverage the available resources in the areas of human capital management. Starting with the current Departmental Human Resources Business Consultant pilot, Onboarding Center, and Salary Administration efforts, the opportunity to develop these offerings will lead to enhanced outcomes.

Human Resources

Service Area: Compensation

Human Resources surveys, analyzes and recommends pay plan and position classification changes based on labor market trend data to maintain recruitment and retention competitiveness. HR ensures the County's classification system is in compliance with the Board, adopted pay philosophy, and Fair Labor Standard Act (FLSA).

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percentage of employees within 75-100% of midpoint/compa-ratio	92	95	95	95
Effectiveness				
Percentage Positive Rating In Compensation From Exit Interviews	55	60	70	80

Service Area: Recruitment and Retention

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of days to fill position from posting (average)	62	65	63	45
Effectiveness				
Percent of New Hires Retained Through Probation	87.4	86.0	87.0	90.0
Percent of total turnover	16.4	17.0	15.0	10.0

Service Area: Benefits and Wellness

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of employees using Employee Health Center	70	70	70	50
Percent of participation in biometric health screening	95	95	95	90
Percent of participation in health risk assessment	93	95	95	90

Human Resources

Service Area: Employee Relations

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of grievances resolved internally	82	85	85	85
Percent of employees participating in exit interviews	24	25	30	30
Percent of Unemployment Insurance Liability Reduced	94	95	95	90

Service Area: Training and Organizational Development

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of training sessions completed by employees	13,313	10,000	10,000	
Effectiveness				
Score for training evaluation out of 5 (average)	4.27	4.30	4.30	4.00

Service Area: Payroll

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.

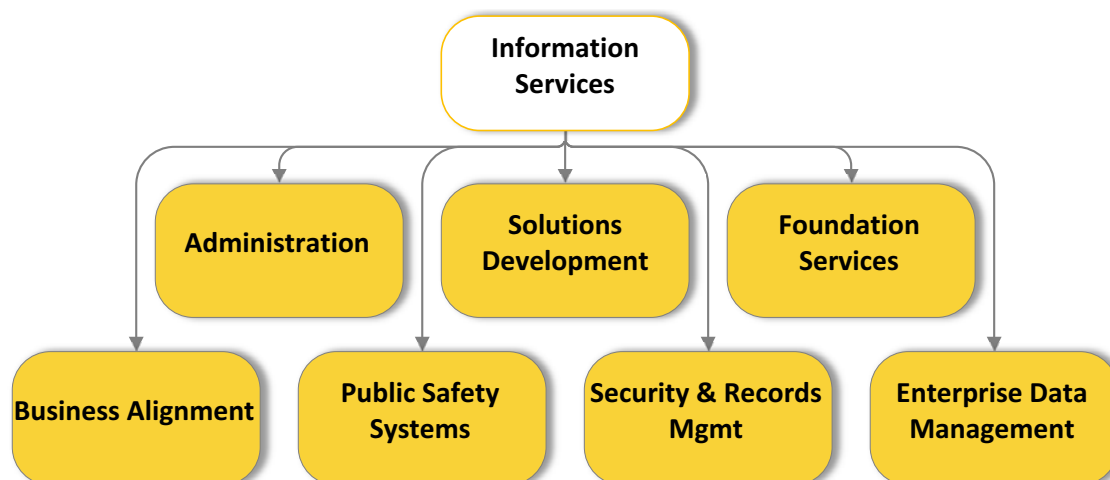
Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Percent of time payroll is accurate	99	99	99	99

Service Area: Human Resource Information Systems (HRIS)

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Percent of electronic W-2 participation	35	40	40	50

Information Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$13,644,362	\$14,469,177	\$14,474,737	\$16,188,470	65.6%
Contractual Services	\$4,102,928	\$6,362,963	\$6,378,540	\$7,718,174	31.3%
Supplies, Materials and Other Charges	\$651,209	\$737,499	\$737,499	\$778,448	3.2%
Capital Outlay	—	\$19,800	\$19,800	—	0.0%
Debt	\$1,206,281	—	—	—	0.0%
Expenditure Totals	\$19,604,780	\$21,589,439	\$21,610,576	\$24,685,092	
Number of FTEs					
	111.750	113.750	113.750	118.750	

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 administering 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 goals provide the business drivers that shape and guide the work of the department. These goals are interconnected, ensuring the department is delivering the best services and products available. 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 continues to rank highly in the annual Digital Counties Survey 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 the latest survey among counties with 1 million of more residents.

Information Services worked with Wake County Health and Human Services to rollout a COVID-19 testing and vaccine sign-up platform option for County residents. The sign-up platform is available in

Information Services

ten different languages, can be completed on multiple types of devices, and allows for easy communications and reminders for residents. The registration and appointment surveys also provided Wake County the areas to specifically focus communication and efforts for vaccine awareness.

As part of the County's Wake 2.0 initiative, the County evaluated workspace needs in the new hybrid environment. This included collaborating with the General Services Administration to identify and prioritize spaces to outfit with audio/visual equipment in conference rooms and collaboration spaced. The initiative included working with Budget and Management Services to create a new audio/visual capital funding stream for future replacement of equipment.

The Wake County Board of Commissioners adopted an ordinance prohibiting discrimination in public accommodations and employment in the unincorporated areas of the County that went into effect on Feb. 1, 2022. Information Services collaborated with the Communications Office, County Attorney's Office, and County Manager's Office to create a portal on the County website to collect and process allegations of discrimination.

Information Services and Tax Administration began work for the 2024 countywide property revaluation by building test and production environments for Tax Administration's revaluation platforms. The two departments have met with SAS to determine reporting, modeling and data management needs for the 2024 revaluation.

FY23 Discussion

The budget increased by \$3.1 million from the prior year. This increase includes \$1.1 million from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

Addition of a data warehouse and data manipulation tools to provide a central platform for storage of enterprise datasets and tools to efficiently manage data (\$50,000).

Implement a data governance platform to house enterprise data policies and metadata about the County's enterprise datasets in a searchable data

catalog that simplifies the process of finding and using data (\$353,000)

A vendor managed endpoint detection and response service to assist existing staff's 24/7/365 endpoint monitoring and incident response. Service monitors for suspicious activity such as app installations and alerts County staff of incidents (\$301,000)

A vendor managed service to assist existing staff's 24/7/365 phishing response (\$115,000).

Implement a centralized Secure Sockets Layer or SSL certificate management platform that allows issuing, installing, inspecting, remediating, and renewing SSL certificates from one place (\$5,000).

A comprehensive Microsoft Office 365 backup and restore tool to safeguard the County's data against loss in a major event (\$125,000).

Funding for increased network bandwidth and cost escalations in software platforms that are essential to County services such the County's ERP systems, emergency alert system, and public website (\$401,000).

An Audio/Video Engineer to support the upfit and maintenance of meeting spaces being upgraded with video conference and hybrid work capabilities, as well as serve as the primary IT support for Board of Commissioner meetings (1.000 FTE, \$120,000).

One Business Analyst to provide business analysis and develop business and technical requirements for Public Health and Social Services information system projects (1.000 FTE, \$111,000).

A third SQL Database Engineer to continue support for the County's 294 SQL systems (1.000 FTE, \$163,000).

An Application Development Engineer to support the rewrite of Tax Administration's Computerized Aided Mass Appraisal System (1.000 FTE, \$185,000).

Restore FY 2021 budget reduction of an IT Procurement Technician to bolster Information Service's capacity to procure and manage the County's IT hardware and software assets (1.000 FTE, \$83,000).

Information Services

Horizon Issues

The Raleigh area continues to be ranked as one of the best places to work in the IT sector in the nation. Hiring IT professionals in the increasingly competitive job market continues to be difficult, particularly attracting Security, SQL, and .Net Developer resources. The county must be creative in its recruitment strategies to attract and retain highly competent IT staff.

As the County places more confidential information online, it is at greater risk for a loss of security and privacy. National headlines tell of attacks that have impacted hundreds of millions of households across the country. As technology advances and is used in more and more business processes, we must focus just as much attention on securing the human as well as the technology.

As more services move to cloud-based models and software-as-a service initiatives, information is no longer neatly confined to County data centers. As regulations regarding privacy and protection of information increase, this requires adapting to changing storage models to maintain the confidentiality, integrity, and availability of this information.

Information Services is preparing to provide long-term support of a county workforce that operates very differently from the way it did prior to the COVID-19 pandemic. With an estimated 67% of employees reporting they can continue to work fully or partially remote, Information Services will transform its processes for hardware inventory and distribution, technical support, and telephone and network capability.

Information Services

Service Area: Technology Platforms

Information Services provides and maintains foundational network, server, telecommunications, and end user computing environments in a resilient and recoverable manner. Technologies provided by Information Services are essential to everyday work performed by County staff, which underscores the importance of resilient design for consistent availability. These technology platforms serve all Wake County employees, which in turn, allows them to deliver services to County residents. In addition, Information Services also designs, develops, implements, maintains, and supports enterprise and business-specific software solutions using modern tools and best practices. These solutions include custom developed applications, as well as third party and hosted systems implemented to align with enterprise and business specific needs. These solutions are maintained in a manner that remains in sync with industry changes and trends, while ensuring compatibility with the overall IT environment. Much like the foundational technology, these solutions are delivered to all County staff and by extension to Wake County residents.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Mobile Device Management Enrollment		2,017	2,170	
Number of virtualized application and endpoint users		1,098	1,180	
Efficiency				
Percent of Time End User Support Requests are Resolved Based on Published Service Level Agreements	84.75	85.00	93.00	93.00
Effectiveness				
Percent of Time Internet Usage Falls Within Allotted Bandwidth		100.00	100.00	99.00
Percent of Time VoIP Phone Services are Available	99.17	100.00	99.50	99.50

Service Area: Data & Analytics

Information Services maintains enterprise data integrity and fosters data-driven decision making through its management of an enterprise analytics platform and aWake analytics community. The Data Governance program implements data governance policies and best practices that focus on data accessibility, reliability, and reusability. The Open Data program provides datasets and data stories to the public. The aWake community offers an interactive collaboration space including office hours, training, and consulting support for data and analytics projects.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of Datasets Updated on Time			90.00	90.00
Effectiveness				
Percent of Datasets Published Against Annual Target			90.00	90.00
Percent of New Users on Wake County Open Data Portal		(9.19)	2.00	5.00

Information Services

Service Area: Solutions Development

Information Services provides a variety of services to the County's business units, including: 1) Project management, business analysis and business process re-engineering services to the County leading to efficient implementation of initiatives and business operations; 2) Development of requests for information, requests for proposals, contract management, and review of documentation with a technical component within a County department; 3) Enterprise project and application portfolio management; 4) Training on standard enterprise applications for County staff; 5) Training on newly implemented enterprise tools and processes accessible to County staff; and 6) Organizational change management consultation and services, to County departments and staff, including a scalable process to facilitate and support organizational change.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Employees Trained on Enterprise Applications	2,080	1,609	1,600	1,600
Number of New Applications Added to the Portfolio		25	30	30
Efficiency				
Percent of Project Portfolio IT Projects that Met the Target Implementation Date	43	50	45	45
Effectiveness				
Percent of Employees Utilizing the Tools and Techniques After Completing Training		50	50	50
Percentage of Respondents that Agree or Strongly Agree They Were Aware of IT initiatives that Affect Them.		85	85	85

Service Area: Public Safety Systems

Information Services is responsible for the coordination of multiple public safety technology platforms utilized by public safety first responders throughout Wake County. Information Services provides operational support, maintenance and fiscal oversight of the County's state-of-the art digital public safety radio communications system and paging systems. These systems are used for emergency communications between first responders in the field and in the emergency dispatch 911 centers. Support and oversight are facilitated by the technical administration and management of the platforms, as well as the maintenance and upkeep of the system infrastructure including fourteen tower sites located throughout the County. Information Services contracts with a local radio system service provider to assist with infrastructure management. In addition, Information Services staff working in partnership with the City of Raleigh, shares fiscal oversight and governance support

Information Services

for the Computer Aided Dispatch (CAD) and mobile data systems utilized in the Raleigh/Wake Emergency Communications 911 Center, the Wake County Sheriff's Office 911 center and the Holly Springs 911 center. CAD refers to the software and hardware that enables a 911 center to receive emergency calls, determine the location of the emergency and then send the appropriate emergency resources to the scene. Fiscal support and oversight are governed by an interlocal agreement between the City of Raleigh and the County executed in early 2017.

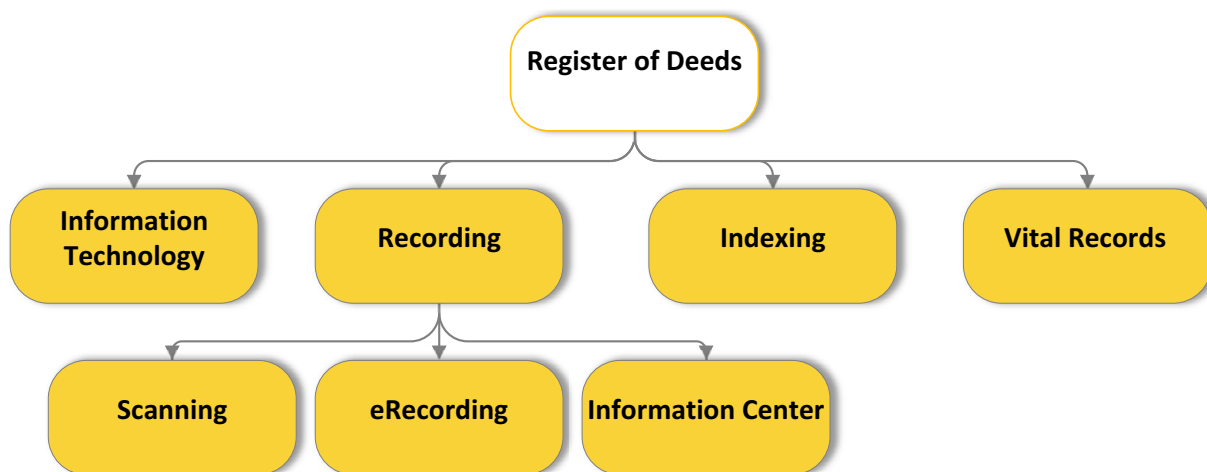
Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent 800 MHz Radio System Portable Street-level Radio Talk-In Digital Audio Quality of 3.4			2.00	2.50
Percent 800 MHz Radio System Portable Street-Level Radio Talk-out Digital Audio Quality of 3.4			2.00	2.50

Service Area: Security Services

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Managed Countywide Policies	376	400	400	
Effectiveness				
Percent of Records Management Consultations Completed	87	90	90	90
Percent of staff that have completed mandatory security awareness training modules	97	96	96	95

Register of Deeds



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Taxes	\$18,737,453	\$16,834,886	\$16,834,886	\$21,604,096	75.8%
Charges For Services	\$8,519,529	\$6,244,845	\$6,244,845	\$6,724,619	23.6%
Licenses & Permits	\$141,260	\$67,556	\$67,556	\$177,069	0.6%
Interest Income	\$(5,284)	\$15,388	\$15,388	—	0.0%
Miscellaneous	\$2,969	—	—	—	0.0%
Other Financing Sources	—	—	\$1,842	—	0.0%
Revenue Totals	\$27,395,928	\$23,162,675	\$23,164,517	\$28,505,784	
Expenditures					
Salary / Benefits	\$2,793,856	\$2,987,235	\$2,989,032	\$3,375,720	88.4%
Contractual Services	\$320,039	\$361,129	\$361,129	\$298,169	7.8%
Supplies, Materials and Other Charges	\$111,245	\$143,572	\$150,113	\$143,572	3.8%
Debt	\$179	—	—	—	0.0%
Expenditure Totals	\$3,225,320	\$3,491,936	\$3,500,274	\$3,817,461	
Number of FTEs	40.000	41.000	41.000	42.000	

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 and makes 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.

Register of Deeds

Major Accomplishments

The Wake County Register of Deeds Office successfully navigating reopening to the public physically and providing virtual services. The Wake County Register of Deeds office successfully transformed the office to conform to county COVID-19 protocols by installing plexiglass dividers, social distancing guidance, and hand sanitizing stations.

Flexibility was also added by providing extended business hours to 5:00 pm for walk-in business and e-Recording. The office began accepting electronic recording of plat and condo maps, similar e-Recording of documents. Technical improvements made to the land records system allowed this to happen. Previously the only possible way was for in-person or mail-in recording of these items.

Wake County Register of Deeds Office partnered with Shaw University to launch the Enslaved Persons Project, a massive effort to catalog, transcribe, and make public the record of enslaved people. More than 30 deed books contain bills of sale and property exchanges that may allow hundreds of people to track the history of their families.

Expanded Vital Records services at the Southern Regional Center to issue marriage and death certificates and offer house account charges to be accepted for funeral homes.

FY23 Discussion

The budget increased by \$326,000 from the prior year. This increase includes \$309,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

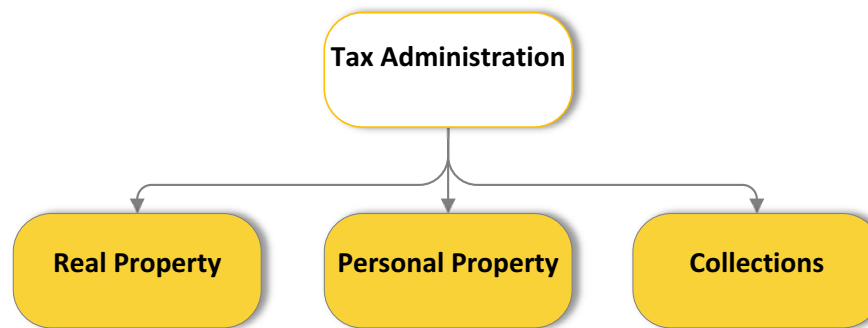
An IT Desktop Support Technician is included to support staff and the public in hardware and software needs (1.000 FTE, \$78,000).

Horizon Issues

The Register of Deeds will execute a Request for Proposal and select a vendor to replace our Land Records software, open a U.S. Passport Acceptance Facility inside the Register of Deeds office, and expand additional services to all Wake County Regional Centers.

The Register of Deeds will continue efforts on the Enslaved Persons Project Wake County Register of Deeds plans to explore the following projects: replace land records software; assessment of Public Vault layout to make the room more user friendly for the public and the ROD office, racial equity training for leadership and staff, begin working on identifying and cataloging racially restrictive covenants in Wake County's land records.

Tax Administration



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,146,286	\$1,193,000	\$1,193,000	\$2,179,000	39.8%
Interest Income	\$(8,245)	—	—	—	0.0%
Miscellaneous	\$529	\$500	\$500	\$500	0.0%
Other Financing Sources	—	\$125,600	\$125,600	\$900,000	16.4%
Transfers	\$1,881,000	\$2,400,000	\$2,400,000	\$2,400,000	43.8%
Revenue Totals	\$3,019,570	\$3,719,100	\$3,719,100	\$5,479,500	
Expenditures					
Salary / Benefits	\$5,636,117	\$6,452,400	\$6,548,154	\$8,294,359	56.4%
Contractual Services	\$1,045,331	\$1,144,764	\$1,059,764	\$2,129,072	14.5%
Supplies, Materials and Other Charges	\$2,796,616	\$2,793,563	\$2,787,753	\$3,278,569	22.3%
Debt	\$3,068	\$3,770	\$3,770	\$3,770	0.0%
Transfers Out	\$481,000	\$1,000,000	\$1,000,000	\$1,000,000	6.8%
Expenditure Totals	\$9,962,133	\$11,394,497	\$11,399,441	\$14,705,770	
Number of FTEs	76.000	80.000	82.000	97.000	

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. Tax Administration 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.

Wake County Tax Administration focuses on completing its duties, as mandated by the North Carolina General Statutes, in the most fiscally responsible and customer focused approach possible.

To do this, the office works as efficiently as possible to increase productivity and control costs.

Major Accomplishments

Wake County Tax Administration is a consistent leader in County property tax collection within North Carolina, achieving an overall FY21 collection rate of 99.88%, one of the highest collection rates amongst North Carolina counties.

An essential priority of Tax Administration is to provide timely, accurate, and professional customer service. For FY21, department staff responded to 95,258 calls with a 99.06% call response rate.

The real estate market continues to dramatically increase the department's work of ensuring accurate

Tax Administration

assessment of property owners. In calendar year 2021, the department processed 51,750 deed transfers, a 22 percent increase over calendar year 2020, the department's previous record. The County added over 7,300 new parcels in calendar year 2021, for a total parcel count of 401,294.

The department continues to modernize its custom software systems for the County's collection module, billing module, and Computer Assisted Mass Appraisal (CAMA) system.

FY23 Discussion

The budget increased by \$3.3 million from the prior year. This increase includes \$692,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, \$1.0 million in increases to contracts and other charges related to revaluation per the department's revaluation plan, as well as the changes detailed below. The County's revaluation uses an intrafund transfer to smooth spending across the periodic reappraisal.

Additional staff, including four Tax Agents, eight Appraisers, two Senior Appraisers, and one IT Specialists, will address increased workload and support the 2024 revaluation (15.00 FTEs, \$1,250,000).

The budget includes contract and costs escalations to bill and collect ad valorem taxes, including for printing costs, auditing services, and postage (\$144,000).

An increase in the NC DMV Motor Vehicle Tax collection fee charged to the County is included to account for motor vehicle tax collection increases and the associated 2.8% credit card fee (\$208,000).

The budgeted revenue increased \$986,000 based on the increase in the administrative fee charged to municipalities for the listing, appraising, assessing, and collection of municipal property taxes increasing from 0.2% to 0.35% in FY23. This is the first of a three year planned increase in the municipal fee to cover the increasing cost associated with tax collection.

Horizon Issues

Since 2016, the department has seen a steady increase in real estate activity with a 103% increase in property ownership (deed) transfers and a 31% increase in new residential and commercial buildings. The County's real estate market is also rapidly changing. The value of qualifying real estate sales has increased 20 percent since the January 1, 2020 revaluation. The department also has seen significant growth in transactions. Since 2016, there has been almost 37,000 new bills to assess and collect. The continued growth in value and in the number of new buildings, parcels, and accounts will impact the 2024 revaluation.

In addition to rapid growth, the department faces required upgrades to its internal software. The current LR/CAMA (Land Records/Computer Assisted Mass Appraisal) system is a custom software application built in a joint effort between Tax Administration, Wake County Information Services, and an external software vendor during the early-to-mid 2000s. Over the past fifteen years, the application has been continuously improved in response to emerging business needs, developments in tax policy, and a rapidly changing real estate industry. The system is nearing its technical end of life and requires replacement. The department will need to dedicate significant time and resources to the re-write of LR/CAMA while at the same time conducting the 2024 revaluation. Reevaluation will require coordination to work in the current system while testing the new system to ensure continuity while appraising.

Tax Administration

Projected Revenue and Expenditures for the 2024 Reappraisal Cycle

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projection	FY 2023 Budget
Revenues				
Transfer from General Fund	\$1,000,000	\$481,000	\$1,000,000	\$1,000,000
Interest Revenues	\$50,695	(\$8,245)	\$0	\$0
Revenues Total	\$1,050,695	\$472,755	\$1,000,000	\$1,000,000
Expenditures				
Temporary Staffing	\$98,261	\$79,759	\$45,000	\$80,000
Contracted Services	\$1,494,081	\$778,544	\$668,671	\$1,675,366
Operating Expenses	\$198,788	\$120,690	\$61,929	\$174,620
Expenditures Total	\$1,791,129	\$978,993	\$775,600	\$1,929,986
Fund Balance				
Beginning Fund Balance	\$3,484,490	\$2,744,057	\$2,246,064	\$2,370,464
Increase Uncommitted Funds			\$124,400	
Use of Uncommitted Funds	(\$740,433)	(\$497,993)		(\$900,000)
Ending Fund Balance	\$2,744,057	\$2,246,064	\$2,370,464	\$1,470,464

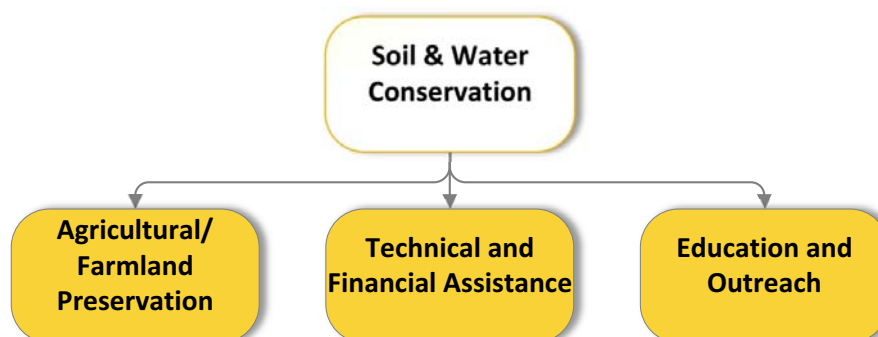
Tax Administration

Service Area: Collection of Property Taxes

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of real estate and personal property tax collected	99.88	99.75	99.75	99.50

Soil & Water Conservation District



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	—	\$35,000	\$35,000	—	0.0%
State	\$25,500	\$49,988	\$49,988	\$24,488	100.0%
Charges For Services	—	\$1,000	\$1,000	—	0.0%
Revenue Totals	\$25,500	\$85,988	\$85,988	\$24,488	
Expenditures					
Salary / Benefits	\$451,774	\$553,659	\$587,150	\$733,692	84.0%
Contractual Services	\$213,273	\$401,393	\$372,596	\$50,400	5.8%
Supplies, Materials and Other Charges	\$41,510	\$87,407	\$84,200	\$57,727	6.6%
Capital Outlay	\$943	—	—	\$31,700	3.6%
Expenditure Totals	\$707,499	\$1,042,459	\$1,043,946	\$873,519	
Number of FTEs	6.000	6.500	6.500	8.000	

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 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.

Wake Soil and Water Conservation District received a grant to advance soil health through best management practice adoption from the National Fish and Wildlife Foundation. The grant 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.

Over 150 farm and forest landowners attended the 15th Annual Keeping the Farm Workshop, which provides conservation, easement, and estate planning information for landowners.

Soil & Water Conservation District

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.

FY23 Discussion

The budget decreased by \$169,000 from the prior year. This reflects the decrease in budget from the movement of Cooperative Extension to a separate department netted against a \$57,000 increase from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions and the changes detailed below.

The amounts for Soil and Water Conservation District FY 2021 - FY 2022 reflect a combination of Soil and Water Conservation District and Cooperative Extension, which were previously grouped as Quasi-Governmental.

A Farmland Preservation Coordinator is included to establish and manage the County's Farmland Preservation program (\$122,000, 1.000 FTE).

The budget increases the Big Sweep Volunteer Coordinator from part-time to full-time to improve staff capacity to professionalize and expand the Big Sweep program to reach all watersheds in the County (\$39,000, 0.500 FTE).

Funding for a contract escalation for program participation for the Beaver Management Assistance Program (\$1,000).

The budget includes funding for the second year of a three-year commitment to the NextGen program, a land conservation and farming program run by the Triangle Land Conservancy (\$40,400).

Horizon Issues

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

Service Area: Technical and Financial Assistance

Provide voluntary technical conservation planning assistance or financial incentives to farmers, and farm and forest landowners in Wake County to address natural resource management concerns.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of state or federal cost-share contracts approved	27	25	28	30
Output				
Acres of conservation practice installs or treated to address natural resource concerns	1,531.28	2,032.54	2,000.00	2,500.00
Conservation plan written for acres of land	2,178.62	1,800.00	1,500.00	2,000.00
Financial assistance to address natural resource concerns	191,279	212,000	250,000	300,000
Effectiveness				
Site visits conducted and evaluated for technical assistance	26	28	30	40

Service Area: Farmland Preservation

Administer and implement a comprehensive Farmland Preservation Program in Wake County that includes voluntary agricultural districts, enhanced voluntary agricultural districts, and the agricultural conservation easement program.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Voluntary Agriculture District Enrollment Acres	839.28	750.00	700.00	1,000.00
Voluntary Agriculture District Program Enrollments	10	9	10	13

Service Area: Adult and Youth Environmental Education

Provide educational and outreach programs to adults and youth. This includes participating in environmental education field days, public and private school visits, Envirothon, Watershed Stewardship Schools, the Resource Conservation Workshop, Service-Learning projects, Food, Land and People, Project WET, mobile soils classrooms, the Wake County Green School Partnership, coordinating careers in conservation scholarships, poster, essay, and speech contests.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Hours of educational programming, workshops, and coordination conducted	1,501	500	1,000	2,000
Number of scholarships supported and received	2	1	2	3
Participants in environmental education, training, and outreach programs	648	600	1,000	2,000

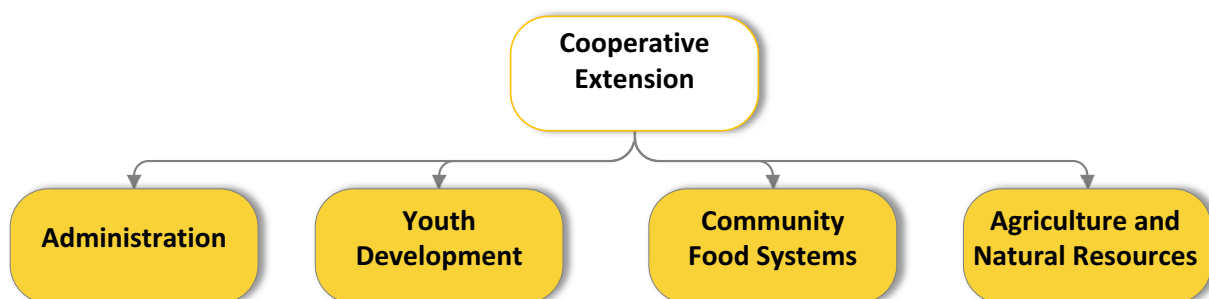
Soil & Water Conservation District

Service Area: Big Sweep Program

Wake County Big Sweep schedules events, trains volunteers, provide supplies, coordinates disposal, and collects results from all cleanups. It is a citizen-driven volunteer program dedicated to litter-free communities and waterways. For over 30 years, Big Sweep has coordinated cleanups in Wake County focused on watersheds, streams, lakes, and wetlands that ultimately lead to the ocean. Wake County Big Sweep works with dedicated citizens, city and county parks, civic organizations, youth groups, schools, churches, and businesses to conduct numerous cleanups per season. Events are scheduled twice a year in the Spring and Fall.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Big Sweep events		25	30	35
Number of Big Sweep volunteer participants	224	800	800	1,000
Effectiveness				
Percentage of impaired watersheds cleaned as established by the Environmental Protection Agency		71	75	80
Percentage of Wake County drinking water watersheds cleaned		25	33	40
Pounds of trash removed from clean-ups	393	11,000	15,000	15,000

Cooperative Extension



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	—	—	—	\$35,000	9.1%
State	—	—	—	\$347,589	90.6%
Charges For Services	—	—	—	\$1,000	0.3%
Revenue Totals	—	—	—	\$383,589	
Expenditures					
Salary / Benefits	—	—	—	\$1,459,962	55.0%
Contractual Services	—	—	—	\$764,346	28.8%
Supplies, Materials and Other Charges	—	—	—	\$430,297	16.2%
Expenditure Totals	—	—	—	\$2,654,605	
Number of FTEs	0.000	0.000	0.000	16.000	

Department Purpose and Goals

The Wake County Center of North Carolina Cooperative Extension delivers 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 align research-based information from the land grant university system with local priorities established by Wake County: 4-H Youth Development, Community Food Systems, and Agriculture & Natural Resources.

Cooperative Extension's budget has spanned multiple departments over the years. Starting in FY23, it will be a standalone department combining State and County resources into one new department. Social and Economic Vitality services will continue to be offered in Health and Human Services.

Major Accomplishments

Since March 2020, the Wake County Center has facilitated the COVID-19 county-wide emergency food response serving over 16 million meals to food insecure residents across the county.

Extension's 4-H Youth Development program worked with Wake County Public Health in developing a COVID-19 Youth Council for Wake County that engaged seventy-four (74) high schoolers in development of TV spots for NCDHHS encouraging other teens to get vaccinated and tested for COVID-19. Nine different promotions aired during MyRDC coverage of high school football

Cooperative Extension

games during the Fall of 2021, with a total viewership of at least 9,000.

Wake County's 4-H GIS Club developed an ArcGIS Web Application utilizing data from the Robert Wood Johnson Foundation's County Health Rankings alongside data from the Center for Disease Control. This work, along with other team projects, was highlighted at the ESRI International Users' Conference this past summer and resulted in a \$5,000 investment for ongoing training and support for the Wake County 4-H GIS club.

Extension worked with the City of Raleigh and the Town of Cary to accelerate adoption of their respective urban stormwater control measures. The City of Raleigh reports that over 350 property owners have submitted for their program's funding and over 131 projects have been funded by the end of 2021. These efforts resulted in over 3.5 acres of "built-upon developed area producing stormwater" now being treated. The result is a total water quality improvement value of over \$481,000 in potable water, nitrogen & phosphorus reductions.

Extension continues to organize quarterly online community garden leadership meetings for those invested in the management of over 50 community gardens. Extension's Horticulture Agent led the development of a new 4-part Garden Mentor training.

FY23 Discussion

As a new department, the base budget was created by moving staff and functions related to Cooperative Extension out of the Health and Human Services and Quasi-Governmental departments. There are additional changes detailed below.

The budget includes a Department Business Manager to support the new department's leadership and programs with business operations that were previously provided by the Health and Human Services Department (1.000 FTE, \$134,000).

Horizon Issues

Population growth, supply chain disruptions, and the lingering impact of the pandemic on families is increasing the demand on food system sectors. To address these demands, several areas are being researched: food production, food processing, and sustainable, urban agriculture. Training and best practice related to equity in the food system and new concepts, like treating food as medicine, are also emerging in this field.

There is a greater demand for education about protecting the drinking water supplies; identifying new pests that may bring serious health problems. Extension is working to bring best practices in mitigating the effects of extreme high and low temperatures, allergens, air quality and drought to our residents, and to business and community partners.

Cooperative Extension

Service Area: 4-H Youth Development

4-H Youth Development implements high-quality youth development programs for youth ages 5 through 18. Programs are research-based and developmentally appropriate for youth audiences. Most programs are free or have scholarships available.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Unduplicated number of school-age youth served through 4-H Youth Development	3,436	3,366	4,000	7,000
Effectiveness				
Percent of involved youth with no recidivism	97	100	97	100

Service Area: Volunteer Development

Cooperative Extension recruits, screens, and trains a diverse volunteer workforce to benefit Agriculture & Natural Resource, 4-H Youth Development, and Food Security program areas in Wake County.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of volunteer hours contributed by youth and adults through Wake County Cooperative Extension	34,287	36,600	36,600	40,000

Service Area: Agriculture and Natural Resources

Cooperative Extension, in partnership with NC State University's Stormwater Program delivers a comprehensive Water Resources Protection Education Program, provides the latest research-based educational programs that address the expressed needs of professional stormwater partners, property owners, environmental advocacy groups, and other water quality stakeholders to improve protection of water quality.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of engineers, landscape professionals, homeowners or farmers who adopt best management practices in agriculture or natural resources management	2,299	4,387	5,000	10,000
Effectiveness				
Number of farmers, homeowners or partners increasing knowledge or skills to enhance plant or animal production or participation in local food system.	3,648	9,000	12,000	30,000

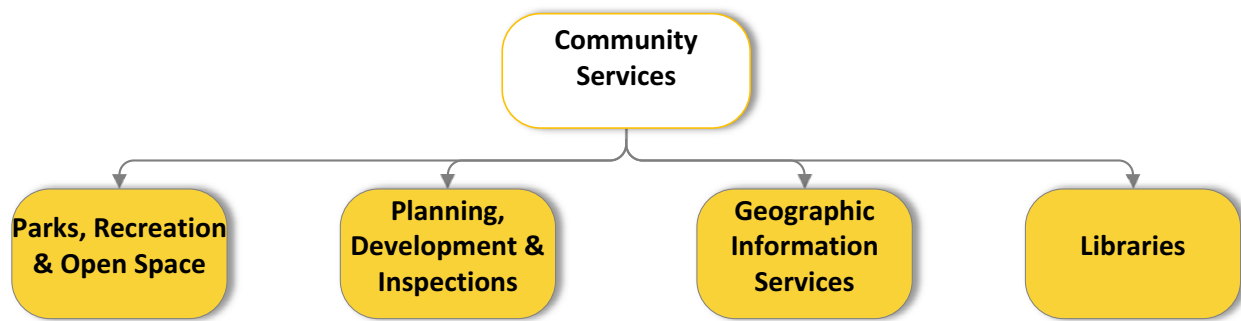
Cooperative Extension

Service Area: Community Food Systems

According to the most recent census data, Wake County has over 500 farms, yet most of Wake County residents' food comes from outside the county. Cooperative Extension is strengthening the local and regional food system by improving market-readiness of new and small farmers, connecting new growers to land resources and trainings, connecting agribusinesses to new and existing outlets, and promoting awareness of and access to produce grown within our region.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Meals Served (emergency food, Universal breakfast, Summer Food Program, Food Bank Partner Agencies (IFFS & FBCENC), Wake Funded school pantries)	26,147,749	4,500,000	4,500,000	5,000,000
Number of Free and Reduced Lunch eligible students participating in Universal Breakfast.	365,572	350,000	400,000	

Community Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$602,416	\$602,000	\$602,000	\$600,000	9.6%
Charges For Services	\$1,305,854	\$872,625	\$872,625	\$924,875	14.8%
Licenses & Permits	\$4,157,417	\$3,632,381	\$3,632,381	\$4,587,131	73.5%
Miscellaneous	\$163,749	\$125,000	\$125,000	\$125,000	2.0%
Revenue Totals	\$6,229,436	\$5,232,006	\$5,232,006	\$6,237,006	
Expenditures					
Salary / Benefits	\$27,861,222	\$30,725,748	\$30,675,651	\$37,179,659	76.8%
Contractual Services	\$1,171,147	\$949,512	\$1,218,481	\$1,442,001	3.0%
Supplies, Materials and Other Charges	\$8,877,102	\$9,616,440	\$9,622,549	\$9,430,650	19.5%
Capital Outlay	\$83,722	\$2,605	\$52,522	\$327,955	0.7%
Debt	\$481	—	—	—	0.0%
Expenditure Totals	\$37,993,675	\$41,294,305	\$41,569,203	\$48,380,265	
Expenditures by Division					
Community Services Management and Budget Office	\$776,270	\$915,649	\$914,513	\$1,037,574	2.1%
Geographic Information Services	\$2,140,770	\$2,137,011	\$2,133,664	\$2,993,083	6.2%
Libraries	\$25,670,009	\$27,826,058	\$28,030,319	\$31,564,727	65.2%
Parks, Recreation, and Open Space	\$3,077,271	\$3,788,217	\$3,857,233	\$4,803,279	9.9%
Planning, Development and Inspections	\$6,023,713	\$6,246,099	\$6,251,219	\$7,981,602	16.5%
Veterans Services	\$305,642	\$381,271	\$382,255	—	0.0%
Expenditure Totals by Division	\$37,993,675	\$41,294,305	\$41,569,203	\$48,380,265	
Number of FTEs	374.500	378.000	380.000	427.500	

Department Purpose and Goals

Community Services administers six divisions: Management and Budget Office; Parks, Recreation, and Open Space; Planning, Development and Inspection Services; 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.

FY23 Discussion

The budget increased by \$7.1 million from the prior year. This increase includes \$1.9 million from salary and benefit adjustments including market range

Community Services

changes, cost of living adjustments, performance pay, and retirement contributions, a change in how book courier charges were calculated resulting in a shift in dollars from Supplies, Materials, and Other Charges to Contractual Services, as well as the changes detailed below, including shifting the Veteran's Services Division resources to the Housing Affordability and Community Revitalization Department.

The Community Services budget adds \$5,200,000 for staff in GIS, Planning, Development, and Inspections, Libraries, and Parks, Recreation, and Open Space divisions and purchases GIS project management and helpdesk software (51.5000 FTE). Expansions also includes \$7,000 in revenue for Beech Bluff County Park.

Community Services Management and Budget Office

Division Summary - Community Services Management and Budget Office

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$763,729	\$884,869	\$883,733	\$955,794	92.1%
Contractual Services	\$54	\$13,100	\$13,100	\$13,100	1.3%
Supplies, Materials and Other Charges	\$12,488	\$17,680	\$17,680	\$68,680	6.6%
Expenditure Totals	\$776,270	\$915,649	\$914,513	\$1,037,574	
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.

Parks, Recreation and Open Space

Division Summary - Parks, Recreation, and Open Space

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$48,965	\$89,000	\$89,000	\$96,000	100.0%
Revenue Totals	\$48,965	\$89,000	\$89,000	\$96,000	
Expenditures					
Salary / Benefits	\$2,505,391	\$3,063,350	\$3,058,947	\$3,841,162	80.0%
Contractual Services	\$86,252	\$76,407	\$83,749	\$90,488	1.9%
Supplies, Materials and Other Charges	\$407,761	\$648,460	\$679,620	\$648,279	13.5%
Capital Outlay	\$77,867	—	\$34,917	\$223,350	4.6%
Expenditure Totals	\$3,077,271	\$3,788,217	\$3,857,233	\$4,803,279	
Number of FTEs	36.000	39.500	39.500	49.500	

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. The Board of Commissioners approved the schematic design for this 300-acre park in February 2021. The park will be located off NC Highway 42 east of Fuquay Varina.

Open space acquisition and greenway trail development: 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) is providing matching funds (\$0.25 on \$1.00 of County investment) due to the Complete I-540 Lawsuit Settlement. Results of the RFP were robust, and staff has acquired eight properties totaling 482 acres, investing \$5.56 million.

