



FY2003-2004
Adopted
Annual Operating
and
Capital Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Wake County
North Carolina**

For the Fiscal Year Beginning
July 1, 2002

President

Executive Director

The 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 1, 2002. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Wake County, North Carolina

Annual Operating Budget

Fiscal Year 2003-2004

Board of County Commissioners



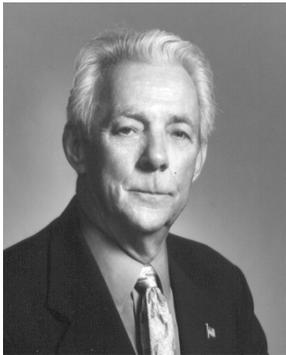
Joe Bryan



Herb Council
Chairman



Kenn Gardner
Vice Chair



Phil Jeffreys



Tony Gurley



Betty Lou Ward



Harold Webb

County Administration

County Manager

David C. Cooke

Deputy County Manager

Joseph K. Durham

Clerk to the Board

Gwen Reynolds



David C. Cooke
County Manager

Budget & Management Services

Budget Director

Raymond G. Boutwell

Budget Staff

Marilyn Cywan

Pablo Escobar

Sally Kost

Peter J. Ray

Jennifer Willis

Wake County Government Fiscal Year 2003-2004

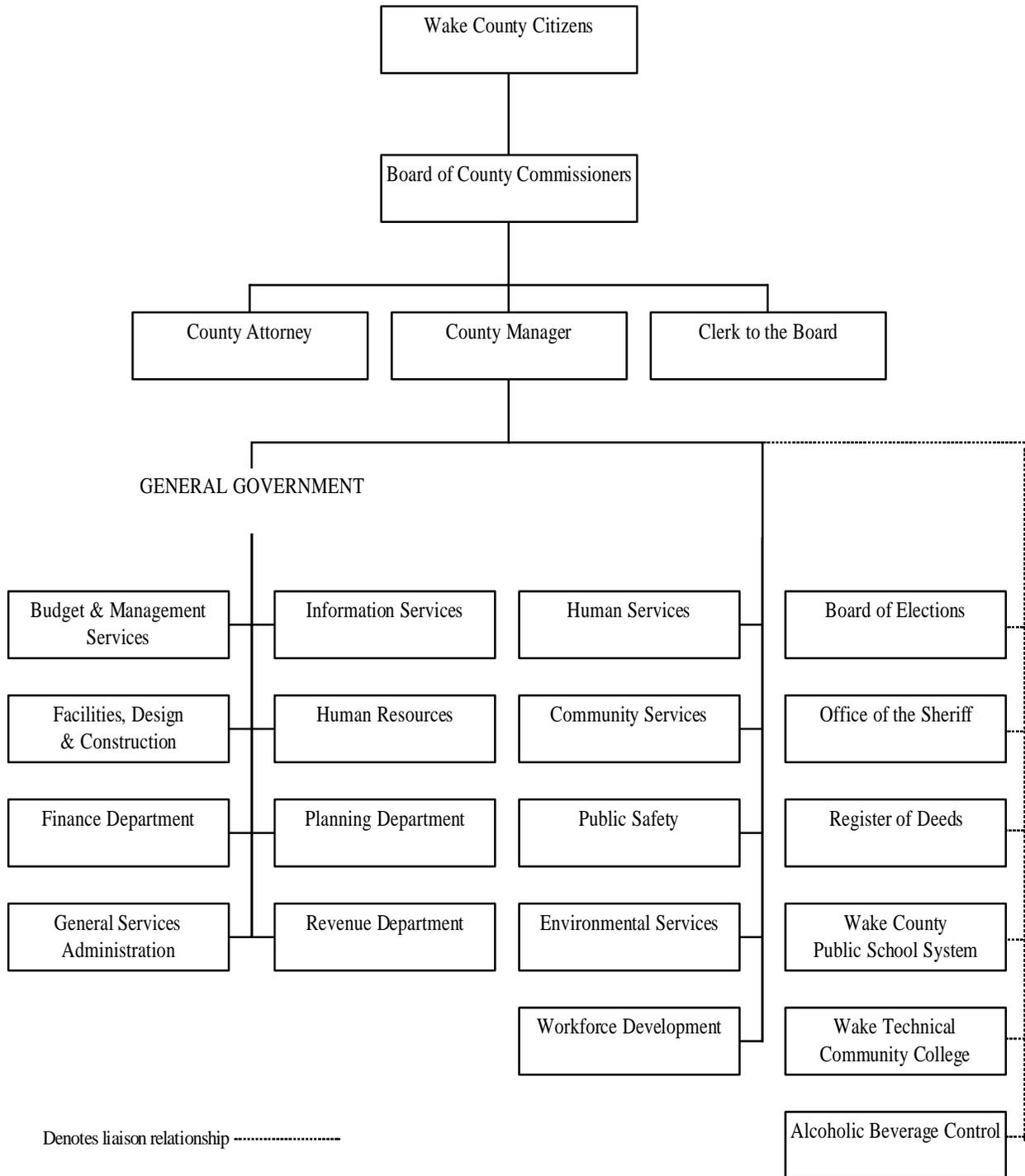


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Budget Message

from the office of the County Manager



May 19, 2003

Wake County Board of Commissioners:

While we have experienced a slower economy and a number of layoffs, particularly in businesses in the Research Triangle, Wake County continues to be an attractive place. Though our average unemployment rate increased in Wake County, we still are maintaining a healthy growth rate, adding about 20,000 persons a year. Wake County is meeting the challenges of a growing community.

We continue to plan responsibly for our future, focusing on growth and environmental issues, and capital needs such as new schools, libraries, fire and ambulance stations and jails. Through discipline, careful budget planning and strict financial management, we have maintained our excellent bond credit rating, receiving the top rating from all major national bond rating agencies. We have done all of this in the face of State budget cuts, withholding of revenue owed to counties, lower-than-projected revenues, and heightened expectations of "homeland security."

In short, we have worked hard at maintaining a progressive, quality community that people want to live in today, and planning for the quality community in which people will want to live 20 years from now.

Last year, we recommended a budget that added no new programs and no expansion to existing programs or services. We provided a \$10-million increase for the Wake County Public School System's operating needs, while awaiting the results and recommendations of a Board-appointed citizens' advisory committee reviewing school operations. We did not raise taxes, keeping the rate constant for the third consecutive year.

Last year we used strategies to balance the budget that were unfit for long-term planning. We used one-time savings and borrowed from our capital budget, actions that are simply unsustainable over multiple years. In fact, our reliance on one-time revenues in fiscal 2002-03 started us down the path toward our budget planning process for 2003-04 by needing to make up \$22.2 million even before we considered budget requests by the Board of Education, County departments and County agencies. Because the County Commissioners put the ½-cent local option sales tax into effect December 1, 2002, we expect to be able to repay our capital fund by \$10.2 million, but that still leaves us with a \$12.0-million deficit to make up, even before we start considering new requests.

