

7 - Year Capital Improvement Program

Plans, Priorities and Projections



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7-Year Capital Improvement Program

In this section, we will review capital improvement programs for which the County is responsible and compare funding needs to projected debt and cash capacity

Education:

- Wake Tech
- WCPSS

County Capital:

- Base Plan
- New Programs

Capital programs are projected on a rolling 7-year plan with all project shown in the plan funded based on current revenue forecasts

FY19 Funded Projects

Projects will be Appropriated as part of the Budget:
Typically adopted by BOC in Capital Projects Ordinance

FY20 to FY25 Planned

Projects are Planned and Included in CIP:
Revenues are assigned to projects. Updated annually – scope and costs may change, or ultimately may not be funded

Horizon

Projects are Not Included in CIP:
Project timing, priority, business case, or funding are still being determined.

Education

**First, we will look at our largest capital programs:
Education.**

**Review Capital Programs and consider within the
context of debt and cash capacity**

County capital responsibilities for Wake Tech

NCGS 115D-32

- The tax-levying authority of each institution shall be responsible for providing, in accordance with the provisions of G.S. 115D-33 or 115D-34, as appropriate, adequate funds to meet the financial needs of the institutions for the following budget items:
- (1) Plant Fund: Acquisition of land; erection of all buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks, and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Wake Tech's 7-year CIP totals \$660 million

- A rolling seven-year CIP was established in FY18 and is updated and evaluated annually
- The capital program responds to growth in enrollment, demand for educational programming, maintaining facilities and a solid technology infrastructure

Wake Tech's 7-year Capital Program is \$660.4 million

(in millions)	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	Total
RTP Classroom Building 2	37.1							37.1
RTP Classroom Building 3 & Parking Deck				6.6	45.2	40.9	5.7	98.4
RTP Classroom Building 4 & Energy Plant					5.8	40.8	45.9	92.5
RTP Classroom Building 5 & Parking Deck						4.5	35.9	40.3
RTP Campus Total	37.1	0.0	0.0	6.6	51.0	86.2	87.4	268.3
North Wake Automotive & Collision Repair		35.5						35.5
North Wake Health Sciences Building & Parking Deck	0.7	7.4	40.0	54.4				102.6
North Wake Campus Total	0.7	42.9	40.0	54.4	0.0	0.0	0.0	138.1
Main Facilities Management & Warehouse Building, Power Mechanics	16.5							16.5
Main Advanced Industries Building & Parking Deck	3.5	29.2	45.0	6.7				84.5
Main Campus Total	20.0	29.2	45.0	6.7	0.0	0.0	0.0	101.0
Public Safety Simulation Building				6.0	34.8	5.0		45.8
Public Safety Education Campus Total	0.0	0.0	0.0	6.0	34.8	5.0	0.0	45.8
Campus-Wide Repairs, Alterations & Infrastructure Upgrades	11.6	9.2	5.7	5.7	5.7	4.7	4.7	47.2
Technology Acquisition and Infrastructure	10.0	10.0	10.0	7.5	7.5	7.5	7.5	60.1
Total Program	\$79.5	\$91.4	\$100.7	\$86.9	\$99.0	\$103.4	\$99.6	\$660.4

County capital responsibilities for WCPSS

NCGS 115C-408

- (b) To insure a quality education for every child in North Carolina, and to assure that the necessary resources are provided, it is the policy of the State of North Carolina to provide from State revenue sources the instructional expenses for current operations of the public school system as defined in the standard course of study.
- It is the policy of the State of North Carolina that the facilities requirements for a public education system will be met by county governments.
- It is the intent of the 1983 General Assembly to further clarify and delineate the specific financial responsibilities for the public schools to be borne by State and local governments.