Partnered with Raleigh and Apex on three greenway projects totaling 3.1 miles, investing \$4.49 million.

FY23 Discussion

Additional funding is included to increase wages for park aides from \$10 to \$15 (\$123,000).

Operational funding for Beech Bluff Park with regular and temporary staff is included in the budget (10.000 FTE, \$758,000).

Parks, Recreation and Open Space

Service Area: Protect Open Space and Natural Resources

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.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Natural Resource Information Division unique Species Identified in all County parks and open space	28	118	118	100
Number of open space acres acquired, dedicated, or proffered to date	8,480	9,000	9,000	10,000
Number of visits at nature preserves	40,528	65,437	65,437	80,000

Service Area: Provide Outdoor Recreation Resources

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).

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of boat rentals (users)		4,000	4,000	
Number of field reservations (by the day)	15	83	83	1,250
Number of group camp users	500	500	500	
Number of recreational event participants	175	150	150	500
Number of shelter reservations	559	600	600	700

Service Area: Engaging, Entertaining & Educational Park Programs

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.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of program participants (general, organized group, and outreach)	6,779	14,948	14,948	15,000
Number of self-guided program users	19,652	14,544	14,544	20,000

Parks, Recreation and Open Space

Service Area: Park Facilities that are Well Thought Out

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.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	96.7	94.6	94.6	100.0
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	95.4	92.7	92.7	100.0
Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.	97.3	95.9	95.9	100.0

Service Area: Preserve Local Cultural Heritage Resources

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).

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of visits at parks with a historic focus	228,845	229,288	229,288	250,000

Parks, Recreation and Open Space

Service Area: Positive Interactions with Park Resources

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of open park days (all County parks)	3,220	3,506	3,506	4,015
Output				
Number of monthly Facebook reaches (average)	337,562	1,812,834	1,812,834	2,000,000
Number of monthly Instagram likes (average)	2,535	711,645	711,645	800,000
Number of monthly Twitter impressions (average)	99,152	797,218	797,218	900,000
Number of park system visits	1,608,953	1,995,752	1,995,752	2,000,000
Efficiency				
Number of park visits per open day (average)	500	569	569	600
Effectiveness				
Percent of visitors who strongly agreed or agreed that park information was available and informative	89.0	89.1	89.1	100.0
Percent of visitors who strongly agreed or agreed that park staff was courteous and helpful	95.2	84.7	84.7	100.0
Percent of visitors who were very satisfied or satisfied with their overall park experience	97.9	94.9	94.9	100.0

Planning, Development and Inspections

Division Summary - Planning, Development and Inspections

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,241,444	\$674,625	\$674,625	\$719,875	13.6%
Licenses & Permits	\$4,157,417	\$3,632,381	\$3,632,381	\$4,587,131	86.4%
Miscellaneous	\$360	—	—	—	0.0%
Revenue Totals	\$5,399,221	\$4,307,006	\$4,307,006	\$5,307,006	
Expenditures					
Salary / Benefits	\$5,380,978	\$5,643,164	\$5,633,357	\$7,120,014	89.2%
Contractual Services	\$138,413	\$191,192	\$144,457	\$203,336	2.5%
Supplies, Materials and Other Charges	\$504,251	\$409,138	\$470,800	\$553,647	6.9%
Capital Outlay	\$10	\$2,605	\$2,605	\$104,605	1.3%
Debt	\$60	—	—	—	0.0%
Expenditure Totals	\$6,023,713	\$6,246,099	\$6,251,219	\$7,981,602	
Number of FTEs	58.000	58.000	60.000	64.000	

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

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.

Facilitated the public engagement and approval process for revised residence districts for the Wake County Board of Commissioners.

Executed implementation of several initiatives of Wake County's newly adopted Comprehensive Plan (PLANWake) including updates to the small area plans, establishment of plan performance metrics, codification of new tools for transitioning development into municipal jurisdictions, and updated extraterritorial jurisdiction expansion criteria.

Continued to provide services and support for all County capital projects including the Wake County Public School System construction program, Research Triangle Park, Raleigh Durham International Airport, and Wake Technical Community College. The Division also continued to deliver building plan review and inspection services for the Towns of Knightdale, Rolesville, Wendell, and Zebulon pursuant to newly adopted inter-local agreements.

Planning, Development and Inspections

Executed five separate text amendments to the Wake County Unified Development Ordinance with approval by the Planning Board and Board of Commissioners. Additionally, the Division executed two separate amendments to the Wake County Code of Ordinances including Building Inspections and Historic Preservation.

FY23 Discussion

The budget includes funding for credit card fee increase from more use of online credit cards by the building community (\$95,000).

Additional funding for senior building inspectors to address the 10% increase in the number of inspections to conduct field inspections is included (3.000 FTE, \$703,000).

Increased funding a senior plan compliance inspector to address 15% increase in building plan reviews as mandated by North Carolina General Statute for construction projects is included (1.000 FTE, \$198,000).

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

Service Area: Field Inspections

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. 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.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of code incidents and violations	50	60	60	95
Number of inspections assigned to the Area Team	66,092	65,000	65,000	65,000
Number of inspections assigned to the Special Team	4,330	4,250	4,250	4,000
Efficiency				
Number of area team inspections per staff per workday	18.6	176.4	176.4	12.0
Number of special team inspections per staff per workday	5.1	6.4	6.4	4.0
Effectiveness				
Score for quality assurance (100 point scale) by inspectors in quarterly assessments (average)	99.12	98.00	98.00	95.00

Service Area: Construction Plan Reviews

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).

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Commercial Plan Reviews	2,354	2,600	2,600	2,250
Residential Plan Reviews	5,595	5,000	5,000	5,000
Efficiency				
Number of plan reviews per staff per working day	8.1	9.3	9.3	6.5
Effectiveness				
Score for quality assurance (100 point scale) by plan reviewers in quarterly assessments (average)	96.08	95.00	95.00	95.00

Planning, Development and Inspections

Service Area: Permitting

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Commercial Permits Processed	213	225	225	225
New Residential Permits Processed	1,008	850	850	900
Plumbing, Mechanical, Electrical Permits Processed	4,678	4,000	4,000	4,000
Residential Additions/Alterations Structure Permits Processed	2,810	2,500	2,500	2,500
Efficiency				
Number of residential/commercial permits per staff per workday (average)	4.2	4.6	4.6	3.0
Effectiveness				
Score for quality assurance (100 point scale) by permitting staff in quarterly assessments (average)	97.08	95.00	95.00	95.00

Service Area: Subdivision Administration

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

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Commercial Reviews	99	100	100	100
Number of Subdivision Reviews	373	325	325	300

Planning, Development and Inspections

Service Area: Zoning and Land Development

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of grave removals	1	1	1	2
Number of land use permits	153	200	200	200
Number of pre-submittal meetings	50	60	60	55
Number of rezoning cases	2	2	2	2
Number of special use permits or variances	7	6	6	5

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

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of ETJ extension requests		1	1	1
Number of Land Use Plan amendments	3	5	5	4

Veterans Services

Division Summary - Veterans Services

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$2,000	\$2,000	\$2,000	—	0.0%
Revenue Totals	\$2,000	\$2,000	\$2,000	—	
Expenditures					
Salary / Benefits	\$299,729	\$313,811	\$313,246	—	0.0%
Contractual Services	\$2,475	\$2,600	\$2,600	—	0.0%
Supplies, Materials and Other Charges	\$3,438	\$64,860	\$66,409	—	0.0%
Expenditure Totals	\$305,642	\$381,271	\$382,255	—	
Number of FTEs	4.000	4.000	4.000	0.000	

Division Purpose and Goals

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

Major Accomplishments

In February 2022, the Veterans Task Force identified 13 action items to enhance the services the County provides to veterans and their families.

In March 2022, the division participated in Veterans' Experience Action Center (VEAC) in Cary, NC.

FY23 Discussion

The entire Veterans Services budget, including 4.000 FTE and associated operating dollars, shifts from the Community Services Department to integrate services with the Housing Affordability and Community Revitalization Department.

Horizon Issues

Moving to the Housing Affordability Community Revitalization Department in July of 2022.

Geographic Information Services

Division Summary - Geographic Information Services

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$1,854,667	\$1,914,036	\$1,910,689	\$2,570,880	85.9%
Contractual Services	\$272,482	\$163,400	\$168,400	\$315,866	10.6%
Supplies, Materials and Other Charges	\$13,382	\$59,575	\$54,575	\$106,337	3.6%
Debt	\$240	—	—	—	0.0%
Expenditure Totals	\$2,140,770	\$2,137,011	\$2,133,664	\$2,993,083	
Number of FTEs	17.000	17.000	17.000	21.000	

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

GIS successfully completed its strategic plan engagement and now has a 5-year strategic plan that outlines organization needs, governance recommendations, high priority initiatives and performance indicators to measure and track success. GIS was evaluated in six areas: GIS Governance, Data and Databases, Procedures, Workflows and Integration, Software, Infrastructure and Training, Education and Knowledge Transfer. The engagement included a Voice of the Customer online survey, county department and regional partner stakeholder interviews and benchmarking analysis of the Wake County GIS program as compared to similar organizations nationwide.

GIS also completed a full platform upgrade, migration of the ArcGIS Online Platform to Enterprise Authentication, enabling single sign-on

for users and migration of all ArcGIS Collector Apps to ArcGIS Field Maps.

GIS engaged the Environmental Services department in a year-long effort and completed ten prioritized projects that support Animal Services, Environmental Health & Safety programs and Water Quality programs (Groundwater, Wastewater and Watershed Management). The reengagement included monthly session with peer demos to share GIS use cases that spanned patterns and practices of GIS (Mapping & Visualization, Data Management, Field Mobility, Analytics and Constituent Engagement). These collaborative projects support improved services for the Wake County community.

GIS, in partnership with the N.C. 911 Board, the N.C. Center for Geographic Information and Analysis, and their vendor GeoComm, completed the migration of Wake County GIS public safety data to the state-hosted system. The N.C. 911 Board has developed a statewide geodatabase within the Next Generation 911 system to accurately identify 911 callers' location and route them to the appropriate PSAP (Public Safety Answering Point). Next Generation 911 technology allows 911 calls to be mapped by coordinates or address locations using GIS data.

GIS collaborated with the City of Raleigh GIS Team to update iMAPS, the interactive property mapping application used by the public, businesses, government agencies and others to access authoritative property information (average site visits in 2021 were 1,705,203). Created more than 20 years ago, iMAPS was modernized to keep up with technical advances. Wake County and the City of Raleigh GIS teams worked together over several months to modernize and improve the public iMAPS

Geographic Information Services

application, including adding customer-requested features and functionality. A comprehensive user guide, FAQs, printable how-to instructions, and micro-learning videos are available to users on the iMAPS page, and an in-app contact form allows users to easily provide feedback or report issues.

FY23 Discussion

The budget includes a restoration of a FY21 reduction of a GIS Specialist to reduce workload from 770 cases to 580 per Mapping Team employee (1.000 FTE, \$107,000).

Increased funding for a restoration of a FY21 reduction of GIS Engineer to improve ArcGIS platform support and improve workload distribution with existing GIS engineers (1.000 FTE, \$142,000).

Additional funding for a IT project manager to centrally manage the GIS Project Portfolio for enterprise, regional, interdepartmental, and division projects (1.000 FTE, \$142,000).

Included in the budget is a senior GIS analyst to support safe drinking water and long-term water resource planning through development and management of Water Quality program geospatial data (1.000 FTE, \$162,000).

Helpdesk management software to eliminate manual tracking of requests, centralize and standardize of GIS helpdesk management processes, and improve reporting and overall service delivery is included (\$115,000).

Funding for project management software licensing for all GIS staff to establish a formal process for managing and tracking of project prioritization and status to improve reporting and visibility for active projects is included (\$15,000).

Horizon Issues

Wake GIS will partner with the North Carolina Geodetic Survey, County departments, adjacent 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 in the process of implementing governance recommendations and planning for a major platform project that will involve migrating countywide Esri ArcGIS Desktop users to ArcGIS Pro.

Geographic Information Services

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of information requests via walk in, phone and/or email	5,431	5,340	5,340	
Number of visits to GIS supported websites (e.g. iMAPS, web apps)	1,756,079	1,794,466	1,794,466	

Service Area: GIS Maintain and Support Geographic Databases

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of addresses assigned	13,966	13,765	13,765	
Number of annexations mapped	122	116	116	
Number of centerline street segments mapped	1,556	1,762	1,762	
Number of Plats Mapped	2,156	2,000	2,000	

Libraries

Division Summary - Libraries

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$600,416	\$600,000	\$600,000	\$600,000	71.9%
Charges For Services	\$15,445	\$109,000	\$109,000	\$109,000	13.1%
Miscellaneous	\$163,389	\$125,000	\$125,000	\$125,000	15.0%
Revenue Totals	\$779,250	\$834,000	\$834,000	\$834,000	
Expenditures					
Salary / Benefits	\$17,056,729	\$18,906,518	\$18,875,679	\$22,691,809	71.9%
Contractual Services	\$671,472	\$502,813	\$806,175	\$819,211	2.6%
Supplies, Materials and Other Charges	\$7,935,783	\$8,416,727	\$8,333,465	\$8,053,707	25.5%
Capital Outlay	\$5,845	—	\$15,000	—	0.0%
Debt	\$180	—	—	—	0.0%
Expenditure Totals	\$25,670,009	\$27,826,058	\$28,030,319	\$31,564,727	
Number of FTEs	252.500	252.500	252.500	286.000	

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, and a bookmobile. The library system supports a digital library which 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 2022, WCPL completed the project to modernize inventory and equipment with radio frequency identification (RFID) technology. The project equipped 1.6 million (99-100%) circulating items with RFID tags, installed 70 user-friendly self-checkout kiosks, and set-up 140 RFID work stations that support efficient check-in and check-out.

Wake County Public Library was recognized by the North Carolina Public Library Directors Association for multiple awards.

Wake County Public Libraries was awarded an Institute of Museum and Library Services (IMLS) grant to address the remote learning gap created

during the pandemic for students in Kindergarten through second grade.

Completed the Southgate Community Library renovation and re-opened in FY 2022 with an updated layout that included a dedicated area for children's programming.

In Summer 2021, Wake County Public Libraries expanded and enhanced its existing partnership with Wake Up and Read - a coalition with the mission to have every child in Wake County to read proficiently by the end of third grade.

FY23 Discussion

The budget includes a restoration of a FY21 reduction of library hours of 10 hours per week for 21 libraries (33.500 FTE, \$1,850,000).

Additional funding is included to increase wages for temporary library assistants from \$14 to proposed FY 23 Living Wage of \$18.20 and Library Pages from \$7.25 to \$11 (\$475,000).

Horizon Issues

Community Services and Wake County Public Libraries will continue to work toward an updated Libraries Facility Plan to identify future Library projects when the 2007 Library Bond ends.

Libraries

Service Area: A Collection People Want

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.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of downloadable materials in collection (books)	121,565	130,000	130,000	133,000
Number of materials in print & downloadable collections	1,858,648	1,860,000	1,860,000	1,883,000
Number of materials in the print collection (books)	1,679,925	1,680,000	1,680,000	1,700,000
Output				
Number of cardholders active within 1 year	158,761	210,000	210,000	232,000
Number of downloadable circulations	2,216,296	2,060,000	2,060,000	2,100,000
Number of print material circulations	5,520,958	7,600,000	7,600,000	9,000,000
Number of total circulations (print and downloadable)	7,737,254	9,660,000	9,660,000	11,100,000
Efficiency				
Amount of circulation (print material) per cardholder	48.70	46.00	46.00	48.00
Number of books (print collection) per cardholder	11.70	8.90	8.90	8.10
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.	69.8	70.0	70.0	80.0

Libraries

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

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of materials available for download (downloadable collection)	121,565	130,000	130,000	133,000
Output				
Number of downloadable material circulations	2,216,296	2,060,000	2,060,000	2,100,000
Number of hours in which public computers were used by cardholders	14,398	115,000	115,000	150,000
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		92.0	92.0	92.0

Libraries

Service Area: Engaging, Entertaining & Educational Library Programs

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of adult programs	450	660	660	750
Number of youth programs	124	4,000	4,000	8,000
Output				
Number of adult program attendees	6,017	16,000	16,000	18,000
Number of youth program attendees	4,231	89,000	89,000	240,000
Efficiency				
Number of adult attendees per program	13.0	24.0	24.0	24.0
Number of youth attendees per program	34	22	22	30

Libraries

Service Area: Library Facilities that are Well Thought Out

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.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of library hours open to the public	30,781	61,000	61,000	70,000
Output				
Number of library visits (door count)	741,662	1,900,000	1,900,000	3,500,000
Efficiency				
Number of library visits per open hour	24.0	31.0	31.0	50.0
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	95.2	95.0	95.0	95.0
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	97.8	97.0	97.0	95.0
Percent of members who strongly agreed or agreed that they felt safe at the library	98.6	98.0	98.0	95.0

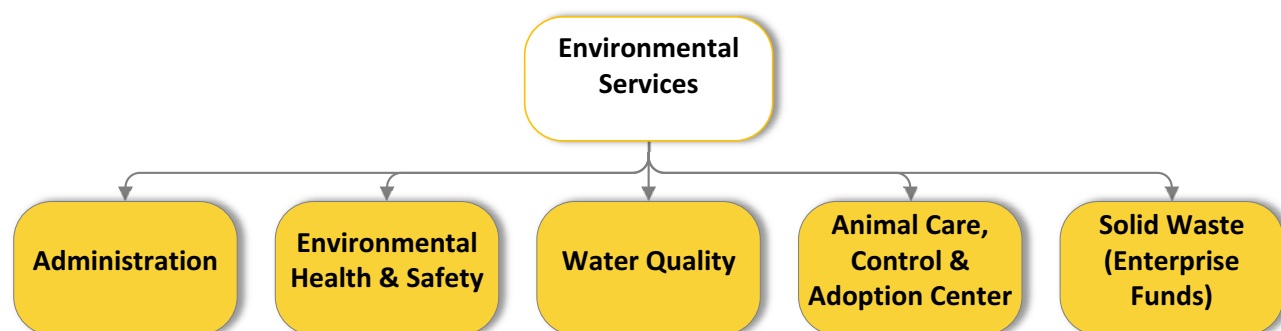
Service Area: Pleasant Library Experiences

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of library hours open to the public	30,781.0	61,000.0	61,000.0	70,000.0
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	95.2	92.0	92.0	90.0
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	98.0	98.0	98.0	95.0
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	69.8	70.0	70.0	80.0
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	97.6	97.0	97.0	95.0
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	84.1	84.0	84.0	90.0



Environmental Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$180,409	\$142,500	\$142,500	\$150,000	3.9%
Charges For Services	\$2,167,766	\$1,699,071	\$1,699,071	\$2,554,345	67.2%
Licenses & Permits	\$1,086,971	\$1,058,219	\$1,058,219	\$1,094,401	28.8%
Miscellaneous	\$2,009	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	—	0.0%
Revenue Totals	\$3,481,475	\$2,944,110	\$2,944,110	\$3,798,746	
Expenditures					
Salary / Benefits	\$11,896,792	\$12,948,370	\$12,971,107	\$16,500,581	84.9%
Contractual Services	\$426,322	\$492,386	\$480,729	\$628,467	3.2%
Supplies, Materials and Other Charges	\$1,348,909	\$1,808,057	\$1,832,927	\$2,047,485	10.5%
Capital Outlay	\$32,500	\$1,000	\$13,124	\$260,500	1.3%
Debt	\$1,478	\$1,117	\$1,117	\$1,117	0.0%
Expenditure Totals	\$13,706,001	\$15,250,930	\$15,299,004	\$19,438,150	
Expenditures by Division					
Animal Care, Control & Adoption Center	\$3,483,433	\$3,973,357	\$3,988,492	\$4,366,967	22.5%
Environmental Health & Safety	\$3,720,364	\$4,133,056	\$4,157,423	\$5,090,358	26.2%
Environmental Services Administration	\$1,625,049	\$1,785,836	\$1,811,955	\$2,128,443	10.9%
Water Quality	\$4,877,155	\$5,358,681	\$5,341,134	\$7,852,382	40.4%
Expenditure Totals by Division	\$13,706,001	\$15,250,930	\$15,299,004	\$19,438,150	
Number of FTEs	144.000	149.000	150.000	166.000	

Department Purpose and Goals

Environmental Services 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 supports public health and safety, and provides 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.

FY23 Discussion

The Environmental Services budget increased \$4.2 million over the prior year from salary and benefit adjustments, contracts and supplies, and other additions described in the following sections.

Environmental Services Administration

Division Summary - Environmental Services Administration

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Miscellaneous	\$2,000	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	—	0.0%
Revenue Totals	\$46,320	\$44,320	\$44,320	—	
Expenditures					
Salary / Benefits	\$1,189,948	\$1,172,565	\$1,174,404	\$1,505,123	70.7%
Contractual Services	\$305,821	\$291,290	\$297,734	\$315,764	14.8%
Supplies, Materials and Other Charges	\$111,913	\$319,864	\$337,700	\$305,439	14.4%
Capital Outlay	\$16,250	\$1,000	\$1,000	\$1,000	0.0%
Debt	\$1,117	\$1,117	\$1,117	\$1,117	0.1%
Expenditure Totals	\$1,625,049	\$1,785,836	\$1,811,955	\$2,128,443	
Number of FTEs	12.000	13.000	13.000	15.000	

Division Purpose and Goals

The Administration division of Environmental Services leads sustainable and nationally recognized service delivery 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' goals 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 2021, the Administration division won a National Association of Counties Achievement Award in the financial management category for the Modernizing Solid Waste Management Analysis and Reporting program.

In FY 2022, the Administration division led Environmental Services divisions through a strategic planning process that clarified vision and specified

strategic objectives. The objectives incorporated changes experienced during the pandemic and opportunities to better serve Wake County residents.

The Administration division facilitated discussion among over 80 stakeholders from the building, development, regulatory, academic, and public health communities to evaluate wastewater rules and complete Phase I of the local wastewater rules revision process.

FY23 Discussion

Replacement of a Plans and Permits Technician reclassified mid-FY 2022 to a Water Quality Environmental Consultant for erosion control permitting and inspections for high-priority economic development projects (1.000 FTE, \$70,000).

An IT Engineer is included to support the replacement software system for food and lodging inspections and pool permitting (1.000 FTE, \$150,000).

Horizon Issues

Wake County will need to continue to respond to growth in construction, permitting, food service, hospitality, waste disposal, and animal services. This will require leveraging a skilled workforce with technology and facility assessments.

Environmental Services Administration

Environmental Services must continue to evaluate career ladder opportunities to attract and retain highly skilled staff with required credentials. Staff depth of knowledge and experience allows them to help customers navigate processes and regulatory requirements successfully.

As Environmental Services introduces self-service technology to customers, there is a greater need to enhance communication and responsiveness. County partnerships with outside organizations will be increasingly beneficial.

Environmental Services Administration

Service Area: Administration - Fiscal Accountability

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of decisions that support analysis	1,196	1,200	1,000	1,000
Number of financial transactions	3,271	3,200	3,200	3,500
Number of personnel records, policy reviews, and transactions	1,300	1,300	1,600	1,700

Service Area: Administration - Operations

Administration 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 the implementation of new policies, coordinates planning, supports Local Health Department re-accreditation, and participates in interdepartmental initiatives. It includes the Customer Support Center, which receives permit applications, answers Wake County residents' questions regarding Solid Waste, Water Quality, and Environmental Health and Safety, and completes research requests, in addition to other administrative functions.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of incoming calls	21,682	18,000	18,000	18,000
Number of public information research requests	976	650	650	600

Environmental Health & Safety

Division Summary - Environmental Health & Safety

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$180,409	\$142,500	\$142,500	\$150,000	20.1%
Charges For Services	\$87,775	\$104,000	\$104,000	\$100,500	13.5%
Licenses & Permits	\$468,125	\$474,200	\$474,200	\$494,131	66.4%
Miscellaneous	\$3	—	—	—	0.0%
Revenue Totals	\$736,312	\$720,700	\$720,700	\$744,631	
Expenditures					
Salary / Benefits	\$3,455,193	\$3,830,849	\$3,848,977	\$4,739,505	93.1%
Contractual Services	\$23,029	\$41,861	\$41,861	\$32,124	0.6%
Supplies, Materials and Other Charges	\$242,142	\$260,346	\$264,089	\$282,729	5.6%
Capital Outlay	—	—	\$2,496	\$36,000	0.7%
Expenditure Totals	\$3,720,364	\$4,133,056	\$4,157,423	\$5,090,358	
Number of FTEs	43.000	45.000	45.000	47.000	

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 Environmental Health and Safety is to achieve state mandated inspection coverage and provide services uniformly and efficiently.

The division has three sections: Food Lodging Institutions, 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 participates in the Food and Drug Administration Voluntary National Retail Food Regulatory Program Standards, a national model of excellence for retail food inspections programs and incorporated an FDA Standardization requirement into the career path for Environmental Health Specialists.

Food Lodging Institutions and Food Lodging Specialties implemented the updated North Carolina Food Code and as part of implementation, conducted a food allergen awareness campaign.

Plan Review and Recreational Sanitation moved the Wake County Certified Pool Operator exam to a digital format to streamline the exam process and eliminate paper forms and implemented a major upgrade to the EnerGov platform.

FY23 Discussion

An Environmental Consultant is included to close the coverage gap of State-mandated plan reviews for lodging and institution facilities (1.000 FTE, \$147,000).

An Environmental Health Manager is included to manage the recreational sanitation program and events permitting, and contribute to plan reviews to meet the state mandated goals (1.000 FTE, \$144,000).

Horizon Issues

Major challenges for Environmental Health and Safety include growth, staff retention, the time required to train and authorize new staff, and meeting customer expectations for permit turnaround time. 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

Service Area: Food Lodging Institution

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of confirmed and/or elevated lead (Pb) cases	29	60	55	55
Number of food establishment complaints investigated	490	400	400	
Number of health inspections performed	9,977	10,500	11,000	13,500
Efficiency				
Number of inspections per environmental health specialist (average)	405	405	405	420
Effectiveness				
Percent of inspection coverage for food establishments	75	78	75	100

Service Area: Plan Review/Recreational Sanitation

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Construction Visits/Finals/Field Consultations	935	1,100	1,100	1,100
Number of new food plans reviewed	1,309	1,300	1,300	1,300
Number of pool inspections performed in a calendar year	4,766	5,000	5,000	5,000
Number of pool plans reviewed in calendar year	104	105	105	150
Number of swimming pools permitted	1,222	1,300	1,300	1,300
Number of temporary food establishments permitted	69	300	400	525

Water Quality

Division Summary - Water Quality

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,840,547	\$1,223,648	\$1,223,648	\$2,082,422	77.6%
Licenses & Permits	\$618,846	\$584,019	\$584,019	\$600,270	22.4%
Revenue Totals	\$2,459,392	\$1,807,667	\$1,807,667	\$2,682,692	
Expenditures					
Salary / Benefits	\$4,432,992	\$4,826,802	\$4,824,065	\$6,725,035	85.6%
Contractual Services	\$58,782	\$104,356	\$92,712	\$232,157	3.0%
Supplies, Materials and Other Charges	\$368,831	\$427,523	\$424,357	\$671,690	8.6%
Capital Outlay	\$16,250	—	—	\$223,500	2.8%
Debt	\$300	—	—	—	0.0%
Expenditure Totals	\$4,877,155	\$5,358,681	\$5,341,134	\$7,852,382	
Number of FTEs	44.000	46.000	48.000	57.000	

Division Purpose and Goals

Water Quality 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, Onsite Wastewater, Wastewater Management, and Watershed Management. These programs promote leadership in water management, sustainability, and health by protecting water quality 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 On-site Wastewater program implemented process improvements including a permit

resequencing process, customer service reorganization efforts, and piloting the use of drones for documenting the location of septic system installations.

Wastewater Management implemented an online form for the public to report septic system malfunctions, facilitating a 50% reduction in staff response time.

The Groundwater Management program educated 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. The program also transitioned to an online service platform to improve customer service.

Watershed Management expanded education and outreach efforts to increase communication between staff, citizens, designers, and the regulated community to improve understanding of program requirements and the benefit of staying in compliance with erosion and sedimentation control, stormwater, and floodplain management regulations.

The United States Geological Survey (USGS) monitored 17 wells as part of the County's groundwater monitoring network, completed a model that evaluates the amount of water entering the groundwater system, and continued progress on a

Water Quality

groundwater model that will support development of a 50-year water supply plan.

FY23 Discussion

Three Environmental Consultants and one Environmental Health Manager are included to reduce on-site wastewater permit turnaround time (4.000 FTE, \$656,000).

Pilot costs for two drones and associated software and training to improve efficiency in soil and erosion control inspections (\$28,000).

Two Environmental Consultants and one Environmental Health Manager are included to form a post-construction stormwater program in response to revised Neuse River Basin stormwater rules updated March 2020 (3.000 FTE, \$514,000).

Two Environmental Consultants to respond to resident complaints of septic system malfunction, guide homeowners through issuance of repair permits (2.000 FTE, \$333,000).

Addition of a laboratory information management system to improve data security, quality control, workflow, reporting, and IT support (\$93,000).

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, developments, and the environment. 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 rule revisions are anticipated to be adopted by the state in 2025, 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

Service Area: Wastewater Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Accessory Structure Permits	1,492	1,300	1,300	1,300
Number of residential permits	1,019	1,100	1,200	1,200

Service Area: Groundwater Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Total Radiological Samples Collected	289	244	250	240
Voluntary Radiological Samples (excludes new wells)	112	107	110	110
Voluntary radiological samples above the health-based standard	11	14	15	15
Wellhead Inspections for New Construction	393	350	350	325

Water Quality

Service Area: Watershed Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Single Lot Erosion Control Permits	350	470	400	400

Animal Care, Control & Adoption Center

Division Summary - Animal Care, Control & Adoption Center

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$239,445	\$371,423	\$371,423	\$371,423	100.0%
Miscellaneous	\$6	—	—	—	0.0%
Revenue Totals	\$239,451	\$371,423	\$371,423	\$371,423	
Expenditures					
Salary / Benefits	\$2,818,659	\$3,118,154	\$3,123,661	\$3,530,918	80.9%
Contractual Services	\$38,690	\$54,879	\$48,422	\$48,422	1.1%
Supplies, Materials and Other Charges	\$626,023	\$800,324	\$806,781	\$787,627	18.0%
Capital Outlay	—	—	\$9,628	—	0.0%
Debt	\$60	—	—	—	0.0%
Expenditure Totals	\$3,483,433	\$3,973,357	\$3,988,492	\$4,366,967	
Number of FTEs	45.000	45.000	44.000	47.000	

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

The Wake County Animal Center continued providing service to the residents of Wake County throughout the pandemic. In calendar year 2021, the Wake County Animal Center saw: 2,803 spay/neuter surgeries performed, 1,717 animals fostered, 8,067 volunteer hours, and 1,114 pets reunited with their families.

The Animal Center strives to keep the live release rate over 90%, and in calendar year 2021, the live release rate was over 98%. The Wake County Animal Center has been able to continue services to the community, volunteers and fosters have returned to the Animal

Center to perform their roles, and the community is continuing to adopt pets.

FY23 Discussion

Replace the Animal Center Operations Manager reclassified mid-FY 2022 to a Water Quality Environmental Engineer for erosion control permitting and inspections for high-priority economic development projects (1.000 FTE, \$103,000).

Addition of two animal healthcare receiving technicians to improve staffing levels and conduct behavioral assessments to place animals in appropriate pathway (rescue, foster, direct adoption) to maintain 90% or greater live release rate (2.000 FTE, \$118,000).

Horizon Issues

The challenges facing Wake County include cat overpopulation, the lack of trap-neuter-return (TNR) in the City of Raleigh, Town of Garner and Town of Holly Springs, as well as the number of dogs coming into the Animal Center with behavioral issues. The Animal Center is engaging community partners to promote TNR, continuing the Barn Cat Program, and conducting proactive monitoring for community cat caregivers that have cats to TNR.

Animal Care, Control & Adoption Center

The Capital Improvement Program includes planned funding for design and construction of a new animal center facility in FY 2025.

Animal Care, Control & Adoption Center

Service Area: Animal Control

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of animal service calls	4,334	5,000	6,000	
Efficiency				
Number of service calls per officer per year	481	556	667	

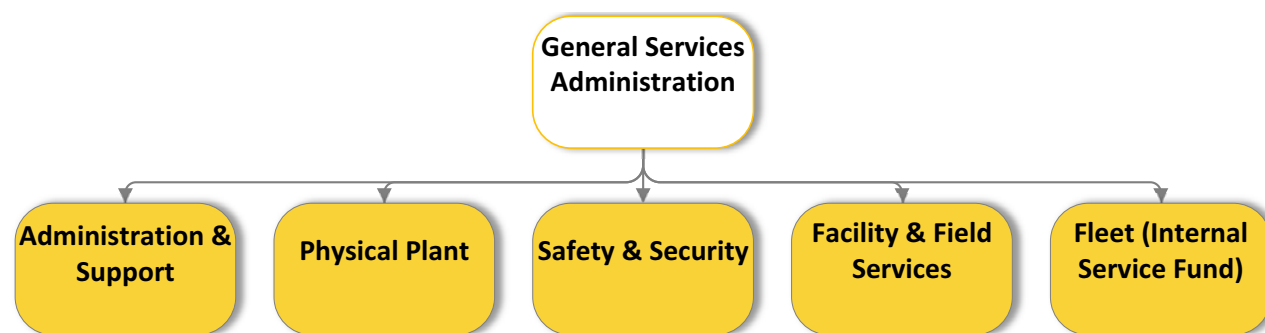
Service Area: Animal Care and Adoption

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of animals taken in	6,929	9,036	10,000	
Output				
Number of animals adopted	2,800	4,280	4,500	
Number of animals euthanized	769	1,066	1,200	
Number of animals reclaimed	905	1,198	1,500	
Number of animals transferred	2,240	2,280	2,500	
Effectiveness				
Percent of animals adopted	40	48	45	
Percent of animals reclaimed	13	13	15	
Percent of non-required euthanizations	1	1	1	
Percent of required euthanizations (by Ordinance or Animal Health)	10	11	11	
Percent of transferred animals	32	25	25	



General Services Administration



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,767,535	\$2,276,564	\$2,276,564	\$2,100,137	98.4%
Miscellaneous	\$43,765	\$35,500	\$35,500	\$35,000	1.6%
Revenue Totals	\$1,811,300	\$2,312,064	\$2,312,064	\$2,135,137	
Expenditures					
Salary / Benefits	\$10,321,951	\$11,613,721	\$11,584,157	\$12,451,198	36.2%
Contractual Services	\$7,890,599	\$8,850,715	\$9,590,226	\$10,316,652	30.0%
Supplies, Materials and Other Charges	\$10,387,490	\$11,422,748	\$11,749,797	\$11,563,070	33.6%
Capital Outlay	\$363,084	\$83,942	\$335,109	\$88,342	0.3%
Transfers Out	\$750,000	—	—	—	0.0%
Expenditure Totals	\$29,713,124	\$31,971,126	\$33,259,289	\$34,419,262	
Expenditures by Division					
Administration & Support	\$3,154,014	\$3,101,235	\$3,313,368	\$3,049,924	8.9%
County Building Agreements	\$130,099	\$80,768	\$159,882	\$82,054	0.2%
Criminal Justice / General Government	\$742,770	\$917,691	\$1,151,393	\$926,904	2.7%
Facility & Field Services	\$7,485,827	\$8,326,812	\$8,393,632	\$9,273,168	26.9%
Physical Plant	\$9,057,144	\$9,436,625	\$10,001,820	\$10,792,419	31.4%
Safety & Security	\$3,610,977	\$3,835,952	\$4,158,482	\$4,129,366	12.0%
Utilities	\$5,532,292	\$6,272,043	\$6,080,712	\$6,165,427	17.9%
Expenditure Totals by Division	\$29,713,124	\$31,971,126	\$33,259,289	\$34,419,262	
Number of FTEs	132.000	133.000	133.000	134.000	

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 Operations, 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

General Services Administration

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.

FY23 Discussion

The budget increased by \$2.4 million from the prior year. This increase includes \$745,000 from salary and

benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, a \$229,000 increase in supplies and materials, and the changes detailed on subsequent sections.

Administration & Support

Division Summary - Administration & Support

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	—	\$3,500	\$3,500	\$3,500	10.3%
Miscellaneous	\$38,844	\$30,500	\$30,500	\$30,500	89.7%
Revenue Totals	\$38,844	\$34,000	\$34,000	\$34,000	
Expenditures					
Salary / Benefits	\$1,537,261	\$2,124,767	\$2,119,757	\$2,092,221	68.6%
Contractual Services	\$1,018,343	\$1,040,377	\$1,139,569	\$730,005	23.9%
Supplies, Materials and Other Charges	\$(152,361)	\$(63,909)	\$54,042	\$227,698	7.5%
Capital Outlay	\$772	—	—	—	0.0%
Transfers Out	\$750,000	—	—	—	0.0%
Expenditure Totals	\$3,154,014	\$3,101,235	\$3,313,368	\$3,049,924	
Number of FTEs	19.000	19.000	19.000	19.000	

Division Purpose and Goals

The Administration and Support Services division ensures that standard processes are applied to unique and specialized business environments (detention, health care, courts, etc.). The division provides portfolio management, business and technology planning, and system administration of GSA's various facility and fleet engineered control systems.

The portfolio team oversees the county space inventory 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 the work order management system, capital planning system, fleet management systems, and parking systems.

Administration manages support services including the County mail center (USPS, labs, medical records, special deliveries, and inter-office mail) and move management, including surplus property. Administration manages all utility accounts and facility leases.

The department provides 24/7 customer support via the Request Center and Security Center. The department head discharges court liaison responsibilities for the County, staffs the Energy Advisory Commission, and serves as the County's ADA Coordinator.

Major Accomplishments

Developed a space programming document, preliminary design, and furniture plan for the Register of Deeds indexing division. After construction was completed, relocated staff, furniture, and equipment from the second floor to the first floor of the Wake County Justice Center.

Developed a space programming document, preliminary design, and furniture plan and oversaw the renovation for the Agricultural Services building (Suite B) to provide Corporate Hoteling space for County employees.

Participated with Facilities Design and Construction on the Wake County Administrative Master Plan.

Developed a relocation plan and successfully moved the occupants of the Falstaff facilities to other county locations in support of the Human Services Master Plan.

Served on the Wake 2.0 Steering Committee that established new work environments, policies and processes for Wake County's evolving workforce.

FY23 Discussion

This budget includes increased funding for the mail courier contract based on a rate escalation (\$6,000).

Administration & Support

Horizon Issues

The Administration and Support division aims to lead the effort in improving department-wide services by increasing asset reliability through preventative work and tracking repair costs to the asset.

The division also plans to digitize the County's building plans library to support business continuity. This project includes as-built drawing sets,

operations and maintenance manuals, specifications, shop drawings, and facility documents and warranties in a document management, archiving, and retrieval library.

Finally, the division looks to expand the facility management system's hoteling and reservation module for corporate conference rooms and designated drop-in/hoteling space.

Administration & Support

Service Area: Portfolio Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of rentable square feet managed	4,341,345	4,324,372	4,330,018	
Number of total square feet managed	5,040,049	5,022,183	5,028,126	

Physical Plant

Division Summary - Physical Plant

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$13,081	\$7,500	\$7,500	\$7,500	100.0%
Revenue Totals	\$13,081	\$7,500	\$7,500	\$7,500	
Expenditures					
Salary / Benefits	\$5,324,025	\$5,803,192	\$5,788,273	\$6,246,468	57.9%
Contractual Services	\$2,445,992	\$2,521,387	\$3,056,222	\$3,269,741	30.3%
Supplies, Materials and Other Charges	\$1,154,150	\$1,063,646	\$1,063,646	\$1,255,010	11.6%
Capital Outlay	\$132,977	\$48,400	\$93,679	\$21,200	0.2%
Expenditure Totals	\$9,057,144	\$9,436,625	\$10,001,820	\$10,792,419	
Number of FTEs					
	69.000	70.000	70.000	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 proper planning, professional staffing, exceptional customer service, and technology.

Life safety systems are the most important of all the 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 is accomplished by conducting environmental testing and using specialty contractors to ensure a clean and safe environment.

Major Accomplishments

Continued to support department requests for engineering control measures across County facilities by installing plexiglass barriers to safeguard staff and customers at transaction areas and continuing the use of using MERV 13 filters in HVAC units.

Completed the design and construction of the Planning Development and Inspections (PDI)

renovation in the Wake County Office Building and the Family Court project in the Wake County Courthouse as well as several minor renovations including; the creation of the CCBI DNA Lab space at the Wake County Detention Center, modification of the Register of Deeds space at the Wake County Justice Center, clinical spaces at the Southern Regional Center, upfit space for UNC to relocate to the Community Services Center, and replaced the ADA chairlift at Crosby-Garfield Center. Completed the design for a new Communications suite at the Wake County Justice Center.

Supported healthcare partners at UNC Healthcare and Wake County Health and Human Services through their semi-annual accreditation inspections and supported the Wake County Sheriff's Office through their semi-annual jail inspection process.

Coordinated system shutdowns with Facilities Design and Construction for major capital projects and renovations such as the electrical infrastructure upgrades at the Wake County Courthouse and Wake County Office Building.

Developed and restructured new elevator maintenance performance specifications and successfully bid the request for proposal (RFP). Award is expected by Q4 FY22.

FY23 Discussion

Additional funding required following Elevator service RFP. Elevator maintenance and engineering

Physical Plant

contracts have escalated significantly over the last year (\$200,000).