These types of strategies cannot be used any longer. We have tremendous demands from a public education system that grows by more than 3,000 students each year. The new Sheriff is beginning to make full use of the Hammond Road Detention Center. And, because of the sluggish economy, we have more demands for public health and mental health services, for food assistance, for affordable housing, so we need to find ways to meet those needs. We are continuing to grapple with higher security and bioterrorism readiness issues.

Budget Message

from the office of the County Manager



The budget we are recommending this year meets the challenges before us on a financially sustainable basis. Here are the highlights:

- **For the first time in four years, a property tax increase is being recommended** to meet the needs of law enforcement, our public education system and human services programs. We are recommending an increase of 4 cents, to 60.4 cents per \$100 of valuation. (The owner of a \$200,000 house will pay \$80 more in taxes this year.)
- **The County appropriation to schools is recommended at \$223.7 million, an increase of \$20.7 million** from the current year appropriation. We also are recommending strategies to identify funds to meet the Board of Education's request for \$231 million.
- **We are recommending an additional 110 employees**, with the bulk of those – 68 – going to the Sheriff's Office to staff the new Hammond Road Detention Center. We also are adding staff in Human Services, particularly to bolster early childhood programs in the public schools but also to focus on communicable diseases and bioterrorism preparedness. We are recommending adding staff for the first time since 1992 to the General Services Administration, which maintains our buildings, grounds and fleet services.
- **The capital program will keep large projects on schedule**, including \$7 million in planned renovations at three Human Services facilities. We are committed to a solid, long-term and well-planned Capital Improvement Program. The model we have developed pays for that program over several years, and we remain committed to the long-term nature of the program and the financing model. We will ask voters to approve a bond referendum this fall to pay for new schools over the next four years, and also to pay for new libraries around the County.
- **We will continue to focus on growth and long-range planning**, implementing the Growth Management Plan and our Environmental Stewardship agenda, which includes the Watershed Management Plan and Comprehensive Open Space Plan.
- We are recommending **no additional funding over current levels** for most County departments, Wake Technical Community College or community agencies such as the United Arts Council, the Greater Raleigh Chamber of Commerce, Exploris, North Carolina Symphony, the Healing Place and Kids Voting.
- We are recommending **no change in the Fire Tax District or solid waste tipping fee or household fee**.
- We are offering **employees a choice in health care coverage plans** and asking them to share in the cost of their health insurance.