WCPSS FY18- 24 CIP is \$2.19 Billion

- Adopted by Board of Education May 2, 2017
- A seven-year CIP was established in FY18 and is updated annually
- Provides for predictable, level funding
- Plan addresses growth and area crowding

WCPSS FY 2018 - 24 CIP: 13 New Schools and 13 Major Renovations (in millions)

New Schools	FY 18	FY 19	FY 20	FY21	FY 22	FY 23	FY 24	Total
Elementary Schools	57.6	70.7	6.3	24.8	70.5	40.1	46.2	316.2
Middle Schools	60.4	2.0		73.1		39.0	39.0	213.6
High Schools	52.1		68.2	3.0	4.0	122.5	81.0	330.8
Subtotal - New Schools*	\$170.1	\$72.7	\$74.6	\$100.9	\$74.5	\$201.6	\$166.2	\$860.5

Renovations	FY 18	FY 19	FY 20	FY21	FY 22	FY 23	FY 24	Total
Elementary Schools	8.9	88.2	44.2	103.3	86.1	12.8	31.0	374.4
Middle Schools	0.0	57.9	3.0		25.0	19.0	3.0	107.9
High Schools	49.6	32.7	72.7					155.0
Subtotal - Renovations*	\$58.5	\$178.7	\$119.9	\$103.3	\$111.1	\$31.8	\$34.0	\$637.3

Total New and Renovations	\$228.7	\$251.4	\$194.5	\$204.2	\$185.5	\$233.4	\$200.2	\$1,497.8
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WCPSS FY 2018 – 24 CIP: Other Program Components average \$115 million per year (in millions)

Category	FY 18	FY 19	FY 20	FY21	FY 22	FY 23	FY 24	Total
Life Cycle Replacements		1.9	29.0	29.8	30.7	31.6	32.6	155.6
Equipment/ADA/Environmental		5.0	5.2	5.3	5.5	5.6	5.8	32.3
Technology		28.2	29.0	29.9	30.8	31.7	32.7	182.4
Security	4.1	4.2	4.4	4.5	4.6	4.8	4.9	31.4
Mobiles			1.3	1.3	1.4	1.4	1.5	6.9
Program Management		8.2	9.9	7.5	7.4	10.6	8.3	51.9
Property Acquisition	10.0	10.3	10.6	10.9	11.3	11.6	11.9	76.6
Space Needs Analysis and Prioritization (SNAP)	6.0	15.0	15.0	16.0	15.0	6.0	16.0	89.0
Program Contingency	9.4	11.4	8.7	9.1	8.6	9.8	9.2	66.1
Total Other	\$29.5	\$84.2	\$113.0	\$114.4	\$115.2	\$113.2	\$122.8	\$692.3

WCPSS FY 2018 - 24 CIP Summary Total (in millions)

Program Areas	FY 18	FY 19	FY 20	FY21	FY 22	FY 23	FY 24	Total
New Schools	170.1	72.7	74.6	100.9	74.5	201.6	166.2	860.5
Renovations	58.5	178.8	119.9	103.3	111.1	31.8	34.0	637.3
Other	29.5	84.2	113.0	114.4	115.3	113.2	122.8	692.4
Total	\$258.2	\$335.6	\$307.5	\$318.6	\$300.8	\$346.5	\$323.0	\$2,190.2

March

WCPSS staff presented the updated cost model to the BOE Facilities Committee on Monday, March 12th

Board of Education is currently reviewing annual update draft

Joint Facilities Core Team will review annual update draft

April: Board of Education resolution approving annual update

May: Board of Commissioners approves and includes annual update in budget document

After making Education the first priority against capacity, an average of \$69 million / year is available for all other needs under the “Strawman Option”

"Strawman Option"	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
(in millions)						
DEBT						
WCPSS	277.0	265.7	248.1	298.8	266.6	266.6
Wake Tech	81.4	90.7	79.4	91.5	95.9	92.1
Unallocated Capacity	\$30.0	\$30.0	\$30.0	\$30.0	\$30.0	\$30.0
Debt Capacity	388.4	386.4	357.5	420.3	392.5	388.7
CASH						
WCPSS	29.3	52.9	52.7	47.8	56.4	56.4
Wake Tech	10.0	10.0	7.5	7.5	7.5	7.5
Unallocated Capacity	\$50.0	\$33.7	\$29.2	\$54.0	\$34.2	\$33.3
Cash Capacity	89.3	96.6	89.4	109.3	98.1	97.2
Total Unallocated Capacity	\$80.0	\$63.7	\$59.2	\$84.0	\$64.2	\$63.3

County Capital Program Overview

Organized by Elements, which group similar projects

Automation

Criminal Justice

Parks & Open Space

Community Capital

Economic Development

Public Safety

County Buildings

Libraries

Several funding sources support the County CIP

General Fund Transfer

Municipal Reimbursements

General Obligation Bonds

Charges

Limited Obligation Bonds

Six priorities drive development of the County capital program

1

Health & Safety

Ensure life, safety, and basic environmental concerns

2

Maintenance

Provide operating expense savings and / or maintain the integrity of current capital assets

3

Improve

Improve existing facilities, technology systems and infrastructure to meet emerging needs and higher service levels.