Restoring the reduction of operating and supply funding for both corrective and preventative maintenance of County facilities of \$427,000. An additional \$234,000 was added to the budget to address market cost escalations for contracted labor.

Horizon Issues

The Physical Plant division will continue migrating the existing building portfolio and future buildings into more modern building automation systems that will enable the controls to have better system monitoring, quicker control adjustments, and more efficient operation. Improving sequences and aligning controls strategies across the inventory is the next step towards efficient, reliable buildings.

The division will plan projects and outline strategies to reduce energy consumption and increase the efficiency of the existing building portfolio as well as 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.

The division will also develop and maintain a comprehensive preventative maintenance program to include rightsizing the appropriate staff and expertise to maintain critical building systems and equipment as specified.

Physical Plant

Service Area: Life Safety/Environmental

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of facilities with supervisory control and data acquisition controls	54	54	54	

Safety & Security

Division Summary - Safety & Security

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$3,545	\$4,000	\$4,000	\$3,750	88.2%
Miscellaneous	\$656	\$500	\$500	\$500	11.8%
Revenue Totals	\$4,201	\$4,500	\$4,500	\$4,250	
Expenditures					
Salary / Benefits	\$911,793	\$725,428	\$723,554	\$875,225	21.2%
Contractual Services	\$3,519,238	\$4,099,651	\$4,119,818	\$4,626,168	112.0%
Supplies, Materials and Other Charges	\$(832,111)	\$(998,359)	\$(759,151)	\$(1,412,859)	(34.2)%
Capital Outlay	\$12,057	\$9,232	\$74,261	\$40,832	1.0%
Expenditure Totals	\$3,610,977	\$3,835,952	\$4,158,482	\$4,129,366	
Number of FTEs	7.000	7.000	7.000	8.000	

Division Purpose and Goals

The Safety and Security Division implements safety and security procedures and physical security safeguards to reduce risk for County personnel, visitors, and assets within County facilities. Services include support to the County's Risk Team, administering electronic security, card access, photo ID employee badging, monitoring fire and intrusion alarms, overseeing incident report management and tracking, managing the audio-visual systems for Court and Detention County facilities, training County employees on security and safety related topics, and creating and updating each facility's Emergency Action Plan.

Major Accomplishments

Developed a plan to assign Company Police officers and Security Officers to Health & Human Services COVID testing and vaccine sites.

Developed a plan to ensure compliance with the COVID-19 mask mandate within County facilities. The plan included deploying 44 Security Officers (a weekly total of 525 hours across all sites) that conducted health screening at main entrances into County facilities to comply with applicable COVID-19 guidelines and restrictions.

Issued over 39,000 masks to individuals in downtown facilities with screening stations since August 2021.

Responded to and assisted law enforcement agencies with several criminal investigations by reviewing security video and access records, providing onsite facility investigations, and providing court testimony.

Facilitated and managed the process to upgrade the County's Video Management System and X-ray machine servers. The VMS manages over 2,300 cameras while the X-ray servers support 15 X-ray machines deployed throughout the County's Criminal Justice facilities.

Screened an average of over 86,500 bags per month (1,038,000 bags annually) and detected over 4,785 weapons and other prohibited contraband at the Courthouse, Justice Center, and Wake County Detention Center.

FY23 Discussion

Increase in hourly compensation rate for contract security based on labor market conditions (\$123,000).

Re-bid for electronic security installation and maintenance services for equipment, such as badge readers and cameras, in county facilities. Market factors and the growth of the County's portfolio require additional funding (\$80,000).

A Security Contract Manager to manage Wake County's security contracts (1.000 FTE, \$84,000).

Safety & Security

Horizon Issues

Continue to evaluate County buildings on their criticality and vulnerability based on Homeland Security criteria. The division collaborates with departments to improve the safety and security culture through training and incident reporting.

Collaborate with the Emergency Management and Board of Elections on developing safety plans to support upcoming elections.

Plan and prepare for upgrading the Security Management System for corporate and detention facilities.

Safety & Security

Service Area: Safety & Security

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of seized weapons or contraband	4,038	5,446	7,050	
Output				
Number of access card holders in system	30,052	30,058	30,100	
Number of people trained in safety and security related polices and/or procedures.	162	3,325	3,500	
Number of security incident reports investigated	1,157	1,193	2,200	

Criminal Justice / General Government

Division Summary - Criminal Justice / General Government

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,462,007	\$1,965,000	\$1,965,000	\$1,795,000	100.0%
Miscellaneous	\$(103)	—	—	—	0.0%
Revenue Totals	\$1,461,904	\$1,965,000	\$1,965,000	\$1,795,000	
Expenditures					
Contractual Services	\$286,060	\$351,180	\$436,497	\$326,180	35.2%
Supplies, Materials and Other Charges	\$456,711	\$561,761	\$709,550	\$595,974	64.3%
Capital Outlay	—	\$4,750	\$5,346	\$4,750	0.5%
Expenditure Totals	\$742,770	\$917,691	\$1,151,393	\$926,904	

Division Purpose and Goals

The Criminal Justice and 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).

The General Government support area 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

Wake County regularly updates 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 developed pretrial reform recommendations as part of the Advancing Pretrial Policy Research (APPR)'s Learning Sites project and began implementation in April 2022. The recommendations included using a Magistrate Card during Initial Appearance, transitioning to the Public Safety Assessment at First Appearance, adding representation of the Public Defender's Office at First Appearance, increasing pretrial support services, creating a 'real-time' jail dashboard, and adjusting the secured bond schedule.

Partnered with Human Resources to provide an equitable process and policy regarding hybrid and remote employees.

Added parking validation machines to strategic locations in County facilities to allow increased accountability and efficiency for validating parking tickets from the Wake County public parking deck.

Updated the County Parking Policy to align with current goals and parking management practices.

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

Criminal Justice / General Government

court data and compare against long-term projections.

The division will update the parking management contract to offer a more efficient and cost-effective parking operation.

The division will also evaluate the use of vehicle transponders to improve controls for monthly parking contracts at the Wake County public parking deck.

Facility & Field Services

Division Summary - Facility & Field Services

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$29,010	\$45,000	\$45,000	\$40,000	90.9%
Miscellaneous	\$4,367	\$4,500	\$4,500	\$4,000	9.1%
Revenue Totals	\$33,377	\$49,500	\$49,500	\$44,000	
Expenditures					
Salary / Benefits	\$2,548,872	\$2,960,334	\$2,952,573	\$3,237,284	34.9%
Contractual Services	\$456,643	\$689,273	\$689,273	\$1,211,075	13.1%
Supplies, Materials and Other Charges	\$4,263,034	\$4,655,645	\$4,660,615	\$4,803,249	51.8%
Capital Outlay	\$217,278	\$21,560	\$91,171	\$21,560	0.2%
Expenditure Totals	\$7,485,827	\$8,326,812	\$8,393,632	\$9,273,168	
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 professional 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

Began implementation of a \$2.35 million federal grant from the United States Department of Agriculture-Natural Resource Conservation Service to perform high hazard dam assessments on two structures and rehabilitation planning and design on five structures. The high hazard dam assessments at Sites 1 and 2 were completed.

Upgraded the cable TV service to fiber at the Justice Center, Public Safety Center, and Wake County Detention Center. Provided new cable TV services to 10 EMS stations.

Conducted sedimentation pilot study at Site 18 Coles Branch Reservoir to determine viability and cost of sediment removal to restore flood pool capacity and extend the life of the flood control structure.

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 a bid for the janitorial services contract by consolidating two facilities into one of the existing districts. The new contract will start in July 2022.

FY23 Discussion

This budget includes funding for increased costs of annual dam safety emergency action plans for each of the County's ten flood control sites (\$55,000).

Additional funding is included for Housekeeping contract vendors following the re-bid one of the contracts (\$231,000).

This budget restores funding to increase exterior building maintenance and landscaping (\$259,000).

Facility & Field Services

Horizon Issues

Install data telemetry units at all ten flood control sites to provide real time data to the Emergency Operations Center during flood events. The first site was designed and bid in FY22.

Sedimentation management demand will continue to increase as citizens express interest in the wellbeing

and preservation of the flood control pools. Funds for sedimentation management are included in the County Capital CIP budget 7-year plan.

Rehabilitation projects to provide planning and environmental impact studies for potential improvements at five flood control sites began in FY21 and will continue through FY23.

Facility & Field Services

Service Area: Road Name Signs

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of road name signs that are new, repaired, or replaced	2,436	2,493	2,500	

Utilities

Division Summary - Utilities

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Contractual Services	\$139,207	\$103,847	\$103,847	\$107,963	1.8%
Supplies, Materials and Other Charges	\$5,393,085	\$6,168,196	\$5,976,865	\$6,057,464	98.2%
Expenditure Totals	\$5,532,292	\$6,272,043	\$6,080,712	\$6,165,427	

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's 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 approved by the Board 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 and identify emerging technology solutions, review new capital projects' energy footprint, provide analytics on consumption, cost and project paybacks, and present on energy focused initiatives to work towards the Board's goal of 100% Clean Energy by 2050.

Held the 28th Energy Camp, sponsored by the Commission, with its second year entirely online in July 2021 due to the COVID-19 pandemic. The online materials had over 1,000 views.

The Commission collaborated with Marbles Kids Museum to deliver an energy focused program in April 2022. This partnership provides a sustainable

future for this initiative by rebranding, educating, and promoting energy conservation to a broader audience.

Continued to use utility data to identify energy saving opportunities and create Energy Conservation Measure projects, including: nine solar photovoltaic installations, six building LED retrofits and a building level HVAC control project.

Initiated several other energy savings projects including the design for additional LED and HVAC controls upgrades.

FY23 Discussion

This budget includes the additional funding to provide cable TV services at the Wake County Justice Center, Wake County Detention Center, and the Public Safety Center after Spectrum Cable discontinued complimentary cable TV services at County facilities (\$44,000). This budget also includes rate increases for solid waste and electric utilities (\$38,000).

Horizon Issues

General Services identified Energy Conservation Measure capital projects for the next seven years including LED lighting, building controls, solar photovoltaic, and other energy efficiency projects.

The division will further develop the transition plan with Marbles Kids Museum for providing an Energy Expo to the community.

The division will track and report progress of LED lighting retrofits and other energy conservation measures implemented using GSA's Computer Aided Facility Management system.

Utilities

Service Area: Utility Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of buildings with corporate recycling	72	71	70	
Number of facilities with building control systems	53	55	53	

County Building Agreements

Division Summary - County Building Agreements

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$259,892	\$251,564	\$251,564	\$250,387	100.0%
Revenue Totals	\$259,892	\$251,564	\$251,564	\$250,387	
Expenditures					
Contractual Services	\$25,115	\$45,000	\$45,000	\$45,520	55.5%
Supplies, Materials and Other Charges	\$104,984	\$35,768	\$44,230	\$36,534	44.5%
Capital Outlay	—	—	\$70,652	—	0.0%
Expenditure Totals	\$130,099	\$80,768	\$159,882	\$82,054	

Division Purpose and Goals

County Building Agreements are managed and maintained by GSA. These facility leases may be short or long-term, where the County is the lessor or the lessee, regardless of funding source. GSA allocates resources in a fiscally prudent manner by optimizing public funding of private sector space to meet the space needs of County departments.

Major Accomplishments

Completed Phase 2 tenant improvements and moved Health and Human Services staff into the Health & Human Services Departure Drive facility.

Negotiated and executed Southgate Community Library lease agreement and completed minor renovations in the library.

Assisted Facilities, Design & Construction with tenant improvements and furniture specifications at the Board of Elections Operations Center Phase 2.

Worked with Facilities, Design & Construction to execute Emergency Medical Services leased space at the Cary Main EMS station (formerly Cary Fire Station 9) through December 2024.

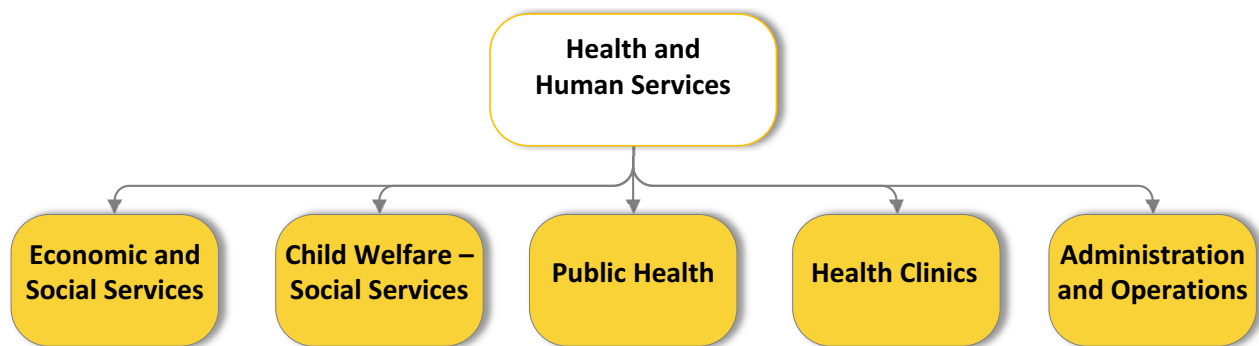
Horizon Issues

The County will plan next steps for the Marbles Kids Museum and Imax Theater lease agreement, which is scheduled to end in November 2022.

Additionally, the County will plan next steps for the Carolina Mudcats Five County Stadium lease agreement, which ends in January 2023.



Health and Human Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$10,476,373	\$11,239,457	\$11,649,624	\$11,838,974	14.4%
State	\$57,398,259	\$54,328,626	\$54,946,097	\$56,158,162	68.4%
Local	\$74,578	\$72,110	\$83,350	\$83,350	0.1%
Charges For Services	\$18,111,008	\$14,281,205	\$14,273,764	\$14,024,130	17.1%
Miscellaneous	\$25,287	\$5,066	\$5,066	\$4,272	0.0%
Revenue Totals	\$86,085,505	\$79,926,464	\$80,957,901	\$82,108,888	
Expenditures					
Salary / Benefits	\$117,719,962	\$132,263,249	\$131,149,128	\$144,150,315	77.8%
Contractual Services	\$23,383,876	\$26,791,010	\$28,971,287	\$27,788,262	15.0%
Supplies, Materials and Other Charges	\$8,354,956	\$12,424,191	\$12,375,137	\$13,045,707	7.0%
Capital Outlay	\$148,713	—	\$41,513	—	0.0%
Debt	\$1,142	\$179	\$149	\$179	0.0%
Transfers Out	\$1,045,654	\$199,966	\$199,966	\$199,966	0.1%
Expenditure Totals	\$150,654,303	\$171,678,595	\$172,737,180	\$185,184,429	
Expenditures by Division					
Administration & Operations	\$19,842,825	\$23,021,766	\$23,263,496	\$25,572,233	13.8%
Child Welfare	\$31,290,864	\$35,547,285	\$35,424,714	\$38,418,016	20.7%
Health Clinics	\$18,132,078	\$21,373,495	\$21,410,990	\$23,796,020	12.8%
Public Health	\$29,252,988	\$34,622,268	\$34,603,235	\$36,052,685	19.5%
Social Services Economic Self Sufficiency	\$52,136,424	\$57,113,781	\$58,034,745	\$61,345,475	33.1%
Expenditure Totals by Division	\$150,655,179	\$171,678,595	\$172,737,180	\$185,184,429	
Number of FTEs	1,630.997	1,667.995	1,667.995	1,697.895	

Department Purpose and Goals

The mission of Wake County Health and Human Services is to facilitate 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 Health and 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,

Health and Human Services

child support enforcement, transportation and other human services in over 14 locations throughout Wake County.

FY23 Discussion

The budget increased by \$13.5 million from the prior year. This increase includes \$7.9 million from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay,

and retirement contributions, a decrease of \$416,000 in contractual services and \$235,000 in supplies and materials, mostly driven by the movement of Cooperative Extension to its own department. The budget was also increased by the changes detailed on the following division pages and shifts funding and oversight of Oak City Cares to the Housing Affordability and Community Revitalization Department.

Social Services Economic Self Sufficiency

Division Summary - Social Services Economic Self Sufficiency

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	—	—	\$491,440	—	0.0%
State	\$35,608,760	\$33,658,408	\$34,456,899	\$35,969,424	97.4%
Charges For Services	\$939,811	\$1,123,241	\$1,123,241	\$964,063	2.6%
Revenue Totals	\$36,548,571	\$34,781,649	\$36,071,580	\$36,933,487	
Expenditures					
Salary / Benefits	\$40,370,994	\$44,264,471	\$44,136,833	\$47,775,829	77.9%
Contractual Services	\$9,655,447	\$9,856,463	\$10,955,324	\$10,601,530	17.3%
Supplies, Materials and Other Charges	\$2,109,863	\$2,992,847	\$2,934,161	\$2,968,116	4.8%
Capital Outlay	—	—	\$8,427	—	0.0%
Debt	\$121	—	—	—	0.0%
Expenditure Totals	\$52,136,424	\$57,113,781	\$58,034,745	\$61,345,475	
Number of FTEs	597.500	608.500	607.500	614.500	

Division Purpose and Goals

Economic Self Sufficiency 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; Adult and 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, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect, and exploitation of disabled adults.

Major Accomplishments

Child Care Subsidy eliminated their waiting list of 1,300 families in June 2021 and applicants are now being seen as they apply for services.

The division supported a brand new water assistance program to support thousands of people that needed emergency assistance.

FY23 Discussion

The budget will add positions to train, provide quality control, and support Child Support caseloads for vacant positions. This expansion is offset by \$255,000 in revenues (5.000 FTEs, \$422,000).

The budget includes an Adult Protective Services Social Worker and an Adult Protective Services Supervisor to meet increased workload and to improve quality control. The budget includes both the expenditures (\$215,000) and the revenues (\$210,000) for the 2.000 FTE.

Horizon Issues

The North Carolina General Assembly Legislature changed the requirements regarding the number of individuals who can receive benefits from a specific number to an uncapped amount for the Special Assistance In-Home Program and will no longer use a wait list. The County will evaluate the potential impacts to Adult Services case management services.

Reduction in Court capacity during the pandemic decreased the division's ability to effectively provide

Social Services Economic Self Sufficiency

Child Support services. Automatic extensions resulted in increased caseloads.

For almost two years, FNS and Medicaid program requirements were relaxed allowing recipients to receive supplemental benefits each month without penalty. When program requirements are reinstated,

there will likely be an increased number of calls to the agency as a result of more stringent requirements.

If Medicaid expansion is approved in NC, HHS workload will change and may require staff to support an estimated 20,000 to 50,000 new eligible individuals.

Social Services Economic Self Sufficiency

Service Area: Medicaid

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Total Medicaid Participants	160,304	170,000	170,000	
Efficiency				
Average Medicaid Processing Time- 45 Day Applications	20	45	45	45
Average Medicaid Processing Time- 90 Day Applications	52	90	90	90
Percentage Medicaid Processed Timely - 45 Day Applications	95	95	95	95
Percentage Medicaid Processed Timely - 90 Day Applications	95	95	95	95

Service Area: Special Assistance

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Count of Special Assistance/IH Recipients	1,562	1,570	1,570	
Efficiency				
Percent of Special Assistance-Aged applications processed timely	87.2	85.0	85.0	85.0
Percent of Special Assistance-Disabled applications processed timely	89.9	85.0	85.0	85.0

Service Area: Adult Protective Services

Accept and evaluate calls for information, referral, and reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of Adult Protective Services Evaluations Completed Timely	99	99	85	85
Percent of Adult Protective Services Reports Initiated Timely	99.6	99.0	100.0	100.0

Social Services Economic Self Sufficiency

Service Area: Food & Nutrition Services

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of FNS Households	46,665	57,500	57,500	
Number of FNS Participants	97,075	120,000	120,000	
Efficiency				
Percent of FNS applications timeliness	96.1	95.0	95.0	95.0
Percent of FNS recertifications processed timely	93.8	95.0	95.0	95.0

Service Area: Adult Care Monitoring

Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities).

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Percent of all certified adult day/day health programs monitored quarterly	100	100	100	100
Effectiveness				
Percent of all Adult Day Care/Day Health facilities monitored with a Registered Nurse from the Local Health Department quarterly	100	100	100	100

Service Area: Child Support

Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Amount of child support collected	49,796,134	49,796,134	49,796,134	
Output				
Percent of child support cases that are enforced (court-ordered child support)	85.1	86.9	86.9	86.9
Percent of current child support paid	100.0	100.0	100.0	100.0
Percent of paternities established for children born out of wedlock	98.1	99.0	99.0	99.0
Effectiveness				
Percent of child support cases that receive payment toward arrears	73.7	69.0	69.0	69.0

Social Services Economic Self Sufficiency

Service Area: Adult Guardianships

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of wards who maintained stable housing	91.60	100.00	100.00	100.00
Percent of wards with linked primary care provider	92.86	100.00	100.00	100.00

Service Area: Work First

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of Work First Recertification Timeliness	97.8	95.0	95.0	95.0
Percent Work First Application Timeliness	100	95	95	95

Service Area: Adult Support Services

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of consumers who maintain stable housing	91.6	92.0	92.0	100.0

Service Area: Child Care Subsidy

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of children served	5,453	5,500	5,500	
Number of PreK Students Receiving Wrap-Around Services from Smart Start	60	60	60	
Efficiency				
Percent of child care subsidy applications processed timely	99.18	95.00	95.00	95.00

Social Services Economic Self Sufficiency

Service Area: Energy Assistance

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of Energy Assistance Crisis 24-48 Hours Processing Timeliness	81.3	95.0	95.0	95.0

Child Welfare

Division Summary - Child Welfare

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$2,060,289	\$2,128,180	\$2,102,525	\$2,054,186	13.2%
State	\$14,578,001	\$13,790,367	\$13,543,617	\$13,461,165	86.6%
Local	\$16	\$9,850	\$9,850	\$9,850	0.1%
Charges For Services	\$18,311	\$12,500	\$12,500	\$12,500	0.1%
Revenue Totals	\$16,656,616	\$15,940,897	\$15,668,492	\$15,537,701	
Expenditures					
Salary / Benefits	\$24,183,985	\$25,585,113	\$25,529,922	\$28,043,892	73.0%
Contractual Services	\$6,191,095	\$8,517,339	\$8,412,976	\$8,452,289	22.0%
Supplies, Materials and Other Charges	\$859,093	\$1,444,833	\$1,481,816	\$1,921,835	5.0%
Capital Outlay	\$56,631	—	—	—	0.0%
Debt	\$60	—	—	—	0.0%
Expenditure Totals	\$31,290,864	\$35,547,285	\$35,424,714	\$38,418,016	
Number of FTEs	314.800	314.800	314.800	322.800	

Division Purpose and Goals

The Child Welfare program protects children and enhances their well-being by supporting and strengthening families. State and federal laws require Child Welfare to receive and screen reports of suspected child abuse, neglect, and dependency. 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 wellbeing of children in foster care or receiving Child Protective Services or In-Home Services will be enhanced.

Child Welfare also includes Prevention Services, which are designed to assist families and children who are at risk of Child Welfare involvement. Services include: assisting families in increasing their protective factors (resilience, relationships, knowledge, communication, and support), working with families to identify, set, and meet goals that increase their economic self-sufficiency, working with families to ensure that children are succeeding in school and that their medical, mental health, and physical needs are met, and increasing the families

circle of support by ensuring that they have access to partner agencies and resources.

Major Accomplishments

The National Association of Counties and American Public Human Services Association awarded the team's video on "Child Abuse and Neglect: What are the Warning Signs?"

Collected and disbursed \$182,000 in donations for children in foster care. These donations included: comprehensive orthodontic treatments; Chromebooks; school supplies and clothing; birthday and holiday gifts; graduation gifts and care packages for young adults, and bicycles.

FY23 Discussion

Implement federal legislation requiring expansion of child welfare prevention services to families at risk of child welfare involvement. This expansion would include \$436,000 in expenditures and \$14,000 in revenues for 5.000 FTE.

Add staff to create an additional Permanency section consisting of 2-3 programs to improve efficiency and span of control. This expansion will be offset by revenues of \$13,000 (2.000 FTEs, \$174,000).

Child Welfare

A Placement Services Social Worker will improve placement stability through dedicated support and care coordination. The budget includes both the expenditures (\$78,000) and the revenues (\$19,000) for 1.000 FTE.

Horizon Issues

The number of youth in County custody with complex mental health needs has increased. These

youth have years of trauma associated with neglect and/or abuse coupled with substance use.

The Family First Prevention Services Act went into effect October 2021. With limited additional federal funding, the County is expected to enhance support services for families to help children remain at home, reduce the unnecessary use of congregate care, and build the capacity of communities to support children and families.

Child Welfare

Service Area: Child Welfare Core Services CPS Assessment/Investigations

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
Number of CPS reports received	7,659	9,693	10,438	9,693
Number of reports accepted for CPS Assessment	5,136	6,500	7,000	7,000
Efficiency				
Percent of accepted reports of child maltreatment initiated timely	96	95	95	95
Percent of assessments completed within 45 day policy time frame	80	95	95	95

Service Area: Child Welfare Core Services- In Home Treatment

Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of children and families served in In-Home Services	515	652	702	702
Efficiency				
Percent of In-Home cases closed within 6 months of In-Home services being opened	80	80	80	90

Public Health

Division Summary - Public Health

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$5,303,786	\$5,876,473	\$5,973,882	\$6,452,803	64.7%
State	\$777,466	\$812,509	\$921,681	\$504,618	5.1%
Local	\$38,940	\$28,260	\$39,500	\$39,500	0.4%
Charges For Services	\$3,228,632	\$3,333,347	\$3,333,347	\$2,983,522	29.9%
Miscellaneous	\$8,000	—	—	—	0.0%
Revenue Totals	\$9,356,823	\$10,050,589	\$10,268,410	\$9,980,443	
Expenditures					
Salary / Benefits	\$25,686,313	\$30,885,762	\$30,422,967	\$32,169,187	89.2%
Contractual Services	\$990,144	\$1,089,113	\$1,640,865	\$1,222,786	3.4%
Supplies, Materials and Other Charges	\$1,530,635	\$2,447,427	\$2,339,437	\$2,460,746	6.8%
Debt	\$242	—	—	—	0.0%
Transfers Out	\$1,045,654	\$199,966	\$199,966	\$199,966	0.6%
Expenditure Totals	\$29,252,988	\$34,622,268	\$34,603,235	\$36,052,685	
Number of FTEs	344.797	365.795	364.545	361.545	

Division Purpose and Goals

The primary mission of the Public Health Division is to 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, Injury Prevention and Health Promotion, Emergency Preparedness, Immunization Outreach, Maternal and Child Health Outreach, Child Care Health Consultants, Vital Records, School Health, and the Women Infant and Children Nutrition services.

Major Accomplishments

The HIV/STD program started a Wake County taskforce. The primary goals of the task force are: reduce STD rates in Wake County, increase education on STDs amongst high-risk populations (i.e., underserved minority youth and young adults), and increase prevention education, screening, and treatment efforts within the community.

The Wake County Tobacco Free Coalition held its kick-off meeting in January with representation from the Board of Commissioners, Health and Human Services leadership, non-profit organizations, youth leaders, housing affordability advocates, and

members of the Health and Human Services Board and the Public Health committee.

Wake County received two grants from the CDC and the Office of Minority Health and to improve health outcomes through key community partnerships in Wake County.

Wake County received a second award for Improving Community Outcomes for Maternal and Child Health (ICO4MCH) grant to increase breastfeeding, increase maternal home visiting programs, and improve prenatal outcomes in Wake County.

A Wake County school nurse was invited to present at the NC School Nurse Conference later this year.

FY23 Discussion

This budget includes the addition of an Assistant Nursing Director for the School Health to reduce the risk of sub-standard care, non-compliance with North Carolina rules, and staff turnover (1.000 FTE, \$130,000).

The budget includes the addition of an Assistant Director to oversee public health department credentialing and accreditation, vital records,

Public Health

informatics, and continuous quality improvement (1.000 FTE, \$140,000).

This budget includes the addition of a Nurse Supervisor/Trainer to offer more professional training opportunities. The position will help reduce staff turnover and the cost of external training (1.000 FTE, \$116,000).

This budget includes funding for two school nurses in the Wake County Public School System in anticipation of four school openings (2.000 FTE, \$195,000).

This includes the addition of Vital Records Specialists to increase timely availability of death records (2.000 FTE, \$132,000).

Two full time HIV/AIDS HHS Social Workers to manage federally-funded programs (2.000 FTE, \$164,000).

This budget includes funding to continue a drug overdose program that ensures non-fatal overdose survivors have coordinated linkages to care (\$490,000).

Horizon Issues

Medicaid redesign will change how reimbursement is made to the Maternal Child Health program. Public Health will work to ensure maximum reimbursements for its services.

Public Health

Service Area: Communicable Disease Control - Investigation

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of communicable disease cases investigated	1,476	1,624	1,786	1,800

Service Area: AIDS/HIV Outreach

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of HIV/AIDS clients who received medical assistance	250	265	280	280

Service Area: Healthy Child Development and Care Coordination for Children

Assist vulnerable families to support their young childrens' (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of children age 15 months who had recommended well-child visits	78	80	82	85

Service Area: Pregnancy Care Management

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Percent of NFP participants who initiate breastfeeding	89	75	75	75

Public Health

Service Area: Health Promotion Education

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of breast cancer screenings conducted	293	379	400	400
Number of cervical cancer screenings conducted	293	79	400	400
Number of drug overdose referrals linked to certified peer support	604	634	675	675

Health Clinics

Division Summary - Health Clinics

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$3,112,299	\$3,234,804	\$3,081,777	\$3,331,985	24.1%
State	\$326,159	\$378,217	\$470,770	\$463,329	3.4%
Charges For Services	\$13,871,542	\$9,708,747	\$9,701,306	\$10,011,345	72.5%
Miscellaneous	\$12,793	—	—	—	0.0%
Revenue Totals	\$17,322,793	\$13,321,768	\$13,253,853	\$13,806,659	
Expenditures					
Salary / Benefits	\$13,885,505	\$16,042,847	\$15,639,775	\$18,372,196	77.2%
Contractual Services	\$2,891,018	\$3,365,753	\$3,799,571	\$3,421,925	14.4%
Supplies, Materials and Other Charges	\$1,263,472	\$1,964,895	\$1,949,511	\$2,001,899	8.4%
Capital Outlay	\$92,082	—	\$22,163	—	0.0%
Debt	—	—	\$(30)	—	0.0%
Expenditure Totals	\$18,132,078	\$21,373,495	\$21,410,990	\$23,796,020	
Number of FTEs	176.400	177.400	176.650	185.550	

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 four Wake County Health and Human Services (WCHHS) 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 services provide critical support services for both the Health Clinics and Public Health Divisions.

Major Accomplishments

HHS Dental Clinic received the North Carolina Dental Society Foundation 2021 Dental Public Health Award.

WCHHS Dental Clinic was the recipient of a Delta Dental Foundation Smiles for Kids grant for Calendar Year 2021.

HHS Dental Clinic was the recipient of NC Office of Rural Health's Community Health Grant FY 2022. This grant enabled the purchase of mobile equipment that will be utilized at Wake County's regional locations to help improve dental access for Wake County's underserved children.

FY23 Discussion

The budget includes additional staff at the Regional Centers to expand services like Family Planning and Immunizations as well as provide standard services throughout the Regional Centers. There is about \$300,000 in associated revenues for this expansion (7.900 FTE, \$988,000).

The budget includes a HIV Clinic Administrative Services Coordinator to help manage federal funds for HIV assistance (1.000 FTE, \$79,000).

Horizon Issues

Wake County still faces significant challenges combating the increasing cases of STDs within the County since 2016. There is a steady increase in Chlamydia and Gonorrhea cases in all age groups but especially in young adults ages 18-25, who account for 56% of all cases.

Health Clinics

Dental supplies and personal protective equipment costs have increased while clinics face staff shortages and recruitment difficulties that could affect dental access for residents.

WCHHS is embracing the impact of Medicaid Transformation on the current practice model. Medicaid attribution is contributing to increases in overall practice volumes.

Health Clinics

Service Area: Communicable Disease Clinics- HIV/STD

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of STD clinic visits	8,620	8,750	8,750	8,750

Service Area: Child Health Clinic

Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of well-child visits	11,546	11,300	11,500	11,500

Service Area: Pharmacy Services

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of mental health patients served	1,267	1,400	1,500	1,500
Number of patients served	11,366	12,500	15,000	15,000
Number of prescriptions filled	46,690	55,000	60,000	60,000

Service Area: Lab Services

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of lab tests performed	111,660	125,000	150,000	150,000

Administration & Operations

Division Summary - Administration & Operations

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$6,107,873	\$5,689,125	\$5,518,966	\$5,759,626	98.4%
Local	\$35,622	\$34,000	\$34,000	\$34,000	0.6%
Charges For Services	\$52,713	\$103,370	\$103,370	\$52,700	0.9%
Miscellaneous	\$4,494	\$5,066	\$5,066	\$4,272	0.1%
Revenue Totals	\$6,200,701	\$5,831,561	\$5,661,402	\$5,850,598	
Expenditures					
Salary / Benefits	\$13,594,042	\$15,485,056	\$15,419,631	\$17,789,211	69.6%
Contractual Services	\$3,656,172	\$3,962,342	\$4,162,551	\$4,089,732	16.0%
Supplies, Materials and Other Charges	\$2,591,893	\$3,574,189	\$3,670,212	\$3,693,111	14.4%
Capital Outlay	—	—	\$10,923	—	0.0%
Debt	\$719	\$179	\$179	\$179	0.0%
Expenditure Totals	\$19,842,825	\$23,021,766	\$23,263,496	\$25,572,233	
Number of FTEs	197.500	201.500	204.500	213.500	

Division Purpose and Goals

Administration and Operations manages core operational functions for programs that provide direct services to consumers, supports the Health and Human Services Board and serves as liaison to General Services for buildings and capital improvement planning.

The Business Analytics, Human Resources, Communications, and Finance teams provide department-level support to these functions and ensure services are provided in a timely, efficient, and fiscally responsible manner. The Consumer Experience and Customer Support teams work closely with customers to get them the information they need and troubleshoot any concerns. 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 Regional Centers and Swinburne served as sites for COVID-19 mass testing and vaccination throughout the year. This required significant operational staff support at all sites to ensure that the client flow was safe and efficient, and that staff had

the resources they needed to meet the service demands.

Health and Human Services created a Performance and Change Management team focusing on maximizing lessons learned during the COVID-19 pandemic, making better use of data, and improving customer and employee experiences.

The department's Human Resources team added a recruitment unit comprised of four dedicated recruiters. They bring expertise in proactive recruitment approaches and experience within the medical and social work fields, in addition to general knowledge of Health and Human Services positions. They developed effective relationships with collegiate partners, tested new sites for sourcing of candidates, and improved capacity to engage applicants and turn them into employees.

FY23 Discussion

The budget includes the addition of a Project Manager to enhance Human and Health Services business processes, service delivery, and service platforms through data solutions. This expansion is offset by \$20,000 in revenues (1.000 FTE, \$122,000).

This budget includes converting a temporary agency position to a full time position to create stability and

Administration & Operations

ensure compliance for clinical billing and reporting requirements. The existing budget will offset the expenditures of the position (1.000 FTE).

The budget includes funding for an additional Budget and Finance Senior Accountant to provide adequate budgetary and fiscal oversight to mitigate liability and risk. This expansion is offset by revenues of \$15,000 (1.000 FTE, \$56,000).

The budget includes funding for positions that will provide administrative support to HHS regional and specialty locations. The budget includes the expenditures (\$107,000) and revenues (\$17,000) for 2.000 FTE.

The budget will fund a Department Program Auditor and Quality Assurance Reviewer to reduce caseload and improve the capacity to conduct quality reviews. This expansion includes \$110,000 in revenues. (3.000 FTEs, \$234,000).

The budget will increase the contract for the Juvenile Detention Center to fund an increase in bed days associated with the the "Raise the Age" legislation (\$450,000).

The budget will provide additional funding for the Swinburne and Regional Center buildings security contracts to provide 24/7 law enforcement coverage and convert security guards to sworn police officers for the safety of staff and consumers (\$428,000).

The budget will appropriate additional funds from the state and federal funding allocations projected in the fiscal year to cover costs associated with the delivery of Public Health, Economic Social Services,

and Juvenile Crime Prevention. The expansion would include revenues of \$994,000 and expenditures of \$919,000.

A Systems Engineer will support the implementation, maintenance, and end user experience of a case management system for child welfare. This expansion is offset by \$9,000 in revenues (1.000 FTE, \$123,000).

Horizon Issues

Health and Human Services is working toward functioning as a fully integrated department that provides services to the whole person. This will require changes in business practices, cross-training staff, and changing the culture of the agency. Multiple units within the administrative area will provide the human infrastructure that facilitates these changes, measures effectiveness, and drive continuous quality improvements that are maintained and replicated across the department.

Medicaid transformation has resulted in additional clinical and financial responsibilities for the primary care providers in several of clinics.

The Public Health Center and Western Regional Center are scheduled to open in 2025.

Human Service Reserves

Division Summary - Human Service Reserves

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	—	—	\$34,164	—	0.0%
Revenue Totals	—	—	\$34,164	—	

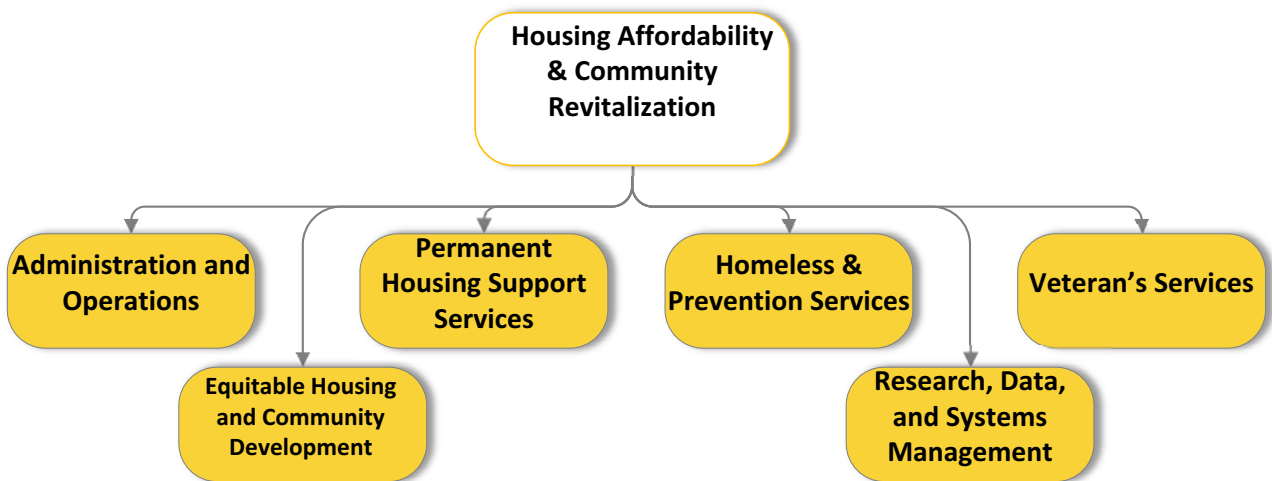
Division Purpose and Goals

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 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$507,951	\$474,524	\$474,524	\$668,245	99.5%
State	—	—	—	\$2,000	0.3%
Charges For Services	\$33,016	\$1,500	\$1,500	\$1,500	0.2%
Other Financing Sources	—	—	\$4,572,000	—	0.0%
Revenue Totals	\$540,967	\$476,024	\$5,048,024	\$671,745	
Expenditures					
Salary / Benefits	\$5,138,999	\$6,588,180	\$6,797,472	\$7,666,790	28.3%
Contractual Services	\$2,021,738	\$2,211,133	\$2,321,018	\$2,745,639	10.1%
Supplies, Materials and Other Charges	\$728,345	\$1,168,523	\$1,059,623	\$1,680,254	6.2%
Capital Outlay	\$5,250	—	—	—	0.0%
Debt	\$120	—	—	—	0.0%
Transfers Out	\$20,201,000	\$10,995,000	\$15,317,000	\$15,000,000	55.4%
Expenditure Totals	\$28,095,452	\$20,962,836	\$25,495,113	\$27,092,683	
Expenditures by Division					
Equitable Housing & Community Development	\$308,328	\$333,363	\$333,012	\$357,643	1.3%
Homeless & Prevention Services	\$4,652,129	\$5,857,541	\$5,889,182	\$6,204,246	22.9%
Housing Administration & Operations	\$20,073,197	\$12,341,929	\$16,845,002	\$16,693,632	61.6%
Permanent Housing & Supportive Services	\$3,061,798	\$2,430,003	\$2,427,917	\$2,720,068	10.0%
Research, Data, and Systems Management	—	—	—	\$726,220	2.7%
Veterans Services	—	—	—	\$390,874	1.4%
Expenditure Totals by Division	\$28,095,452	\$20,962,836	\$25,495,113	\$27,092,683	
Number of FTEs	82.000	85.000	88.000	93.000	

Housing Affordability & Community Revitalization

Department Purpose and Goals

Housing Affordability and Community Revitalization Department strives to improve the quality, affordability, and access to housing for families and communities whose needs are not met by the natural housing market.

FY23 Discussion

The budget increased by \$6.1 million from the prior year. This increase includes \$994,000 from salary and

benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, a \$505,000 increase in supplies and materials as well as the changes detailed in the following pages, including shifting the Veteran's Services Division resources from the Community Services Department and shifts funding and oversight of Oak City Cares to the Housing Affordability and Community Revitalization Department.

