

Seven - 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

County Funded Capital Improvement Programs

The County is responsible for multiple capital programs across multiple funds.

Education Programs

Wake Tech
WCPSS

County Capital Program

Automation
Criminal Justice
PGROS
Community Capital
Economic Development
Public Safety
County Buildings
Libraries

Other Programs

Housing
Fire Tax District
Solid Waste
Major Facilities

Debt and capital programs funded by dedicated revenue sources

- 18.57 cents of property tax (FY22 = \$351.2M) dedicated to debt and capital
- 30% of Article 40 and 60% of Article 42 sales tax dedicated to WCPSS debt (FY22 = \$52.3M)
- In FY21 – lost ongoing capacity of \$3.84 million, as .21 cents of the dedicated debt and capital property tax rate was shifted to support operating needs

Capital programs are projected on a rolling 7-year plan*

FY22 Funded Projects

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

FY23 to FY28 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.

**Projects shown in the plan are funded based on current revenue forecasts.*

Education

First, we will look at our largest capital programs:

- **Wake Tech**
- **WCPSS**

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 Capital Program is \$654.9 million

Project Area	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
East Wake Campus	75.2	74.6	-	-	-	-	60.0	209.8
Western Wake Site	7.0	3.0	67.0	3.0	58.0	55.0	-	193.0
Perry Health Sciences Campus	-	-	15.5	73.5	-	-	-	89.0
Southern Wake Campus	-	-	-	6.0	24.0	26.0	22.0	78.0
Campus wide Infrastructure, Repairs, Renovations, Facility Alterations	10.4	4.1	6.1	6.2	6.8	7.3	7.6	48.4
IT Infrastructure	4.4	4.4	5.5	5.5	5.5	5.5	6.0	36.8
Total (in millions \$)	\$96.9	\$86.1	\$94.1	\$94.2	\$94.3	\$93.8	\$95.6	\$654.9

County capital responsibilities for WCPSS

NCGS 115C-408

- (b) To ensure 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.

No changes to the WCPSS FY22-27 estimates, FY28 estimate added

Program Area	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	7-Year Total
New Schools	238.87	150.91	188.32	165.48	140.00	119.01	116.00	1,118.59
Existing Schools	-	92.13	16.65	12.79	105.71	55.58	104.10	386.97
Other Program Components	103.47	100.55	143.02	155.13	171.97	172.20	181.33	1,027.66
Total (in millions)	\$342.34	\$343.60	\$347.99	\$333.40	\$417.68	\$346.79	\$401.43	\$2,533.22

Other Program Components:

- Land acquisition
- Facility lifecycle replacements of mechanical, plumbing, electrical, furniture, paving
- Environmental and ADA compliance projects
- Temporary Classrooms/Trailers
- Technology devices & infrastructure and building security systems
- Program Management: Staffing & Admin
- Partial renovations and non-traditional educational spaces and support facilities

WCPSS CIP updated through collaborative efforts

Joint Facilities Core Team (JFCTC)

Fall/Winter - works on the following items that inform the WCPSS CIP:

- Enrollment Forecast
- Planning Assumptions
- Cost Model
- CIP Executive Summary
- Renovation Prioritization Rubric

BOE Activities/Actions

February – Enrollment forecast presented to BOE (emailed to BOC)

March – Cost model, rubric, and executive summary presented to BOE Facilities Committee

April – Continued JFCT meetings

April 20/May 4 – WCPSS CIP presented to BOE

County Capital Program Overview

Organized by Elements, which group similar projects:

- Automation
- Criminal Justice
- Parks, Greenways, & 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 (GO)
- Reserve for Future Projects
- Limited Obligation Bonds (LOBs)

Capital planning framework considers multiple factors

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 Program supported by multiple sources identified in Debt and Capital Model