4

Master Plans

Within County's existing role, add new facilities and systems based on approved plans

5

Enhanced Service

Expand service delivery with new facilities, infrastructure, and technology based on Board Goals and/or mandates

6

Partnerships

Match contributions by partners to support community and systems infrastructure.

Capital Planning framework summarized

Cost and Timing

Projects are typically > than \$100,000 and require more than 1 year to complete

Master Plans

Projects often a result of master planning processes and facilities condition assessments

Components

Land, new construction, renovations, equipment, lifecycle replacements, infrastructure, technology equipment and infrastructure

Funding

The CIP is a funded plan; in order for a project to be in the CIP, there is a revenue source(s); **County capital is allocated 10% of the revenues dedicated to the Debt & Capital Program and constrains the plan**

County allocation can accommodate existing County program needs with limited capacity available for new programs

(in millions)

Element	FY 19	FY20	FY21	FY 22	FY 23	FY 24	FY 25	Total
Automation	12.1	10.0	7.7	6.6	8.2	6.7	7.1	58.3
Community Capital	0.5	0.5	0.5	0.5	0.5	0.5	0.5	3.5
County Buildings	11.4	11.1	11.6	10.6	10.9	11.4	11.6	78.6
Criminal Justice	1.9	1.1	1.7	1.0	2.0	10.8	1.3	19.8
Economic Development	1.1	4.0	1.4	1.4	1.4	1.4	1.1	11.8
Libraries	3.7							3.7
Open Space	0.5	0.5	0.5	0.5	0.5	0.5	0.5	3.5
Parks & Recreation	0.8	0.8	0.8	0.8	0.8	0.8	0.8	5.6
Public Safety	2.9	4.5	6.6	8.9	3.4	4.9	2.9	34.1
Total Uses	\$34.9	\$32.5	\$30.9	\$30.3	\$27.7	\$37.0	\$25.8	\$219.0

Available Capacity	\$5.2	-	\$2.4	\$3.7	\$7.0	-	\$10.6
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After funding Education and County Capital, an average of \$43 million per year of capacity remains

"Strawman Option"	2020	2021	2022	2023	2024	2025
(in millions)						
DEBT						
WCPSS	277.0	265.7	248.1	298.8	266.6	266.6
Wake Tech	81.4	90.7	79.4	91.5	95.9	92.1
Unallocated Capacity	\$30.0	\$30.0	\$30.0	\$30.0	\$30.0	\$30.0
Debt Capacity	388.4	386.4	357.5	420.3	392.5	388.7
CASH						
WCPSS	29.3	52.9	52.7	47.8	56.4	56.4
Wake Tech	10.0	10.0	7.5	7.5	7.5	7.5
County Capital Base	27.5	26.0	25.4	22.8	31.9	20.9
Unallocated Capacity	\$22.5	\$7.7	\$3.8	\$31.2	\$2.3	\$12.4
Cash Capacity	89.3	96.6	89.4	109.3	98.1	97.2
Total Unallocated Capacity	\$52.5	\$37.7	\$33.8	\$61.2	\$32.3	\$42.4

New Programs

County has completed multi-year programs that require a level of funding beyond what the base county allocation can accommodate. Will recap the two major plans:

- **Parks and Open Space Master Plan**
- **Human Services Facilities Plan**

Parks and Open Space

Board adopted the Wake County Greenway System plan and the Park Facilities Master Plan on May 1, 2017. The projected cost for all items totals \$456 million, which is far beyond max capacity

Future Greenways	290 M
Future Open Space	50 M
Existing Park Improvements	58 M
New Parks	58 M
Grand Total	\$456 M

7-Year PROS CIP proposal constrained at \$20 million year

\$140M over 7 years

- Acquire ~1,834 acres of open space
- Build ~ 15.3 miles of greenways
- Build and open Southeast Park
- Build and open Lake Myra Park
- Open Kellam-Wyatt Farm Preserve
- Expand Robertson Millpond Preserve
- Open Sinclair Nature Preserve
- Improvements at 8 existing County Park facilities