Housing Administration & Operations

Division Summary - Housing Administration & Operations

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Other Financing Sources	—	—	\$4,572,000	—	0.0%
Revenue Totals	—	—	\$4,572,000	—	
Expenditures					
Salary / Benefits	\$969,257	\$988,259	\$1,217,330	\$1,340,857	8.0%
Contractual Services	\$45,550	\$92,493	\$127,121	\$92,493	0.6%
Supplies, Materials and Other Charges	\$35,270	\$266,177	\$183,551	\$260,282	1.6%
Debt	\$120	—	—	—	0.0%
Transfers Out	\$19,023,000	\$10,995,000	\$15,317,000	\$15,000,000	89.9%
Expenditure Totals	\$20,073,197	\$12,341,929	\$16,845,002	\$16,693,632	
Number of FTEs					
	9.000	11.000	9.000	10.000	

Division Purpose and Goals

Housing Operations manages core operational functions for programs that provide direct services to customers. This includes conducting strategic planning, business management, and maintaining compliance for internal business processes. Operations also acts as a liaison with internal and external stakeholders for special initiatives with community partners.

FY23 Discussion

A Community Engagement Coordinator will inform the community on housing services and strengthen

relationships with the community (1.000 FTE, \$88,000)

This budget includes a transfer to CIP Housing for affordable housing development efforts (\$4,191,000).

Horizon Issues

Due to the COVID-19 pandemic, newly allocated funding has doubled the number of grants the department received and tripled the budget. Many of these funding streams will continue to require management for years to come due to each source having their own compliance and reporting requirements.

Equitable Housing & Community Development

Division Summary - Equitable Housing & Community Development

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$306,804	\$324,075	\$323,724	\$348,355	97.4%
Supplies, Materials and Other Charges	\$1,524	\$9,288	\$9,288	\$9,288	2.6%
Expenditure Totals	\$308,328	\$333,363	\$333,012	\$357,643	
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 the County experiences substantial growth. This division is primarily responsible for implementing the 20-Year Comprehensive Affordable Housing Plan.

Major Accomplishments

The division exceeded the goal to produce or preserve 2,500 units of affordable housing by 2023. Since 2019, Wake County has produced or preserved 2,509 homes. A total of 1,032 units were awarded, generating an investment of almost \$193 million in residential development.

The division also selected an administrator, Self-Help Ventures Fund, to operate the Affordable Housing Preservation Fund. This fund will allow affordable

housing developers to compete with traditional investors to preserve housing which will remain affordable for years to come.

Horizon Issues

The cost of living continues to outpace growth in wages for many across Wake County. The COVID-19 public health crisis exacerbated this trend causing economic hardships for thousands across the County.

The COVID-19 pandemic caused supply chain disruptions 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.

The housing market in Wake County requires that the department act quickly to capitalize on opportunities. Housing staff continue to strive to be proactive, flexible, and efficient.

Permanent Housing & Supportive Services

Division Summary - Permanent Housing & Supportive Services

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$372,760	\$374,524	\$374,524	\$568,245	100.0%
Charges For Services	\$15	—	—	—	0.0%
Revenue Totals	\$372,775	\$374,524	\$374,524	\$568,245	
Expenditures					
Salary / Benefits	\$1,560,861	\$2,057,265	\$2,055,177	\$2,180,260	80.2%
Contractual Services	\$178,205	\$182,159	\$182,691	\$350,530	12.9%
Supplies, Materials and Other Charges	\$144,732	\$190,579	\$190,049	\$189,278	7.0%
Transfers Out	\$1,178,000	—	—	—	0.0%
Expenditure Totals	\$3,061,798	\$2,430,003	\$2,427,917	\$2,720,068	
Number of FTEs	24.000	25.000	25.000	25.000	

Division Purpose and Goals

Permanent Housing and Supportive Services 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

92% of participant households remained house and did not return to homelessness after one year.

Reimagined the Cornerstone facility and programs to provide more comprehensive services and fill gaps in the community. The program manager was hired and program planning and development is underway.

FY23 Discussion

The budget includes funding for escalating costs with outpatient behavioral health psychiatric evaluations and medication for permanent supportive housing clients (\$160,000).

Horizon Issues

Diminishing availability of community health and mental health resources and increasing costs will continue to have a negative impact on housing stability. The deepening housing crisis and disappearance of affordable housing for very low income citizens will continue to displace residents and further tax an overburdened system of homeless and housing services.

Permanent Housing & Supportive Services

Service Area: Community Outreach Teams

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of households Served Annually	293	295	330	330

Service Area: Housing Development and Preservation

Provides developer loans to acquire, preserve, or subsidize affordable housing for low-to-moderate-income families or seniors including vulnerable populations. This also includes land disposition for affordable development, and developer loans through third-party CDFI which leverage County capital to acquire, preserve or subsidize affordable housing.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Number of homes preserved or created	1,032	500	500	500

Service Area: Homeownership

Provides deferred loans of up to \$20,000 for first-time homeownership or foreclosure prevention for residents earning at or below 80% of Area Median Income outside of Raleigh and Cary. Provides rehabilitation grants of up to \$30,000 for elderly or disabled homeowners, or \$5,000 for low-income homeowners, under 50% AMI, for health and safety repairs.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of homeowner rehabilitations	66	40	40	40

Service Area: Permanent Supportive Housing

Provides affordable housing assistance with voluntary and intensive support services to build independent living and tenancy skills, as well as connecting people with community-based health care, treatment, and employment services.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Percentage of clients who retained housing or did not return to homelessness within the first year	92	92	93	95

Permanent Housing & Supportive Services

Service Area: Landlord Engagement Unit

Landlord Engagement Unit connects renters struggling to find affordable housing and landlords seeking tenants for their affordable units. This unit develops an in-house database to match renters to affordable homes and offers lease signing bonuses and other financial incentives to landlords to encourage participation. This program will also support community efforts to relocate tenants if their rental homes are sold or the rent increases beyond affordability.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of new landlord partners established		50	50	50
Effectiveness				
Number of affordable housing units established		200	300	300

Homeless & Prevention Services

Division Summary - Homeless & Prevention Services

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$135,191	\$100,000	\$100,000	\$100,000	98.5%
Charges For Services	\$33,001	\$1,500	\$1,500	\$1,500	1.5%
Revenue Totals	\$168,192	\$101,500	\$101,500	\$101,500	
Expenditures					
Salary / Benefits	\$2,302,077	\$3,218,581	\$3,201,241	\$3,018,476	48.7%
Contractual Services	\$1,797,983	\$1,936,481	\$2,011,206	\$2,049,216	33.0%
Supplies, Materials and Other Charges	\$546,819	\$702,479	\$676,735	\$1,136,554	18.3%
Capital Outlay	\$5,250	—	—	—	0.0%
Expenditure Totals	\$4,652,129	\$5,857,541	\$5,889,182	\$6,204,246	
Number of FTEs	46.000	46.000	47.000	47.000	

Division Purpose and Goals

Homeless and Prevention Services 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

Wake County presently funds street outreach services to further engage with people who are living in places not meant for human habitation. Outreach specialists provide street-based assessment, case management, referral services and emergency survival supplies. This year Triangle Family Services and Haven House helped over 230 people during street outreach encounters.

During the pandemic and eviction moratorium, the Housing Resource Team shifted its efforts to focus more on relocation and diversion and expanded staffing capacity to respond to an unprecedented need. So far this year the team served 550 persons

(214 families) and stabilized up to 120 households in housing.

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 stabilized financial resources for 3,521 households.

The South Wilmington Street Center (SWSC), the second largest men's homeless shelter in the state, provided shelter to 539 people, offered onsite vaccinations, which led to 78% of the guests receiving vaccinations. The SWSC was able to help 110 guests to move into permanent housing.

To date, the number of veterans experiencing homelessness is 25. All of these veterans have been matched to housing resources (Rapid Rehousing or Supportive Housing) and are currently working to locate housing. SWSC served 48 veterans served so far this year receiving individual Case Management, Budgeting, Housing Plans, Housing Searches, Transportation, Food, Shelter, Community Referrals, Employment Searches, DD-214 Assistance and Weekly Group Meetings.

FY23 Discussion

The budget accommodates for escalating food prices and labor costs for meals at the South Wilmington Street Center (\$121,000).

Homeless & Prevention Services

Horizon Issues

Since the emergence of the COVID-19 pandemic, the importance of ensuring safe, decent shelter in the community has been highlighted. The "K Shaped" recovery has meant some have been impacted more than others. Those with lower wages, blue collar jobs,

and less disposable income may need housing and homeless services.

Many citizens are still experiencing economic hardships from the COVID-19 public health crisis. Many of the additional federal and state resources that have been available Wake County residents will no longer be available.

Homeless & Prevention Services

Service Area: South Wilmington Street Center

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of men sheltered nightly	52	100	180	160

Service Area: Housing Resource Team

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Wake Prevent! Client Referrals	992	800	800	592

Research, Data, and Systems Management

Division Summary - Research, Data, and Systems Management

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	—	—	—	\$457,920	63.1%
Contractual Services	—	—	—	\$250,800	34.5%
Supplies, Materials and Other Charges	—	—	—	\$17,500	2.4%
Expenditure Totals	—	—	—	\$726,220	
Number of FTEs	0.000	0.000	4.000	4.000	

Division Purpose and Goals

Housing's Research, Data and Systems division helps develop department and community strategies informed by local, state and federal data. They conduct research to innovate and implement best practices; assist renters and landlords to ensure fair and accessible housing through a housing database which matches renters to homes; and may also provide displacement relocation services.

Major Accomplishments

The Landlord Engagement Unit was launched in November. The division developed the Landlord Engagement Unit Database from scratch.

FY23 Discussion

This budget will fund an operator switchboard to improve Coordinated Entry. This contract will provide Wake County residents with a single phone number to access housing services and decrease number of residents funneling through Coordinated Entry (\$250,000).

Research, Data, and Systems Management

Service Area: Strategic Planning, Data Analysis, & Research

Develops department and community strategies to increase housing affordability and end homelessness informed by local, state, and federal data. This division also conducts research, program evaluations, and program planning to innovate and implement best practices across department services.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Error rate in the Homeless Management Information System (HMIS).	26	20	10	10

Veterans Services

Division Summary - Veterans Services

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	—	—	—	\$2,000	100.0%
Revenue Totals	—	—	—	\$2,000	
Expenditures					
Salary / Benefits	—	—	—	\$320,922	82.1%
Contractual Services	—	—	—	\$2,600	0.7%
Supplies, Materials and Other Charges	—	—	—	\$67,352	17.2%
Expenditure Totals	—	—	—	\$390,874	
Number of FTEs	0.000	0.000	0.000	4.000	

Division Purpose and Goals

Veterans Services assists veterans and their families to obtain local, state, and federal benefits. Acting as an advocate for the veteran, accredited Veterans Services 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 division supported the Veterans Task Force, who identified 13 recommendations to enhance services for 49,000 veterans in Wake County.

In March, 2022, participated in Veterans' Experience Action Center (VEAC) in Cary, NC.

FY23 Discussion

The entire Veterans Services budget, including 4.000 FTE, shifts from the Community Services Department to integrate services with the Housing Affordability and Community Revitalization Department.

Horizon Issues

The division will work on partnering within the County and with community partners to implement the Veterans Task Force recommendations.

Veterans Services

Service Area: VSO Client Service

Veterans Services Office (VSO) staff assist veterans and their families with obtaining local, state, and federal benefits unique to veterans. VSO helps veterans discover benefits to which they are entitled and helps them apply for benefits. Clients benefit from the staff's expertise and knowledge of the United States Department of Veteran Affairs (VA) policies and procedures, which can be difficult to navigate. Veterans Services Officers meet with clients and/or family members in the office or virtually to provide consultation services and technical assistance throughout the application process.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of consultations	1,253	1,900	1,900	1,900
Efficiency				
Consultations Perf Officer	501.2	760.0	760.0	760.0

Service Area: VSO Community Outreach

Raise awareness of veterans' issues and benefits in the community. Veterans Services Office (VSO) staff can represent the veterans' perspective in community initiatives by working with non-profit groups and professional associations to advocate for veterans. Additionally, by being visible in the community, VSO staff can help get the word out to veterans that they may be eligible for benefits that the VSO, and other groups, can help them obtain.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Input				
VSO - Avg Number of VSO Officers Provided	2.5	2.5	2.5	2.5

Behavioral Health - Managed Care

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Other Financing Sources	—	\$3,954,850	\$3,954,850	\$4,590,000	100.0%
Revenue Totals	—	\$3,954,850	\$3,954,850	\$4,590,000	
Expenditures					
Contractual Services	\$21,179,899	\$34,615,238	\$34,615,238	\$34,250,388	97.9%
Supplies, Materials and Other Charges	\$526,713	\$726,000	\$726,000	\$728,000	2.1%
Expenditure Totals	\$21,706,612	\$35,341,238	\$35,341,238	\$34,978,388	

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

Implement FY22-FY23 Behavioral Health Plan and initiatives in focus areas of Crisis Services, Access and Coordination, Housing, Criminal Justice and Familiar Faces.

FY23 Discussion

The budget decreased by \$362,000 from the prior year. The difference is \$5.95 million less funding for pilot programs from the prior year, offset by increases detailed below.

The budget adds additional one-time 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 (\$2.9 million).

Increased funding for mobile crisis services, enabling additional training for staff and faster response times for crisis calls (\$100,000).

Professional and technical assistance for Behavioral Health programming provided through consultant contracts (\$250,000).

One-time funding for a pilot program supporting behavioral health access for individuals under adult guardianship without Medicaid or insurance (\$700,000).

A supportive housing pilot will continue to provide short term support for "familiar faces" leaving institutions (\$500,000).

Second year of pilot funding to support substance abuse treatment, particularly for justice involved individuals (\$800,000).

Expand the school based mental health program. (\$200,000).

The budget includes treatment flex funds for services and individuals not covered under other programs. These funds primarily go to serve residents without Medicaid or private insurance, often children (\$140,000).

Horizon Issues

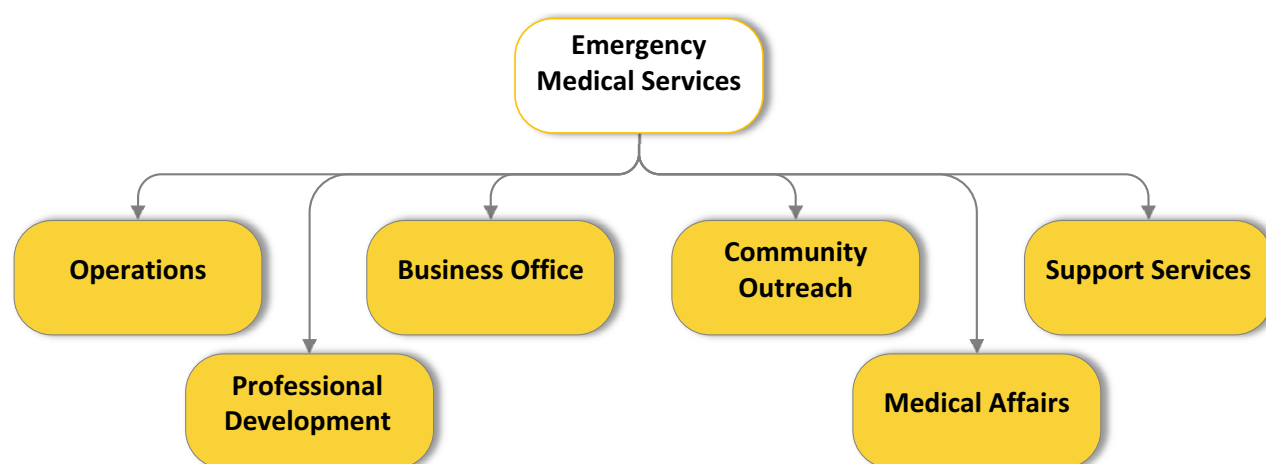
Funding for the provision of behavioral health services is evolving in North Carolina. Changes associated with the State of North Carolina's plan can shift County partnerships, change the provider community, and focus on comprehensive health. Wake County will address these changes and continue to advocate for the needs of vulnerable

Behavioral Health - Managed Care

residents, especially for residents uninsured and underinsured with behavioral health needs.

Develop and implement plan for use of National Opioid Settlement funding to address substance use needs in Wake County.

Emergency Medical Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Local	\$155,442	\$66,350	\$66,350	\$61,350	0.2%
Charges For Services	\$24,195,839	\$26,040,000	\$26,040,000	\$31,644,675	99.8%
Miscellaneous	\$2,993	—	—	—	0.0%
Revenue Totals	\$24,354,274	\$26,106,350	\$26,106,350	\$31,706,025	
Expenditures					
Salary / Benefits	\$21,074,173	\$39,769,294	\$39,057,308	\$53,282,205	73.0%
Contractual Services	\$1,655,374	\$3,530,847	\$3,545,442	\$3,095,775	4.2%
Supplies, Materials and Other Charges	\$17,920,105	\$10,151,352	\$10,821,019	\$16,619,851	22.8%
Capital Outlay	\$161,044	—	\$90,000	—	0.0%
Debt	\$3,634	\$8,477	\$8,477	\$8,477	0.0%
Expenditure Totals	\$40,814,329	\$53,459,970	\$53,522,246	\$73,006,308	
Number of FTEs	425.000	433.000	432.000	467.000	

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

EMS continues to see a high survival rate from out-of-hospital cardiac arrest. EMS providers were involved in the successful resuscitation and subsequent hospital discharge of residents with a survival rate above the state and national averages. EMS has maintained an average scene time for victims of penetrating trauma of approximately 5 minutes. 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.

Emergency Medical Services

Patients were evaluated by advanced practice paramedics for mental health or substance use and were transported to a specialty center or psychiatric hospital rather than to a hospital emergency department. 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. Patients have successfully achieved an appropriate alternate destination other than the hospital emergency department. EMS also partnered with Healing Transitions to connect consumers facing addiction with peer support and other resources.

EMS 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.

EMS 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.

EMS implemented 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. EMS continues to actively engage 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.

FY23 Discussion

The budget increased by \$19.5 million from the prior year. This increase includes \$10.7 million from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, \$2.1 million primarily from increased fleet, fuel, and medical supply costs, and a decrease of \$443,000 in contracted services to offset the increased supply costs. The budget was also increased by the changes detailed below.

Additional funding for a second Instructor to develop course content, manage and teach individual classes, and reduce reliance on off-duty and on-duty operational personnel (1.000 FTE, \$258,000).

The budget includes three 12-hour Advanced Practice Paramedic units in the field to respond to the 15% increase in call volume, address community paramedicine and Advanced Practice Paramedic-specific responses, and support basic life support ambulances staffed with Emergency Medical Services Technicians only (9.000 FTE, \$1,850,000).

A Recruiter to establish consistent outreach, participate in recruitment, and workforce development opportunities in community college programs (1.000 FTE, \$195,000).

Included in the budget are cost increases for medications and medical supplies to address supply chain cost increases and increased demand (\$665,000).

Increased funding for additional medical supplies on logistics vans to resupply EMS stations and reduce the need for Advanced Practice Paramedics and District Chiefs to replenish supplies (\$26,000).

Additional funding for staffing, medical supplies, and equipment for four frontline 12-hour ambulances and one spare to address increased demand for services (20.000 FTE, \$1,415,000).

Increased funding is included to replace paramedics positions reclassified as an Assistant Medical Director, an EMS instructor, and transferring a position to Fire Services (3.000 FTE, \$350,000).

Additional funding for a 3% CPI adjustment contract escalation of Deputy Medical Director (\$8,000).

Emergency Medical Services

One position was added to manage the department's service and response to special events, special operations, and mass gatherings (1.000 FTE, \$330,000)

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

Service Area: EMS System Support/Management

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.

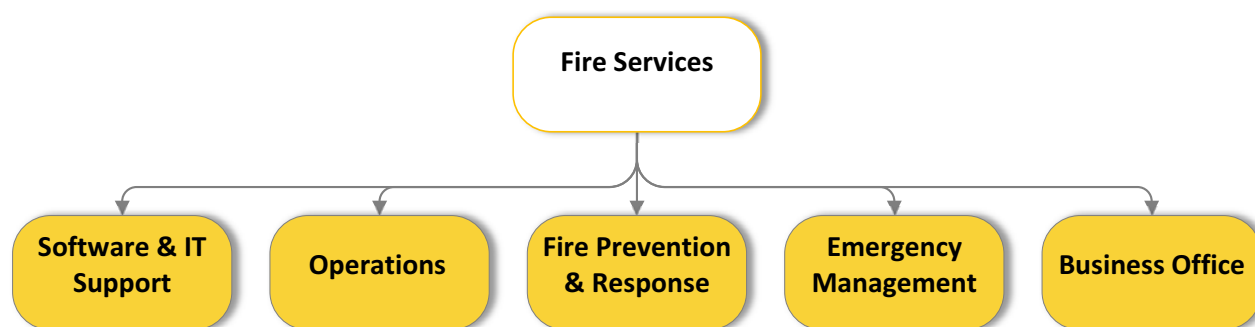
Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Effectiveness				
Cardiac Arrest Survival Rate (Utstein)	38	38	38	

Service Area: Community Health and Injury Prevention

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 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Output				
Number of Students Completing Initial Education Program	11	9	15	
Efficiency				
Number of Mental Health/Substance Use Transports to Alternative Destinations	328	328	328	
Effectiveness				
EMS System Status (ESTAT) Duration (Calendar Year)	2,924	3,500		365

Fire Services



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$62,500	\$62,500	\$62,500	\$62,500	28.7%
Charges For Services	\$159,804	\$172,474	\$172,474	\$154,974	71.3%
Other Financing Sources	\$7,147	—	—	—	0.0%
Revenue Totals	\$229,451	\$234,974	\$234,974	\$217,474	
Expenditures					
Salary / Benefits	\$2,003,759	\$2,445,908	\$2,452,641	\$2,920,894	78.4%
Contractual Services	\$51,687	\$63,515	\$63,515	\$63,987	1.7%
Supplies, Materials and Other Charges	\$588,576	\$609,793	\$615,528	\$732,448	19.7%
Capital Outlay	\$7,147	\$25,000	\$25,000	—	0.0%
Debt	\$6,318	\$5,726	\$5,726	\$6,461	0.2%
Expenditure Totals	\$2,657,486	\$3,149,942	\$3,162,410	\$3,723,790	
Number of FTEs	22.000	23.000	24.000	25.000	

Department Purpose and Goals

Fire Services and Emergency Management strives to be a transparent and a recognized leader in excellence built on integrity and achieved by holistically delivering collaborative, reliable, and innovative services. The department ensures the safety and health of the community, through all-hazards emergency response, prevention, preparedness, recovery and mitigation programs that builds, sustains and improves the community's resiliency.

Major Accomplishments

The Fire Services and Emergency Management team supported Wake County's response to the Omicron variant of COVID-19 by assisting with the development and implementation of five mass testing sites during the peak of the surge. This 60-day response included all divisions of the department in planning, logistics, and on-site operations.

Emergency Management continued to work with Public Health on a weekly basis to ensure coordination between hospitals and other partners.

The Fire Operations Division completed its first ever data driven analysis based on Wake County's Fire Commission Long Range Standards and Guidelines. Over 10,000 incident reports were examined to evaluate the performance of fire departments in the Wake County Fire Tax District. The data was incorporated into the FY 2023 Fire Tax District budget development process to determine need for additional staffing and one additional fire station locations.

Fire Operations implemented a county- wide pre-planning software (First Due) that will give all 19 fire departments in the Wake County 100% credit for pre-plans with the Department of Insurance. First Due gives Firefighters vital information about a structure

Fire Services

while en-route to an emergency scene, improving Firefighter safety and on-scene operability. First Due also has a public portal that allows citizens to enter critical information about their homes such as the presence of persons with disabilities.

This Fire Marshall Division completed 2,200 state mandated periodic fire inspections, conducted 950 new construction plans reviews and over 800 new construction field inspections. The division successfully solved 71% of fire investigations in FY 2022.

FY23 Discussion

The budget increased by \$574,000 from the prior year. This increase includes \$327,000 from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

Provide holiday premium pay for 13 holidays (312 hours) for shift employees scheduled to work all holidays and an estimated 40 hours for other staff working special events or assignments during holidays (\$2,000).

An increase in overtime salaries to transition four Fire Responder positions to a non-exempt schedule and FY 2023 salary increases (\$28,000).

A ten-year replacement of turnout gear for Fire Inspections and Emergency Response teams as recommended by the National Fire protection Association (\$27,000).

An increase in the travel and training budget for required certifications, continuing education, and professional development opportunities to meet the core services requirements (\$4,000).

Restore and expand dues and subscriptions funding to support continued professional development through certification opportunities and participation in professional organizations (\$6,000).

A Computer Aided Dispatch (CAD) System Administrator to support. The position will improve data pull from the CAD system, review 40,000 annual calls made in the Fire Tax District, and lead support of the Fire Tax District's CAD hardware (1.000 FTE, \$122,000).

A replacement for records management platform Firehouse used to collect and manage data related to fire investigations, state mandated inspections, permit issuances, and required staff training (\$70,000).

An ongoing subscription for Deputy Scheduling software. The platform is used to schedule employees for assignments and track their time during emergency events (\$10,000).

Horizon Issues

To keep up with recent and potential future changes, Emergency Management Office will maintain a high degree of flexibility. The trend in emergency management will be the pursuit of collaborative, comprehensive planning and preparedness programs. Key emerging issues to be addressed by the Office include; Evaluation of the County's standing against Homeland Security's Core Capabilities List and industry standards, Preparation for the next Harris exercise which will include the first Hostile Action Based scenario, Pursuit of an Emergency Operations Center capable of fulfilling the needs of the organization, Providing support for mandated responder training, and Identification of staff to address the service demand of the community.

Fire Service Operations continues to prioritize performance data analysis and recruiting a more diverse workforce within the Fire Tax District.

The Fire Marshal Division will be working to identify, purchase, and transition over to a new records management system to replace the current outdated system. The division will also examine the County's code of ordinances related to Fire Prevention and Protection for needed updates.

Emergency Communications

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,967,497	\$2,125,751	\$2,125,751	\$1,638,751	100.0%
Interest Income	\$(10,156)	—	—	—	0.0%
Revenue Totals	\$1,957,341	\$2,125,751	\$2,125,751	\$1,638,751	
Expenditures					
Salary / Benefits	\$157,985	\$216,092	\$214,896	\$240,276	13.0%
Contractual Services	\$782,988	\$907,872	\$907,872	\$118,360	6.4%
Supplies, Materials and Other Charges	\$966,776	\$1,004,605	\$1,004,605	\$1,491,723	80.6%
Expenditure Totals	\$1,907,749	\$2,128,569	\$2,127,373	\$1,850,359	
Number of FTEs	0.000	0.000	0.000	0.000	

Department Purpose and Goals

Emergency Communications is responsible for the coordination of public safety technology platforms, including the 800 MHz public safety radio communication system and the Computer Aided Dispatch (CAD) and mobile data system. The 800 MHz public safety radio system is used by municipal police, fire, County law enforcement, and emergency medical services within Wake County with over 7,700 mobile and portable radios deployed. The CAD and mobile data services are also supported by this department and are in use by over 30 response agencies with over 2,000 personnel. Emergency Communications also manages an alphanumeric and tone and voice paging system and has deployed over 3,100 pagers to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

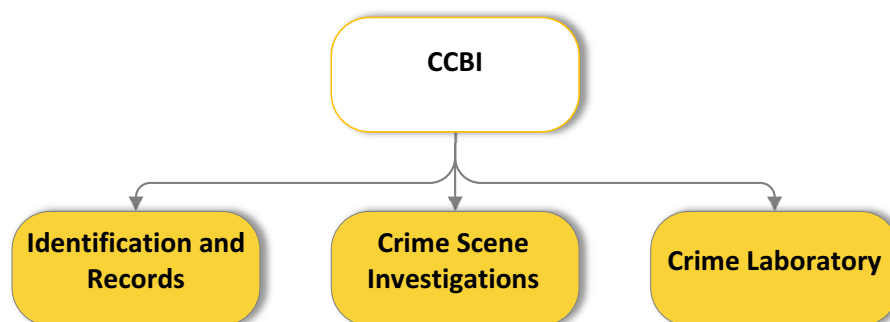
FY23 Discussion

The Emergency Communications budget decreased by \$277,000 from the prior year adopted budget. This budget decrease is primarily driven by change to the structure of the County's CAD system agreement with the City of Raleigh resulting in cost savings, offset by an increase of \$24,000 in salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions.

The Emergency 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 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$1,236,690	\$1,175,000	\$1,175,000	\$1,280,000	100.0%
Miscellaneous	\$(15)	—	—	—	0.0%
Revenue Totals	\$1,236,675	\$1,175,000	\$1,175,000	\$1,280,000	
Expenditures					
Salary / Benefits	\$6,221,979	\$6,491,962	\$6,490,257	\$7,499,150	89.5%
Contractual Services	\$170,989	\$154,987	\$154,987	\$154,987	1.9%
Supplies, Materials and Other Charges	\$588,089	\$649,119	\$649,119	\$723,020	8.6%
Expenditure Totals	\$6,981,057	\$7,296,068	\$7,294,363	\$8,377,157	
Number of FTEs	79.000	79.000	82.000	83.000	

Department Purpose and Goals

The Raleigh/Wake City-County Bureau of Identification (CCBI) provides forensic services to agencies within the criminal justice system in Wake County. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into eight general areas: crime scene analysis; controlled substance analysis; firearms examinations; DWI blood alcohol and blood drug analysis; fingerprint impression analysis; digital evidence analysis; civil fingerprint services for employment; and fingerprinting, photographing, and collecting DNA from individuals arrested in Wake County.

Major Accomplishments

Achieved International Organization for Standardization (ISO) reaccreditation in 2021.

FY23 Discussion

The budget increased by \$1.1 million from the prior year. This increase includes \$874,000 from salary and

benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

Additional funding for increased cell phone and MiFi usage due to more employees working remotely is included (\$20,000).

The addition of a second Digital Evidence examiner to meet increasing caseload and service for forensic information technology solutions (1.000 FTE, \$175,000).

The budget includes increases in overtime funding for the Identification division (\$10,000) and the Investigations division (\$35,000).

Specialized tablet mounting brackets to replace current laptop upfits for Investigations Division fleet vehicles are included in the budget (\$20,000).

Raleigh/Wake City-County Bureau of Identification

Service Area: Criminal Identification Unit

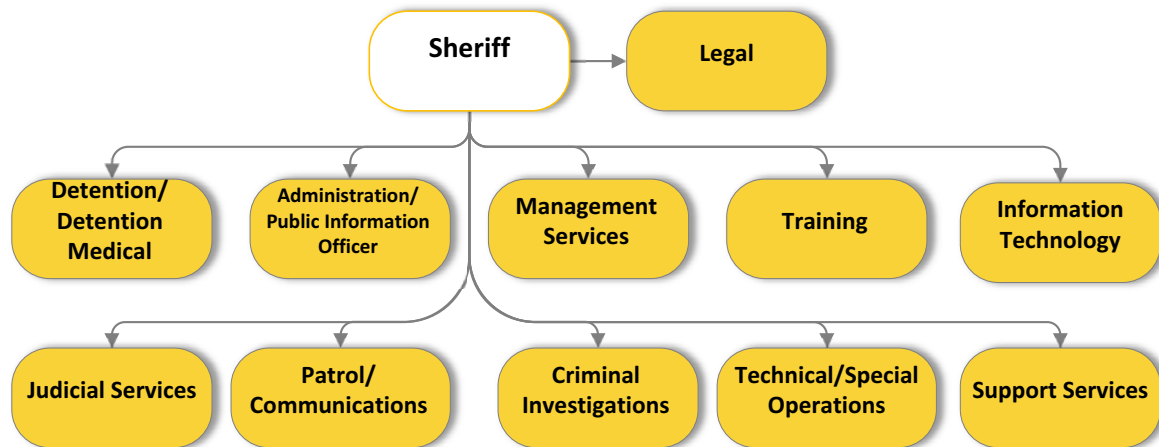
Pursuant to NC General Statute authority, collect arrest data and DNA on individuals charged with a criminal offense in Wake County.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of fingerprinting, photographing, and DNA collection completed within 25 minutes upon arrival at CCBI	91	90	90	90

Service Area: Crime Scene Investigation Division

Timely documentation, collection, and preservation of items of physical evidence collected from crime scenes for forensic purposes.

Key Measures	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	Target
Efficiency				
Percent of officers requests responded to within 60 minutes	95	90	90	90



Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$37,838	\$137,838	\$137,838	\$37,838	0.7%
State	\$(2,382)	—	—	—	0.0%
Charges For Services	\$5,145,476	\$5,279,300	\$5,279,300	\$4,995,300	87.4%
Licenses & Permits	\$1,117,266	\$510,000	\$510,000	\$663,300	11.6%
Interest Income	\$50	—	—	—	0.0%
Miscellaneous	\$14,293	\$15,000	\$15,000	\$19,100	0.3%
Revenue Totals	\$6,312,541	\$5,942,138	\$5,942,138	\$5,715,538	
Expenditures					
Salary / Benefits	\$79,755,187	\$86,471,847	\$86,710,538	\$94,837,304	84.7%
Contractual Services	\$4,442,211	\$5,839,135	\$6,216,879	\$6,857,007	6.1%
Supplies, Materials and Other Charges	\$8,463,554	\$10,108,823	\$9,817,785	\$10,224,897	9.1%
Capital Outlay	\$49,507	\$248,170	\$248,170	—	0.0%
Debt	\$2,223	—	—	—	0.0%
Transfers Out	\$57,400	—	\$53,694	—	0.0%
Expenditure Totals	\$92,770,081	\$102,667,975	\$103,047,066	\$111,919,208	
Expenditures by Division					
Detention	\$45,645,713	\$51,433,458	\$51,364,838	\$55,310,203	49.4%
Law Enforcement	\$45,776,984	\$49,934,517	\$50,382,228	\$55,166,622	49.3%
Law Enforcement Officer Special Separation Allowance	\$1,347,385	\$1,300,000	\$1,300,000	\$1,442,383	1.3%
Expenditure Totals by Division	\$92,770,081	\$102,667,975	\$103,047,066	\$111,919,208	
Number of FTEs	988.000	1,004.000	1,004.000	1,007.000	

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, Detention/Detention Medical, Information Technology, Judicial, Legal Services, Management Services, Patrol/Communications, Support Services, Technical/Special Operations and Training. 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

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:

Wake County Sheriff's Office pledges to infuse four (4) 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.

FY23 Discussion

The budget increased by \$9.3 million from the prior year. This increase includes \$7.7 million from salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions, a \$388,000 increase in contractual services, and the changes detailed in the following pages. The increase is netted against decreases in supplies and material and capital outlay.

Law Enforcement

Division Summary - Law Enforcement

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$37,838	\$37,838	\$37,838	\$37,838	1.5%
State	\$(2,382)	—	—	—	0.0%
Charges For Services	\$1,344,086	\$1,967,300	\$1,967,300	\$1,731,300	70.6%
Licenses & Permits	\$1,117,266	\$510,000	\$510,000	\$663,300	27.1%
Interest Income	\$50	—	—	—	0.0%
Miscellaneous	\$13,189	\$15,000	\$15,000	\$19,100	0.8%
Revenue Totals	\$2,510,046	\$2,530,138	\$2,530,138	\$2,451,538	
Expenditures					
Salary / Benefits	\$39,429,518	\$41,586,883	\$41,679,180	\$46,688,087	84.6%
Contractual Services	\$(560,080)	\$486,402	\$805,939	\$896,063	1.6%
Supplies, Materials and Other Charges	\$6,798,417	\$7,613,062	\$7,595,245	\$7,582,472	13.7%
Capital Outlay	\$49,507	\$248,170	\$248,170	—	0.0%
Debt	\$2,223	—	—	—	0.0%
Transfers Out	\$57,400	—	\$53,694	—	0.0%
Expenditure Totals	\$45,776,984	\$49,934,517	\$50,382,228	\$55,166,622	
Number of FTEs	461.000	477.000	477.000	474.000	

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 Wake County 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

In FY22, Wake County Sheriff's Office was awarded a BJA Body Worn Camera grant for the purchase, issuance and training of body worn cameras (BWCs). BWCs are being issued to accurately depict incidents and/or situations to deputies in the field while on duty. The IT, Legal, Patrol and Training Divisions have worked diligently to issue 200 BWCs and train patrol deputies to effectively use these cameras.

Established and restructured policies and procedures for critical incidents and de-escalation techniques to reduce exposure to liability and litigation costs. 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. The Sheriff's Office has introduced additional options such as pepper ball launchers, bola wraps, and shotguns that are less lethal.

Continued a COVID-19 Staff Support Services Hotline to provide immediate communication and referral for employees experiencing COVID-19 symptoms or potential exposures. The Hotline received 547 calls between July 1, 2021 and March 7, 2022.

Processed a record number of permits and fingerprinting; Carried Concealed Permits 19,382 (new and renewals), Purchase Permits Applications 22,899, and Fingerprints Processed 12,161 for 2021.

Re-instated Drug Abuse Resistance Education (D.A.R.E.) program to provide drug education to Wake County Public School Systems (WCPSS) using the most comprehensive drug prevention curricula.

Law Enforcement

Currently, D.A.R.E. offers ten week training classes in three WCPSS Elementary Schools with five classes at each location.

Expanded Project Lifesaver (PLS), a free program offered to Wake County citizens who may become lost, missing, or endangered due to a cognitive impairment and require a quicker response time in order to be safely located. PLS has 38 clients with receivers which are maintained by Patrol Sergeants to respond if activated.

Created a new Recruiting and Retention video. The project consisted of employee spotlights and videos of various divisions that represent the agency.

Sponsored and participated in community relations activities including, but not limited to, "Police at Play" with at risk youth in conjunction with Raleigh Police Department, Wake County Sheriff's Office Community Day - Back-to-School Backpack event, passed out COVID-19 supplies, held voter registration drives, held an employee kickball game, and held Running 4 Heros, Inc. which honored Sergeant Ronald Waller (who was injured during active duty). There were gun lock drives and a "Shop with a Sheriff" activity to provide Christmas gifts for children.

Received a Community Oriented Policing Services (COPS) grant through the U.S. Department of Justice to help develop our Peer Support Group which upholds the Law Enforcement Mental Health and Wellness Act (LEMHWA). Encouraged staff to be more proactive with their mental, emotional and physical health.

FY23 Discussion

The budget includes 30 additional in-car cameras and accessories to allow for compatibility with current body-worn camera equipment (\$136,000).

The budget includes additional staff in the pistol permits unit, expanding capacity to maintain records, process permits, conduct background investigations, and fingerprint. (3.000 FTE, \$202,000).

The budget includes upgrades to the Next-Generation 911 system, avoiding disruption in the Wake Emergency Communications Center's ability to respond to 911 calls (\$154,000).

Increased budget for higher cost of ammunition and to address market delays of ammunition (\$60,000).

The budget includes matching funds for the Governor's Highway Safety Program grant, which will continue the three person Crash Reduction Unit established in FY22 (\$107,000).

Replacement of bullet proof vests for new deputies to wear as protection (\$35,000).

Operating funds for annual expenses of Fusion Electronic Medical Records software (\$151,000).

Horizon Issues

The Wake County Sheriff's Office will continue to address the needs of the community by:

Continuing to monitor the usage of body worn cameras according to policies and procedures.

Pursuing Human Trafficking activities. There are three common types of human trafficking: the sex trade, forced labor and domestic servitude. Human trafficking, one of North Carolina's most pressing issues, affects thousands of victims across the state. Law enforcement and healthcare workers are most likely to encounter victims of trafficking. The Preventing Sex Trafficking and Strengthening Families Act of 2014 placed requirements upon states to address child sex trafficking among the children under the child welfare agency's care and supervision. (North Carolina Gen. Stat. (114-70).

Conducting a restructure and revitalization plan to recruit and retain deputies, telecommunicators, information technology and civilian staff.

Completing mandated processing requirements for processing pistol permit applications, carry concealed handgun permits, background checks and fingerprinting on a timely basis.

Expanding crime prevention unit staff based on increased D.A.R.E. participation. There is interest in starting D.A.R.E. programs at more Wake County Public Schools. Currently, there are a total of seven schools in demand for the D.A.R.E. program and additional staff may be needed.

Detention

Division Summary - Detention

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	—	\$100,000	\$100,000	—	0.0%
Charges For Services	\$3,801,391	\$3,312,000	\$3,312,000	\$3,264,000	100.0%
Miscellaneous	\$1,104	—	—	—	0.0%
Revenue Totals	\$3,802,495	\$3,412,000	\$3,412,000	\$3,264,000	
Expenditures					
Salary / Benefits	\$38,978,285	\$43,584,964	\$43,731,358	\$46,706,834	84.4%
Contractual Services	\$5,002,291	\$5,352,733	\$5,410,940	\$5,960,944	10.8%
Supplies, Materials and Other Charges	\$1,665,137	\$2,495,761	\$2,222,540	\$2,642,425	4.8%
Expenditure Totals	\$45,645,713	\$51,433,458	\$51,364,838	\$55,310,203	
Number of FTEs	527.000	527.000	527.000	533.000	

Division Purpose and Goals

State law authorizes counties to establish, maintain and operate a local confinement facility. The law states that the Sheriff is responsible for the care and custody of the jail. Wake County Sheriff's Office is responsible for operating three separate facilities: the Public Safety Center, the Wake County Detention Center, and the Wake County Detention Annex.

The Sheriff's Office is also responsible for transporting detainees to and from court appearances, to various units of N.C. Department of Corrections across the State and to and from other Sheriff's Offices.

Major Accomplishments

Wake County Sheriff's Office created COVID dorms in Detention and additional pre-screening for Medical Detention to contain and limit COVID-19 exposures.

Established the Medical Holding Area in the Wake County Detention Center which will be used to care for residents with acute mental health needs, suicide observation or other safety needs where additional safety precautions are needed.