Budget Message

from the office of the County Manager



BUDGET OVERVIEW

The recommended **budget totals \$706,379,000**, a 6.6% increase from the current year.

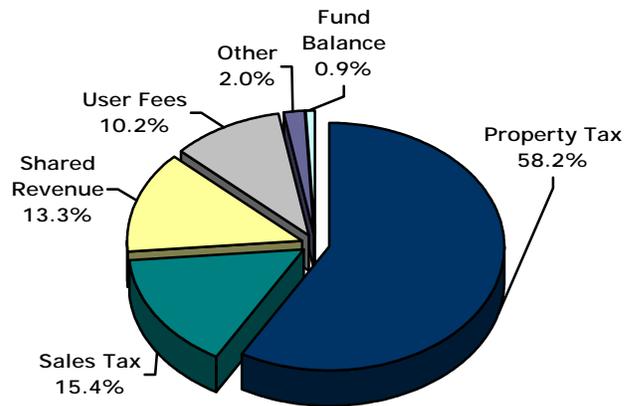
Revenues: Property tax and sales taxes make up the bulk of the revenue picture, and our forecasts are showing a slight improvement over our expectations for the current year.

The **tax base** is projected at \$68.5 billion, an increase of 3.8%, due mainly to growth in the residential sector.

Property tax revenue is projected to increase to \$411 million. About \$13.3 million, or a 3.8% increase, is due to growth. The recommended 4-cent increase in the property tax rate adds another \$26.3 million to the total.

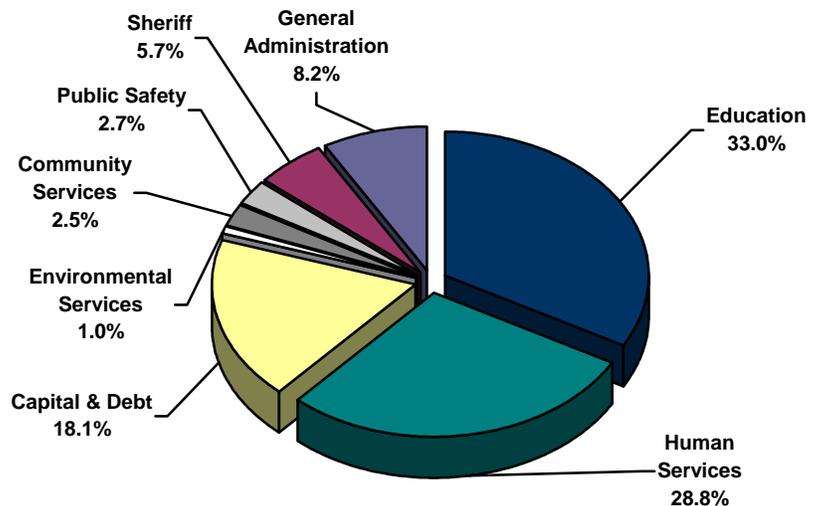
Revenue from **sales taxes** is projected at \$109.1 million, which includes \$17 million from the new 1/2-cent sales tax.

Fees for services are expected to generate an additional \$14 million, mainly from Human Services fees (projected at \$12.1 million more) and Register of Deeds activities (\$1 million).