Unanimously approved by the Open Space and Parks Advisory Committee

PROS Recommended CIP at \$20 million per year

(in millions)	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Future Open Space	4.8	4.5	4.9	4.0	5.9	4.0	4.0	32.1
Future Greenways (Bridge the Gaps)	4.0	4.3	4.8	4.0	5.7	4.0	4.0	30.8
Existing Parks	0.0	8.8	10.3	12.0	6.5	0.0	0.0	37.6
New Parks	11.2	2.4	0.0	0.0	1.9	12.0	12.0	39.5
Total	\$20.0	\$20.0	\$20.0	\$20.0	\$20.0	\$20.0	\$20.0	\$140.0

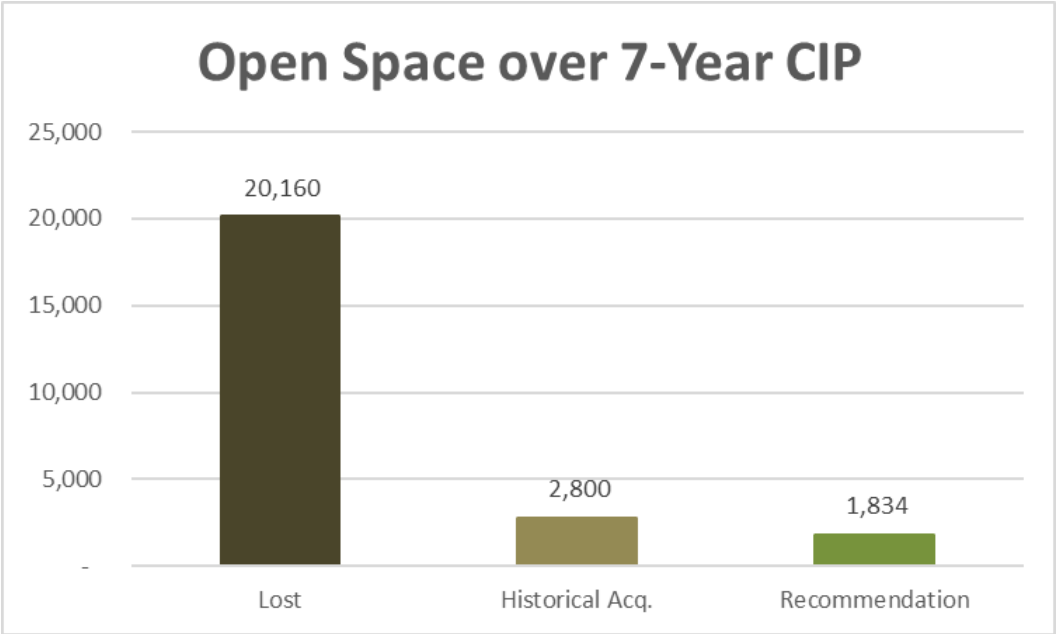
Open Space Acquisition

Annually ~2,880 acres of open space and agricultural land are lost to development

Historically the County has acquired ~400 acres a year

Sustaining a ~400 acre a year preservation rate requires \$7.2 million annually

Recommended - \$4.0-5.9 million annually (~229 – 337 acres / year)