Continued partnership with Fellowship Health Resources to provide behavioral health services, assessment, treatment, supportive therapy, wellness management, recovery groups and case management

services to help jail residents manage their illnesses, develop personal goals for recovery, and to make informed decisions while using evidence-based models.

Implemented an electronic health records system which provides electronic storage of medical and clinical images that document services for housing residents. This system works in conjunction with our Fusion Capital Improvement Project.

Re-instated in-class Detention Academic classes for the jail population. Currently, there are 13 academic classes being offered to detention residents, including Alcoholics Anonymous, Commercial Driver's License (CDL - class activity only), Customer Service, Financial Literacy, HVAC, Kitchen Cook, Microsoft Office, and Plumbing.

FY23 Discussion

The budget includes safekeeping reimbursements to hold detainees in non-Wake facilities (\$325,000).

The budget includes additional nurses for the medical holding area in the Hammond Road Detention Center (4.000 FTE, \$432,000).

Administrative support staff for Detention Medical Division holding area for residents needing additional medical observations (2.000 FTE, \$86,000).

Law Enforcement Officer Special Separation Allowance

Division Summary - Law Enforcement Officer Special Separation Allowance

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Salary / Benefits	\$1,347,385	\$1,300,000	\$1,300,000	\$1,442,383	100.0%
Expenditure Totals	\$1,347,385	\$1,300,000	\$1,300,000	\$1,442,383	

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.

Memberships

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Raleigh-Durham Airport Authority	\$12,500	\$12,500	\$12,500	\$12,500	2.1%
Triangle J Council of Governments	\$196,966	\$200,000	\$200,000	\$186,000	31.7%
CAMPO (Capital Area Metro Planning Organization)	\$83,347	\$124,000	\$124,000	\$117,000	20.0%
School of Government	\$142,550	\$149,000	\$149,000	\$159,000	27.1%
National Association Of Counties	—	\$13,000	\$13,000	\$13,000	2.2%
NC Association Of County Commissioners	\$67,067	\$81,000	\$81,000	\$91,000	15.5%
Governmental Alliance for Race and Equity	\$12,941	—	—	\$7,500	1.3%
Expenditure Totals	\$515,371	\$579,500	\$579,500	\$586,000	

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. Dues for the Governmental Alliance on Race and Equity (GARE) are charged on a sliding scale based on number of employees.

Non-Departmental

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Historic Preservation	\$124,633	\$128,217	\$128,217	\$133,072	0.8%
Non-Departmental	\$18,793,324	\$10,884,480	\$15,884,480	\$1,339,680	8.0%
County-Wide/Major Contracts	\$478,095	\$1,698,604	\$1,825,904	\$1,000,000	6.0%
Salary & Benefit Reserve	\$57,725	\$7,112,855	\$7,097,576	\$509,260	3.0%
Health Plan	\$10,987,544	\$11,192,000	\$11,192,000	\$10,901,000	65.2%
Dental Plan	\$(63,998)	\$(340,632)	\$(340,632)	—	0.0%
Chamber of Commerce	\$671,277	\$640,000	\$640,000	\$797,724	4.8%
Jail Alternatives	\$894,587	\$1,006,723	\$1,006,723	\$1,287,287	7.7%
Medical Examiner	\$784,102	\$770,000	\$770,000	\$820,000	4.9%
Indirect Reimbursements	\$(67,990)	\$(70,007)	\$(70,007)	\$(70,007)	(0.4)%
COVID-19 Response	\$6,769,868	—	—	—	0.0%
Expenditure Totals	\$39,429,167	\$33,022,240	\$38,134,261	\$16,718,016	

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 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.

FY23 Discussion

Increased funding for Jail Alternatives to expand pre-trial services and address cost escalations of contracts (\$281,000).

Increase the contract for historic preservation based on a multiyear service agreement adopted via Board of Commissioner action during FY 2021 (\$5,000).

One-time funding for a business and talent marketing campaign for Wake Economic Development through the Chamber of Commerce (\$100,000). Increased contracted funding for ongoing operations and employee related expenses (\$58,000).

The budget centralizes advertising of Wake County vacant positions on websites, job boards, and social media platforms (\$35,000).

The budget adds temporary funding as a result of Federal reductions in workforce grants for Wake County to contract with Capital Area Workforce Development to sustain full employment services at Regional Centers (\$300,000).

Beginning in FY 2023, Health and Dental costs will be budgeted in a separate fund. These amounts had previously been captured as contra-expenditures and intrafund transfers in the Non-Departmental budget, and represent the majority of the decrease in the non-departmental line item. There is no net impact on the General Fund for this administrative change.

Non-Departmental

The Salary and Benefit Reserve decreased from the allocation of one-time funding in FY 2022 to study and begin to address salary compression. The study began in January 2022; results with ranges of

alternatives are expected in the summer or early fall. Management will determine an implementation plan and funding strategies will be proposed and considered by the Board during fiscal year 2023.

Risk Management - Cost of Claims

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Legal Fees/Litigation Services	\$318,838	\$125,000	\$385,000	\$320,000	15.0%
Actuarial Fees	\$8,750	\$9,000	\$9,000	\$9,000	0.4%
Brokerage Fees	\$41,000	\$42,500	\$42,500	\$45,000	2.1%
Claims Administration Expense	\$128,039	\$120,000	\$120,000	\$50,000	2.3%
Contracted Services	\$13,465	\$25,000	\$25,000	\$162,083	7.6%
Risk Management - Vehicle Claims	\$(326,876)	\$(490,500)	\$(490,500)	\$(492,500)	(23.1)%
Risk Management - Liability Claims	\$(373,545)	\$(142,000)	\$(402,000)	\$(369,000)	(17.3)%
Risk Management - Workers Comp Claims	\$(891,416)	\$(1,390,000)	\$(1,390,000)	\$(1,362,000)	(63.8)%
Purchased Insurance & Bonding	\$1,606,928	\$1,644,646	\$1,644,646	\$1,869,646	87.5%
Self Insurance Claims Year-end Adjustment	\$(195,230)	—	—	—	0.0%
Self Ins Claims - Property/Theft	\$54,935	\$50,000	\$53,744	\$50,000	2.3%
Self Ins Claims - Vehicles	\$296,785	\$470,500	\$760,558	\$482,500	22.6%
Self Ins Claims - Liability	\$39,194	\$7,000	\$7,000	\$9,000	0.4%
Self Ins Claims - W/C	\$892,816	\$1,390,000	\$1,390,000	\$1,362,000	63.8%
Other	\$55,366	—	—	—	0.0%
Expenditure Totals	\$1,669,049	\$1,861,146	\$2,154,948	\$2,135,729	

Division Purpose and Goals

Wake County's Risk Management function is managed by four 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. Human Resources administers the County's Return to Work/ Stay at Work Programs and County HR policies related to Safety, Security, and Loss Prevention. The Risk Team also includes representatives from other departments across the County, including EMS, WCSO, BMS and HHS. 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 completed an upgrade of the Risk Management Claim System, FileHandler.

Developed a training matrix to identify all OSHA-required training per County position.

Completed process changes and improvements to the Collision Review Process.

Workers' compensation Return to Work efforts and appropriate accommodation of employee work restrictions have resulted in reduced lost work time for injured employees.

FY23 Discussion

The Risk Management budget includes an increase of 14% for insurance premiums due to changes in the insurance market. These include, among other factors, a significantly decreased cyber market interest in insuring public entities due to ransomware and other cyber events with a resulting increase cost. The budget for legal fees is increasing to cover contracted legal services for ongoing claims. Additional increases are also seen in claim administration costs for liability claims and fees for

Risk Management - Cost of Claims

workers compensation third party administrator services.

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 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Transfer To County Capital CIP	\$57,223,000	\$56,718,000	\$56,718,000	\$45,229,000	10.4%
Transfer To WCPSS Capital Fund	\$40,905,000	\$58,230,000	\$58,230,000	\$53,648,000	12.3%
Transfer To Debt Service (Property Tax)	\$251,376,000	\$229,536,554	\$229,536,554	\$264,703,000	60.7%
Transfer To Wake Tech CIP	\$8,033,000	\$7,500,000	\$7,500,000	\$7,500,000	1.7%
Transfer To Debt Service (Sales Tax)	\$51,104,000	\$52,318,000	\$52,318,000	\$65,250,000	15.0%
Expenditure Totals	\$408,641,000	\$404,302,554	\$404,302,554	\$436,330,000	

Division Purpose and Goals

The budget includes dedicating a portion of the County's property tax rate for pay-as-you-go capital funding and debt service.

Portions of the County's Sales Tax collections (30% of Article 40; 60% of Article 42) are designated to fund schools capital outlay and/or debt service per state statute.

FY23 Discussion

Transfers to capital and debt funds increased by \$32.03 million. The budget includes an increase of .21 cents in the property tax rate dedicated to debt and capital.

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.

Non Departmental Revenue Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Property Taxes	\$1,134,835,858	\$1,144,975,000	\$1,144,975,000	\$1,223,023,000	79.9%
Sales Tax	\$239,698,357	\$234,826,000	\$234,826,000	\$294,761,000	19.3%
Lease/Rental Vehicle Tax	\$2,574,162	\$3,350,000	\$3,350,000	\$3,350,000	0.2%
Lease/Rental Heavy Equipment Tax	\$(22,538)	—	—	—	0.0%
Payment in Lieu of Taxes	\$1,918,499	\$1,222,003	\$1,222,003	\$21,003	0.0%
ABC 5 Cent Bottle	\$419,004	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$780,851	\$877,200	\$877,200	\$877,200	0.1%
Other - State	\$1,260,598	\$1,500,000	\$1,500,000	\$1,500,000	0.1%
ABC Board	\$11,000,000	\$6,000,000	\$6,000,000	\$6,000,000	0.4%
Solid Waste Fees	\$3	—	—	—	0.0%
Other - Charges for Services	\$1,587,908	\$1,450,000	\$1,450,000	—	0.0%
Licenses	\$104,560	\$72,000	\$72,000	\$72,000	0.0%
Interest	\$31,607	\$200	\$200	\$200	0.0%
Miscellaneous Revenue	\$47,748	—	—	—	0.0%
Appropriated Fund Balance	—	\$3,500,000	\$11,234,994	—	0.0%
Transfers From	\$12,021,674	\$9,035,680	\$9,035,680	—	0.0%
Revenue Totals	\$1,406,258,291	\$1,407,063,083	\$1,414,798,077	\$1,529,859,403	



Wake County Public School System

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Expenditures				
Wake County Schools Allocations	\$527,904,101	\$544,205,101	\$544,205,101	\$582,253,045
Direct Appropriation	\$527,904,101	\$544,205,101	\$544,205,101	\$582,253,045
Debt Service	\$279,831,969	\$253,060,198	\$253,060,198	\$259,546,299
Expenditure Totals	\$810,248,194	\$800,015,299	\$800,015,299	\$844,549,344

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 119 elementary schools, 41 middle schools, 34 high schools, one K-8 Academy, and two leadership academies.

FY23 Discussion

The budget includes a \$38 million increase in the WCPSS General Fund appropriation over the prior year budget. For more information on the WCPSS

budget, visit the Finances page on the WCPSS website (<https://www.wcpss.net/domain/98>).

With combined projected enrollment for WCPSS and charter students of 176,968, this brings the County's per pupil funding to \$3,290, an increase of 6.2%, or \$193 per student from the prior year budgeted per pupil.

WCPSS will be opening 4 new schools in 2022-23: Apex Friendship Elementary, Barton Pond Elementary, Herbert Akins Road Middle, and Wake Early College of Information and Biotechnologies.

The budget includes a transfer from the Wake County Public School System Capital Projects Fund of \$935,944 to fund the lease of the Crossroads Administrative Building in Cary.

Wake Technical Community College

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended
Expenditures				
Wake Technical College Allocation	\$24,453,030	\$28,544,788	\$28,044,788	\$30,031,154
WTCC Wake Works Program	—	—	\$500,000	\$204,000
Communities In Schools	\$295,000	\$295,000	\$295,000	—
Direct Appropriation	\$24,748,030	\$28,839,788	\$28,839,788	\$30,235,154
Debt Service	\$27,805,564	\$38,984,795	\$38,984,795	\$40,997,996
Expenditure Totals	\$52,553,594	\$67,824,583	\$67,824,583	\$71,233,150

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 equitable access to education that transforms lives through economic mobility and personal fulfillment.

Per North Carolina General Statute 115D-32, the County is required to provide operating funding to maintain buildings, grounds and operations of facilities, and purchase 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 resumed in-person instruction with indoor masks for all students, employees and visitors, and smaller in-person class sizes to allow for social distancing. Wake Tech enrolled 30,713 credit students during the 2020-2021 academic year. Over the past year the college awarded 8,373 credentials, including 3,125 associate degrees, 186 diplomas and 5,062 certificates. Wake Tech also provided small business support to 3,371 clients across Wake County and served 2,779 high school students including those dually-enrolled through the Career and College Promise program and those attending Wake County Cooperative Innovative High Schools.

Over the past year, Wake Tech added seven new associate in arts/associate in science (AAS) degrees: Air Conditioning, Heating, and Refrigeration/Commercial Refrigeration Track AAS, Biotechnology AAS, Pharmacy Technology Bridge AAS, Medical

Sonography AAS, Public Safety Administration AAS, and Teacher Preparation AAS.

WakeWorks Apprenticeship, supported by Wake County, began with more than 60 companies offering apprenticeship opportunities to Wake Tech students in order to prepare skilled workers for the county's employers. "Wake Invests in Women," also supported by Wake County, launched an employer challenge to help close the gender wage gap and attract more Black and Latina women to high-paying STEM jobs.

FY23 Discussion

The Wake Tech Community College budget increased \$1.4 million from prior years, and the changes adopted in the budget are listed below. The additional FTEs listed are employees of Wake Tech, not employees of the County.

The budget includes lease increases and new building facility costs (\$669,000).

The budget includes market based pay increases for information technology staff (\$210,000).

The budget includes market based pay increases for facilities staff (\$31,000).

The budget includes pay increases to employees not affected by the market-based increases (\$88,000).

The budget includes a Cyber Security Engineer to assess cyber security vulnerabilities on campus and develop a security program for mitigating associated risks (1.000 FTE, \$121,000).

The budget includes a Facilities Commissioning Engineer to develop, implement, and manage a

Wake Technical Community College

comprehensive campus-wide energy building audit program (1.000 FTE, \$124,000).

The budget includes an Engineer II to support the expanding campus technical infrastructure and the current and future network's changing technology requirements (1.000 FTE, \$112,000).

The budget includes a Coordinator for the Wake Invests in Women program to support and expand the program's workforce development services (1.000 FTE, \$81,000).

The budget includes support for training, software, and networking events for Launch Wake County, an entrepreneurship initiative focused on small business owners (\$50,000).

The budget includes one-time support for WakeWorks program staff that are currently grant-funded: a Youth Apprenticeship Coordinator, and two Career Coaches. (3.000 FTE, \$204,000).

The budget includes the elimination of the Communities in Schools program (-\$295,000).

Horizon Issues

Wake Tech will plan for the construction of a new health sciences building on the Perry Health Sciences

Campus, two instructional buildings on a relocated Western Wake Campus, a third technology-focused building and parking deck on the RTP Campus plus ongoing repairs and renovations collegewide.

Wake Tech's academic programs will build upon existing partnerships and establish new relationships to expand learning opportunities for students through Career and College Promise, cooperative/innovative high schools, university transfer partnerships, apprenticeships, accelerated credentials, non-credit-to-credit transitions, and prior learning assessments. Wake Tech 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.

Other Education Initiatives

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
Wake County Smart Start	\$1,688,028	\$2,038,028	\$2,038,028	\$4,585,605	100.0%
Expenditure Totals	\$1,688,028	\$2,038,028	\$2,038,028	\$4,585,605	

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 2022, Wake County

provided funding to assist Wake County Smart Start in providing 1,532 Pre-K slots.

Wake County Smart Start completed the first year of a pilot for a 3-year-old Pre-K program called ThreeSchool in FY 2022. The first year of the pilot saw Wake County Smart Start accomplish program development activities including staff and provider recruitment, community informing and needs assessments, and curriculum development.

FY23 Discussion

Increase Smart Start Pre-K reimbursement rates for private daycares that provide NC Pre-K. The higher reimbursement allows for higher teacher compensation for Birth-K licensed teachers and creates pay equity among Pre-K teachers in private and WCPSS sites (\$841,000).

Funding for the second-year of the ThreeSchool pilot program. Wake County Smart Start expects to serve 100 income-eligible three-year-olds across 7 pilot sites in FY23 (\$1,707,000).

Debt Service

Department Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$1,619,844	—	—	—	0.0%
State	\$18,632,860	\$10,467,000	\$10,467,000	\$10,026,416	2.9%
Charges For Services	\$11,500	—	—	—	0.0%
Interest Income	\$(3,468,704)	\$594,915	\$594,915	\$2,953,051	0.9%
Miscellaneous	—	—	—	\$20,000	0.0%
Other Financing Sources	\$68,512,430	\$36,580,769	\$36,580,769	—	0.0%
Transfers	\$303,861,560	\$283,420,316	\$283,420,316	\$331,700,533	96.2%
Revenue Totals	\$389,169,489	\$331,063,000	\$331,063,000	\$344,700,000	
Expenditures					
Debt Service Principal	\$251,923,301	\$220,674,000	\$220,674,000	\$233,558,115	67.8%
Debt Service Interest	\$95,366,522	\$105,655,155	\$105,655,155	\$105,418,604	30.6%
Debt Service Fees	\$1,172,857	\$823,703	\$823,703	\$223,675	0.1%
Refunding Bonds	—	—	—	—	0.0%
Other Refunding Debt	—	—	—	—	0.0%
Salary / Benefits	\$375,309	\$404,066	\$404,066	\$444,090	0.1%
Contractual Services	\$168,034	\$151,500	\$151,500	\$176,501	0.1%
Supplies, Materials and Other Charges	\$1,040,449	\$1,058,576	\$1,058,576	\$1,473,289	0.4%
Budget Reserves	—	—	—	\$1,743,726	0.5%
Transfers Out	\$1,394,000	\$2,296,000	\$2,296,000	\$1,662,000	0.5%
Total	\$351,440,473	\$331,063,000	\$331,063,000	\$344,700,000	
Number of FTEs	3.000	3.000	3.000	3.000	

Debt Service Expenditures by Purpose

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Expenditures					
WCPS Debt Service	\$279,831,969	\$253,060,198	\$253,060,198	\$259,546,299	75.3%
WTCC Debt Service	\$27,805,564	\$38,984,795	\$38,984,795	\$40,997,996	11.9%
Criminal Justice Debt Service	\$21,193,645	\$20,481,044	\$20,481,044	\$19,794,517	5.7%
Parks, Recreation, Greenways, and Open Space Debt Service	\$14,070,462	\$9,428,656	\$9,428,656	\$12,688,510	3.7%
Libraries Debt Service	\$5,898,870	\$5,583,209	\$5,583,209	\$5,293,978	1.5%
Health & Human Services Debt Service	—	—	—	\$151,750	0.0%
Other Debt Service	\$2,639,965	\$451,681	\$451,681	\$2,256,109	0.7%
Fire Tax District Debt	—	\$3,073,417	\$3,073,417	\$3,970,841	1.2%
Expenditure Totals	\$351,440,473	\$331,063,000	\$331,063,000	\$344,700,000	

Debt Service

Fund Purpose and Goals

The County effectively manages its existing debt portfolio and planned future debt issuances through use of a Debt Service Fund to conform with established policies, guidelines, and procedures 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).

Debt Service

GO Bond Referendum - Unissued Balances as of April 1, 2022

Schools	11/06/2018	\$278,990,000
Community College	11/06/2018	\$281,635,000
Parks, Greenways, Recreation & Open Space	11/06/2018	\$41,615,000
Total		\$602,240,000

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 March 10, 2022 the County issued Series 2022C PGROS General Obligation Bonds, representing \$41.53 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 issued General Obligation Bonds for WCPSS and WTCC, under the respective 2018 voter authorizations, on March 10, 2022 (\$181.69 million for WCPSS and \$24.38 million for WTCC). There are additional 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 cashflow saving debt instrument utilized during the construction period of various projects. On August 10, 2021, the County closed on a Series 2021 GO BAN draw program with STI Institutional & Government, Inc. for \$171.9 million authorization for WTCC projects to be appropriated in FY 2022 and FY 2023, as authorized by voters in November 2018 bond referendum for WTCC. On August 10, 2021, the County also closed on a 2021

Installment Financing Agreement draw program with STI Institutional & Government, Inc. for \$584.07 million authorization for WCPSS projects to be appropriated in FY 2022 and FY 2023.

Outstanding Debt

Current total outstanding debt for April 1, 2022 is \$2.41 billion. By purpose, this represents \$1.79 billion for WCPSS; \$321 million for WTCC; and \$305 million for the County. By debt type, this represents \$1.62 billion in GO Bonds; \$754 million in LOBs; and \$44 million in bank loans and other (i.e., BANs draw programs and Public Safety loans). Total debt outstanding at June 30, 2022 may differ for reasons including, but not limited to, regular scheduled principal payments remaining in FY 2022 and additional draws against the GO BAN and Installment Financing draw programs.

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

	2020	2021
Assessed Value of Property	155,673,341,532	192,431,793,695
Debt Limit, 8% of Assessed Value (Statutory Limitation)	12,453,867,323	15,394,453,496
Amount of Debt Applicable to Limit		
GO Bonds	1,580,690,000	1,525,740,000
GO BANs	36,078,529	78,352,012
Other Long Term Debt	772,873,485	805,198,495

Debt Service

	2020	2021
Bond Authorized not Issued	980,140,000	849,830,000
Total Net Debt Applicable to Limit	3,369,782,014	3,259,120,507
Legal Debt Margin	9,084,085,309	12,135,422,989
Total Net Debt as % of Debt Limit	27.06%	27.17%
Total Net Debt as % of Assessed Value	2.16%	1.69%

On the Horizon

At this time, the County expects to issue during FY 2023: a new Series 2023 GO Refunding Bonds to refund current drawn amounts under respective 2019A, 2019B, and 2021 GO BANs draw programs, estimated at \$345 million and a new Series 2023 Limited Obligation Refunding Bonds to refund current drawn amounts under the 2021 Installment Financing Agreement draw program and fund Human Services capital needs, estimated at \$270 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 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$6,355,287	\$5,603,000	\$7,511,722	\$4,966,000	100.0%
State	\$124,951	—	\$150,000	—	0.0%
Local	\$1,017	—	—	—	0.0%
Charges For Services	\$43,364	—	\$31,234	—	0.0%
Transfers	\$100,090	—	\$(12,671)	—	0.0%
Revenue Totals	\$6,624,708	\$5,603,000	\$7,680,285	\$4,966,000	
Expenditures					
Salary / Benefits	\$1,311,003	\$1,204,924	\$1,359,015	\$1,210,109	24.4%
Contractual Services	\$3,835,714	\$4,312,830	\$5,893,238	\$3,677,843	74.1%
Supplies, Materials and Other Charges	\$1,261,368	\$85,246	\$194,816	\$78,048	1.6%
Budget Reserves	—	—	\$233,217	—	0.0%
Expenditure Totals	\$6,408,085	\$5,603,000	\$7,680,286	\$4,966,000	
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

Capital Area provided career readiness and workforce services to over 10,000 individuals across Wake and Johnston Counties.

Capital Area provided workforce support to over 1,990 businesses across Wake and Johnston Counties.

Capital Area established a Reentry program and was granted funds to expand the program through the Department of Public Safety and the 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 an estimated 6,000 jobs.

Fire Tax District

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Taxes	\$30,249,242	\$33,938,000	\$33,938,000	\$35,080,000	98.5%
Charges For Services	\$200,000	—	—	\$20,000	0.1%
Interest Income	\$(12,999)	\$51,000	\$51,000	\$51,000	0.1%
Other Financing Sources	\$4,860	—	—	\$481,000	1.3%
Revenue Totals	\$30,441,103	\$33,989,000	\$33,989,000	\$35,632,000	
Expenditures					
Salary / Benefits	—	—	—	\$325,099	0.9%
Contractual Services	\$25,422,445	\$27,146,575	\$27,146,575	\$31,991,196	89.8%
Supplies, Materials and Other Charges	\$900,131	\$1,417,663	\$1,417,663	\$1,568,172	4.4%
Capital Outlay	\$5,051	—	—	—	0.0%
Debt	\$1,031	—	—	—	0.0%
Transfers Out	\$3,068,560	\$5,424,762	\$5,424,762	\$1,747,533	4.9%
Expenditure Totals	\$29,397,217	\$33,989,000	\$33,989,000	\$35,632,000	

Fund Purpose and Goals

The County contracts with 18 departments to provide fire suppression and emergency services in the Fire Tax District. Ten departments are nonprofit corporations and eight are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax District 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 Fire Services completed its first Long-Range Plan for the Fire Tax District. The plan includes standards and guiding principles for response time, number of responders on scene, and metrics to inform future staffing and station needs.

Data collected for the plan informed staffing and station decisions in the FY 2023 Fire Tax District Budget.

Three departments received improved Insurance Services Office (ISO) ratings after inspections that were completed in FY 2022. Wake County now has one-third of North Carolina's Class 1 rated departments, the best possible ISO rating.

FY23 Discussion

The Fire Tax District revenues increased by \$1.61 million, or 4.6% over the prior year, because of natural growth in property tax base and one-time uses of fund balance. The total tax rate for FY 2023 is 10.27 cents, the same rate levied in FY 2022. There was no change in budgeted interest income. Approximately 95% of Fire Tax revenues are dedicated to the operating budget and 5% for debt service.

The expenditure increase of \$1.61 million is driven by increases in personnel. Transfers decreased by \$3.68 million, primarily due to decreases in the transfer to the Fire Tax CIP.

The FY 2023 budget includes funding for a new partnership with Raleigh Fire Department to provide service in unincorporated areas northeast of the City of Raleigh.

Fire Tax District

Horizon Issues

Wake County will continue to evaluate opportunities with the Raleigh and Cary Fire Departments for handling additional coverage in the Fire Tax District.

County staff will continue to follow the Long Range Plan, and collect performance data to drive decision-making for future staffing and station investments.

County staff will identify strategies and policies to recruit and retain a more diverse and inclusive workforce in the Fire Tax District.

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Budget
Fire Tax Revenue				
Operating	27,180,682	28,513,238	28,513,238	35,080,000
Capital	3,068,560	5,424,762	5,424,762	-
Subtotal, Taxes	30,249,242	33,938,000	33,938,000	35,080,000
Charges for Service	200,000	-	-	20,000
Interest	(12,999)	51,000	51,000	51,000
Other Financing Sources	4,860	-	-	481,000
Total Revenues	30,441,103	33,989,000	33,989,000	35,632,000
Expenditures				
Department Appropriations				
Personnel and Operating	25,294,884	26,769,937	26,769,937	31,656,196
Subtotal, Department Appropriations	25,294,884	26,769,937	26,769,937	31,656,196
Systemwide Costs				
Reserve for Compression Study	-	-	-	325,099
800 MHz Fire Costs	160,495	159,273	159,273	176,989
CAD Fire Costs	40,268	44,247	44,247	37,726
CAD Licenses and Maint. Costs	-	41,638	41,638	-
NC Forestry - Wildfire Prevention	74,400	94,701	94,701	98,640
Toner & Voice Pager Maint.	321	5,000	5,000	5,000
Classroom Lease at Fire Training Center	-	-	-	20,000
HAZMAT Program	90,617	87,711	87,711	90,342
RWCC Dispatch Service	293,237	439,420	439,420	493,209
Fire Service Training	65,210	186,032	186,032	186,032
Contracted Services	15,000	115,000	115,000	115,000
DMV Motor Vehicle Tax Collection Fees	70,401	65,704	65,704	74,688
Vehicle Maint. And Repair	-	-	-	-
Computer Software Fees	21,382	242,382	242,382	300,050
Other Office Supply Costs	6,384	-	-	-
Telematics	-	15,293	15,293	-
Medical Exams	112,560	220,000	220,000	220,000
MDT Supporting Costs	83,496	77,900	77,900	83,496
Meals for Fire Commission	-	-	-	2,000
Subtotal, Systemwide Costs	1,033,773	1,794,301	1,794,301	2,228,271

Fire Tax District

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Budget
Debt and Capital Expenditures				
Transfer to Capital Projects Fund	1,687,000	3,859,000	3,859,000	-
Transfer to Debt Service Fund	1,381,560	1,565,762	1,565,762	1,747,533
Subtotal Debt and Capital	3,068,560	5,424,762	5,424,762	1,747,533
Total Expenditures	29,397,217	33,989,000	33,989,000	35,632,000
Revenues over/(under) Expenditures	1,043,885	-	-	-

Summary of Appropriations by Department

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Municipal					
Apex FD	\$1,242,107	\$1,243,155	\$1,243,155	\$1,328,609	4.2%
Cary FD	\$50,000	\$56,000	\$56,000	\$59,000	0.2%
Fuquay Varina FD	\$1,986,039	\$2,138,607	\$2,138,607	\$2,526,563	8.0%
Holly Springs FD	\$681,150	\$752,167	\$752,167	\$816,194	2.6%
Knightdale FD	—	\$2,066,446	\$2,066,446	\$2,244,915	7.1%
Morrisville FD	\$787,833	\$858,102	\$858,102	\$857,160	2.7%
Raleigh FD	—	—	—	\$300,000	0.9%
Zebulon FD	\$572,847	\$640,152	\$640,152	\$1,061,398	3.4%
Total Municipal	\$5,319,976	\$7,754,629	\$7,754,629	\$9,193,839	
Rural					
Durham Highway FD	\$932,439	\$940,843	\$940,843	\$1,109,515	3.5%
Eastern Wake FD	\$1,990,483	—	—	—	0.0%
Fairview FD	\$1,814,774	\$1,922,540	\$1,922,540	\$2,423,972	7.7%
Garner FD	\$2,345,943	\$2,552,849	\$2,552,849	\$2,864,467	9.0%
Hopkins FD	\$1,037,081	\$1,075,588	\$1,075,588	\$1,417,306	4.5%
Northern Wake FD	\$3,530,500	\$3,757,714	\$3,757,714	\$4,334,629	13.7%
Rolesville FD	\$664,877	\$662,139	\$662,139	\$787,586	2.5%
Swift Creek FD	\$849,885	\$871,329	\$871,329	\$1,048,894	3.3%
Wake Forest FD	\$1,524,053	\$1,763,008	\$1,763,008	\$1,946,060	6.1%
Wake-New Hope FD	\$1,789,348	\$1,901,574	\$1,901,574	\$1,986,220	6.3%
Wendell FD	\$2,666,968	\$2,737,949	\$2,737,949	\$3,537,920	11.2%
Western Wake FD	\$828,557	\$829,775	\$829,775	\$1,005,788	3.2%
Total Rural	\$19,974,908	\$19,015,308	\$19,015,308	\$22,462,357	
Total	\$25,294,884	\$26,769,937	\$26,769,937	\$31,656,196	100.0%

Grants and Donations

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$19,776,749	\$974,798	\$115,783,021	\$1,309,871	44.5%
State	\$748,583	\$1,044,469	\$2,847,515	\$1,041,245	35.4%
Local	\$2,365,600	\$538,767	\$759,844	\$393,918	13.4%
Charges For Services	\$74,153	—	\$557,956	—	0.0%
Fines & Forfeitures	\$38	—	—	—	0.0%
Interest Income	\$(4,278)	—	\$14,100	—	0.0%
Miscellaneous	\$1,997	—	\$(122,576)	—	0.0%
Transfers	\$1,045,654	\$199,966	\$253,660	\$199,966	6.8%
Revenue Totals	\$24,008,497	\$2,758,000	\$120,093,520	\$2,945,000	
Expenditures					
Salary / Benefits	\$1,491,536	\$1,112,641	\$3,741,186	\$1,441,016	48.9%
Contractual Services	\$19,268,778	\$1,329,382	\$115,133,183	\$1,169,457	39.7%
Supplies, Materials and Other Charges	\$2,048,574	\$315,977	\$1,337,662	\$331,795	11.3%
Capital Outlay	\$495,626	—	—	—	0.0%
Debt	\$1,427	—	—	\$2,732	0.1%
Budget Reserves	—	—	\$(118,511)	—	0.0%
Expenditure Totals	\$23,305,941	\$2,758,000	\$120,093,520	\$2,945,000	
Number of FTEs	22.000	22.000	33.000	31.000	

Summary by Source and Department

Department	Grants/Donations	County Match	Totals
Communications	\$47,940	—	\$47,940
Human Services	\$2,183,364	\$199,966	\$2,383,330
Fire Services	\$263,158	—	\$263,158
Sheriff	\$250,572	—	\$250,572
Totals	\$2,745,034	\$199,966	\$2,945,000

Grants and Donations

Planned Use of Funds in FY 2023

Grants

Communications

Public, Educational and Governmental Access Channels (PEG)	NC State law (Session Law 2008-148, "Supplemental PEG Support") provides that cities and counties can receive supplemental PEG channel support for up to three (3) channels: a public channel (P), and education channel (E) and a Government channel (G). Since FY 2010, Wake County has certified three channels each year for reimbursement: Raleigh Television Network Channel 18, operated by Cooperating Raleigh Colleges (CRC) Channel (Education); Raleigh Television Network Channel 11 (Government); and Raleigh Television Network Channel 10 (Public).	47,940

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.	

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

Wake County Transfer from General Fund	Transfer supports the 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.	199,966

NC 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.	507,345

Grants and Donations

Planned Use of Funds in FY 2023		
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.	619,299
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.	
Fire Services		
Harris Grant	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Harris Nuclear Power Plant.	263,158

Grants and Donations

Planned Use of Funds in FY 2023

Sheriff		
Governor's Highway Safety Program	These funds pass from the federal government to the NC Department of Transportation for the Governor's Highway Safety Program Crash Reduction Unit. The program aims to reduce the number of collisions, casualties, and fatalities on North Carolina roads and highways through partnerships with nonprofits, local governments, and law enforcement agencies.	250,572
FUND TOTAL		\$2,945,000

Housing Affordability & Community Revitalization

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$9,038,163	\$9,305,000	\$36,700,439	\$6,949,387	96.3%
Charges For Services	\$419,873	\$540,000	\$530,487	\$269,613	3.7%
Interest Income	\$717	—	—	—	0.0%
Revenue Totals	\$9,458,752	\$9,845,000	\$37,230,926	\$7,219,000	
Expenditures					
Salary / Benefits	\$691,341	\$927,393	\$921,225	\$1,836,721	25.4%
Contractual Services	\$8,606,567	\$8,844,265	\$36,174,489	\$5,305,613	73.5%
Supplies, Materials and Other Charges	\$(477,106)	\$73,342	\$91,103	\$76,666	1.1%
Capital Outlay	—	—	\$44,104	—	0.0%
Transfers Out	\$91,590	—	—	—	0.0%
Expenditure Totals	\$8,912,392	\$9,845,000	\$37,230,921	\$7,219,000	
Number of FTEs	9.000	12.000	12.000	15.000	

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 five 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, Emergency Solutions Grant, and Continuum of Care Program. 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 2,500 units of affordable housing have been funded for construction or preservation. All goals benefit low income families, prioritizing the most vulnerable populations of Wake County.

FY23 Discussion

The budget decreased by \$2.62 million from the prior year. This decrease includes a \$3.5 million reduction in contracted services mostly associated with less program income across the CDBG and HOME programs. There was also an increase of \$696,000 from salary and benefit adjustments including market range changes, cost of living adjustments,

Housing Affordability & Community Revitalization

performance pay, and retirement contributions as well as the changes detailed below.

Redesign the short-term rent, mortgage & utility program for persons with AIDS (HOPWA) by streamlining grant administration and improving client experience. The budget includes both the expenditures (\$222,000) and the revenues (\$222,000) for 3.000 FTE.

Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years if mitigating steps are not taken to preserve

and increase housing options that are affordable for all residents, especially vulnerable populations.

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 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Appropriated Fund Balance	—	\$1,607,000	\$1,607,000	—	0.0%
Occupancy Tax	\$15,715,504	\$17,329,000	\$17,329,000	\$29,068,000	43.7%
Other Revenues	\$(58,508)	—	—	—	0.0%
Prepared Food Tax	\$29,225,463	\$28,745,000	\$28,745,000	\$37,485,000	56.3%
Revenue Totals	\$44,882,459	\$47,681,000	\$47,681,000	\$66,553,000	
Expenditures					
Cary-Occupancy Tax	\$753,275	\$834,000	\$834,000	\$1,421,000	2.1%
Cent Auth/Facility Improvements	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	13.5%
Centennial Authority	\$4,714,185	\$2,760,000	\$2,760,000	\$3,947,000	5.9%
GRCVB	\$4,013,626	\$4,417,000	\$4,417,000	\$7,352,000	11.0%
Indoor Sports Facility	—	\$2,360,000	\$2,360,000	\$2,360,000	3.5%
New Convention Center	\$19,022,899	\$19,230,000	\$19,230,000	\$32,635,000	49.0%
Other Aid To Governmental Units	\$2,000,000	\$3,000,000	\$3,000,000	\$3,000,000	4.5%
Raleigh Annual Distribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1.5%
Raleigh-Occupancy Tax	\$680,000	\$680,000	\$680,000	\$680,000	1.0%
Reserve For Future Appropriation	—	—	—	\$758,000	1.1%
Transfer To General Fund	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	2.1%
Transfer To Major Facilities CIP	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	4.5%
Expenditure Totals	\$45,583,985	\$47,681,000	\$47,681,000	\$66,553,000	

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 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

Major Facilities

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.

FY23 Discussion

Loosening travel restrictions and capacity limitations, and the introduction of COVID-19 vaccines resulted in rebounding occupancy and prepared food and beverage tax revenue sources throughout FY 2022. Occupancy revenues rebounded more quickly than anticipated and are starting to show a return to pre-pandemic levels as more events are booked. Prepared food and beverage revenues have also rebounded quickly and exceeded the pre-pandemic trends. As a result, occupancy and prepared food and beverage revenues for FY 2022 are projected at \$63.4 million, which is \$17.4 million above the FY 2022 Adopted Budget amount of \$46.0 million.

In FY 2023, the expenditure budget totals \$66.6 million. A portion of expenditures are based on a percent of revenue collections required by North

Major Facilities

Carolina Statues. The following agencies receiving a significant portion of required distributions: \$7.4 million to the Greater Raleigh Convention and Visitors Bureau, \$4.0 million to the Centennial Authority (PNC Arena), and \$1.4 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2023, significant amounts will be

directed to the following agencies: \$32.6 million to the Raleigh Convention Center, \$9.0 million to PNC Arena, \$5.4 million to the Town of Cary for sports venues, including \$2.4 million for a new indoor sports facility. In FY 2023, \$3.0 million will be transferred to Major Facilities Capital Fund: \$2.0 million will be awarded through a competitive process and \$1.0 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
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
2027	\$3,000,000	—	—	—	—	\$2,000,000
2028	\$3,000,000	—	—	—	—	\$2,000,000
2029	\$3,000,000	—	—	—	—	\$2,000,000
2030	\$3,000,000	—	—	—	—	\$2,000,000
Total	\$40,600,000	\$3,000,000	\$600,000	\$3,820,645	\$200,000	\$24,000,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

Transportation

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$3,030,716	\$5,968,140	\$5,968,140	\$6,161,587	46.9%
State	\$877,638	\$1,332,200	\$1,332,200	\$1,340,260	10.2%
Local	\$428,432	\$518,293	\$518,293	\$666,210	5.1%
Charges For Services	\$2,805,711	\$4,807,026	\$4,807,026	\$4,702,135	35.8%
Interest Income	\$(4,503)	—	—	—	0.0%
Miscellaneous	\$102,904	\$137,062	\$137,062	\$136,529	1.0%
Other Financing Sources	—	\$125,279	\$596,842	\$125,279	1.0%
Revenue Totals	\$7,240,897	\$12,888,000	\$13,359,563	\$13,132,000	
Expenditures					
Salary / Benefits	\$352,072	\$351,002	\$351,002	\$532,333	4.1%
Contractual Services	\$4,708,214	\$11,071,782	\$11,071,782	\$11,024,513	84.0%
Supplies, Materials and Other Charges	\$394,720	\$879,084	\$882,431	\$989,555	7.5%
Capital Outlay	\$735,600	\$469,070	\$937,286	\$469,070	3.6%
Budget Reserves	—	\$117,062	\$117,062	\$116,529	0.9%
Expenditure Totals	\$6,190,606	\$12,888,000	\$13,359,563	\$13,132,000	
Number of FTEs	4.000	4.000	4.000	6.000	

Fund Purpose and Goals

The Human Services Transportation Fund (also known as GoWake Access) provides access options and supports safety-net transportation infrastructure for Human Services divisions and other human service organizations. The transportation provided primarily includes services for mandated Medicaid transportation as well as for clients of Social Services and Public Health. Clients are often the elderly, disabled, underemployed, and those with limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls.

The division is designed to cover all costs either through grants received or through fees for services provided. Transportation is provided by a service contract with a private vendor with County staff ensuring compliance, fiscal stewardship, efficiency, quality, and safety of service. The Transportation Advisory Board is appointed by the County Manager and provides staff with feedback on services.

Major Accomplishments

GoWake Access launched the GoWake Smart Ride NE Microtransit Project

FY23 Discussion

The HHS Transportation budget increased by \$244,000, primarily due to the expansions listed below.

This budget will fund the addition of a Planner to support the funding growth for the Northeast Microtransit project and other federal transportation programs. The program also adds a Senior Accountant for dedicated oversight and compliance of State and Federal rules and regulations. The budget includes both the expenditures (\$176,000) and revenues (\$176,000) for the 2.000 FTE.