Sources	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
Transfer from General Fund	56.6	46.8	42.3	42.4	44.0	45.8	46.7	324.7
Parks & Recreation GO Bond	-	22.2	21.7	15.3	19.1	-	-	78.3
Human Services LOBs	-	49.5	30.5	15.5	-	-	-	95.5
Other County LOBs	-	-	11.7	30.0	-	12.9	-	54.6
Reimbursements	1.0	0.6	0.5	0.5	0.5	0.5	0.5	4.1
Total Sources (in millions)	\$57.6	\$119.1	\$106.7	\$103.7	\$63.6	\$59.2	\$47.2	\$557.1

GO = General Obligation Bond

LOB = Limited Obligation Bond

County Requested CIP Summary: Current Element Totals

Element	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
Automation	8.5	9.6	9.1	11.8	10.0	8.4	10.0	67.4
Community Capital	0.4	-	-	-	-	-	-	0.4
County Buildings	30.8	62.6	49.4	59.3	17.3	17.6	16.8	253.7
Criminal Justice	6.0	1.6	2.9	2.1	6.0	14.7	1.6	34.8
Libraries	-	1.7	14.9	3.6	-	-	-	20.2
PGROS	1.0	23.5	23.0	16.6	20.4	1.3	1.3	87.1
Public Safety	9.3	10.7	9.0	13.5	13.9	4.0	5.2	65.7
Economic Development	1.0	2.0	2.0	2.0	2.3	2.3	1.6	13.3
Total Uses (in millions)	\$56.9	\$111.7	\$110.2	\$108.9	\$70.0	\$48.3	\$36.5	\$542.6

County CIP Elements Focus on Maintaining and Enhancing Service Delivery

Automation

Equipment, software, and IT infrastructure to support County's 4,000+ employees and modernize how customers interact with the County

PGROS

Project plan for parks, greenways, recreation and open space supported by 2018 bond referendum and master plans

Public Safety & Criminal Justice

Equipment and facilities to support EMS and Sheriff, and County's obligation for courthouse facilities

Economic Development

County support for business development and expansion

County Buildings & Libraries

Construction of new facilities and maintenance of 5 million gross square feet of existing facilities that allow for effective service delivery

Community Capital

Funding to support capital investments in projects that address critical community issues

Capital investments maintain Wake County's more than 5 million square feet of managed facilities

Ongoing Maintenance and Repair (\$69 million)

- Facility Security
- Energy Conservation
- Mechanical, electrical and plumbing
- Paving infrastructure
- Roofing
- Stormwater control responsibilities

Large Scale Projects (\$31 million)

- Hammond Road Annex and Detention Center renovations
- Wake County Courthouse renovations
- Emergency Operations Center
- General Services Facility Planning and Design
- County Admin Facility Planning and Design

Human Services Master Plan meets long-term public health and social services needs

Service Delivery Vision

- Treat the whole client by grouping services together
- Support customer service and future changes with appropriate facility design
- Improve accessibility and ensure sites are near population being served
- Utilize partnerships to strengthen service offerings
- Provide safe and secure environment