**7 year net loss of ~18,400 acres of undeveloped land.
Equivalent to over 3 Umstead State Parks**

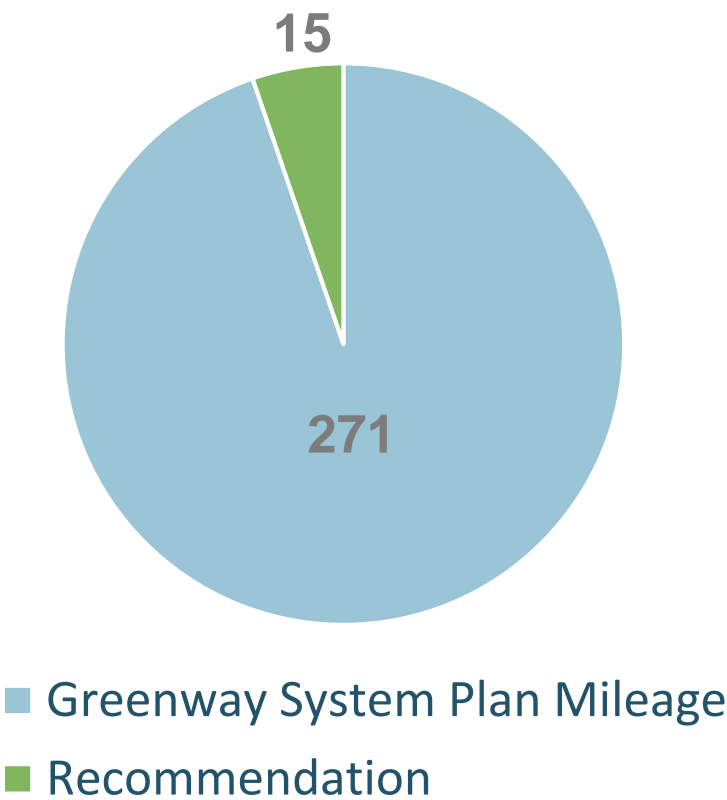
FY20	FY21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
\$4.8	\$4.5	\$4.9	\$4.0	\$5.9	\$4.0	\$4.0	\$32.1

(in millions)

Greenways

Estimated - \$2 million a mile
Full greenway build out - \$542 million
Recommended - \$ 4.0 - 5.7M per year
\$30.8 million (15.4 miles)

Greenway System Plan



FY20	FY21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
\$4.0	\$4.3	\$4.8	\$4.0	\$5.7	\$4.0	\$4.0	\$30.8

(in millions)

Tier 1 Improvements to Existing Parks are a high priority of the plan

(in millions)

Project	FY20	FY21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Harris Lake		4.7						4.7
Historic Yates Mill		4.1						4.1
Lake Crabtree			5.6					5.6
Crowder			4.7					4.7
Blue Jay Point				5.4				5.4
American Tobacco Trail				6.6				6.6
Historic Oak View					3.1			3.1
North Wake					3.4			3.4
TOTALS	\$0.0	\$8.8	\$10.3	\$12.0	\$6.5	\$0.0	\$0.0	\$37.6

See detail in PROS Appendix

New Parks total 25% of plan

(in millions)


Project	FY20	FY21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Robertson Millpond Preserve	2.3							2.3
Southeast Wake County Park	8.9							8.9
Kellam-Wyatt Farm Preserve		2.4						2.4
Sinclair Nature Preserve					1.9			1.9
Lake Myra County Park						12.0	12.0	24.0
TOTALS	\$11.2	\$2.4	\$0.0	\$0.0	\$1.9	\$12.0	\$12.0	\$39.5

See detail in PROS Appendix

Human Services Facilities Plan

The Human Services Facilities Plan was presented to the Board of Commissioner on January 8, 2018. Current facilities reach space capacity in 2021. A long-term plan is required to provide capacity and deliver critical services.