Expenditures: The most notable expenditure is, again, for the **Wake County Public School System's operating budget**. A total of \$223.7 million is recommended to support the schools, \$20.7 million more than the current year funding. We are recommending a 10% increase in appropriations for the schools, and will ask the Board of Education to use an additional \$4.8 million of its fund balance. An additional \$1.5 million would be available from unrestricted local revenues. The Board of Education requested a total of \$231 million to meet the School System's goal of having 95% of students pass third- and eighth-grade end-of-year testing.

Another large expenditure increase will be in the area of **Human Services**. The base budget for fiscal 2003-04 includes



Budget Message

from the office of the County Manager



\$10 million in anticipated increases, reflecting current year experience. These additional costs are matched by increased revenue projections. Wake County has experienced greater than anticipated activity in child and adult mental health services, \$6.6 million in reimbursed costs. Child day care subsidies, also fully reimbursed by the state, are \$1 million over budget. Foster care reimbursed costs are also \$1 million over budget this year. Lastly, the full-year impact of increases in staffing costs accounts for \$1.4 million of the growth in the base budget. We project continued growth in child and adult mental health services, and have added another \$3 million of revenues and expenditures in these and other program areas that are fully reimbursed by the state.

Related to the above-mentioned increases in **Medicaid reimbursements** is the obligatory increase in the County's portion of the overall cost of the Medicaid program. The County's Medicaid match is projected to increase by \$2 million in fiscal 2003-04; this increase is offset by \$1.3 million in line-item reductions identified during the budget process. In summary, Human Services expenditures are increasing by \$15.3 million and revenues are increasing by \$13.7 million. The increase to the County's general fund is \$1.6 million.

We are recommending 110.7 new positions, including:

- The **Sheriff's Office** would receive 68 positions to staff the Hammond Road Detention Center, which requires three shifts of employees, seven days a week. The Center was finished in 2001 but has not been fully occupied because of lack of staffing. The current jail is over capacity by an average of 33%, which means that many detainees are sleeping on the floor. To increase safety for both the detainees and staff, and to relieve this severe overcrowding, we need to make use of the new facility. In addition, two investigators are recommended in response to increased participation in multi-agency task forces regarding terrorism readiness and homeland security.
- **Human Services** would add 39.7 new positions, including 12.7 for the Partnership for Educational Success program. This program engages families and community partners, such as churches, businesses, nonprofits and other agencies, to work with Human Services and the School System to improve a child's ability to succeed in school. Human Services staff, including child mental health staff, school nurses and case managers, are based in the schools to operate the program. Human Services also would add four (4) positions in the areas of

Position Changes	
Staff the Hammond Road Detention Center (68) and investigators (2) – (Sheriff's Office)	70
Partnership for Educational Success Program (Human Services)	12.7
Communicable Disease and Bioterrorism Readiness (Human Services)	4
Child Protective Services (Human Services)	8
Various Human Services positions for mental health, housing, maternal care, transportation, emergency assistance	15
Facilities and Grounds Maintenance (General Services Administration)	7
Parks Technician to staff American Tobacco Trail (Community Services)	1
Information Technology Engineers	2
Budget and Management Analyst	1
Positions reduced (Court Services)	(10)
Net new positions	110.7

Budget Message

from the office of the County Manager



communicable disease and bioterrorism readiness, to ensure that we are ready to respond to any threats to public health, such as from tuberculosis, smallpox or SARS. Human Services also would add eight (8) positions to boost the foster care and child protective services area. Other staffing increases – 15 additional positions – are proposed in various programs such as mental health, housing, maternal care, transportation and emergency assistance. These latter positions are fully reimbursed and correspond to the continued growth in state-funded programs mentioned above. Human Services also is abolishing 10 positions from its Court Services program, which will be fully outsourced to the provider community on July 1, 2003. In summary, the net increase in Human Services staff is 29.7 full-time positions.