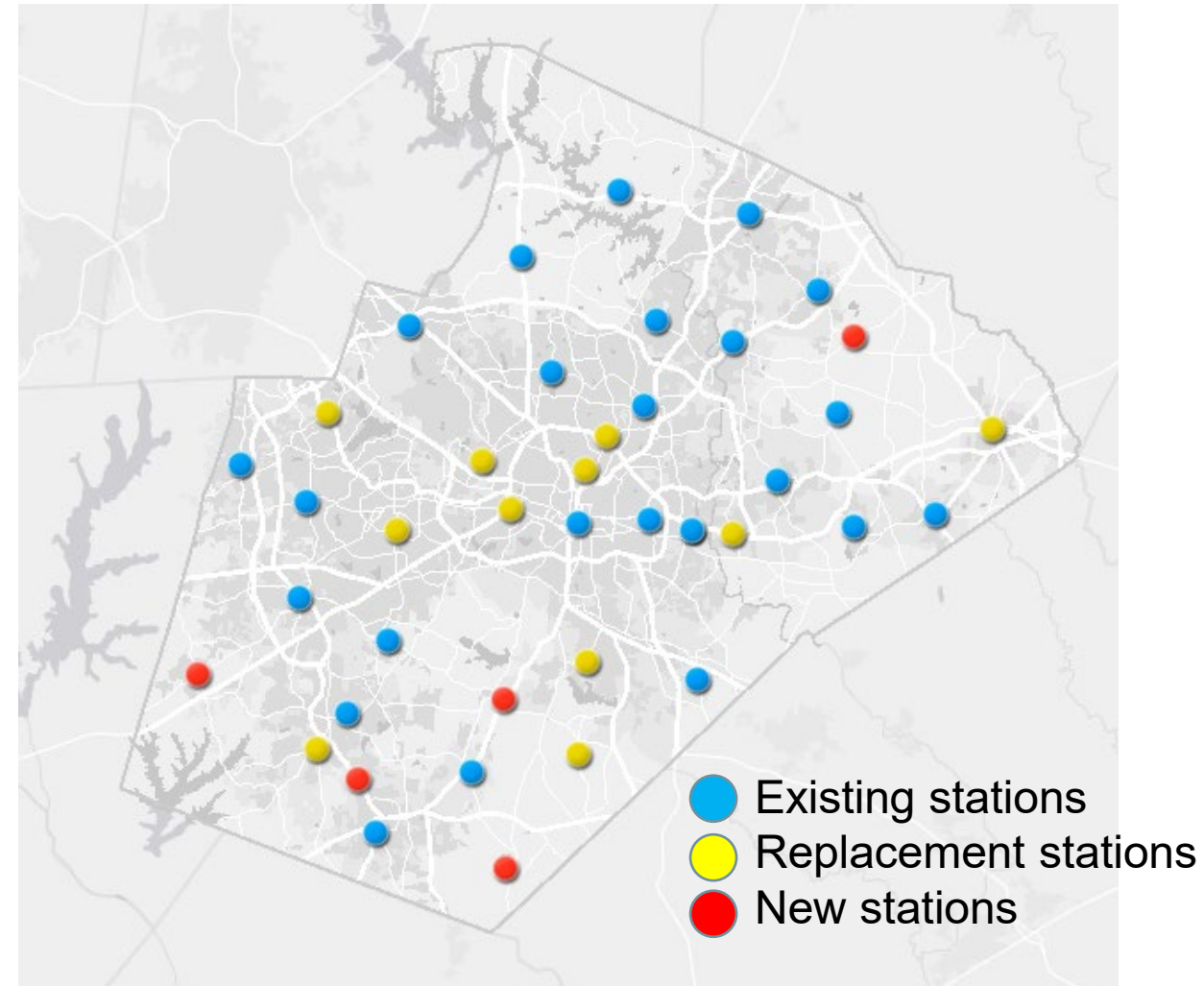
Projects

- Major renovation to Swinburne
- Construction of new Public Health Center
- Construction of new Western Regional Center at Dorcas Campus
- Renovation at Crosby Garfield building
- Expansion of Southern and Northern Regional Centers

Current plan calls for investment of \$118.1 million over next seven years

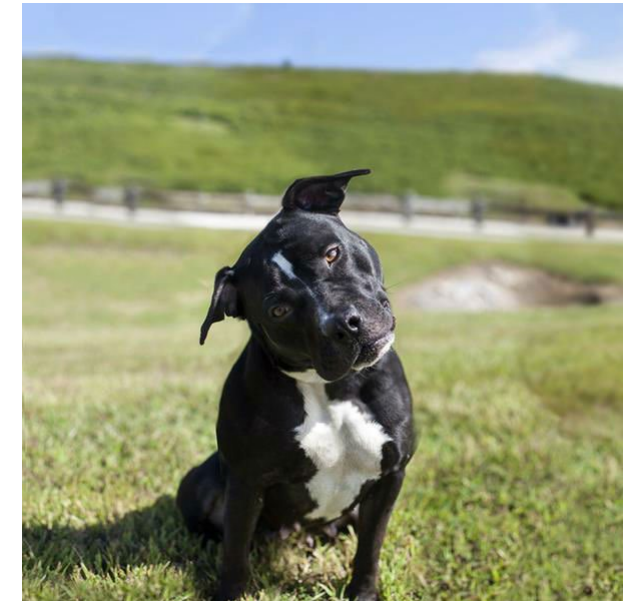
EMS Master Plan accounts for projected growth in call volume