Human Services Facilities Plan supports service delivery vision

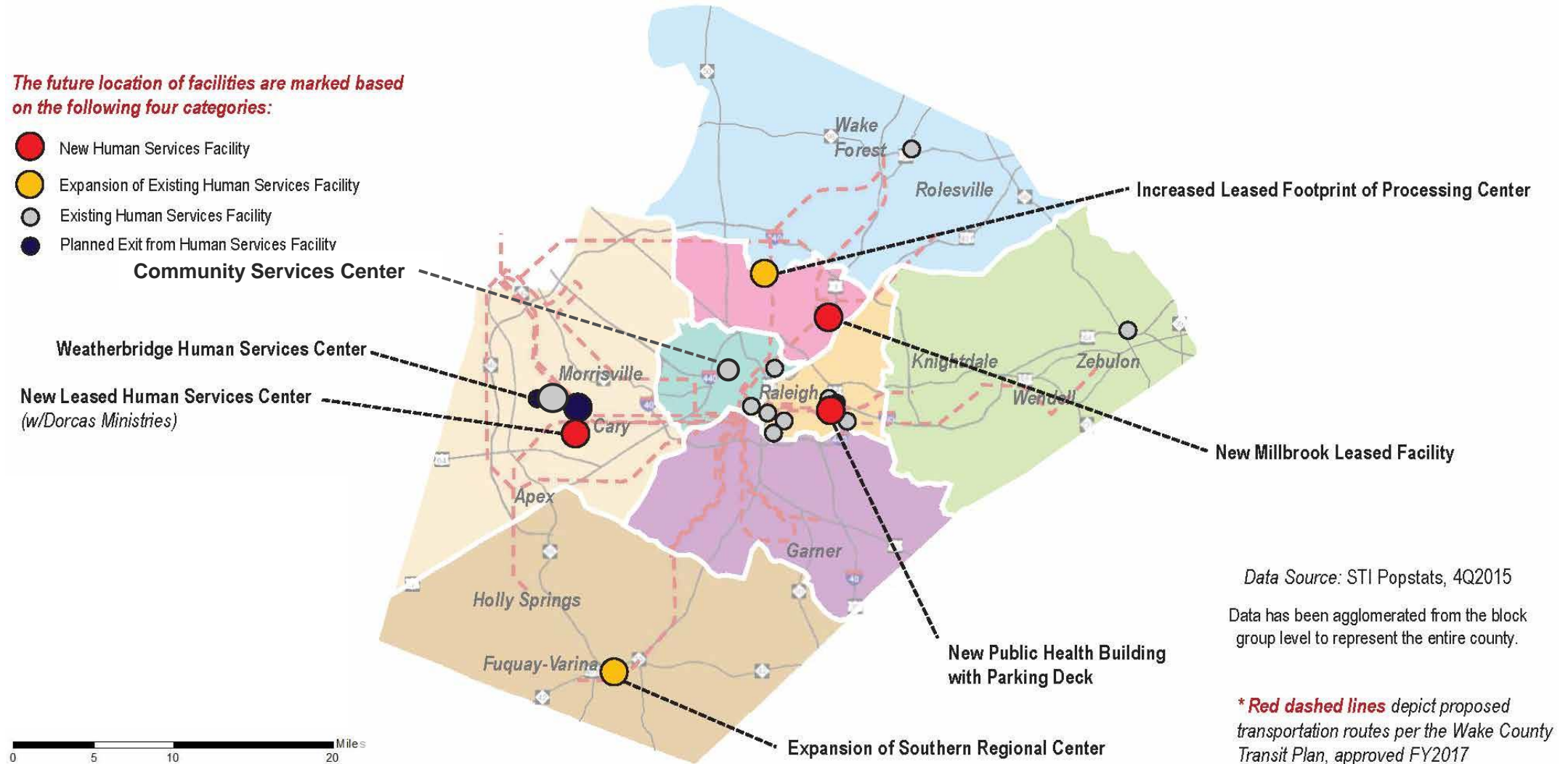


- Support quality customer service w/ appropriate facility design
- Treat the whole client by grouping services together
- Improve accessibility to promote client self sufficiency
- Ensure site locations near population being served
- Flexibility of facilities to accommodate future changes
- Provide safe & secure employee work environment
- Utilize partnerships to strengthen service offerings