- **General Services Administration (GSA)** would add seven positions to help maintain new facilities, including several that are becoming operational or under County control in the new fiscal year: Five County Stadium, ten 800-megahertz radio communication towers for emergency communications, two Fire/EMS stations, two school parks and the American Tobacco Trail. Since 1992, GSA has taken on responsibility for an additional 1,060,445 square feet, bringing the total square footage to more than 3 million. Of this, 35% is operated 24 hours/day, seven days/week, or on extended schedule. GSA has outsourced and not added staff to keep up with this growth. The staff being added will include those who maintain buildings and grounds, as well as a second shift to maintain mechanical and electrical systems at County facilities, including emergency generators. Two of the positions, which will be dedicated to maintaining the Wake Consolidated Transportation fleet (which provides transportation services to Human Services' clients), will be fully funded through a state Department of Transportation program and from user fees.
- Because technology is so critical to our ability to function and provide services, we are recommending the addition of two **Information Technology Engineer positions** in Information Services. One position would support the County's complex computer database systems that provide data related to land and real estate, such as property appraisals and building permits. The other position would focus on the County's servers, providing maintenance, upgrades and performance and security monitoring. In the past four years, the County has doubled the number of servers needed for its computer systems from 50 to 100, and has not added staff. This also is an around-the-clock operation.
- Other positions added include a parks technician for the American Tobacco Trail and an additional budget and management analyst.

★ OTHER BUDGET HIGHLIGHTS

WAKE COUNTY BOARD OF EDUCATION

We are recommending funding strategies to meet the Board of Education's full request for \$231 million, which is up from the current year appropriation of \$203 million. Last year, funding for schools was established at \$203 million from the County, with the understanding that the School System would use \$10 million of its fund balance. In fiscal 2004, the County appropriation will increase from \$203 million to \$223.7 million.

Budget Message

from the office of the County Manager



In addition, we are recommending the following funding strategies:

- The School System would be requested to add \$4.8 million of its own fund balance to the \$223.7-million County appropriation.
- An additional \$1.5 million from unrestricted local revenues is assumed to be available to the School System during the year.
- We are revising downward the School System's estimated funding to charter schools by \$1 million, to nearly \$7 million, based on revised enrollment projections.

Two years ago, Commissioners and the Board of Education jointly created a Citizens Advisory Committee to examine and make recommendations about the appropriate level of funding for school operations. That report was presented to you in February 2003, and its recommendations are considered in the School System's budget request.

Debt service on the bonds issued to pay for new school construction and renovations is rising in fiscal 2004 to \$91.8 million, a \$9.1-million increase from the current year level of \$82.7 million. That is part of our long-term capital improvement plan and financing model.

In addition to these expenditures, the County further supports the School System in achieving students' educational success with \$4.7 million in funding for school-based health and other teams, 4-H Youth Development, Ready-to-Learn Centers, School Resource Officer program, and the Safe Schools program run by the Cooperative Extension Service. The County also supports the School System with the Communities in Schools program at \$410,000, and the weekly maintenance of 17 school parks, which comes to \$261,000 per year.

With regard to the Schools' upcoming capital program (Plan 2004), County staff is working with the School System staff to recommend assumptions, project priorities and funding levels, which will be determined by the Board of Commissioners and the Board of Education in June 2003.

THE CAPITAL BUDGET

The capital budget for fiscal 2003-04 totals \$81.8 million, with \$13.4 million financed through general obligation bonds, \$28.2 million through other financing sources (such as fire tax district, water/sewer fund balance, solid waste closure reserves) and \$40.2 million in pay-as-you-go funds.

In the current CIP financing plan, we are dedicating 17.5 cents of the property tax rate to the capital program, to provide funds for current and future debt service on the general obligation bonds we have issued to pay for schools and other capital projects, and also for pay-as-you-go projects. For fiscal 2004, we propose that we transfer 16.5 cents instead. In exchange for this, we are recommending that interest earnings from all funds be dedicated to the capital program. Because debt service payments and investment earnings are both interest-rate sensitive, the two are linked to leverage the variable debt portion of our portfolio.

Budget Message

from the office of the County Manager



FIRE TAX DISTRICT

Of the current 10-cent fire district tax, 2½ cents is dedicated to capital improvements in the district, while 7½ cents is allocated to operations and related improvements. For fiscal 2003-04, we are recommending **no change in the tax rate or the allocation formula.**

In the coming year, Stony Hill Fire/EMS station will open. We are providing increases to Stony Hill, Hopkins, and Apex departments for part-time staffing to improve response time and to all departments to begin implementing a uniform pay plan for fire departments.

We expect to complete a study examining Fire and Emergency Medical Services (EMS) station locations and making recommendations about future locations. It also is examining the types and numbers of fire trucks at each station and the appropriate staffing levels (for instance, the ratio of paid to volunteer firefighters) and will make recommendations about those needed in the future. This study is scheduled for completion this summer. The results of both of these studies will be considerations in the fiscal 2004-05 budget discussions.