- Supports projected increase in call volume of 17% in next 5 years
- Project Plan consists of:
 - Four regional stations that will also serve as distribution and training facilities
 - Five new co-location stations (shared with Fire) strategically located to serve areas of high growth
 - Replacement of three co-location stations and four stand-alone EMS station
 - Land acquisition for three stand-alone EMS station replacements
- **Current plan estimate: \$44.5 million**



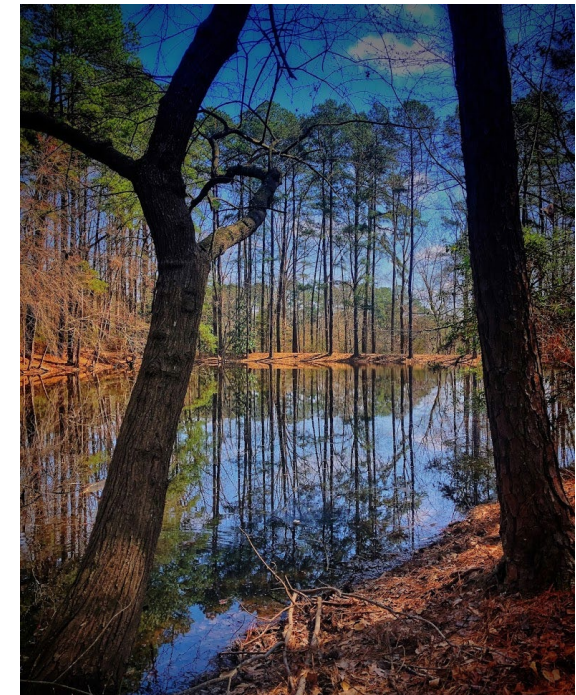
New Animal Shelter needed to handle increased animal capacity, care, and adoptions

- Current shelter is beyond capacity and cannot expand on existing site
- County desires to maintain >90% live release rate and improve welfare of animals
- Benefits of new animal shelter include:
 - Enhanced animal care
 - Improve animal and human flow traffic patterns
 - Optimize cleaning, intake and surgery processes
 - Improve canine and feline housing units and provide adequate separation
 - Provide capacity and flexibility for future growth
- **Updated estimate of \$30 million in FY 2025**



2018 \$120 million, 6-year PGROS Bond preserves open space and expands recreational access

- Implementing results of Open Space RFP and Greenway RFP to add Open Space acreage and greenway connections
- Currently in design phase for Beech Bluff County Park and Kellam Wyatt Preserve
- FY23 bond sale will start design for Lake Myra County Park and renovations to existing park facilities



Renovations needed to maintain library facilities



- Renovations to Library Administration Building modernize building and expand space for increased size of library system and book distribution process
- Target renovating regional libraries every 10 years and community libraries every 15 years
- Current plan includes \$20M to renovate
 - West Regional Library
 - Village Regional Library
 - Holly Springs Community Library
 - Library Administration Building

Future library renovations and expansions being considered as part of a future library GO Bond

Estimated Projects	FY26	FY27	FY28	FY29	FY30	FY31	Total
Library Renovations	-	0.1	1.3	1.7	0.3	5.4	8.8
New Facilities / Lease Replacements	5.0	11.8	18.4	2.6	11.1	-	48.9
Facility Expansions	-	0.9	8.0	5.6	-	-	14.5
Total (in millions)	\$5.0	\$12.8	\$27.7	\$9.9	\$11.4	\$5.4	\$72.2