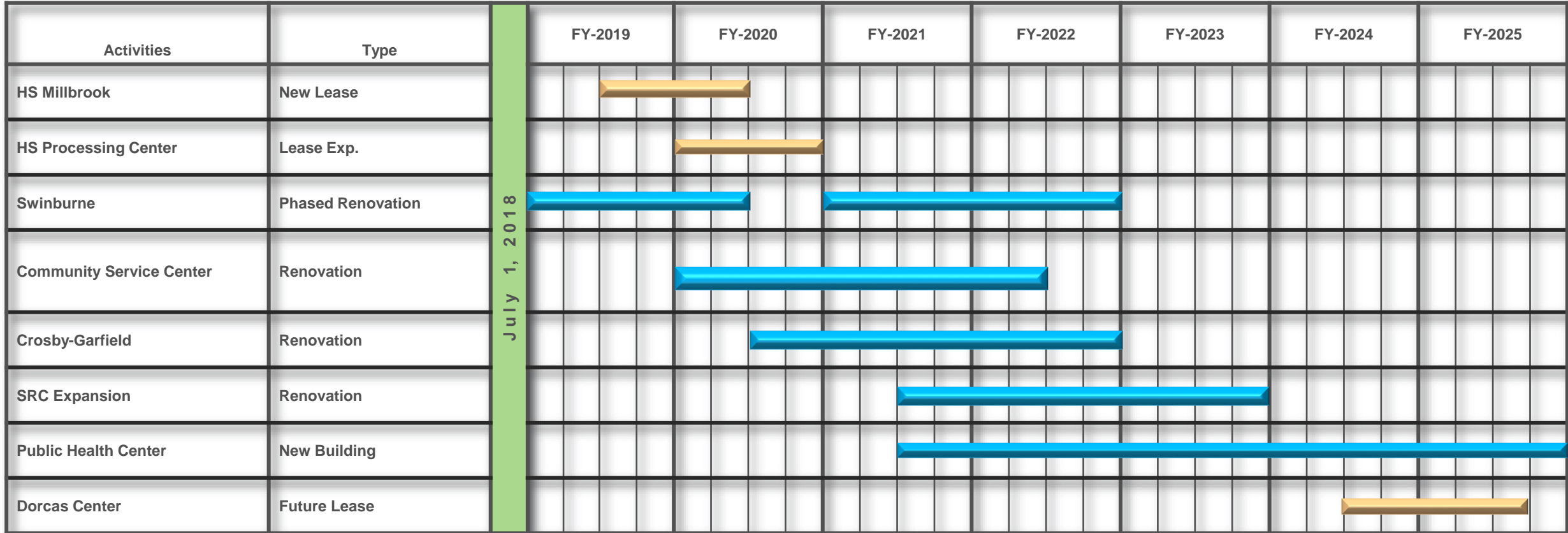
Future Human Services facilities distribution

The future location of facilities are marked based on the following four categories:

-  New Human Services Facility
-  Expansion of Existing Human Services Facility
-  Existing Human Services Facility
-  Planned Exit from Human Services Facility



Human Services Master Plan: Preliminary Implementation Schedule FY 2019-25



Legend:

Leased Facility:



County Owned:



First seven years of Human Services Plan projects

(in millions)

Facility	FY 19*	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Swinburne	0.4	0.8	15.0	-	-	-	0.1	16.3
Community Services Center	1.0	5.0	0.2	-	-	-	-	6.2
Crosby Garfield	-	-	-	-	-	0.5	0.5	1.0
Southern Regional Expansion	-	-	0.1	0.5	5.0	-	-	5.6
New Public Health Center	-	-	0.2	1.0	24.0	32.0	2.0	59.2
Total	\$1.4	\$5.8	\$15.5	\$1.5	\$29.0	\$32.5	\$2.6	\$88.3

*FY19 projects are in current plan and funded with cash

Leverage existing leased property for administration

Small renovation at Crosby Garfield (\$1 Million)

Moderate renovations at Community Services Center and Southern Regional Center(\$5M)

Major renovation to Swinburne (\$15.7 Million)

Demolition of Falstaff buildings and New Public Health Center (\$60 Million)

Future sale of Sunnybrook

Additional Regional Centers in the future beyond 7 year period

Public Libraries

Staff is updating a library master plan to identify future projects after the completion of the existing bond projects. Current estimates range from \$10 - \$15 million per year beginning in FY 2020.

After education and county, Strawman capacity unable to fully accommodate new programs

"Strawman Option" (in millions)	2020	2021	2022	2023	2024	2025
Unallocated Debt Capacity	30.0	30.0	30.0	30.0	30.0	30.0
Unallocated Cash Capacity	22.5	7.7	3.8	31.2	2.3	12.4
Total Unallocated Capacity	\$52.5	\$37.7	\$33.8	\$61.2	\$32.3	\$42.4
Additional Programs Seeking						
PROS	20.0	20.0	20.0	20.0	20.0	20.0
Human Services	5.8	15.5	1.5	29.0	32.5	2.6
Libraries	15.0	15.0	15.0	15.0	15.0	15.0
Total Programs Seeking Funding	\$40.8	\$50.5	\$36.5	\$64.0	\$67.5	\$37.6
Surplus (Gap) in Funding	\$11.7	(\$12.8)	(\$2.7)	(\$2.8)	(\$35.2)	\$4.8

A stylized, light blue map of Wake County is centered in the background of the slide. The map shows the county's irregular shape with various internal boundaries.

Board “Take aways” and Questions