The budget appropriations to the various fire departments for operations and related improvements total \$11.1 million, 5.1% higher than the fiscal 2003 appropriations of \$10,556,000. On the capital side, the recommended budget appropriations total \$3.9 million for fire stations and equipment.

SOLID WASTE ENTERPRISE FUND

The Solid Waste Management Division receives funding from tipping fees charged to waste haulers at disposal sites and from the residential waste reduction fee assessed on each household in Wake County. We reviewed our estimated revenues and expenditures related to solid waste disposal, and are recommending **no increases in the landfill tipping fee or the annual household solid waste fee.**

We are in the process of evaluating all program goals and objectives and aligning our desired outcomes and priorities with the County's policy for environmental stewardship and the development of the Wake County Model Environmental Program. We have taken the first steps toward closer municipal collaboration for integrated solid waste systems within an umbrella of unified services, thus providing all of Wake County residents and businesses more effective and efficient programs.

EMPLOYEE PAY AND BENEFITS

Like any business, Wake County's success is defined by its employees. We pride ourselves on our excellent customer service and hard work. We reallocate positions when possible, and adapt to changing demands by shifting employees or changing job responsibilities as needed. We also challenge employees to work smarter and harder, and emphasize the use of technology to help them work as effectively and efficiently as possible. We use a system of rewarding employees with annual increases, based strictly on performance. We also use our health plan as a way to provide incentives to employees and to help us remain competitive in the marketplace.

Budget Message

from the office of the County Manager



The recommended fiscal 2003-04 budget balances the performance pay considerations with changes in how we approach continued escalations in health insurance costs.

The budget covers an **18% increase in health insurance rates**. To address the issue of affordability and provide a quality health plan, the County has used the following strategies this year:

- Solicited proposals for health insurance consultants and selected Aon Consultants to provide assistance in the health insurance area;
- Issued a Request for Proposals to interested health insurance providers. We received eight proposals, including from Blue Cross Blue Shield, Wellpath, Cigna and UnitedHealthcare, which is our current provider.
- Based on feedback from an employee focus group, our health insurance consultant and management team, UnitedHealthcare was selected as the County's health insurance service provider.
- We explored the option of becoming self-insured, which will require further review and analysis.
- We considered partnering with other comparable employers in the area, including other local governments.

Without plan modifications, the renewal provided by UnitedHealthcare represented a 23.5% increase in employer and employee-dependent coverage premiums. To offset the significant increase in cost for the County and dependent coverage, two health insurance plans will be offered to employees.

One plan, called the premium plan, continues the current point-of-service plan but will require for the first time a \$25 monthly payment by employees who have employee-only coverage. Dependent coverage premium increases within this plan will average around 19%.

The other plan, called a base plan, will require annual deductibles for employees of \$300 per year for individuals and \$600 for families. Employees with employee-only coverage will not have to pay for coverage, and those employees with dependent coverage will see no increase over last year's premium rates.

These proposed health plan modifications and rate changes represent an 18% increase (\$1.8 million) over the current fiscal year's budget for health insurance. The proposed changes will provide employees with a choice, while at the same recognizing the market realities of cost sharing.

To offset employee health insurance cost sharing and to continue to stay competitive in the market and retain high-performing employees, the fiscal year 2003-2004 budget recommends an average salary increase of 4%. This is not an across-the-board increase for employees, but a pay-for-performance system that rewards individual performance and productivity.

Budget Message

from the office of the County Manager



MULTI-YEAR BUSINESS PLANS, LONG-RANGE OUTLOOK

Over the past year, all departments have prepared multi-year business plans. Just as the County plans for its capital projects over many years, we believe it is important to bring that mindset to the operational side of the County's business. This reflects our philosophy that the budget process – or the process of allocating scarce “taxpayer-derived” resources to seemingly boundless needs – is an ongoing process of management, not an annual event. Also, every successful organization knows where it is going and has a plan for getting there.

One ingredient essential to this ongoing process of allocating and managing resources is to have a plan outlining what we are trying to accomplish with the services we deliver or ensure are delivered. Therefore, each department's multi-year plan identifies its objectives and strategies detailing how it is going to accomplish what it wants to accomplish.