Horizon Issues

As the responsibility for Transportation shifts from Wake County to the Healthcare Plans the demand for GoWake Access to provide Medicaid Transportation will decline. The State has not scheduled a date for this transition to be completed. Therefore, GoWake

Transportation

Access will continue to provide this service to Medicaid clients for the foreseeable future.

North Carolina Department of Transportation (NCDOT) has informed Wake County that due to the anticipated expansion of the Raleigh Urbanized Area (UZA) following the 2020 Census, the county will become ineligible to receive Federal Transit

Administration (FTA) Section 5311 funding. The county's last year as a subrecipient of rural transit funding through the state's Community Transportation Program (CTP) will be FY 2023. The county's GoWake Access transportation program will lose approximately \$240,000 in annual funding for administration and \$500,000-\$700,000 in annual capital funding for vehicle purchases

Coronavirus Relief Fund

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$159,143,479	—	—	—	0.0%
Local	\$1,335	—	—	—	0.0%
Interest Income	\$439,612	—	—	—	0.0%
Revenue Totals	\$159,584,426	—	—	—	
Expenditures					
Salary / Benefits	\$23,772,296	—	\$9,230	—	0.0%
Contractual Services	\$92,076,045	—	\$313,710	—	0.0%
Supplies, Materials and Other Charges	\$42,382,020	—	\$(322,940)	—	0.0%
Capital Outlay	\$1,445,566	—	—	—	0.0%
Transfers Out	\$8,500	—	—	—	0.0%
Expenditure Totals	\$159,684,426	—	—	—	

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.

For this revenue source, there will be no expenditures in FY 2023 because Wake County spent or encumbered all funds. By law, funds must be encumbered by December 31, 2021 and spent by September 30, 2022.

WCPSS Fines and Forfeitures

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Fines & Forfeitures	\$4,579	—	\$2,750,000	—	0.0%
Interest Income	\$(765)	—	—	—	0.0%
Miscellaneous	\$2,501,329	\$2,750,000	—	\$2,750,000	100.0%
Revenue Totals	\$2,505,143	\$2,750,000	\$2,750,000	\$2,750,000	
Expenditures					
Supplies, Materials and Other Charges	\$2,512,124	\$2,750,000	\$2,750,000	\$2,750,000	100.0%
Expenditure Totals	\$2,512,124	\$2,750,000	\$2,750,000	\$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 Client Trust

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Miscellaneous	—	\$2,750,000	\$2,750,000	\$2,750,000	100.0%
Revenue Totals	—	\$2,750,000	\$2,750,000	\$2,750,000	
Expenditures					
Supplies, Materials and Other Charges	—	\$2,750,000	\$2,750,000	\$2,750,000	100.0%
Expenditure Totals	—	\$2,750,000	\$2,750,000	\$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 essential client 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.

American Rescue Plan Fund

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Federal	\$1,254,161	—	\$62,600,000	—	0.0%
Interest Income	\$(468,248)	—	—	—	0.0%
Revenue Totals	\$785,912	—	\$62,600,000	—	
Expenditures					
Salary / Benefits	\$804,410	—	\$11,020,451	—	0.0%
Contractual Services	\$445,396	—	\$51,143,992	—	0.0%
Supplies, Materials and Other Charges	\$4,355	—	\$435,557	—	0.0%
Expenditure Totals	\$1,254,161	—	\$62,600,000	—	

Fund Purpose and Goals

Wake County received \$216 million in American Rescue Plan Act (ARPA) federal funding. The purpose of this funding is to address COVID-19 response and recovery from negative economic impacts; provide government services affected by a pandemic related revenue reduction; address water, sewer, and broadband infrastructure; and establish premium pay up to \$13 per hour in additional wages for workers performing essential working during the pandemic. The funding was distributed in two tranches with 50% being delivered in May 2021, and the remainder delivered one year later.

Wake County established a formal process for County departments and community organizations to be considered for ARPA funding. State government, educational institutions, and municipalities received allocations either directly or through Coronavirus State and Local Fiscal Recovery Funds (SLFRF). 28 County department projects were recommended for funding (\$42,600,000), and 71 community projects were recommended (\$20,000,000). Primarily, recommended projects addressed community health and vitality, access to healthcare, and child and family stability.



Corporate Fleet Fund

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$9,649,601	\$9,734,979	\$9,734,979	\$11,701,277	91.7%
Interest Income	\$(31,232)	\$20,000	\$20,000	\$20,000	0.2%
Miscellaneous	\$731,941	\$528,856	\$528,856	\$487,760	3.8%
Other Financing Sources	—	\$979,165	\$5,429,153	\$551,963	4.3%
Revenue Totals	\$10,350,310	\$11,263,000	\$15,712,988	\$12,761,000	
Expenditures					
Salary / Benefits	\$1,480,781	\$1,708,951	\$1,708,951	\$1,916,662	15.0%
Contractual Services	\$172,171	\$206,048	\$211,638	\$206,048	1.6%
Supplies, Materials and Other Charges	\$3,487,581	\$4,091,909	\$4,142,973	\$5,863,852	46.0%
Capital Outlay	\$3,845,572	\$5,256,092	\$9,649,425	\$4,589,300	36.0%
Budget Reserves	—	—	—	\$185,138	1.5%
Expenditure Totals	\$8,986,105	\$11,263,000	\$15,712,987	\$12,761,000	
Number of FTEs	18.000	20.000	20.000	21.000	

Fund Purpose and Goals

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible fleet to Wake County. Fleet Operations is a division of the General Services Administration department and is accounted for within an internal services fund.

Fleet Operations consists of three business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan guides Fleet in providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service.

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. The Top 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

Filled the expansion position for the Fleet Administrative Manager. This position will promote and advance the implementation of alternative fuel vehicles and strategies, as well as oversee and deploy vehicle telematics and remote motor pool systems throughout the county. The position will also research system and shop operational efficiencies to provide increased services and reductions in operational expenses.

FY23 Discussion

The budget increased by \$1.49 million from the prior year. This increase includes salary and benefit adjustments including market range changes, cost of living adjustments, performance pay, and retirement contributions as well as the changes detailed below.

An additional Automotive Specialist for Mobile EMS Vehicle Support will provide repairs and maintenance

Corporate Fleet Fund

for EMS response vehicles in the field (1,000, \$130,000).

This budget includes funding for cost escalations of fuel based on the US Energy Information Administration projections, continuing issues with supply and COVID impacts on demand (\$872,000).

Horizon Issues

Reduce fuel use through conservation, idle reduction, and right sizing vehicles. Develop and implement an Electric Vehicle Suitability Analysis to assist in vehicle life cycle replacement selections. Continue

evaluating market developments for future enhancements and present recommendations.

Implement a motor pool system and further develop this program to expand to other County facilities. The module will be designed to help monitor motor pool usage, decrease fuel consumption, track mileage and expenses, and decrease staff mileage reimbursements.

Work with EMS to evaluate opportunities to increase efficiencies to first responders' availability when related to vehicle operations.

Health & Dental Fund

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	—	—	—	\$54,820,000	83.4%
Transfers	—	—	—	\$10,901,000	16.6%
Revenue Totals	—	—	—	\$65,721,000	
Expenditures					
Actuarial Fees	—	—	—	\$22,000	0.0%
Contracted Services	—	—	—	\$1,950,328	3.0%
Health Self Insurance Admin Costs	—	—	—	\$2,407,000	3.7%
Health Self Insurance Claims	—	—	—	\$30,393,112	46.2%
Dental Self Insurance Claims	—	—	—	\$3,034,060	4.6%
Dental Self Insurance Admin Costs	—	—	—	\$140,000	0.2%
Health - Retiree Claims	—	—	—	\$7,772,000	11.8%
RX/Claims	—	—	—	\$12,220,000	18.6%
Stop Loss Premium	—	—	—	\$1,486,000	2.3%
FSA Administration	—	—	—	\$75,000	0.1%
COBRA Administration	—	—	—	\$17,500	0.0%
RX Claims - Retirees	—	—	—	\$5,863,000	8.9%
PPACA Fees	—	—	—	\$24,000	0.0%
EAP Admin Fee	—	—	—	\$60,000	0.1%
HSA Funding - County	—	—	—	\$255,000	0.4%
Other	—	—	—	\$2,000	0.0%
Expenditure Totals	—	—	—	\$65,721,000	

Fund 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. Previously, funds were placed in the Non-Departmental budget. The Health and Dental Fund is a new Internal Service Fund for the FY23 budget.

FY23 Discussion

Beginning in FY23, Health and Dental funds will be budgeted within their own fund. Along with this change, the accounting of contributions has been updated to capture County and employee contributions as revenues. These amounts had previously been captured as contra-expenditures in the Non-Departmental budget.

The Health and Dental budget expenditures increased by \$7.6 million from the prior year largely due to increased health and prescription claims and associated accounting changes. The Health and Dental budget includes an interfund transfer that shows the County's contribution for retiree health insurance. The interfund transfer totals \$10.9 million. The portion of General Fund dollars used for retiree health insurance is transferred as an expense from Non-Departmental into the Health and Dental budget as a revenue.

Other revenues in the Health and Dental Budget include \$1.47 million in contributions from retiree health plan participants and \$150,000 in contributions from COBRA participants.



Solid Waste Management

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
State	\$2,554,030	\$2,345,981	\$2,345,981	\$2,807,646	16.3%
Charges For Services	\$10,157,408	\$10,404,068	\$10,404,068	\$9,700,844	56.3%
Licenses & Permits	\$7,100	\$8,900	\$8,900	\$7,000	0.0%
Interest Income	\$(132,096)	\$460,718	\$460,718	\$177,935	1.0%
Miscellaneous	\$2,341,314	\$2,499,777	\$2,499,777	\$3,086,833	17.9%
Other Financing Sources	—	\$1,173,150	\$1,190,199	—	0.0%
Transfers	\$1,209,838	\$1,223,406	\$1,223,406	\$1,445,742	8.4%
Revenue Totals	\$16,137,593	\$18,116,000	\$18,133,049	\$17,226,000	
Expenditures					
Salary / Benefits	\$1,596,274	\$1,747,855	\$1,747,855	\$2,028,215	11.8%
Contractual Services	\$11,225,309	\$13,844,375	\$13,861,424	\$13,577,111	78.8%
Supplies, Materials and Other Charges	\$(57,303)	\$1,079,583	\$1,079,583	\$1,360,487	7.9%
Debt	\$1,117	\$1,187	\$1,187	\$1,187	0.0%
Transfers Out	\$2,872,273	\$1,443,000	\$1,443,000	\$259,000	1.5%
Expenditure Totals	\$15,637,670	\$18,116,000	\$18,133,049	\$17,226,000	
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

Began to implement various elements of the 2020 Comprehensive Solid Waste Management Plan including advancing the use of the Litterati litter app

and bidding out the acquisition of a tire and mattress shredder.

Made landscaping and hardscape improvements at the South Wake Solid Waste Management facility.

Restarted many Solid Waste Outreach related efforts coming out of the pandemic.

Continued working with the Town of Morrisville in the planning and design of the future West Wake Solid Waste Management facility planned for the Morrisville area.

Issued 50 notices of violations for illegal waste dumping and cleaned up 46 sites. The remaining sites were referred to the County Attorney's office for further action.

FY23 Discussion

The household fee, set at \$20 per year per household, is the largest funding source and accounts for 55% of total revenues for the fund. State revenues for scrap tires, white goods, electronic recycling and the Solid Waste Disposal tax distributions make up another

Solid Waste Management

16%. Revenues from the sale of scrap metal and landfill gas rights are another 9%. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2023, revenues total \$17.23 million, a minor decrease of \$890,000 from the prior year budget.

The expenditure budget totals \$17.23 million. Approximately 72% of the budget, or \$12.45 million, funds convenience centers, multi-material recycling and household hazardous waste programs. The budget includes \$259,000 in transfers to the Solid Waste Capital Projects Fund. Administration of the Solid Waste division programs including staff salaries and benefits totals \$2.03 million. The budget includes \$670,000 for outreach and community programs such as school recycling. State mandated post-closure activities at closed landfills totals \$920,000. Another \$147,000 is budgeted for 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. The division will also look to implement other initiatives identified in the Comprehensive Solid Waste Management Plan as funding and staff capacity allow. During FY 2023 the new mattress and tire shredder should be delivered, and programs will be put in place to make use of this new equipment.

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 pressure on the fund. Use of the new mattress and tire shredder should help minimize those expense impacts.

South Wake Landfill

Fund Summary

	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Recommended	% of Total
Revenues					
Charges For Services	\$20,629,415	\$21,277,000	\$21,277,000	\$26,616,000	100.0%
Interest Income	\$(87,808)	—	—	—	0.0%
Miscellaneous	\$23	—	—	—	0.0%
Other Financing Sources	—	—	\$753,808	—	0.0%
Transfers	\$9,359,986	—	—	—	0.0%
Revenue Totals	\$29,901,615	\$21,277,000	\$22,030,808	\$26,616,000	
Expenditures					
Salary / Benefits	\$304,636	\$407,130	\$407,130	\$447,453	1.7%
Contractual Services	\$12,657,296	\$13,855,322	\$14,859,130	\$15,851,341	59.6%
Supplies, Materials and Other Charges	\$5,052,861	\$5,526,142	\$5,276,142	\$6,424,464	24.1%
Transfers Out	\$11,136,824	\$1,488,406	\$1,488,406	\$3,892,742	14.6%
Expenditure Totals	\$29,151,616	\$21,277,000	\$22,030,808	\$26,616,000	
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

Implemented the Odor Management & Control plan for minimizing odor reports at the South Wake Landfill.

Installed eleven new landfill gas wells and fifteen new pumps along with additional piping to maximize landfill gas collection and minimize odors. Fully implemented automated wellheads at the South Wake Landfill, maximizing landfill gas collection and minimizing odors.

Improved the odor reporting and evaluation software/hardware, Envirosuite, by creating an app and other outreach focused efforts.

Hired an Outreach Coordinator for the South Wake Landfill to help minimize odor reports and maximize information sharing the community.

Designed the first phase of Interim Covers to minimize odors for installation during FY 2023.

FY23 Discussion

For FY 2023, budgeted revenues total \$26.62 million based on projected tonnage of 580,000.

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 \$37 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 \$34 per ton.

The budget includes \$15.09 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 \$2.27 million.

South Wake Landfill

The budget includes \$2.73 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 \$3.89 million are also included for cost allocation and capital projects in FY 2023. Other items include salary and benefits for staffing at the scale house 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 of 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

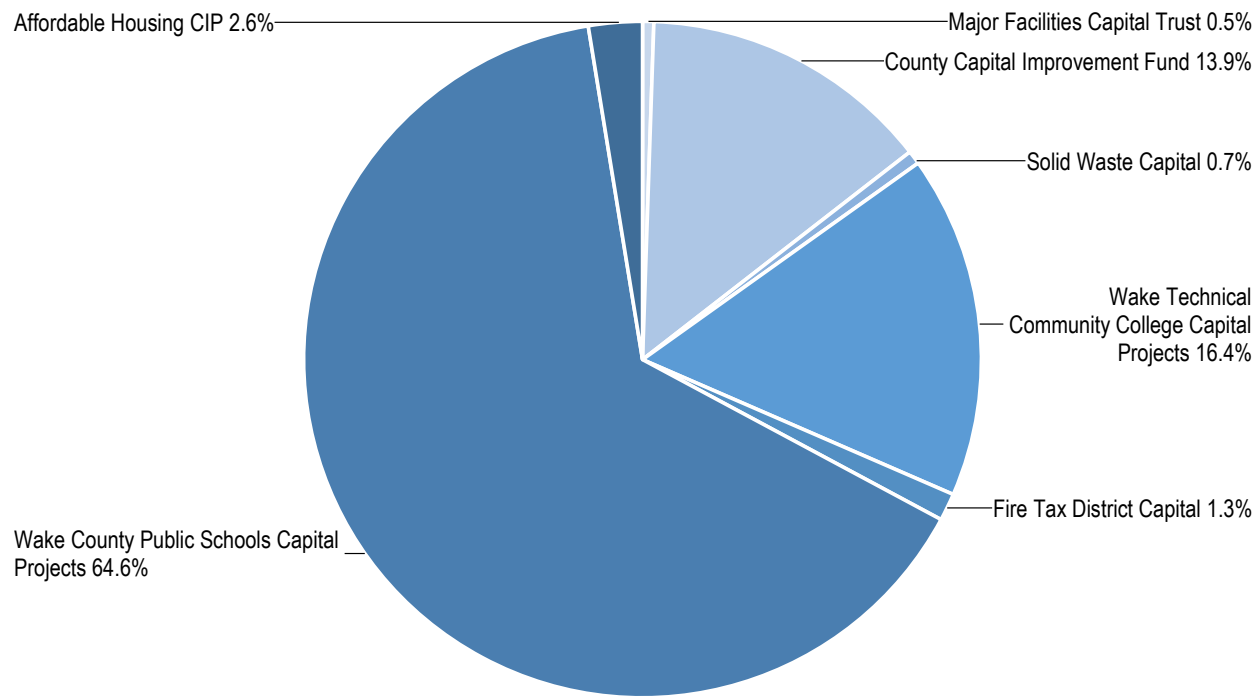
now that we have an established soil borrow site for County use.

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, such as interim covers. 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

FY 2023 - 2029 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 2023 - 2029 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 2023 capital budget represents funded projects. The remaining projects shown in FY 2024 - 2029 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

Introduction and Highlights

financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. Debt funded Parks, Recreation, and Open Space projects in the County Capital Fund will 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 2023 - 2029 Capital Improvement Program

The FY 2023 - 2029 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 March 2022. 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 fiscal year of the presented multi-year Capital Improvement Program (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.

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 lifecycle 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

Introduction and Highlights

with the Human Services Facilities Master Plan and construction of a new Animal Center.

Criminal Justice

The 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 2026 - 2028 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 2023 - 2029 Capital Improvement Program includes funding for the renovation of West Regional Library, Holly Springs Community Library, Oberlin Regional Library, and the Library Administration Building. Master planning is also underway for future years' renovation and construction, particularly for the new Rolesville Library.

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 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 Capital Improvement Program includes planned facilities, equipment and emergency communication systems. Planned facilities include 15 EMS stations and accompanying land acquisitions. Continued funding to maintain the 800 MHz radio & CAD infrastructure are included in this program.

Economic Development

The 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 2023 - 2029 Capital Improvement Program includes anticipated business development grant awards for Amgen, Bandwidth, MetLife, NetApp, Citrix, Syneos (formerly INC Research), Conduent, Trilliant, Infosys, Pendo, Credit Suisse, Collectis, Green Square, Gilead Sciences, Invitae, FujiFilm, and Schmalz.

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. 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 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. 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. This includes partnerships with non-profits to provide affordable mortgages for eligible low-income homebuyers. 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. Finally, the CIP funds a study to determine the best ways to support homeless facilities for vulnerable

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populations including families and foster youth older than 18.

Fire Tax District Capital Fund

The Capital Improvement Program includes funding for fire apparatus and vehicles, small equipment, and facility repairs and renovations.

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.

Solid Waste Capital Fund

The Capital Improvement Program for the Solid Waste Capital Fund includes capital replacements and expansions at the County's convenience centers, expansion of the landfill gas collection and control system, improvements at the East Wake Transfer Station, and costs associated with the interim cover of sections of the South Wake Landfill.

Major Facilities Capital Fund

The 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 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.

Maintain the integrity of current capital assets. Projects such as roof replacements, building system replacements, enterprise infrastructure replacement,

Capital Budget Process

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.

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 2023 appropriation (a financial commitment by the Board of Commissioners), FY 2024-2029 planned projects, and the operating impact of the planned projects.

History/Background: This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

Operating Impact: Future costs that will need to be paid from the County’s operating budget to operate the facility.

Project Accomplishments in FY 2022.

Seven-Year Capital Improvement Program Summary: A synopsis of each element’s scope, and the time-frame for completing major projects and phases.

Horizon Issues: Potential future projects not funded in the current Capital Improvement Program.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
County Capital Elements:								
Automation	1,000	595,000	1,000	-	-	-	-	597,000
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	750,000	1,025,000	174,310	991,000	1,235,052	107,208	-	4,282,570
Public Safety	360,000	246,000	2,890,000	99,000	124,000	41,000	-	3,760,000
County Capital Totals	1,306,000	1,874,000	4,436,310	1,162,000	1,405,052	891,208	33,000	11,107,570
Education Elements:								
Wake County Public School System	-	-	-	-	-	-	-	-
Totals	1,306,000	1,874,000	4,436,310	1,162,000	1,405,052	891,208	33,000	11,107,570

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 2023 - 2029 Capital Improvement Program (FY 2023 impacts are included in the FY 2023 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
County Building Improvements	Future Maintenance Funding
Public Safety	Sworn Law Enforcement Equipment
Criminal Justice	Wake County Justice Center 6th Floor Build-out
Economic Development	Future Economic Development Incentives
Libraries	Future Library Projects
Solid Waste	Future Waste Disposal Study

Capital Improvement Program Projects

Fund: 4100 County Capital Improvement Fund
Department 62 Automation CIP
Division 6210 Major Automation Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
210A	Major Systems - Property Tax	\$1,585,000.00	\$1,268,850.32	\$316,149.68
237A	DSS Document Management	\$1,820,000.00	\$1,304,364.17	\$515,635.83
238A	Public Health System Replacement	\$3,302,500.00	\$2,631,232.05	\$671,267.95
240A	eWake Upgrade	\$13,722,354.94	\$13,609,980.75	\$112,374.19
241A	CCBI Lab Information Management System	\$300,000.00	\$297,894.62	\$2,105.38
244A	Jail & Records Management System Upgrade	\$501,855.95	\$458,112.24	\$43,743.71
246A	ROD Books	\$2,504,000.00	\$1,914,245.82	\$589,754.18
247A	Reval Projects	\$1,656,000.00	\$609,960.63	\$1,046,039.37
278A	Planning & Permitting System	\$2,996,992.00	\$2,269,184.97	\$727,807.03
279A	DSS Document Management - Child Welfare	\$1,475,000.00	\$1,458,754.74	\$16,245.26
295A	eWake Pilot Document Management	\$1,187,000.00	\$980,078.72	\$206,921.28
296A	Telecommunications Infrastructure	\$3,982,000.00	\$2,480,402.77	\$1,501,597.23
312A	VoIP System Acquisition and Implementation	\$2,500,000.00	\$2,268,399.35	\$231,600.65
313A	Enterprise Infrastructue - WCSO Infrastructure	\$1,459,655.00	\$1,124,641.17	\$335,013.83
315A	Document Management - Adult Services	\$231,060.85	\$231,060.85	\$0.00
316A	Document Management - Program Integrity	\$164,905.21	\$164,905.21	\$0.00
317A	GIS MAR Implementation	\$340,000.00	\$340,000.00	\$0.00
344A	Enterprise Wide Document Management	\$551,000.00	\$445,720.75	\$105,279.25
345A	Child Support Document Management	\$496,000.00	\$340,428.17	\$155,571.83
347A	Innovation	\$500,000.00	\$296,951.20	\$203,048.80
349A	WCSO Electronic Medical Records System	\$1,400,000.00	\$941,095.14	\$458,904.86
352A	BOE Voting Equipment Replacement	\$3,148,000.00	\$1,737,473.65	\$1,410,526.35
362A	DSS Queuing System	\$100,000.00	\$85,389.92	\$14,610.08
363A	Human Services Automation Projects	\$1,628,000.00	\$194,075.03	\$1,433,924.97
374A	EMS Operation/Deployment Modeling Software	\$411,000.00	\$399,831.00	\$11,169.00
375A	eWake 4.0	\$5,850,000.00	\$5,614,425.37	\$235,574.63
376A	NC Fast Document Management Implementation	\$85,000.00	\$35,046.75	\$49,953.25
377A	NC FAST Federation	\$250,000.00	\$99,725.00	\$150,275.00
390A	Performance Management (PDMS Replacement	\$526,000.00	\$289,208.00	\$236,792.00
402A	Risk Information System	\$108,000.00	\$108,000.00	\$0.00
403A	CSOD Succession Planning	\$106,000.00	\$106,000.00	\$0.00
404A	WCSO Gun Permit Backfile Scanning Project	\$175,000.00	\$115,411.02	\$59,588.98
405A	WCSO Scheduling Software	\$275,000.00	\$75,000.00	\$200,000.00
416A	Cash Handling Solution 2022	\$100,000.00	\$0.00	\$100,000.00
417A	EMS Document Workflow 2022	\$865,000.00	\$772,879.65	\$92,120.35
418A	ERP Consultant 2022	\$7,400,000.00	\$0.00	\$7,400,000.00
419A	WCSO Next Generation 911	\$57,400.00	\$0.00	\$57,400.00
420A	Wake 2.0 Technology	\$2,350,000.00	\$247,123.70	\$2,102,876.30
Total Division 6210 Major Automation Projects		\$66,109,723.95	\$45,315,852.73	\$20,793,871.22

Division 6230 Computer Equipment

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
380A	Maintenance Libraries 2020	\$25,000.00	\$25,000.00	\$0.00
392A	New Equipment 2021	\$2,815,000.00	\$2,728,637.80	\$86,362.20
393A	Telephone Equipment 2021	\$50,000.00	\$0.00	\$50,000.00
394A	Maintenance Libraries 2021	\$25,000.00	\$6,973.39	\$18,026.61
406A	Computer Equipment 2022	\$2,892,000.00	\$2,298,018.90	\$593,981.10
407A	Telephone Equipment 2022	\$50,000.00	\$0.00	\$50,000.00
408A	Maintenance Libraries 2022	\$25,000.00	\$0.00	\$25,000.00
Total Division 6230 Computer Equipment		\$5,882,000.00	\$5,058,630.09	\$823,369.91

Division 6240 Enterprise Network

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
371A	Security Services 2019	\$98,709.00	\$98,709.00	\$0.00
373A	GIS Infrastructure 2019	\$45,000.00	\$36,060.00	\$8,940.00
383A	Telecom/Desktop/Helpdesk Tools 2020	\$134,000.00	\$65,519.40	\$68,480.60
384A	Database Operations 2020	\$120,000.00	\$120,000.00	\$0.00
386A	Security Services 2020	\$430,520.66	\$430,520.66	\$0.00
388A	GIS Infrastructure 2020	\$70,000.00	\$0.00	\$70,000.00
389A	Libraries Infrastructure 2020	\$24,000.00	\$17,405.16	\$6,594.84
395A	Application Hardware/Software 2021	\$67,000.00	\$15,000.00	\$52,000.00

Capital Improvement Program Projects

396A	Telecom/Desktop/Helpdesk Tools 2021	\$6,000.00	\$0.00	\$6,000.00
397A	Database Operations 2021	\$50,000.00	\$28,690.76	\$21,309.24
398A	Network Services 2021	\$698,800.00	\$223,974.39	\$474,825.61
399A	Security Services 2021	\$91,000.00	\$42,396.11	\$48,603.89
401A	Libraries Infrastructure 2021	\$9,000.00	\$0.00	\$9,000.00
409A	Application Hardware/Software 2022	\$102,000.00	\$90,437.35	\$11,562.65
410A	CCBI Infrastructure 2022	\$45,291.00	\$1,429.80	\$43,861.20
411A	Telecom/Desktop/Helpdesk Tools 2022	\$10,000.00	\$0.00	\$10,000.00
412A	Database Operations 2022	\$37,000.00	\$0.00	\$37,000.00
413A	Network Services 2022	\$350,000.00	\$159,708.60	\$190,291.40
414A	Security Services 2022	\$47,000.00	\$0.00	\$47,000.00
415A	Server Services 2022	\$312,000.00	\$73,586.32	\$238,413.68
Total Division 6240 Enterprise Network		\$2,747,320.66	\$1,403,437.55	\$1,343,883.11

Total Department 62 Automation CIP	\$74,739,044.61	\$51,777,920.37	\$22,961,124.24

Department 64 Community Capital Projects

Division 6400 Community Capital Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
001C	General Community Planned Projects	\$0.00	\$0.00	\$0.00
019C	NC Freedom Park	\$125,000.00	\$125,000.00	\$0.00
023C	Healing Transitions 2018 Community Capital	\$500,000.00	\$300,000.00	\$200,000.00
024C	YMCA 2018 Community Capital	\$500,000.00	\$350,000.00	\$150,000.00
025C	Alliance Medical Ministry 2018	\$125,000.00	\$125,000.00	\$0.00
026C	Healing Transitions Campus Expansion & Renovation	\$5,000,000.00	\$0.00	\$5,000,000.00
027C	SafeChild FY2022 Community Capital	\$2,000,000.00	\$0.00	\$2,000,000.00
028C	Haven House FY2022 Community Capital	\$640,000.00	\$0.00	\$640,000.00
029C	TLC FY2022 Community Capital	\$1,000,000.00	\$0.00	\$1,000,000.00
030C	Triangle Family Services FY2022 Community Capital	\$296,000.00	\$0.00	\$296,000.00
031C	Poe Center FY2022 Community Capital	\$139,000.00	\$0.00	\$139,000.00
032C	Note in the Pocket FY2022 Community Capital	\$65,000.00	\$0.00	\$65,000.00
033C	SouthLight FY2022 Community Capital	\$490,000.00	\$0.00	\$490,000.00
034C	Fellowship Home FY2022 Community Capital	\$140,000.00	\$0.00	\$140,000.00
035C	Methodist Home FY2022 Community Capital	\$170,000.00	\$0.00	\$170,000.00
036C	White Oak Foundation FY2022 Community Capital	\$60,000.00	\$0.00	\$60,000.00
Total Division 6400 Community Capital Projects		\$11,250,000.00	\$900,000.00	\$10,350,000.00

Total Department 64 Community Capital Projects	\$11,250,000.00	\$900,000.00	\$10,350,000.00

Department 66 County Building Improvements

Division 6610 Major Building Renovations and New Construction Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
019B	Facilities Condition Assessment	\$1,884,148.34	\$1,575,709.05	\$308,439.29
200B	WakeBrook Partnership	\$28,450,000.00	\$27,919,249.66	\$530,750.34
281B	Board of Elections	\$6,146,787.88	\$5,861,586.91	\$285,200.97
282B	WCOB Life Safety/Egress Renovations	\$599,644.26	\$599,644.26	\$0.00
329B	WCOB Renovations	\$17,593,253.80	\$15,403,887.43	\$2,189,366.37
390B	GSA Site Improvements	\$275,000.00	\$225,984.96	\$49,015.04
401B	New Public Health Center	\$32,600,000.00	\$3,966,714.03	\$28,633,285.97
433B	County Administrative Master Plan	\$500,000.00	\$450,599.93	\$49,400.07
434B	Community Services Center Renovation - Ph.2	\$5,171,115.15	\$4,922,949.94	\$248,165.21
435B	Western Regional Center/ Dorcas Co-Location	\$1,091,293.52	\$1,083,189.92	\$8,103.60
437B	Swinburne Center Major Renovations	\$280,000.00	\$130,272.13	\$149,727.87
438B	Animal Control Center Future Land Planning	\$1,000,000.00	\$27,600.00	\$972,400.00
467B	Somerset HS Lease Upfit	\$1,125,556.61	\$1,124,946.44	\$610.17
468B	Departure Drive Phase II Upfit	\$377,000.00	\$209,560.84	\$167,439.16
470B	Sunnybrook FCA Upgrades	\$1,250,000.00	\$639,984.25	\$610,015.75
477B	Oak City Vacant Space Build Out	\$1,467,664.67	\$1,212,773.63	\$254,891.04
503B	ES Lab Equipment Replacement 2022	\$150,000.00	\$34,929.73	\$115,070.27
505B	Justice Center Modifications	\$750,000.00	\$91,874.82	\$658,125.18
508B	Cornerstone Exterior Envelope Repairs	\$200,000.00	\$196,101.02	\$3,898.98
Total Division 6610 Major Building Renovations and New Construction Projects		\$100,911,464.23	\$65,677,558.95	\$35,233,905.28

Capital Improvement Program Projects

Division 6620 Energy Conserving Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
408B	Energy Conservation Measures	\$809,452.16	\$0.00	\$809,452.16
465B	ECM-Holly Springs Library Controls Upgrades	\$230,000.00	\$216,861.59	\$13,138.41
466B	ECM-Cameron Village Library Building Controls	\$209,500.00	\$179,101.57	\$30,398.43
478B	ECM-Wake County Office Park LED Retrofit	\$80,000.00	\$50,000.00	\$30,000.00
479B	ECM-Holly Springs Community Library and Culture Center - LED	\$42,000.00	\$26,404.17	\$15,595.83
495B	ECM-FY21 Multi-site LED Retrofit Project	\$333,500.00	\$307,000.00	\$26,500.00
497B	ECM-Green Road Library	\$26,000.00	\$21,260.00	\$4,740.00
509B	ECM - Crosby-Garfield HVAC upgrades (Controls)	\$159,500.00	\$145,000.00	\$14,500.00
517B	ECM-AE Finley Education & Research Control Upgrade	\$75,000.00	\$0.00	\$75,000.00
520B	ECM-2021 Multi-Site Solar PV Project	\$658,425.00	\$567,053.96	\$91,371.04
521B	ECM-FY22 Multi-site LED Retrofit Project	\$95,000.00	\$44,996.55	\$50,003.45
522B	ECM-Harrison Community Library Mechanical Reconfiguration	\$34,000.00	\$13,000.00	\$21,000.00
530B	ECM-Marbles IMAX Controls Upgrade Project	\$29,340.00	\$29,340.00	\$0.00
531B	ECM-North Regional Library Controls Upgrade Project	\$27,185.00	\$27,185.00	\$0.00
Total Division 6620 Energy Conserving Projects		\$2,808,902.16	\$1,627,202.84	\$1,181,699.32

Division 6630 County Building Security Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
280B	Security Improvements - Ph 9	\$2,696,152.59	\$2,668,565.93	\$27,586.66
382B	Hardware Upgrade	\$363,008.98	\$139,091.31	\$223,917.67
429B	Library Door Counters	\$42,000.00	\$41,862.35	\$137.65
Total Division 6630 County Building Security Projects		\$3,101,161.57	\$2,849,519.59	\$251,641.98

Division 6640 Minor CIP Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
037B	General Bld Renov - Minor-General	\$2,714,592.66	\$0.00	\$2,714,592.66
320B	RR - Fellowship Home Partnership Reimbursement Account	\$55,000.00	\$54,403.99	\$596.01
366B	RR - General Partnership Accounts	\$100,000.00	\$35,772.90	\$64,227.10
409B	RR - Digital Signage & Corporate A/V Replacements	\$121,000.00	\$113,921.45	\$7,078.55
415B	RR - SWSC-Oak City Center PME Interconnect	\$313,589.00	\$304,619.80	\$8,969.20
431B	RR - WCCH Stairwell & Elevator Security Phase 1	\$241,145.00	\$189,190.32	\$51,954.68
446B	RR - WC Parking Deck Generator Replacement	\$119,837.00	\$96,454.66	\$23,382.34
447B	RR - UPS Battery Replacements	\$205,000.00	\$204,951.65	\$48.35
450B	RR-WCDC Kitchen Improvement	\$90,900.00	\$89,314.80	\$1,585.20
458B	RR-WCCH Plaza Improvements Fayetteville Street	\$240,000.00	\$2,224.38	\$237,775.62
460B	RR-WCDC Dorm Floor Repairs	\$75,000.00	\$64,944.06	\$10,055.94
491B	AR-WCOB Permitting Office Renovation	\$437,832.98	\$432,088.60	\$5,744.38
492B	RR-Green Road Lighting Repairs	\$46,000.00	\$43,719.54	\$2,280.46
494B	RR-Generator Replacement EMS#8	\$60,000.00	\$43,372.00	\$16,628.00
506B	RR-FY21 Multi Site Paving Repairs	\$100,000.00	\$0.00	\$100,000.00
507B	RR-FY22 Multi Site Stormwater Repairs	\$30,000.00	\$27,704.00	\$2,296.00
510B	RR - Crosby-Garfield HVAC upgrades (Mechanical)	\$206,250.00	\$187,500.00	\$18,750.00
518B	RR-AE Finley Education & Research Control Upgrades	\$25,000.00	\$0.00	\$25,000.00
519B	RR-GSA Overhead Door Lintel Repairs	\$50,000.00	\$45,432.00	\$4,568.00
523B	RR-WCDC Kitchen Walk-in Cooler Flooring Replacement	\$235,690.00	\$201,060.00	\$34,630.00
524B	RR-WCCH Condenser Water System Repair	\$27,310.00	\$27,310.00	\$0.00
525B	AR - Fire Training Center Study	\$50,000.00	\$0.00	\$50,000.00
526B	RR-Wake County Justice & Detention Center Boiler Repair	\$39,000.00	\$0.00	\$39,000.00
527B	RR-Ponderosa WWTF Lagoon Repair	\$75,350.00	\$0.00	\$75,350.00
528B	RR-FETC Ammo Bunker Replacement	\$12,929.00	\$12,929.00	\$0.00
529B	RR-North Regional Library Underground Piping	\$18,835.00	\$0.00	\$18,835.00
Total Division 6640 Minor CIP Projects		\$5,690,260.64	\$2,176,913.15	\$3,513,347.49

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
080B	Mechanical, Electrical & Plumbing - Gen	\$251,762.36	\$140,520.95	\$111,241.41
393B	Rural Center HVAC Replacement	\$420,000.00	\$28,412.18	\$391,587.82
436B	PSC VAV - Inmate Housing Area	\$1,930,000.00	\$647,639.02	\$1,282,360.98
442B	WCOB Elevator Replacement	\$625,000.00	\$618,926.34	\$6,073.66
469B	MEP-Eva Perry-Municipal Reimbursements	\$443,400.00	\$370,876.99	\$72,523.01

Capital Improvement Program Projects

480B	Firearms Training Center HVAC Replacement	\$1,609,200.00	\$1,530,253.44	\$78,946.56
481B	Cornerstone Center HVAC Replacement	\$900,000.00	\$104,572.12	\$795,427.88
482B	Crosby Garfield Elevator Replacement	\$578,856.01	\$467,548.18	\$111,307.83
483B	Sanderson HS Emergency Generator Replacement	\$396,000.00	\$395,911.05	\$88.95
512B	Commons Building HVAC	\$325,000.00	\$0.00	\$325,000.00
Total Division 6650 Mechanical, Electrical And Plumbing		\$7,479,218.37	\$4,304,660.27	\$3,174,558.10

Division 6660 Roofing and Building Envelope Replacement Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
098B	Roof Replacements - General	\$420,857.44	\$535.71	\$420,321.73
375B	Eva Perry Library Roof Replacement	\$370,000.00	\$267,058.19	\$102,941.81
443B	PSC Atrium Skylight Penthouse Wall Repl	\$1,624,784.00	\$1,475,196.61	\$149,587.39
444B	GSA Field Services Center Roof	\$250,000.00	\$227,820.84	\$22,179.16
484B	Olivia Raney Library Roof	\$300,000.00	\$232,577.74	\$67,422.26
485B	WakeBrook Roof Replacement	\$1,000,000.00	\$3,500.00	\$996,500.00
486B	Downtown Roof Anchor Points	\$130,216.00	\$30,415.68	\$99,800.32
498B	Roofing Rural Center - Municipal Reimbursement	\$485,000.00	\$0.00	\$485,000.00
Total Division 6660 Roofing and Building Envelope Replacement Projects		\$4,580,857.44	\$2,237,104.77	\$2,343,752.67

Division 6680 Stormwater Control Device Upgrades

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
335B	Stormwater Control Devices Upgrades - General	\$404,124.82	\$0.45	\$404,124.37
404B	CCWP - 22 Lake Lynn	\$188,852.64	\$178,333.40	\$10,519.24
406B	Flood Control Telemetry	\$208,000.00	\$73,467.64	\$134,532.36
440B	Site 13 - Shelley Lake	\$255,552.41	\$253,968.65	\$1,583.76
441B	Lynn Road EMS Site Stormwater Improvements	\$135,000.00	\$89,632.51	\$45,367.49
448B	Site 20A Shoreline Structure Replacement	\$175,000.00	\$152,709.58	\$22,290.42
471B	CCWS Sedimentation Management	\$210,000.00	\$144,625.00	\$65,375.00
472B	6WCOP Weir System Study & Repairs	\$78,750.00	\$5,000.00	\$73,750.00
473B	Site 2 Hatcher's Grove Aux Spillway Repairs	\$248,750.00	\$223,102.75	\$25,647.25
489B	CCWP Site 23 - Lake Crabtree	\$220,000.00	\$198,959.75	\$21,040.25
496B	Crabtree Creek Watershed Rehabilitation Grant	\$2,553,310.00	\$57,000.00	\$2,496,310.00
500B	Site 22 Lake Lynn AUX Spillway Mitigation 2022	\$138,750.00	\$0.00	\$138,750.00
501B	North Wake Landfill SCM Recovery	\$133,150.00	\$0.00	\$133,150.00
502B	Falls Lake Rules Compliance 2022	\$100,000.00	\$15,989.60	\$84,010.40
Total Division 6680 Stormwater Control Device Upgrades		\$5,049,239.87	\$1,392,789.33	\$3,656,450.54

Division 6685 Infrastructure Paving

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
336B	Infrastructure Paving - General	\$37,961.39	\$0.00	\$37,961.39
419B	Green Road Library Paving	\$355,000.00	\$260,359.69	\$94,640.31
487B	Wendell Library Repaving	\$75,000.00	\$33,772.64	\$41,227.36
488B	Yates Mill Park Repaving	\$35,000.00	\$0.00	\$35,000.00
511B	Board of Elections Paving	\$370,000.15	\$370,000.15	\$0.00
513B	EMS Station Repaving	\$125,000.00	\$18,828.80	\$106,171.20
514B	Fire Training Center Repaving	\$342,000.00	\$35,974.90	\$306,025.10
515B	Wake County Office Park Repaving	\$250,000.00	\$34,805.29	\$215,194.71
516B	Willow Springs ES Park Paving	\$100,000.00	\$19,557.40	\$80,442.60
Total Division 6685 Infrastructure Paving		\$1,689,961.54	\$773,298.87	\$916,662.67