Staff working to develop Library Plan and will bring results back to Board:

- Winter 2023 – Staff present Library Plan to Board
- Spring 2024 – Board decision on pursuing Library GO Bond
- Summer 2024– Local Government Commission Approvals
- Fall 2024 – Ballot question for voter authorization
- Fall 2025 – Bond sale and funding appropriation

Next Steps

- Staff will continue to evaluate the business cases and timing of submitted requests
- As revenue updates received, will also update transfers and revenue available for capital projects
- County Manager's FY22 Recommended Budget will include balanced Capital Improvement Programs

Horizon capital projects will be considered in future budget cycles

Projects within the 7-year CIP window

- Public Health Electronic Medical Records System Replacement
- Justice Center 6th floor renovation
- Construction of Wake County General Services Facility
- Construction of Wake County Administration Facility(ies)
- ERP System Replacement
- Additional maintenance to aging facilities

Projects beyond FY28

- Radio replacements and expanded channel capacity
- Additional EMS master plan stations

A stylized, semi-transparent map of Wake County is centered in the background of the slide. The map is a light blue color, matching the overall theme, and shows the county's irregular shape. The text "Other Capital Funds" is overlaid on the map in a large, white, sans-serif font.

Other Capital Funds

Housing Requested Capital Projects

Project	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
Acquisition & Preservation	3.50	3.50	3.50	3.50	3.50	3.50	3.50	24.50
Affordable Housing Development	7.75	7.75	7.75	7.75	7.75	7.75	7.75	54.25
Homeownership	0.50	0.50	0.50	0.50	0.50	0.50	0.50	3.5
Housing Vouchers	0.42	0.42	0.42	0.43	0.43	0.43	0.43	2.98
Landlord Partnership Program	0.25	0.25	0.25	0.25	0.25	0.25	0.25	1.75
Public Housing Redevelopment	-	3.00	3.00	3.00	3.00	3.00	3.00	18.00
Total (in millions)	\$12.42	\$15.42	\$15.42	\$15.43	\$15.43	\$15.43	\$15.43	\$105.00

- Projects implement Wake County Affordable Housing Plan approved in 2017
 - Support efforts to create and preserve housing affordability across Wake County
 - Maximize affordable development
- Housing CIP projects are funded through transfers from the County's General Fund; considered in tandem with Housing operating requests

Solid Waste CIP funded by fees, grants and state revenue

Project	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
Landfill Gas Development	0.6	0.7	0.8	1.2	0.9	0.3	0.6	5.1
Multi-material and Convenience Centers	1.0	0.1	0.7	0.3	1.1	5.2	0.1	8.6
North Wake	-	0.2	-	-	-	-	-	0.2
South Wake Landfill	0.9	4.1	0.3	0.3	0.9	0.9	0.3	7.8
Total (in millions)	\$2.5	\$5.1	\$1.7	\$1.8	\$2.9	\$6.5	\$1.0	\$21.5

Planned projects include:

- Closure of a phase at the South Wake Landfill
- Purchase of a mattress and tire shredder
- Odor mitigation initiatives
- East Wake Transfer station maintenance projects
- Landfill gas system expansion
- Convenience center improvements

Major Facilities funded through occupancy and prepared food and beverage tax revenues

Project	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
Five County Stadium	0.03	0.03	0.63	0.63	0.36	0.44	0.30	2.41
Marbles/IMAX	1.15	1.16	0.30	0.10	1.00	-	-	3.71
Small Competitive Projects	2.00	2.00	2.00	2.00	2.00	2.00	2.00	14.00
Reserve for Future	-	-	0.07	0.27	-	0.57	0.70	1.61
Total (in millions)	\$3.18	\$3.19	\$3.00	\$3.00	3.36	3.00	3.00	21.73

Maintains Five County Stadium and Marbles Museum, through level funded renovations

\$2 million included annually for small competitive projects

Board “Takeaways” and Questions



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