Total Department 66 County Building Improvements		\$131,311,065.82	\$81,039,047.77	\$50,272,018.05

Department 68 Criminal Justice CIP

Division 6810 Detention Facilities

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
071J	Hammond Population/Inmate Projection Study	\$400,000.00	\$225,901.65	\$174,098.35
082J	Detention Medical Equipment Replacement	\$391,000.00	\$0.00	\$391,000.00
084J	PSC - Physical Security Improvements	\$660,000.00	\$51,319.00	\$608,681.00
Total Division 6810 Detention Facilities		\$1,451,000.00	\$277,220.65	\$1,173,779.35

Capital Improvement Program Projects

Division 6820 Criminal Justice Security

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
054J	Detention and Security Assessment Improvements	\$5,521,501.13	\$3,397,052.80	\$2,124,448.33
Total Division 6820 Criminal Justice Security		\$5,521,501.13	\$3,397,052.80	\$2,124,448.33

Division 6830 Judicial Facilities

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
018J	General Judicial Facilities Planned Proj	\$758,004.64	\$724,141.37	\$33,863.27
034J	WCCH Elevator Upgrade/Refurbishment	\$2,521,245.31	\$2,517,397.94	\$3,847.37
063J	Stairwell/Elevator Security	\$191,600.00	\$129,758.61	\$61,841.39
064J	CTHS Renovations - Floors 1 - 5 & 10	\$443,000.00	\$405,585.12	\$37,414.88
065J	CTHS - Skywalk Repair	\$145,148.59	\$20,377.62	\$124,770.97
067J	NC Business Court Partnership Upfit	\$100,000.00	\$73,801.88	\$26,198.12
075J	WCCH Genset B (generator)	\$550,000.00	\$537,994.64	\$12,005.36
078J	WCCH - Clerks and Courts Renovations	\$1,150,000.00	\$961,691.45	\$188,308.55
079J	WCCH - Switchgear Replacement	\$1,170,000.00	\$1,138,812.61	\$31,187.39
081J	Downtown Exterior Window & Facade Repair	\$3,931,000.00	\$210,077.86	\$3,720,922.14
083J	Courthouse Waterproofing	\$90,000.00	\$0.00	\$90,000.00
Total Division 6830 Judicial Facilities		\$11,049,998.54	\$6,719,639.10	\$4,330,359.44

Division 6850 Criminal Justice Equipment

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
077J	CCBI Instrument Lifecycle Replacements	\$170,000.00	\$77,203.00	\$92,797.00
Total Division 6850 Criminal Justice Equipment		\$170,000.00	\$77,203.00	\$92,797.00

Total Department 68 Criminal Justice CIP	\$18,192,499.67	\$10,471,115.55	\$7,721,384.12

Department 70 Public Libraries CIP Division 7000 Library Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
031L	Fuquay Varina Library - Books	\$650,500.00	\$650,500.00	\$0.00
033L	Cary Regional Library - Books	\$1,750,897.87	\$1,750,897.87	\$0.00
035L	Morrisville Library - Books	\$610,778.30	\$610,778.30	\$0.00
055L	Morrisville Library	\$4,743,417.00	\$4,743,417.00	\$0.00
057L	North Regional Library	\$1,843,082.94	\$1,726,209.91	\$116,873.03
058L	Library Kiosks/Cash Handling Solution	\$354,721.70	\$354,721.70	\$0.00
059L	Duraleigh Lease Upfits	\$26,262.00	\$26,262.00	\$0.00
060L	Southgate Community Library Lease Upfit	\$72,000.00	\$71,900.00	\$100.00
999L	Library Bond/BAN Revenue	\$0.00	\$0.00	\$0.00
Total Division 7000 Library Projects		\$10,051,659.81	\$9,934,686.78	\$116,973.03

Division 7010 Library Materials & Collections

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
061L	2021 Library Materials & Collection Development	\$1,000,000.00	\$901,303.00	\$98,697.00
Total Division 7010 Library Materials & Collections		\$1,000,000.00	\$901,303.00	\$98,697.00

Total Department 70 Public Libraries CIP	\$11,051,659.81	\$10,835,989.78	\$215,670.03

Department 74 Parks, Recreation, Greenways & Open Space CIP Division 7410 County Parks

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
035R	Beech Bluff Park	\$16,972,305.80	\$4,536,464.69	\$12,435,841.11
074R	Randleigh Farm	\$25,000.00	\$29.40	\$24,970.60
083R	Aquatic Species Propagation Facility	\$4,327,000.00	\$4,271,949.35	\$55,050.65
Total Division 7410 County Parks		\$21,324,305.80	\$8,808,443.44	\$12,515,862.36

Capital Improvement Program Projects

Division 7420 Community Use Of School/Parks

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
004R	General Community Use Of Schools	\$340,942.13	\$90,996.20	\$249,945.93
086R	Knightdale Elementary School Park	\$57,920.00	\$57,920.00	\$0.00
087R	Hilltop Needmore Elementary	\$250,000.00	\$0.00	\$250,000.00
Total Division 7420 Community Use Of School/Parks		\$648,862.13	\$148,916.20	\$499,945.93

Division 7430 Other Park Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
300R	Little River Reimbursement	\$1,000,000.00	\$0.00	\$1,000,000.00
399R	Unallocated PROS	\$0.00	\$0.00	\$0.00
Total Division 7430 Other Park Projects		\$1,000,000.00	\$0.00	\$1,000,000.00

Division 7440 Greenways

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
101G	Crabtree Creek West Greenway	\$2,800,000.00	\$2,800,000.00	\$0.00
102G	Future Greenways	\$505,314.00	\$0.00	\$505,314.00
103G	Apex West Greenway	\$150,000.00	\$0.00	\$150,000.00
104G	Middle Creek Greenway	\$1,544,686.00	\$0.00	\$1,544,686.00
Total Division 7440 Greenways		\$5,000,000.00	\$2,800,000.00	\$2,200,000.00

Division 7450 Open Space

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
500R	Open Space Administration	\$232,512.00	\$178,369.46	\$54,142.54
502R	Old Creedmoor Road OS	\$836,000.00	\$0.00	\$836,000.00
503R	Perry Property OS	\$2,035,000.00	\$2,022,011.77	\$12,988.23
505R	Bluffs at West Oaks OS	\$2,500.00	\$0.00	\$2,500.00
506R	Wake Equity LLC OS	\$1,725,776.00	\$1,717,303.71	\$8,472.29
507R	Tippett Property OS	\$648,165.00	\$617,872.69	\$30,292.31
508R	Mitchell Property OS	\$565,000.00	\$534,250.40	\$30,749.60
509R	TLC-Beaver Dam Creek 2021	\$1,944,955.00	\$1,943,425.00	\$1,530.00
510R	Carter Cedar Fork Creek	\$640,625.00	\$615,810.06	\$24,814.94
511R	Hunter Land Exchange	\$8,000.00	\$0.00	\$8,000.00
512R	Halgrem Holdings LLC	\$22,000.00	\$15,968.00	\$6,032.00
513R	Bunn Property OS	\$845,000.00	\$816,000.00	\$29,000.00
514R	Lazy J Ranch	\$350,000.00	\$0.00	\$350,000.00
Total Division 7450 Open Space		\$9,855,533.00	\$8,461,011.09	\$1,394,521.91

Division 7460 Preserves

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
601R	Kellam Wyatt Preserve	\$250,000.21	\$215,973.11	\$34,027.10
605R	Procter Farm Preserve Ph1A	\$2,398,564.35	\$2,326,317.83	\$72,246.52
Total Division 7460 Preserves		\$2,648,564.56	\$2,542,290.94	\$106,273.62

Division 7490 Minor Park Facility Improvements

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
052R	PARK FACILITY IMPROVEMENTS	\$5,898,276.52	\$5,539,241.27	\$359,035.25
Total Division 7490 Minor Park Facility Improvements		\$5,898,276.52	\$5,539,241.27	\$359,035.25

Total Department 74 Parks, Recreation, Greenways & Open Space CIP	\$46,375,542.01	\$28,299,902.94	\$18,075,639.07

Capital Improvement Program Projects

Department 76 Public Safety CIP Division 7620 Computer Aided Dispatch

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
070P	CAD System Replacement	\$8,480,219.51	\$8,091,327.72	\$388,891.79
Total Division 7620 Computer Aided Dispatch		\$8,480,219.51	\$8,091,327.72	\$388,891.79

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
068P	800 MHZ Radio System Infrastructure Replacement	\$28,460,845.39	\$28,362,914.11	\$97,931.28
079P	Tone & Voice Pager Infrastructure Replacement	\$100,405.00	\$100,405.00	\$0.00
082P	Alpha Numeric Paging Infrastructure Replacement	\$91,000.00	\$2,631.32	\$88,368.68
083P	Alpha Pager Replacement	\$37,000.00	\$0.00	\$37,000.00
107P	WCSO Handheld Radio Replacements	\$319,000.00	\$319,000.00	\$0.00
Total Division 7630 800 MHZ Radio Communications		\$29,008,250.39	\$28,784,950.43	\$223,299.96

Division 7640 EMS

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
012P	EMS Defibrillators	\$9,348,534.96	\$8,771,929.04	\$576,605.92
055P	Knightdale South Co-location	\$186,500.00	\$148,267.35	\$38,232.65
073P	Fuquay North EMS Station Co-Location	\$82,467.37	\$98.74	\$82,368.63
075P	Public Safety Warehouse	\$1,058,425.18	\$1,025,044.82	\$33,380.36
088P	EMS - Ambulance Stretcher Load System	\$875,000.00	\$0.00	\$875,000.00
089P	EMS - New Hill Station	\$775,000.00	\$1,956.77	\$773,043.23
090P	EMS - Apex Station	\$3,272,513.33	\$1,059,554.05	\$2,212,959.28
093P	EMS - McCuller-Garner West Station	\$385,000.00	\$358,456.38	\$26,543.62
095P	Zebulon EMS Station	\$240,000.00	\$18,649.96	\$221,350.04
096P	Garner Main EMS Station	\$490,000.00	\$461,509.12	\$28,490.88
097P	EMS Station Advanced Planning	\$25,000.00	\$8,500.00	\$16,500.00
099P	EMS-Cary Main Regional	\$1,914,508.01	\$1,875,367.30	\$39,140.71
100P	EMS-North Hills Area Substation	\$225,000.00	\$0.00	\$225,000.00
102P	EMS-Co-Location Morrisville Fire Station	\$47,500.00	\$47,500.00	\$0.00
Total Division 7640 EMS		\$18,925,448.85	\$13,776,833.53	\$5,148,615.32

Division 7650 Public Safety

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
026P	Former 911 Emergency Fund	\$315,601.23	\$314,865.83	\$735.40
084P	Emergency Shelter Generator Review	\$1,706,000.00	\$876,502.25	\$829,497.75
091P	Sheriff - Simunition Training House	\$100,000.00	\$23,743.01	\$76,256.99
094P	City of Raleigh - LETC	\$500,241.56	\$500,241.56	\$0.00
098P	EOC Renovations	\$6,045,000.00	\$4,838,734.70	\$1,206,265.30
105P	Digital Antenna System Lifecycle Replacement	\$465,000.00	\$0.00	\$465,000.00
106P	Sheriff-Body Worn Cameras	\$661,000.00	\$648,959.00	\$12,041.00
Total Division 7650 Public Safety		\$9,792,842.79	\$7,203,046.35	\$2,589,796.44

Total Department 76 Public Safety CIP	\$66,206,761.54	\$57,856,158.03	\$8,350,603.51

Department 79 Economic Development Division 7910 On-Site Water and Sewer

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
001D	On-Site Water and Sewer Unallocated in RTP	\$1,204,389.29	\$704,387.94	\$500,001.35
Total Division 7910 On-Site Water and Sewer		\$1,204,389.29	\$704,387.94	\$500,001.35

Capital Improvement Program Projects

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
010D	RTP Off-Site Water and Sewer Unallocated	\$1,324,047.07	\$110,662.63	\$1,213,384.44
011D	Jordan Lake Reclaimed Water - Phase 2	\$2,689,767.00	\$255,945.71	\$2,433,821.29
Total Division 7920 Off-Site Water and Sewer		\$4,013,814.07	\$366,608.34	\$3,647,205.73

Division 7930 Economic Incentives

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
020D	Economic Incentives Unallocated	\$835,921.84	\$8,736.16	\$827,185.68
024D	MetLife	\$4,353,226.00	\$3,984,226.22	\$368,999.78
025D	Red Hat	\$446,222.77	\$382,222.77	\$64,000.00
027D	NetApp 2	\$1,599,597.00	\$1,386,421.46	\$213,175.54
030D	INC Research	\$323,340.00	\$0.00	\$323,340.00
031D	Citrix Systems Inc	\$34,200.00	\$0.00	\$34,200.00
032D	Trilliant	\$8,750.00	\$0.00	\$8,750.00
033D	InfoSys	\$55,454.00	\$0.00	\$55,454.00
035D	Conduent	\$19,411.00	\$0.00	\$19,411.00
038D	Credit Suisse 2	\$468,256.27	\$101,546.40	\$366,709.87
039D	Pendo	\$70,000.00	\$0.00	\$70,000.00
071D	Green Square	\$419,000.00	\$390,583.00	\$28,417.00
075D	Collectis	\$160,000.00	\$0.00	\$160,000.00
076D	Microsoft	\$155,000.00	\$0.00	\$155,000.00
Total Division 7930 Economic Incentives		\$8,948,378.88	\$6,253,736.01	\$2,694,642.87

Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Current Budget	with Commitments and	Remaining Budget
050D	Banks Pointe Road Improvements	\$837,812.56	\$837,812.56	\$0.00
054D	Mallard Crossing Subdivision Road Improvements	\$412,744.86	\$412,744.86	\$0.00
055D	Crooked Creek Subdivision Road Improvements	\$179,032.67	\$179,032.67	\$0.00
056D	West Oaks Subdivision Road Improvements	\$350,755.26	\$350,755.26	\$0.00
058D	Water, Sewer & Road Studies	\$45,200.00	\$0.00	\$45,200.00
059D	Reserved for Future Water, Sewer & Road Improvments	\$508,000.00	\$0.00	\$508,000.00
Total Division 7950 Water, Sewer & Road Improvements		\$2,333,545.35	\$1,780,345.35	\$553,200.00

Total Department 79 Economic Devolpment	\$16,500,127.59	\$9,105,077.64	\$7,395,049.95

Department 81 WCPSS Multi-Year CIP Division 8100 On-Going Program Support

Total Division 8100 On-Going Program Support	\$0.00	\$0.00	\$0.00

Total Department 81 WCPSS Multi-Year CIP	\$0.00	\$0.00	\$0.00

Department 88 Program Wide Projects

Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
001W	Revenue Subfund For CIP	\$0.00	\$0.00	\$0.00
005W	RESERVED FOR FUTURE PROJECTS	\$4,333,690.75	\$0.00	\$4,333,690.75
Total Division 8810 440 Co Construction - General - Revenue		\$4,333,690.75	\$0.00	\$4,333,690.75

Total Department 88 Program Wide Projects	\$4,333,690.75	\$0.00	\$4,333,690.75

Total Fund: 4100 County Capital Improvement Fund	\$379,960,391.80	\$250,285,212.08	\$129,675,179.72



Seven-Year Summary of Sources and Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Sources								
Transfers From Special Districts Fund	—	3,013,000	12,990,000	7,092,000	3,641,000	3,960,000	4,665,000	35,361,000
Transfers From South Wake Landfill Fund	1,354,000	1,193,000	1,599,000	1,318,000	1,004,000	914,000	1,187,000	8,569,000
Transfers From Solid Waste Enterprise	1,352,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	8,787,000
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	121,377,000	135,496,000	137,777,000	141,659,000	147,174,000	149,037,000	152,020,000	984,540,000
Transfers From Debt Service	1,662,000	1,712,000	2,212,000	3,217,000	3,205,000	1,468,000	2,510,000	15,986,000
Reserve for Replacements	27,400	—	—	—	—	—	—	27,400
Proposed Future Funding	60,700,000	427,149,000	370,011,000	412,938,000	419,340,000	431,909,000	436,529,000	2,558,576,000
Pooled Investments	935,944	945,215	954,294	963,164	971,806	980,201	988,328	6,738,952
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Municipalities	289,000	—	—	—	550,000	—	—	839,000
Miscellaneous	3,715,000	—	—	597,000	615,000	4,434,000	—	9,361,000
Generic Bond Issuance	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
Bond Anticipation Notes	378,948,000	—	—	—	—	—	—	378,948,000
Appropriated Fund Balance	5,945,600	183,000	950,000	6,420,000	2,443,000	—	7,414,000	23,355,600
Total Sources	579,805,944	573,704,215	540,256,294	599,396,164	592,043,806	596,329,201	608,943,328	4,090,478,952
Uses								
County Capital	109,973,000	85,025,000	107,687,000	75,964,000	59,779,000	65,170,000	66,786,000	570,384,000
Education	441,031,944	464,248,215	397,465,294	491,521,164	500,559,806	502,256,201	515,665,328	3,312,747,952
Fire Rescue	4,192,000	4,725,000	15,202,000	10,309,000	6,846,000	5,428,000	7,175,000	53,877,000
Housing	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000
Major Facilities	3,188,000	3,000,000	3,000,000	3,565,000	3,000,000	3,000,000	3,000,000	21,753,000
Solid Waste	6,421,000	1,706,000	1,902,000	3,037,000	6,859,000	5,475,000	1,317,000	26,717,000
Total Uses	579,805,944	573,704,215	540,256,294	599,396,164	592,043,806	596,329,201	608,943,328	4,090,478,952



Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Automation								
Computer Equipment	3,393,000	3,694,000	3,968,000	4,170,000	4,010,000	4,287,000	4,650,000	28,172,000
Enterprise Infrastructure	2,716,000	2,095,000	3,598,000	3,402,000	1,632,000	1,840,000	5,098,000	20,381,000
Major Projects	6,471,000	4,905,000	3,643,000	3,193,000	3,213,000	2,913,000	2,888,000	27,226,000
Total Automation	12,580,000	10,694,000	11,209,000	10,765,000	8,855,000	9,040,000	12,636,000	75,779,000
County Building Improvements								
Building Systems Replacements	6,450,000	6,742,000	10,647,000	5,485,000	12,688,000	8,939,000	5,303,000	56,254,000
Corporate Security	388,000	482,000	87,000	550,000	909,000	804,000	890,000	4,110,000
Energy Conservation Measures	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,850,000	5,850,000
Infrastructure Paving	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Major Building Renovations	68,310,000	27,160,000	53,330,000	7,960,000	7,810,000	8,039,000	13,590,000	186,199,000
Minor Building Projects	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	2,600,000	15,600,000
Roofing Projects	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,910,000
Stormwater Control Device Upgrades	316,000	334,000	348,000	360,000	587,000	525,000	544,000	3,014,000
Total County Building Improvements	80,374,000	39,518,000	69,912,000	20,055,000	28,394,000	24,907,000	27,777,000	290,937,000
Criminal Justice								
Criminal Justice Equipment	—	822,000	233,000	—	225,000	90,000	—	1,370,000
Criminal Justice Security	706,000	599,000	562,000	442,000	1,028,000	972,000	1,647,000	5,956,000
Detention Facilities	400,000	221,000	732,000	5,232,000	580,000	13,552,000	—	20,717,000
Existing Courthouse Renovations	2,510,000	1,000,000	—	—	500,000	500,000	500,000	5,010,000
Total Criminal Justice	3,616,000	2,642,000	1,527,000	5,674,000	2,333,000	15,114,000	2,147,000	33,053,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Economic Development								
Business Development Grants	1,436,000	2,603,000	2,602,000	2,663,000	4,076,000	3,850,000	10,866,000	28,096,000
Off-site Water and Sewer	—	—	200,000	200,000	200,000	200,000	200,000	1,000,000
On-site Water and Sewer	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Economic Development	1,936,000	3,103,000	3,302,000	3,363,000	4,776,000	4,550,000	11,566,000	32,596,000
Libraries								
Reserved for Future Library Projects	100,000	—	—	—	—	—	—	100,000
Upgrades to Existing Library Facilities	1,892,000	14,868,000	3,646,000	—	—	—	—	20,406,000
Total Libraries	1,992,000	14,868,000	3,646,000	—	—	—	—	20,506,000
Parks, Recreation, Greenways and Open Space								
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
County Parks	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
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	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Parks, Recreation, Greenways and Open Space	1,300,000	1,300,000	11,260,000	21,870,000	5,660,000	1,300,000	1,300,000	43,990,000
Program-wide Projects								
Reserve for Future Projects	—	—	—	—	—	7,557,000	—	7,557,000
Total Program-wide Projects	—	—	—	—	—	7,557,000	—	7,557,000
Public Safety								
800 Megahertz System	—	—	—	—	—	—	3,860,000	3,860,000
CAD Improvements	500,000	100,000	102,000	100,000	—	702,000	—	1,504,000
Emergency Management Projects	697,000	—	—	—	—	—	—	697,000
EMS Equipment	360,000	—	2,144,000	2,144,000	—	—	—	4,648,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
EMS Projects	6,550,000	12,800,000	4,585,000	11,925,000	9,100,000	2,000,000	7,500,000	54,460,000
Sheriff Projects	68,000	—	—	68,000	661,000	—	—	797,000
Total Public Safety	8,175,000	12,900,000	6,831,000	14,237,000	9,761,000	2,702,000	11,360,000	65,966,000
Total County Capital Uses	109,973,000	85,025,000	107,687,000	75,964,000	59,779,000	65,170,000	66,786,000	570,384,000

County Capital: Sources

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Appropriated Fund Balance	3,434,000	183,000	950,000	5,855,000	2,443,000	—	7,414,000	20,279,000
Generic Bond Issuance	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
Municipalities	110,000	—	—	—	550,000	—	—	660,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Proposed Future Funding	60,700,000	37,500,000	48,800,000	—	—	13,552,000	7,000,000	167,552,000
Transfers From General Fund	45,229,000	46,842,000	47,477,000	49,039,000	51,926,000	51,118,000	51,872,000	343,503,000
Total County Capital Sources	109,973,000	85,025,000	107,687,000	75,964,000	59,779,000	65,170,000	66,786,000	570,384,000

Education: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Wake County Public School System								
Wake County Public Schools System Capital Program	348,599,000	365,548,000	299,056,000	396,248,000	405,423,000	403,386,000	416,937,000	2,635,197,000
WCPSS Administrative Lease Reserve	935,944	945,215	954,294	963,164	971,806	980,201	988,328	6,738,952
Total Wake County Public School System	349,534,944	366,493,215	300,010,294	397,211,164	406,394,806	404,366,201	417,925,328	2,641,935,952

Detailed Seven-Year Summary of Sources and Uses

Education: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Wake Technical Community College								
Wake Technical Community College Capital Program	91,497,000	97,755,000	97,455,000	94,310,000	94,165,000	97,890,000	97,740,000	670,812,000
Total Wake Technical Community College	91,497,000	97,755,000	97,455,000	94,310,000	94,165,000	97,890,000	97,740,000	670,812,000
Total Education Uses	441,031,944	464,248,215	397,465,294	491,521,164	500,559,806	502,256,201	515,665,328	3,312,747,952

Education: Sources

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Bond Anticipation Notes	378,948,000	—	—	—	—	—	—	378,948,000
Pooled Investments	935,944	945,215	954,294	963,164	971,806	980,201	988,328	6,738,952
Proposed Future Funding	—	389,649,000	321,211,000	412,938,000	419,340,000	418,357,000	429,529,000	2,391,024,000
Transfers From General Fund	61,148,000	73,654,000	75,300,000	77,620,000	80,248,000	82,919,000	85,148,000	536,037,000
Total Education Sources	441,031,944	464,248,215	397,465,294	491,521,164	500,559,806	502,256,201	515,665,328	3,312,747,952

Fire Rescue: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Fire/Rescue								
Fire Apparatus and Vehicles	2,467,000	2,738,000	3,503,000	8,205,000	4,023,000	2,828,000	3,560,000	27,324,000
Fire Equipment	1,294,000	1,437,000	6,399,000	904,000	1,523,000	1,200,000	2,215,000	14,972,000
Fire Facilities	252,000	550,000	5,300,000	1,200,000	1,300,000	1,400,000	1,400,000	11,402,000
Reserve for Future Projects	179,000	—	—	—	—	—	—	179,000
Total Fire Rescue Uses	4,192,000	4,725,000	15,202,000	10,309,000	6,846,000	5,428,000	7,175,000	53,877,000

Detailed Seven-Year Summary of Sources and Uses

Fire Rescue: Sources

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Appropriated Fund Balance	2,351,000	—	—	—	—	—	—	2,351,000
Municipalities	179,000	—	—	—	—	—	—	179,000
Transfers From Debt Service	1,662,000	1,712,000	2,212,000	3,217,000	3,205,000	1,468,000	2,510,000	15,986,000
Transfers From Special Districts Fund	—	3,013,000	12,990,000	7,092,000	3,641,000	3,960,000	4,665,000	35,361,000
Total Fire Rescue Sources	4,192,000	4,725,000	15,202,000	10,309,000	6,846,000	5,428,000	7,175,000	53,877,000

Major Facilities: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Major Facilities Capital Trust Fund								
Five County Stadium	28,000	631,400	625,250	365,000	435,000	300,000	—	2,384,650
Marbles/IMAX	1,160,000	300,000	100,000	1,200,000	—	—	1,000,000	3,760,000
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	3,188,000	3,000,000	3,000,000	3,565,000	3,000,000	3,000,000	3,000,000	21,753,000

Major Facilities: Sources

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Appropriated Fund Balance	160,600	—	—	565,000	—	—	—	725,600
Reserve for Replacements	27,400	—	—	—	—	—	—	27,400
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	3,188,000	3,000,000	3,000,000	3,565,000	3,000,000	3,000,000	3,000,000	21,753,000

Detailed Seven-Year Summary of Sources and Uses

Solid Waste: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Solid Waste								
Multi-material and Convenience Centers	259,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	7,694,000
South Wake Landfill	6,162,000	1,193,000	1,599,000	1,915,000	1,619,000	5,348,000	1,187,000	19,023,000
Total Solid Waste Uses	6,421,000	1,706,000	1,902,000	3,037,000	6,859,000	5,475,000	1,317,000	26,717,000

Solid Waste: Sources

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Miscellaneous	3,715,000	—	—	597,000	615,000	4,434,000	—	9,361,000
Transfers From Solid Waste Enterprise	1,352,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	8,787,000
Transfers From South Wake Landfill Fund	1,354,000	1,193,000	1,599,000	1,318,000	1,004,000	914,000	1,187,000	8,569,000
Total Solid Waste Sources	6,421,000	1,706,000	1,902,000	3,037,000	6,859,000	5,475,000	1,317,000	26,717,000

Housing: Uses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Housing								
Housing Development and Preservation	11,564,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	93,914,000
Housing Incentives and Reserves	2,411,000	250,000	250,000	250,000	250,000	250,000	250,000	3,911,000
Permanent Supportive Housing	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	7,175,000
Total Housing Uses	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000

Housing: Sources

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000
Total Housing Sources	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000

Automation

Element Summary: Automation

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	12,580,000	10,694,000	11,209,000	10,765,000	8,855,000	9,040,000	12,636,000	75,779,000
Total Sources	12,580,000	10,694,000	11,209,000	10,765,000	8,855,000	9,040,000	12,636,000	75,779,000
Computer Equipment	3,393,000	3,694,000	3,968,000	4,170,000	4,010,000	4,287,000	4,650,000	28,172,000
Enterprise Infrastructure	2,716,000	2,095,000	3,598,000	3,402,000	1,632,000	1,840,000	5,098,000	20,381,000
Major Projects	6,471,000	4,905,000	3,643,000	3,193,000	3,213,000	2,913,000	2,888,000	27,226,000
Total Uses	12,580,000	10,694,000	11,209,000	10,765,000	8,855,000	9,040,000	12,636,000	75,779,000
CIP Operating Impacts	1,000	595,000	1,000	—	—	—	—	597,000
CIP Operating Impacts - FTE	1.000	—	—	—	—	—	—	1.000

History/Background

The goals and initiatives of the Board of Commissioners and County department priorities drive the approach to the Automation CIP. Business drivers are balanced with the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. The guiding principles for the selection and prioritization of technology projects are: business and service needs drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired. The County's automation program investments have been made in the following categories:

Computer equipment: Funding to replace, upgrade, or repair PCs and laptops and associated network devices (e.g., network printers and plotters), to purchase materials (e.g., memory, hard drives), and to refurbish computer equipment.

Enterprise infrastructure: Funding to maintain and improve the County's technical infrastructure, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, security hardware and software, the County's database platforms, and specialty equipment for other County departments. Enterprise

audio-visual equipment replacements are also funded within the Enterprise Infrastructure CIP program.

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 to 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.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts included in FY 2023 - 29 plan are Human Resources' Succession Planning and Document Management platforms, Wake County Sheriff Office's Records, Jail, and Mobile Field Management and Reporting platform, and Environmental Services' Digital Health Department Inspection System Replacement.

Major Accomplishments

Information Services completed the integration of a queuing system in the main lobby of the Health and

Automation

Human Service's Swinburne building. The queuing system allows for guided or self-check-in at kiosks in the lobby, providing better customer service and ensuring employees have the time and space to perform their job effectively. These solutions reduce waiting times and minimize crowds in the waiting area, improve customer flow, and keep customers informed every step of the way. Staff will be provided with key insights into the customer experience through dashboards and data that was previously hard to obtain in a manual system.

Information Services completed a major upgrade to the Electronic Medical Records and Practice Management System used by the Health and Human Services Public Health Division. This upgrade provides security enhancements and new features for users. It also implements the ability to electronically prescribe controlled substances using dual factor authentication. This allows Wake County to abide by laws and regulations regarding electronic prescriptions.

Information Services refreshed multiple large platforms over the last year. The Network Services

team migrated to a new wireless LAN controller platform that enhances wireless capabilities and allows new features such as Voice of IP (VoIP) using Wi-Fi. Network Services also upgraded the Identity Services Engine platform which handles user access to the County's secure enterprise wireless network. The Server Services team completed expansions to data backup capacity in both primary and secondary data centers and updated 14 server compute nodes.

Seven Year Summary

The Automation CIP funds the improvement of core information technologies and 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 business units. The FY 2023 - 2029 Automation CIP 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 robust enough to manage services and information that meet organizational and public needs.

Automation

Computer Equipment

The Computer Equipment CIP funds the purchase, maintenance, and upgrade of desktop, laptops, portable computers, and computer accessories used to provide County's services. The County ensures that the business units have equipment that is

appropriate to the technical needs of their business processes. The Computer Equipment budget will continue to replace County PCs that are at their end of life cycle, as well as meet the more specialized needs of some County departments.

Program Summary: Computer Equipment

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	3,393,000	3,694,000	3,968,000	4,170,000	4,010,000	4,287,000	4,650,000	28,172,000
Total Sources	3,393,000	3,694,000	3,968,000	4,170,000	4,010,000	4,287,000	4,650,000	28,172,000
Computer Equipment	3,393,000	3,694,000	3,968,000	4,170,000	4,010,000	4,287,000	4,650,000	28,172,000
Total Uses	3,393,000	3,694,000	3,968,000	4,170,000	4,010,000	4,287,000	4,650,000	28,172,000

Automation

Enterprise Infrastructure

The Enterprise Infrastructure CIP funds the core technical components and systems that support the County’s operations. The projects include upgrades and replacements for 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 funding supports the deployment of high-capacity servers to replace and augment existing servers that are at end of life. Security Services funding renews or replaces the tools that help protect the County’s workstations from security threats.

Program Summary: Enterprise Infrastructure

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	2,716,000	2,095,000	3,598,000	3,402,000	1,632,000	1,840,000	5,098,000	20,381,000
Total Sources	2,716,000	2,095,000	3,598,000	3,402,000	1,632,000	1,840,000	5,098,000	20,381,000
Enterprise Infrastructure	2,716,000	2,095,000	3,598,000	3,402,000	1,632,000	1,840,000	5,098,000	20,381,000
Total Uses	2,716,000	2,095,000	3,598,000	3,402,000	1,632,000	1,840,000	5,098,000	20,381,000

Automation

Major Projects

The Major Projects CIP funds software and services for major information system projects. The CIP provides funding for the maintenance and upgrade of the County's Enterprise Resource Planning system, property tax systems, revaluation system, jail and records management system, and the Register of Deeds real property and vital records applications.

Major Projects also supports Health and Human Services systems, and major software platforms for departments including City/County Bureau of Identification, Emergency Medical Services, Environmental Services, Finance, and Human Resources.

Program Summary: Major Projects

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	6,471,000	4,905,000	3,643,000	3,193,000	3,213,000	2,913,000	2,888,000	27,226,000
Total Sources	6,471,000	4,905,000	3,643,000	3,193,000	3,213,000	2,913,000	2,888,000	27,226,000
Major Projects	6,471,000	4,905,000	3,643,000	3,193,000	3,213,000	2,913,000	2,888,000	27,226,000
Total Uses	6,471,000	4,905,000	3,643,000	3,193,000	3,213,000	2,913,000	2,888,000	27,226,000
CIP Operating Impacts	1,000	595,000	1,000	—	—	—	—	597,000
CIP Operating Impacts - FTE	1.000	—	—	—	—	—	—	1.000

County Building Improvements

Element Summary: County Building Improvements

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	19,564,000	21,218,000	21,112,000	20,055,000	27,844,000	24,907,000	20,777,000	155,477,000
Proposed Future Funding	60,700,000	18,300,000	48,800,000	—	—	—	7,000,000	134,800,000
Municipalities	110,000	—	—	—	550,000	—	—	660,000
Total Sources	80,374,000	39,518,000	69,912,000	20,055,000	28,394,000	24,907,000	27,777,000	290,937,000
Building Systems Replacements	6,450,000	6,742,000	10,647,000	5,485,000	12,688,000	8,939,000	5,303,000	56,254,000
Corporate Security	388,000	482,000	87,000	550,000	909,000	804,000	890,000	4,110,000
Energy Conservation Measures	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,850,000	5,850,000
Infrastructure Paving	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Major Building Renovations	68,310,000	27,160,000	53,330,000	7,960,000	7,810,000	8,039,000	13,590,000	186,199,000
Minor Building Projects	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	2,600,000	15,600,000
Roofing Projects	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,910,000
Stormwater Control Device Upgrades	316,000	334,000	348,000	360,000	587,000	525,000	544,000	3,014,000
Total Uses	80,374,000	39,518,000	69,912,000	20,055,000	28,394,000	24,907,000	27,777,000	290,937,000
CIP Operating Impacts	195,000	8,000	1,371,000	72,000	46,000	—	—	1,692,000

History/Background

Wake County Government occupies or has facility responsibility for over 185 buildings, totaling over 5 million square feet. Many of these buildings receive extremely high volumes of public traffic, 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 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 shares recommendations with the County Manager and relevant departments.

County Building Improvements

The County established a process of collecting and maintaining information about County-owned and leased facilities using comprehensive onsite inspections of facility assets. These facility condition assessments report the physical field assessments of exterior and interior building components and systems. All reviewed building components are given a condition rating based upon serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A second cycle of assessments began in FY 2016, which incorporated facilities built from 2002 - 2010 and reassessed the buildings evaluated in the first cycle of assessment. A third assessment cycle is planned for FY 2028.

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 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 for which Wake County is responsible. The program includes the maintenance and repair of earthen dam structures to prevent flooding at ten locations along Crabtree Creek. FY 2023 - 2026 projects will be predominantly funded through the American Rescue Plan Act and are therefore not shown in the capital plan below.

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 Service.

Stormwater control measures (SCMs) are required, highly regulated devices. Lifecycle repairs and

ongoing maintenance are critical for sustaining the safety of the public and maintaining the structures in a code compliant condition. Repairs and maintenance to SCMs will continue in FY 2023 with work planned at Lake Crabtree Park, Willow Springs Fire Station, and the Wake County Office Park weir system.

A sedimentation pilot study started at Site 18 Coles Branch Reservoir in 2021. Additional sedimentation management funds are included in the FY 2023 - 2029 capital plan to continue efforts with this initiative.

The county is implementing a \$2.35 million federal grant from the United States Department of Agriculture-Natural Resource Conservation Service to perform high hazard dam assessments on two structures and rehabilitation planning and design on five structures. The high hazard dam assessments at Site 1 Sorrells Grove Reservoir and Site 2 Hatchers Grove Reservoir have been completed.

A flood telemetry monitoring system will monitor the County flood control structures to warn of potential impoundment flooding during heavy rain events. A prototype is currently under design for Site 23 Lake Crabtree.

Program Summary: Stormwater Control Device Upgrades

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	316,000	334,000	348,000	360,000	587,000	525,000	544,000	3,014,000
Total Sources	316,000	334,000	348,000	360,000	587,000	525,000	544,000	3,014,000
Stormwater Control Device Upgrades	316,000	334,000	348,000	360,000	587,000	525,000	544,000	3,014,000
Total Uses	316,000	334,000	348,000	360,000	587,000	525,000	544,000	3,014,000

County Building Improvements

Infrastructure Paving

Many Wake County buildings have paved parking areas and access drives. Paving has a general lifecycle of 15 to 25 years before significant deterioration requires replacement 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 lifecycle and were in the greatest need for pavement repair and replacement.

In FY 2022, a paving replacement project was completed at Green Road Library. Designs for EMS Stations at Wake Forest and Varsity Drive, Wendell Library, Fire Training Center, Wake County Office Park (Phase 1 - Commons Building and adjacent areas), and Willow Springs Elementary School Park track were completed. All projects are scheduled to be completed in FY 2023.

For FY 2023, funding is planned for the next phase of paving repair and replacement at the Wake County Office Park and for EMS Stations at Lynn Road and Clifton Road.

Program Summary: Infrastructure Paving

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Sources	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Infrastructure Paving	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Uses	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000

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 implementation of the Health & 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 2023, funding is allocated for the continuation of design and planning for the new Public Health Center, including the initial phases of construction; initial planning for the next phase of renovations to Human Services Swinburne Center; and a new regional services center planned for property

adjacent to Dorcas Ministries in Cary. Funding also is included for planning and design of a new headquarters for the General Services Center, which is slated to be relocated out of downtown. Finally, funding is included for lifecycle upgrades to the South Wilmington Street Center, continuing renovations to the Wake County Office Building, and the final phase of the Facility Condition Assessment program.

FY 2024 - 2029 funding includes subsequent projects in the Health & Human Services Master Plan, Wake County Office Building renovations, and renovations to the Commons Building. In FY 2025, \$33 million is included for a new Animal Center.

Program Summary: Major Building Renovations

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	7,610,000	8,860,000	4,530,000	7,960,000	7,810,000	8,039,000	6,590,000	51,399,000
Proposed Future Funding	60,700,000	18,300,000	48,800,000	—	—	—	7,000,000	134,800,000
Total Sources	68,310,000	27,160,000	53,330,000	7,960,000	7,810,000	8,039,000	13,590,000	186,199,000
Major Building Renovations	68,310,000	27,160,000	53,330,000	7,960,000	7,810,000	8,039,000	13,590,000	186,199,000
Total Uses	68,310,000	27,160,000	53,330,000	7,960,000	7,810,000	8,039,000	13,590,000	186,199,000
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 or replacement 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. 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

typically are more energy efficient which has a positive impact on the County's energy usage and sustainability goals.

In FY 2022, design and construction for several HVAC replacement projects began. These included replacement projects at the Firearms Education Training Center, Public Safety Center, Cornerstone Center, and Rural Center. Modernization of the passenger elevators also began at the Wake County Office Building and will be completed in 2023.

For FY 2023, funding is included for Building System replacement projects in the Commons Building, Southern Regional Center, Agricultural Services Center, additional Public Safety Center equipment replacements, and replacement of HVAC systems supporting Radio Tower equipment shelter sites throughout the County. Funding to design and engineer the modernization of the Public Safety Center elevators is also included.

Program Summary: Building Systems Replacements

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	6,450,000	6,742,000	10,647,000	5,485,000	12,138,000	8,939,000	5,303,000	55,704,000
Municipalities	—	—	—	—	550,000	—	—	550,000
Total Sources	6,450,000	6,742,000	10,647,000	5,485,000	12,688,000	8,939,000	5,303,000	56,254,000
Building Systems Replacements	6,450,000	6,742,000	10,647,000	5,485,000	12,688,000	8,939,000	5,303,000	56,254,000
Total Uses	6,450,000	6,742,000	10,647,000	5,485,000	12,688,000	8,939,000	5,303,000	56,254,000

County Building Improvements

Minor Building Projects

Minor Building Projects include repairs, replacements, alterations, and renovations that typically cost under \$200,000. These projects address lifecycle replacement of building systems, environmental concerns, life safety issues, building code, and structural integrity. Repair and replacement projects often support 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	2,600,000	15,600,000
Total Sources	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	2,600,000	15,600,000
Minor Building Projects	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	2,600,000	15,600,000
Total Uses	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	2,600,000	15,600,000

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 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 lifecycle.

In FY 2022, the construction phase for roof system replacements at the Field Services Center and Olivia Raney Library; the skylight replacement at the Public Safety Center; and certified anchor points for Wake

County Parking Deck and Public Safety Center will be complete. The design work began for room system replacement for two buildings at the WakeBrook Mental Health Center and certified anchor points for the Wake County Courthouse. 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 rooftop replacement projects.

FY 2023 planned projects include roof replacements for Eastern Regional Center, Yates Mill County Park Center, and Eva Perry Library and installing certified anchor points at the Wake County Office Building and Wake County Justice Center. This will complete the installation of anchor points on the remaining downtown buildings.

Program Summary: Roofing Projects

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,400,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,800,000
Municipalities	110,000	—	—	—	—	—	—	110,000
Total Sources	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,910,000
Roofing Projects	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,910,000
Total Uses	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,910,000

County Building Improvements

Corporate Security

The corporate security program originated in the mid-nineties and includes over 90 (non-detention) County facilities. Funds are identified for complex integrated corporate security systems on a lifecycle replacement schedule. System components include integrated digital video, access control, intercoms, duress, key control cabinets, and various alarm points such as fire and intrusion, all of which are monitored in a 24/7 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.

The Corporate Security capital program 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. Following significant national security events and threat assessments, physical security design standards have 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 2023 include the security management system upgrade, camera replacements at the Wake County Animal Center, Control and Adoption Center, and camera replacements at the South Wilmington Street Center.

Program Summary: Corporate Security

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	388,000	482,000	87,000	550,000	909,000	804,000	890,000	4,110,000
Total Sources	388,000	482,000	87,000	550,000	909,000	804,000	890,000	4,110,000
Corporate Security	388,000	482,000	87,000	550,000	909,000	804,000	890,000	4,110,000
Total Uses	388,000	482,000	87,000	550,000	909,000	804,000	890,000	4,110,000

County Building Improvements

Energy Conservation Measures

The Board of Commissioners passed a resolution in 2018 establishing a goal for the County to convert to at least 80% renewable energy by 2035 and 100% renewable energy by 2050. To support this goal while reducing operating costs, Energy Conservation Measure Projects are identified and completed. These projects include HVAC controls retrofits, LED lighting retrofits, solar photovoltaic, and building system reconfigurations, which are separate from major mechanical system replacements. To make progress towards this goal, an additional \$5.3 million will supplement the plan mid-year in FY 2022.

During FY 2022, the following Energy Conservation Measure Projects were identified and completed:

Solar photovoltaic systems were installed on nine facilities including Wake-New Hope EMS Station, East Regional Library, Wendell Main EMS Station, EMS Garner, Morrisville Community Library, Zebulon Community Library, Middle Creek

Community Library, Northeast Regional Library, and Olivia Raney Local History Library.

HVAC control projects were completed at Crosby-Garfield Center and initiated at Marbles Kids Museum, IMAX Theater, and North Regional Library.

LED lighting retrofits were completed at Oberlin Regional Library, Green Road Community Library, Zebulon Community Library, Richard B. Harrison Community Library, Northern Regional Center, and Eastern Regional Center. LED site lighting retrofits were completed at Zebulon Community Library and Richard B. Harrison Community Library.

In FY 2023, Energy Conservation Measure Projects are planned to include: two solar projects, two LED lighting retrofit projects, and three controls related projects.

Program Summary: Energy Conservation Measures

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,850,000	5,850,000
Total Sources	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,850,000	5,850,000
Energy Conservation Measures	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,850,000	5,850,000
Total Uses	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,850,000	5,850,000

Criminal Justice

Element Summary: Criminal Justice

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	3,616,000	2,642,000	1,527,000	5,674,000	2,333,000	1,562,000	2,147,000	19,501,000
Proposed Future Funding	—	—	—	—	—	13,552,000	—	13,552,000
Total Sources	3,616,000	2,642,000	1,527,000	5,674,000	2,333,000	15,114,000	2,147,000	33,053,000
Criminal Justice Equipment	—	822,000	233,000	—	225,000	90,000	—	1,370,000
Criminal Justice Security	706,000	599,000	562,000	442,000	1,028,000	972,000	1,647,000	5,956,000
Detention Facilities	400,000	221,000	732,000	5,232,000	580,000	13,552,000	—	20,717,000
Existing Courthouse Renovations	2,510,000	1,000,000	—	—	500,000	500,000	500,000	5,010,000
Total Uses	3,616,000	2,642,000	1,527,000	5,674,000	2,333,000	15,114,000	2,147,000	33,053,000
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, with further refinements planned to be completed in early FY 2023. This update includes projections of inmate population estimates that show that the Hammond Road Detention Annex will not need to return to operation until around 2029. Thus, renovations to the Annex are shown in the latter years of the CIP.

Operating Budget Impact

Because of the nature of many of the projects in the Criminal Justice element, most do not have operating impacts. Many of these projects are renovations, upfits, and major maintenance projects of existing facilities, and 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.

Criminal Justice

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. More specific renovation projects are discussed in the following division pages.

Criminal Justice

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 added 672 beds 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. The inmate population has generally been stable. A consultant's recent study update to inmate population estimates, now shows the re-opening of the Hammond Road Detention Annex will not be needed until 2029. The County plans to perform a study in FY 2023 to evaluate capital and operating cost impacts to re-occupying the annex in FY 2029 or developing and opening a modified Hammond Road Detention Center Phase 3 facility. Renovations and life cycle replacements are currently funded for the Hammond Road Detention Annex in FY 2026 - 2028.

There are multiple Hammond Road Detention Renovations planned in FY 2023 - FY 2025. These renovations will convert dorms to serve inmates requiring mental health services.

The facility building systems for the Wake County Detention Center will be reaching lifecycle within the seven- year Capital Improvement Program. Funding is allocated to replace these identified systems in FY 2025 - FY 2026.

Criminal Justice

Program Summary: Detention Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	400,000	221,000	732,000	5,232,000	580,000	—	—	7,165,000
Proposed Future Funding	—	—	—	—	—	13,552,000	—	13,552,000
Total Sources	400,000	221,000	732,000	5,232,000	580,000	13,552,000	—	20,717,000
Detention Facilities	400,000	221,000	732,000	5,232,000	580,000	13,552,000	—	20,717,000
Total Uses	400,000	221,000	732,000	5,232,000	580,000	13,552,000	—	20,717,000
CIP Operating Impacts	—	—	—	—	—	743,000	33,000	776,000

Criminal Justice

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 2023 include the upgrade and life cycle replacement of the criminal justice Video Management System and the continued replacement 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	706,000	599,000	562,000	442,000	1,028,000	972,000	1,647,000	5,956,000
Total Sources	706,000	599,000	562,000	442,000	1,028,000	972,000	1,647,000	5,956,000
 Criminal Justice Security	706,000	599,000	562,000	442,000	1,028,000	972,000	1,647,000	5,956,000
Total Uses	706,000	599,000	562,000	442,000	1,028,000	972,000	1,647,000	5,956,000

Criminal Justice

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 2023 - 2029 Criminal Justice Equipment program includes funding for life cycle replacement of CCBI's major forensic instrumentation in FY 2024, FY 2025, FY 2027, and FY 2028. The replacements

provide CCBI with more operational flexibility and support by ensuring their specialized lab equipment will be replaced on a predictable schedule.

The FY 2023 - 2029 Capital Improvement Program includes funding in FY 2024 for body scanners for incoming inmates at the Wake County Detention Center and the Wake County Public Safety Center. These scanners will allow staff to improve detection and seizure of contraband entering the jails.

Program Summary: Criminal Justice Equipment

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	—	822,000	233,000	—	225,000	90,000	—	1,370,000
Total Sources	—	822,000	233,000	—	225,000	90,000	—	1,370,000
Criminal Justice Equipment	—	822,000	233,000	—	225,000	90,000	—	1,370,000
Total Uses	—	822,000	233,000	—	225,000	90,000	—	1,370,000

Criminal Justice

Existing Courthouse Renovations



The Wake County Courthouse is a twelve-story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 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.

In FY 2022, renovations for Family Court and Clerk of Court areas on the first floor of the Courthouse were completed.

Additional improvements are included for the FY 2023 - 2029 period. In FY 2023, the construction phase of the facade repairs and window replacement enhancements on the main level of the Public Safety Center, Justice Center, Wake County Office Building, and Courthouse will be completed. This includes the Courthouse Fayetteville Plaza repairs. The FY 2024 planned funding for the modernization of the two remaining non-public elevator cars in the Courthouse has been accelerated to FY 2023 because of the number of ongoing maintenance issues impacting Court Staff. In addition, closure of the skywalk connecting the Courthouse to the Office Building is funded in FY 2024 as this cross connection is no longer critical to operations in either facility and the operations costs to maintain or renovate it will not be economically feasible over the long term.

Program Summary: Existing Courthouse Renovations

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	2,510,000	1,000,000	—	—	500,000	500,000	500,000	5,010,000
Total Sources	2,510,000	1,000,000	—	—	500,000	500,000	500,000	5,010,000
Existing Courthouse Renovations	2,510,000	1,000,000	—	—	500,000	500,000	500,000	5,010,000
Total Uses	2,510,000	1,000,000	—	—	500,000	500,000	500,000	5,010,000

Economic Development

Element Summary: Economic Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,936,000	3,103,000	3,302,000	3,363,000	4,776,000	4,550,000	11,566,000	32,596,000
Total Sources	1,936,000	3,103,000	3,302,000	3,363,000	4,776,000	4,550,000	11,566,000	32,596,000
Business Development Grants	1,436,000	2,603,000	2,602,000	2,663,000	4,076,000	3,850,000	10,866,000	28,096,000
Off-site Water and Sewer	—	—	200,000	200,000	200,000	200,000	200,000	1,000,000
On-site Water and Sewer	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	1,936,000	3,103,000	3,302,000	3,363,000	4,776,000	4,550,000	11,566,000	32,596,000

History/Background

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 to allow for the development of RTP South. 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 to jointly install a portion of the sewer lines. All three parties realized significant savings by jointly planning the routing

and sizing of the sewer lines so that the lines serve more than just RTP South.

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 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.

Economic Development

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 2023 - 2029 Capital Improvement Program includes anticipated business development grant awards for Amgen, Bandwidth, MetLife, NetApp, Citrix, Syneos (formerly INC Research), Conduent, Trilliant, Pendo, Credit Suisse, Collectis, Green Square, FujiFilm, Gilead Sciences, InfoSys, Invitae, and Schmalz.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,436,000	2,603,000	2,602,000	2,663,000	4,076,000	3,850,000	10,866,000	28,096,000
Total Sources	1,436,000	2,603,000	2,602,000	2,663,000	4,076,000	3,850,000	10,866,000	28,096,000
Business Development Grants	1,436,000	2,603,000	2,602,000	2,663,000	4,076,000	3,850,000	10,866,000	28,096,000
Total Uses	1,436,000	2,603,000	2,602,000	2,663,000	4,076,000	3,850,000	10,866,000	28,096,000

Economic Development

On-site Water and Sewer

To encourage economic development, the Wake County Water, Sewer, and Road Financial Policy outlines reimbursement funding that is available to 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 on a case-by-case basis by the Board of Commissioners. Annual allocations are planned to maintain a funding reserve for this purpose.

There are no current projects scheduled for FY 2023.

Program Summary: On-site Water and Sewer

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
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
On-site Water and Sewer	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

Economic Development

Off-site Water and Sewer

Off-site water and sewer funds support 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 (RTP). 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 2025 - 2029 to provide reserve funding for future projects.

Program Summary: Off-site Water and Sewer

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	—	—	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Sources	—	—	200,000	200,000	200,000	200,000	200,000	1,000,000
Off-site Water and Sewer	—	—	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Uses	—	—	200,000	200,000	200,000	200,000	200,000	1,000,000

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.

The Phase II project was bid in Spring 2021, but due to a variety of supply chain and material availability issues, the project was unable to move forward. This Phase II project is scheduled to be re-bid in Spring of 2022, with an estimated completion of Spring 2023 if the project is able to move forward.

No funding is proposed for FY 2023. 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,553,975	3,168,000	3,646,000	—	—	—	—	8,367,975
Proposed Future Funding	—	11,700,000	—	—	—	—	—	11,700,000
Appropriated Fund Balance	438,025	—	—	—	—	—	—	438,025
Total Sources	1,992,000	14,868,000	3,646,000	—	—	—	—	20,506,000
Reserved for Future Library Projects	100,000	—	—	—	—	—	—	100,000
Upgrades to Existing Library Facilities	1,892,000	14,868,000	3,646,000	—	—	—	—	20,406,000
Total Uses	1,992,000	14,868,000	3,646,000	—	—	—	—	20,506,000

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

Renovations to North Regional Library began in FY 2022 and are projected to be completed in Summer 2022.

Seven Year Summary

The Library Capital Improvement Program includes funding for the renovations of West Regional Library, Holly Springs Community Library, Oberlin Regional Library, and the Library Administration Building. In addition, an advanced planning study will begin for a future Library planned for Rolesville.

Master planning is also underway for new and renovated libraries planned for the next 10 years.

Parks, Recreation, Greenways, and Open Space

Element Summary: Parks, Recreation, Greenways, and Open Space

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	800,000	800,000	800,000	800,000	800,000	800,000	800,000	5,600,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Generic Bond Issuance	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
Total Sources	1,300,000	1,300,000	11,260,000	21,870,000	5,660,000	1,300,000	1,300,000	43,990,000
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
County Parks	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
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	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	1,300,000	1,300,000	11,260,000	21,870,000	5,660,000	1,300,000	1,300,000	43,990,000
CIP Operating Impacts	750,000	1,025,000	174,310	991,000	1,235,052	107,208	—	4,282,570
CIP Operating Impacts - FTE	10.000	7.000	3.000	8.000	7.000	1.000	—	36.000

History/Background

The overall direction of the County's parks, greenways, recreation, and open space efforts is guided by three primary documents: the 2008 Comprehensive Parks and Recreation Master Plan which confirms the County's role and approach in the delivery of parks and recreation services; the 2006 Consolidated Open Space Plan which lays the ground work for the County open space acquisition and stewardship programs; and the 2017 Wake County Greenway System Plan which envisions a connected and comprehensive system of greenway trails that enhances quality of life throughout the County.

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 may 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 open, the County will evaluate staffing needs along with each facility's supplies and materials use. Generally, the operating costs for new facilities are phased in 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.

Parks, Recreation, Greenways, and Open Space

Major Accomplishments

Responded to the COVID-19 pandemic following guidance from the CDC, State of North Carolina, and the County's Senior Leadership Team. While Wake County parks did not close during the pandemic, different amenities were closed or restricted. All park amenities that were closed have been reopened and both general public and group programming has restarted with minor facility capacity restrictions in place. The parks continue to receive record high visitation.

Opened Sandy Pines Preserve Phase 1 on October 23, 2021. The new preserve provides 6.5 miles of hiking and equestrian trails along with opportunities for picnicking and nature exploring.

Completed construction drawings and permitting for the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The 300-acre park will be located along NC Highway 42 in Willow Spring.

Completed the master plan for Kellam-Wyatt Farm Preserve; the Kellam-Wyatt Farm Preserve is 59 acres and is located in east-central Wake County, near the border between Raleigh and Knightdale. The Board of Commissioners adopted the master plan on December 6, 2021.

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. Approximately 41 open space properties, totaling 2,106 acres valued at over \$30 million, were targeted along with approximately three miles of municipal greenway development requested at approximately \$4.5 million. This year, the County has acquired eight properties, totaling 482 acres with an investment of \$5.56 million, and partnered with two municipalities (Raleigh and Apex) on three greenway

projects totaling 3.1 miles with an investment of \$4.49 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 and preserves, including the future Beech Bluff and Lake Myra County Parks; and \$42 million for existing park renovations and improvements.

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 County sold and appropriated \$47.12 million in bonds in March 2022, covering the funding planned for FY 2023 through FY 2024. These funds were appropriated mid-year and will not be reflected in the following tables.

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 and permitting has been completed for Beech Bluff County Park and the project is being bid in Spring of 2022. If bids are acceptable, construction is expected to start in summer of 2022. The Kellam Wyatt Farm Master Plan was completed, and programming and schematic design has started. Full design and permitting is expected to be complete in Spring of 2023. Planning and design for Lake Myra County Park and renovations for existing park facilities will start in Fall of 2023. Three new nature preserves, Little River, Buffalo Creek, and Swift Creek will have concept plans developed by Fall of 2022.

Program Summary: County Parks

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Generic Bond Issuance	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
Total Sources	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
County Parks	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
Total Uses	—	—	9,960,000	20,570,000	4,360,000	—	—	34,890,000
CIP Operating Impacts	750,000	1,025,000	174,310	991,000	1,235,052	107,208	—	4,282,570
CIP Operating Impacts - FTE	10.000	7.000	3.000	8.000	7.000	1.000	—	36.000

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 up to \$5,000,000.

Approximately three miles of greenway are being developed with construction funding totaling \$4.5 million. In addition, bond funding for 100% design of The Wake County portion of the Swift Creek Greenway was approved and design will start in Summer of 2022.

Program Summary: Open Space and Greenways

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Other	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
Open Space and Greenways	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

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 2022 included the renovation of the log cabin at Historic Yates Mill County Park and asphalt trail improvements at Crowder County Park. Park improvements at Historic Yates Mill County Park, American Tobacco Trail, and Historic Oak View are planned for FY 2023.

Program Summary: Existing Parks Facility Improvements

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
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



The Community Use of Schools Program is a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop additional public recreational amenities in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

As Wake County takes a broader look at park, greenway, and open space needs across the County, the Community Use of School Parks program will be evaluated, and a process will be developed to better utilize this County funding.

Program Summary: Community Use of School Parks

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Sources	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Uses	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000

Program-wide Projects

Element Summary: Program-wide Projects

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	—	—	—	—	—	7,557,000	—	7,557,000
Total Sources	—	—	—	—	—	7,557,000	—	7,557,000
Reserve for Future Projects	—	—	—	—	—	7,557,000	—	7,557,000
Total Uses	—	—	—	—	—	7,557,000	—	7,557,000

Seven Year Summary

The Program-wide Projects Capital Improvement Program includes Reserve for Future Capital Projects.

Public Safety

Element Summary: Public Safety

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	5,179,025	5,217,000	5,881,000	8,382,000	7,318,000	2,702,000	3,946,000	38,625,025
Proposed Future Funding	—	7,500,000	—	—	—	—	—	7,500,000
Appropriated Fund Balance	2,995,975	183,000	950,000	5,855,000	2,443,000	—	7,414,000	19,840,975
Total Sources	8,175,000	12,900,000	6,831,000	14,237,000	9,761,000	2,702,000	11,360,000	65,966,000
800 Megahertz System	—	—	—	—	—	—	3,860,000	3,860,000
CAD Improvements	500,000	100,000	102,000	100,000	—	702,000	—	1,504,000
Emergency Management Projects	697,000	—	—	—	—	—	—	697,000
EMS Equipment	360,000	—	2,144,000	2,144,000	—	—	—	4,648,000
EMS Projects	6,550,000	12,800,000	4,585,000	11,925,000	9,100,000	2,000,000	7,500,000	54,460,000
Sheriff Projects	68,000	—	—	68,000	661,000	—	—	797,000
Total Uses	8,175,000	12,900,000	6,831,000	14,237,000	9,761,000	2,702,000	11,360,000	65,966,000
CIP Operating Impacts	360,000	246,000	2,890,000	99,000	124,000	41,000	—	3,760,000
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.

The following Public Safety projects will be funded through American Rescue Plan Act funding and therefore are not shown in the included tables: 800MHz Radio Time-division multiple access (TDMA) Upgrades, north radio tower replacement, and emergency shelter generators.

Operating Budget Impact

The new EMS facilities will require utilities and building maintenance increases. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year, per station. 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 are included in FY 2023 and FY 2025 to support new stations planned for Fuquay North and Wendell.

Seven Year Summary

The FY 2023 - 2029 Public Safety Capital Improvement Program includes allocations for 800 Megahertz and CAD Master Planning, EMS facilities and general projects, Sheriff projects, and the replacement of EMS equipment.

Public Safety

Emergency Management

Following the experience of Hurricane Florence in 2018, the County determined that the emergency generators serving each of the six emergency shelters must be retrofitted to accommodate cooling loads due to shelter activations in warm weather months. Emergency generators were installed in all six emergency shelters located at Wake County Public School System high schools 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 and other severe weather events during the warm weather months, and these generators need to be retrofitted to

accommodate cooling loads in each shelter. This project will be funded with American Rescue Plan Act funding and is therefore not shown in the table below.

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 from LTE to 5G.

Program Summary: Emergency Management

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	697,000	—	—	—	—	—	—	697,000
Total Sources	697,000	—	—	—	—	—	—	697,000
Emergency Management Projects	697,000	—	—	—	—	—	—	697,000
Total Uses	697,000	—	—	—	—	—	—	697,000

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 the 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. Funding is budgeted in FY 2029 for the first year of three year effort to replace the handheld radios used by the County’s Public Safety departments.

Program Summary: 800 Megahertz System

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	—	—	—	—	—	—	2,446,000	2,446,000
Appropriated Fund Balance	—	—	—	—	—	—	1,414,000	1,414,000
Total Sources	—	—	—	—	—	—	3,860,000	3,860,000
800 Megahertz System	—	—	—	—	—	—	3,860,000	3,860,000
Total Uses	—	—	—	—	—	—	3,860,000	3,860,000

Public Safety

CAD Improvements

In 2019, Wake County partnered with the City of Raleigh to implement 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. 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 came online, County agencies have focused on implementing 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 with the new CAD system, a tool to provide enhanced reporting, analytics, and dashboard capability for first responders was implemented. Staff are investigating 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	500,000	100,000	102,000	100,000	—	702,000	—	1,504,000
Total Sources	500,000	100,000	102,000	100,000	—	702,000	—	1,504,000
CAD Improvements	500,000	100,000	102,000	100,000	—	702,000	—	1,504,000
Total Uses	500,000	100,000	102,000	100,000	—	702,000	—	1,504,000

Public Safety

EMS Projects



In 2008, Wake County EMS developed the first EMS Master Facilities 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 population increasing by nearly 30% and is more widely distributed around 860 square miles of Wake County.

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 2023 - 2029 Capital Improvement Program provides funding for a total of 15 facilities, five of which are co-locations with fire departments that will deploy EMS units, and ten of which are standalone EMS stations.

Program Summary: EMS Projects

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	3,554,025	5,117,000	3,635,000	6,070,000	6,657,000	2,000,000	1,500,000	28,533,025
Proposed Future Funding	—	7,500,000	—	—	—	—	—	7,500,000
Appropriated Fund Balance	2,995,975	183,000	950,000	5,855,000	2,443,000	—	6,000,000	18,426,975
Total Sources	6,550,000	12,800,000	4,585,000	11,925,000	9,100,000	2,000,000	7,500,000	54,460,000
EMS Projects	6,550,000	12,800,000	4,585,000	11,925,000	9,100,000	2,000,000	7,500,000	54,460,000
Total Uses	6,550,000	12,800,000	4,585,000	11,925,000	9,100,000	2,000,000	7,500,000	54,460,000
CIP Operating Impacts	351,000	246,000	2,890,000	99,000	124,000	41,000	—	3,751,000
CIP Operating Impacts - FTE	4.000	—	16.000	—	—	—	—	20.000

Public Safety

EMS Equipment

Funding is provided for video laryngoscopy devices on all EMS vehicles. This equipment is used to facilitate placement of advanced airways for patients unable to maintain their own airway.

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 2025 and FY 2026.

Program Summary: EMS Equipment

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	360,000	—	2,144,000	2,144,000	—	—	—	4,648,000
Total Sources	360,000	—	2,144,000	2,144,000	—	—	—	4,648,000
EMS Equipment	360,000	—	2,144,000	2,144,000	—	—	—	4,648,000
Total Uses	360,000	—	2,144,000	2,144,000	—	—	—	4,648,000
CIP Operating Impacts	9,000	—	—	—	—	—	—	9,000

Public Safety

Sheriff Projects

The FY 2023 - 2029 Capital Improvement Program includes funding to replace the Wake County Sheriff's Office 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 in FY 2023 and FY 2026 is included for the purchase and replacement of tactical robotic equipment for deployment in high-risk situations with functionality in hallways, stairways, and other confined spaces.

Program Summary: Sheriff Projects

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	68,000	—	—	68,000	661,000	—	—	797,000
Total Sources	68,000	—	—	68,000	661,000	—	—	797,000
Sheriff Projects	68,000	—	—	68,000	661,000	—	—	797,000
Total Uses	68,000	—	—	68,000	661,000	—	—	797,000

Wake County Public School System

Element Summary: Wake County Public School System

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	53,648,000	66,104,000	67,800,000	70,120,000	72,248,000	74,419,000	76,648,000	480,987,000
Proposed Future Funding	—	299,444,000	231,256,000	326,128,000	333,175,000	328,967,000	340,289,000	1,859,259,000
Pooled Investments	935,944	945,215	954,294	963,164	971,806	980,201	988,328	6,738,952
Bond Anticipation Notes	294,951,000	—	—	—	—	—	—	294,951,000
Total Sources	349,534,944	366,493,215	300,010,294	397,211,164	406,394,806	404,366,201	417,925,328	2,641,935,952
Wake County Public Schools System Capital Program	348,599,000	365,548,000	299,056,000	396,248,000	405,423,000	403,386,000	416,937,000	2,635,197,000
WCPSS Administrative Lease Reserve	935,944	945,215	954,294	963,164	971,806	980,201	988,328	6,738,952
Total Uses	349,534,944	366,493,215	300,010,294	397,211,164	406,394,806	404,366,201	417,925,328	2,641,935,952

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 seven major renovations of existing

schools. 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.

The Wake County Board of Education will present the full WCPSS capital program to the Board of Commissioners on at Commissioners' May 9th Budget Worksession.

Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	7,500,000	7,550,000	7,500,000	7,500,000	8,000,000	8,500,000	8,500,000	55,050,000
Proposed Future Funding	—	90,205,000	89,955,000	86,810,000	86,165,000	89,390,000	89,240,000	531,765,000
Bond Anticipation Notes	83,997,000	—	—	—	—	—	—	83,997,000
Total Sources	91,497,000	97,755,000	97,455,000	94,310,000	94,165,000	97,890,000	97,740,000	670,812,000
Wake Technical Community College Capital Program	91,497,000	97,755,000	97,455,000	94,310,000	94,165,000	97,890,000	97,740,000	670,812,000
Total Uses	91,497,000	97,755,000	97,455,000	94,310,000	94,165,000	97,890,000	97,740,000	670,812,000

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 opened its new science and technology building at the RTP Campus, the Hendrick Center for Automotive Excellence at the Scott Northern Wake Campus, and an expansion of the Beltline Education Center. The college began Phase 1 construction at the new Eastern Wake 4.0 Campus location in Wendell. It also began construction on a new Facilities Operations and Warehouse Center on the Southern Wake Campus, with a projected opening in 2023. Several projects were designed and constructed in the Repairs and Renovations, Infrastructure, and IT Infrastructure areas, including Learning Way at the Southern Wake Campus, which provides an additional access point to this campus since the NC-540 Triangle Expressway project has eliminated the northernmost campus entrance.

Wake Technical Community College

Seven Year Summary

Wake Tech leaders presented an updated CIP Master Plan to the Board of Commissioners in March 2022. 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 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Special Districts Fund	—	3,013,000	12,990,000	7,092,000	3,641,000	3,960,000	4,665,000	35,361,000
Transfers From Debt Service	1,662,000	1,712,000	2,212,000	3,217,000	3,205,000	1,468,000	2,510,000	15,986,000
Municipalities	179,000	—	—	—	—	—	—	179,000
Appropriated Fund Balance	2,351,000	—	—	—	—	—	—	2,351,000
Total Sources	4,192,000	4,725,000	15,202,000	10,309,000	6,846,000	5,428,000	7,175,000	53,877,000
Fire Apparatus and Vehicles	2,467,000	2,738,000	3,503,000	8,205,000	4,023,000	2,828,000	3,560,000	27,324,000
Fire Equipment	1,294,000	1,437,000	6,399,000	904,000	1,523,000	1,200,000	2,215,000	14,972,000
Fire Facilities	252,000	550,000	5,300,000	1,200,000	1,300,000	1,400,000	1,400,000	11,402,000
Reserve for Future Projects	179,000	—	—	—	—	—	—	179,000
Total Uses	4,192,000	4,725,000	15,202,000	10,309,000	6,846,000	5,428,000	7,175,000	53,877,000

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 36 large apparatus, 13 brush trucks, and 30 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 are 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Special Districts Fund	—	1,026,000	1,291,000	4,988,000	818,000	1,360,000	1,050,000	10,533,000
Transfers From Debt Service	1,662,000	1,712,000	2,212,000	3,217,000	3,205,000	1,468,000	2,510,000	15,986,000
Appropriated Fund Balance	805,000	—	—	—	—	—	—	805,000
Total Sources	2,467,000	2,738,000	3,503,000	8,205,000	4,023,000	2,828,000	3,560,000	27,324,000
Fire Apparatus and Vehicles	2,467,000	2,738,000	3,503,000	8,205,000	4,023,000	2,828,000	3,560,000	27,324,000
Total Uses	2,467,000	2,738,000	3,503,000	8,205,000	4,023,000	2,828,000	3,560,000	27,324,000

Fire/Rescue

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. In FY 2023, that allocation totals \$252,000.

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 allocation of funding beginning in FY 2021. The FY 2023 - 2029 Capital Improvement Program includes the first expected use of this reserve for Apex Fire Station 6.

Program Summary: Fire Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Special Districts Fund	—	550,000	5,300,000	1,200,000	1,300,000	1,400,000	1,400,000	11,150,000
Appropriated Fund Balance	252,000	—	—	—	—	—	—	252,000
Total Sources	252,000	550,000	5,300,000	1,200,000	1,300,000	1,400,000	1,400,000	11,402,000
Fire Facilities	252,000	550,000	5,300,000	1,200,000	1,300,000	1,400,000	1,400,000	11,402,000
Total Uses	252,000	550,000	5,300,000	1,200,000	1,300,000	1,400,000	1,400,000	11,402,000

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.

The 5-year lifecycle replacement of defibrillators is included in the CIP. Thermal imaging cameras are 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, which is 15-years.

Program Summary: Fire Equipment

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Special Districts Fund	—	1,437,000	6,399,000	904,000	1,523,000	1,200,000	2,215,000	13,678,000
Appropriated Fund Balance	1,294,000	—	—	—	—	—	—	1,294,000
Total Sources	1,294,000	1,437,000	6,399,000	904,000	1,523,000	1,200,000	2,215,000	14,972,000
Fire Equipment	1,294,000	1,437,000	6,399,000	904,000	1,523,000	1,200,000	2,215,000	14,972,000
Total Uses	1,294,000	1,437,000	6,399,000	904,000	1,523,000	1,200,000	2,215,000	14,972,000

Affordable Housing

Element Summary: Affordable Housing

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000
Total Sources	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000
Housing Development and Preservation	11,564,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	93,914,000
Housing Incentives and Reserves	2,411,000	250,000	250,000	250,000	250,000	250,000	250,000	3,911,000
Permanent Supportive Housing	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	7,175,000
Total Uses	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	105,000,000

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.

Nearly twenty years after the original Housing Affordability report, the Wake County Board of Commissioners 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.

Prior to FY 2018, in addition to federal funds from United States Department of Housing and Urban Development, the County contributed \$1 million

annually to the Housing Special Revenue Fund for affordable housing development and preservation.

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 and the Capital Fund. Starting in FY23, the transfer to Housing CIP is increased to maintain \$15 million in capital funding. All of this 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.

Housing

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.

Finally, reserve funds increase support for landlords and look to address future development projects, including to bolster support for homeless facilities.

Housing

Housing Development & Preservation

The seven-year plan includes funding to increase and preserve housing affordability. This occurs by subsidizing affordable development and homeownership and rehabilitating homes. These efforts are important tools for implementing the 20-year Comprehensive Affordable Housing Plan.

Annually the Housing Department releases a Request for Proposal to solicit for-profit and non-profit developers who are interested in construction, rehabilitation, and preservation of affordable housing for low-income families. Developers may request permanent or construction financing for projects applying for 4% or 9% Low-Income Housing Tax Credits (LIHTC), or for non-tax credit developments. Funds increase in FY23 to make available in the form of low-interest loans.

The Affordable Housing Preservation Fund leverages public and private capital to acquire, renovate and preserve affordable housing. The Fund is administered by Self-Help Ventures Fund and offers

two financing products. One product provides short-term acquisition financing to preserve existing legally binding affordable housing. The second product provides longer-term mezzanine debt to preserve naturally occurring affordable housing.

The Affordable Homeownership Program supports wealth-creation and building for low and moderate-income residents through zero-interest, forgivable loans to first time homebuyers. The program is administered by DHIC and offers up to \$20,000 per household, forgiven over 20 years, to prospective home buyers earning less than 80% of the Area Median Income. All prospective homebuyers receive housing and financial counseling as part of the Affordable Homeownership Program.

Additionally, the Program may assist in reducing principal amounts for homeowners at risk of foreclosure due to financial hardship. Recipients of mortgage payment assistance are provided foreclosure counseling.

Program Summary: Housing Development & Preservation

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	11,564,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	93,914,000
Total Sources	11,564,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	93,914,000
Housing Development and Preservation	11,564,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	93,914,000
Total Uses	11,564,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	13,725,000	93,914,000

Housing

Permanent Supportive Housing

Permanent Housing and Supportive Services seeks to provide safe, clean, affordable housing and comprehensive services to communities across Wake County. This includes housing options and wraparound 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.

Prior projects have included capital support to the Cornerstone Community Services Center which is undergoing exterior and interior renovations to house staff who provide intensive case management services, as well as training and support programs that will be open to clients of permanent supportive housing. This includes the new Cornerstone Transitional Housing Program utilizing the 20 efficiency apartments onsite in the Cornerstone building.

The seven-year plan includes the Rental Assistance Housing Program provides approximately 300 tenant-based rental assistance vouchers and wrap around services in scattered site units throughout Wake County. The program serves households experiencing chronic homelessness who have a disability. Services are accessed through the Access Hub operated by the Raleigh/Wake Partnership to End Homelessness.

The plan also includes funding for permanent supportive housing vouchers. Ten vouchers were established in 2019 to serve veterans experiencing homelessness. The current by-name list has 26 veterans experiencing homelessness which is down from 102 in 2019. The goal is that should veterans become homeless or be at risk of becoming homeless, our community will have the capacity to quickly connect them achieve housing stability.

Program Summary: Permanent Supportive Housing

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	7,175,000
Total Sources	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	7,175,000
Permanent Supportive Housing	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	7,175,000
Total Uses	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	7,175,000

Housing

Housing Incentives & Reserves

The seven-year plan provides reserves for future projects, landlord support, and funding to support a study of housing facilities for the homeless population.

Project opportunities develop rapidly. Reserves allow for funding of important community needs, including development and preservation of affordable housing, subsidy of renters to create affordability, etc.

Landlord engagement bridges the gap between landlords with affordable rental homes and Wake County residents seeking permanent housing. These are financial incentives to landlords or property managers through a risk mitigation funding designed to offset the cost of damages to the unit and lease signing bonus for landlords who accept referrals.

Program Summary: Housing Incentives & Reserves

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From General Fund	2,411,000	250,000	250,000	250,000	250,000	250,000	250,000	3,911,000
Total Sources	2,411,000	250,000	250,000	250,000	250,000	250,000	250,000	3,911,000
Housing Incentives and Reserves	2,411,000	250,000	250,000	250,000	250,000	250,000	250,000	3,911,000
Total Uses	2,411,000	250,000	250,000	250,000	250,000	250,000	250,000	3,911,000



Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
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	27,400	—	—	—	—	—	—	27,400
Appropriated Fund Balance	160,600	—	—	565,000	—	—	—	725,600
Total Sources	3,188,000	3,000,000	3,000,000	3,565,000	3,000,000	3,000,000	3,000,000	21,753,000
Five County Stadium	28,000	631,400	625,250	365,000	435,000	300,000	—	2,384,650
Marbles/IMAX	1,160,000	300,000	100,000	1,200,000	—	—	1,000,000	3,760,000
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	3,188,000	3,000,000	3,000,000	3,565,000	3,000,000	3,000,000	3,000,000	21,753,000

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. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. No projects funded in the seven year timeframe will require operating subsidies from the County.

Major Facilities Capital Trust Fund

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 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. The FY 2023 - 2029 budget includes continued accessibility upgrades and lifecycle replacements.

Program Summary: Five County Stadium

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Major Facilities	—	631,400	625,250	365,000	435,000	300,000	—	2,356,650
Reserve for Replacements	27,400	—	—	—	—	—	—	27,400
Appropriated Fund Balance	600	—	—	—	—	—	—	600
Total Sources	28,000	631,400	625,250	365,000	435,000	300,000	—	2,384,650
Five County Stadium	28,000	631,400	625,250	365,000	435,000	300,000	—	2,384,650
Total Uses	28,000	631,400	625,250	365,000	435,000	300,000	—	2,384,650

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 2023-2029 budget calls for general building constructions for both the Museum and IMAX. Approximately \$1.16 million is included in FY 2023 for roof replacements and other major equipment repair.

Program Summary: Marbles/IMAX

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Major Facilities	1,000,000	300,000	100,000	635,000	—	—	1,000,000	3,035,000
Appropriated Fund Balance	160,000	—	—	565,000	—	—	—	725,000
Total Sources	1,160,000	300,000	100,000	1,200,000	—	—	1,000,000	3,760,000
Marbles/IMAX	1,160,000	300,000	100,000	1,200,000	—	—	1,000,000	3,760,000
Total Uses	1,160,000	300,000	100,000	1,200,000	—	—	1,000,000	3,760,000

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 2023 - 2029 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From South Wake Landfill Fund	1,354,000	1,193,000	1,599,000	1,318,000	1,004,000	914,000	1,187,000	8,569,000
Transfers From Solid Waste Enterprise	1,352,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	8,787,000
Miscellaneous	3,715,000	—	—	597,000	615,000	4,434,000	—	9,361,000
Total Sources	6,421,000	1,706,000	1,902,000	3,037,000	6,859,000	5,475,000	1,317,000	26,717,000
Multi-material and Convenience Centers	259,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	7,694,000
South Wake Landfill	6,162,000	1,193,000	1,599,000	1,915,000	1,619,000	5,348,000	1,187,000	19,023,000
Total Uses	6,421,000	1,706,000	1,902,000	3,037,000	6,859,000	5,475,000	1,317,000	26,717,000

History/Background

The primary goal of Solid Waste projects 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 and 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 Solid Waste capital 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.

The funding sources for Solid Waste capital projects come from 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 updated the Comprehensive Solid Waste Management Plan in 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.

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.

Seven Year Summary

The FY 2023 - 2029 Capital Improvement Program includes planned funding for convenience center improvements, landfill gas system work, and continued efforts to mitigate odors at the SWLF.

Solid Waste

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, recycling, and limited construction and demolition debris is taken to convenience centers. Items banned from the landfill, including electronics, oils, paint, pallets, white goods, and household hazardous items, can be taken to the multi-material or household hazardous waste facilities.

The FY 2023 - 2029 plan includes ongoing improvements, such as driveways, repaving and equipment replacement at all the convenience center facilities. The plan includes funding to purchase additional equipment for the mattress and tire shredder in FY 2023. Funding is planned in the later years to replace pre-crushers and compactors that are at their end of life and to start work on improvements to the convenience center in the Garner area, Site 1.

Program Summary: Multi-material and Convenience Centers

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From Solid Waste Enterprise	259,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	7,694,000
Total Sources	259,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	7,694,000
Multi-material and Convenience Centers	259,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	7,694,000
Total Uses	259,000	513,000	303,000	1,122,000	5,240,000	127,000	130,000	7,694,000

Solid Waste

South Wake Landfill



In February 2008, the South Wake Landfill began accepting municipal solid waste. County Commissioners selected Waste Industries, now GFL Environmental, in June 2006 to serve as the County's design, build, operations, and maintenance 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 fees generated at the South Wake Landfill and East Wake Transfer Station.

A total of five phases are anticipated through the life of the landfill. To date, two have been built and are in operation. GFL Environmental completed construction and opening of Phase 2B during 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 2023 - 2029 Capital Improvement Program includes improvements to the East Wake Transfer Station, construction of an interim cover for much of the existing unclosed portions of the landfill, continued funding for environmental nuisance mitigation (odors primarily), and continued expansion of the landfill gas system.

Program Summary: South Wake Landfill

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2023-29
Transfers From South Wake Landfill Fund	1,354,000	1,193,000	1,599,000	1,318,000	1,004,000	914,000	1,187,000	8,569,000
Transfers From Solid Waste Enterprise	1,093,000	—	—	—	—	—	—	1,093,000
Miscellaneous	3,715,000	—	—	597,000	615,000	4,434,000	—	9,361,000
Total Sources	6,162,000	1,193,000	1,599,000	1,915,000	1,619,000	5,348,000	1,187,000	19,023,000
South Wake Landfill	6,162,000	1,193,000	1,599,000	1,915,000	1,619,000	5,348,000	1,187,000	19,023,000
Total Uses	6,162,000	1,193,000	1,599,000	1,915,000	1,619,000	5,348,000	1,187,000	19,023,000



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 2023, 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 2024 – 2029.



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.

ARPA: American Rescue Plan Act, \$350 billion package from the Federal Government to

state, local, and Tribal governments to support their response and recovery from the COVID-19 public health emergency.

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

Glossary of Budget Terms

budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

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.

Coronavirus: A family of viruses, some of which cause disease in people and animals, named for crownlike spikes on their surfaces.

COVID-19: Coronavirus 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.

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.

Glossary of Budget Terms

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 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.

Glossary of Budget Terms

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

Personal Income: Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

Personal Property: All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

Policy: An established plan of action used to guide decisions and actions.

Post-Incident Review: A review of the emergency response to a fire incident designed to identify trends, challenges and opportunities for improvement.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. Enterprise Funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. Internal Service Funds are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation, and Open Space.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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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