We intend to continue focusing on this type of long-term planning, both on the capital and operational sides of our budget.

We want to make you aware of a number of projects coming on line in the next few years, as they will incur operating costs that we will need to prepare for and cover.

- **Schools.** In August 2004, seven new schools will open.
- **Libraries.** The West Regional, renovated Cameron Village, Holly Springs branch and North Hills branch are expected to open in fiscal 2005-06 with an estimated operating impact of approximately \$1.8 million.
- **Parks.** In fiscal 2004-05, the Yates Mill Education and Research Center will open, followed by the opening of the Harris Lake Park Center in FY 2005-2006.
- **800-Megahertz Radio Communications.** The radio communication system is expected to be operating in the fourth quarter of fiscal 2003-04, and as a result, in the second year, fiscal 2004-05, a number of one-year warranties will expire. This means that Wake County will assume the operating costs associated with software maintenance, hardware maintenance, and pager and radio maintenance.
- **Criminal Justice Facilities.** Construction of Phase 1B of the Hammond Road complex is expected to begin in the fall of 2003, which means that it will open around July 2005. The cost of the facility will likely be incurred during fiscal 2005-06, when the detention center begins to reach capacity. The full cost of staffing and of housing the inmates is estimated at approximately \$5.6 million.

Budget Message

from the office of the County Manager



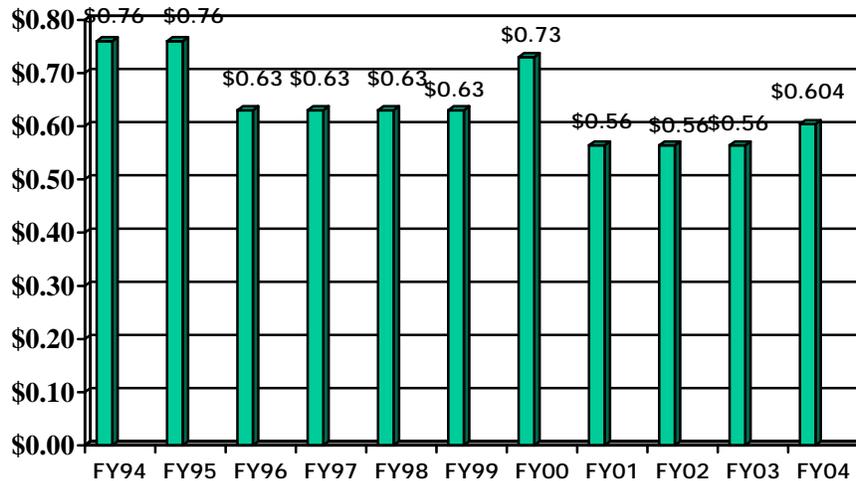
SUMMARY AND BUDGET CALENDAR

The recommended fiscal year 2003-04 budget meets the community's expectations for a strong public education program, calling for a tax increase to pay for school operations – the first increase in four years. We are strengthening the Sheriff's Office and Human Services programs to provide for more public safety and to safeguard our public's health and emergency response capabilities. We are continuing long-term planning for County facilities through the Capital Improvement Program to ensure that we meet the demands of current and future growth.

Let me take a moment to provide additional perspective on the tax rate increase. I do not believe that we are an organization that recommends tax increases lightly or without good cause.

Since 1994, we have raised property taxes only once. In 1995, taxes actually were reduced by 13 cents per \$100 of valuation. They were not raised again until fiscal 1999-2000, when a failed bond referendum for school projects caused us to raise taxes by 10 cents per \$100 of valuation. The entire amount went to the Wake County Public School System – 8 cents was dedicated to capital projects, and 2 cents was dedicated to operating expenses.

Wake County Property Tax Rates Per \$100 Assessed Valuation



Over the past 10 years, Wake County's population has grown by approximately 200,000 people. That has caused a tremendous demand on us, from libraries to schools to parks, from building inspections to restaurant inspections to well inspections, from public health programs to housing programs, from jail space to office space.

We have not needed a tax increase to keep up with that growth. We have stretched our staff and our programs, but we are at the point where that is no longer possible. We are on sound footing now with our services and our programs, but we will not continue to be on that same sound footing if we do not take actions today to prepare for tomorrow.

Budget Message

from the office of the County Manager



The next step is your review of the recommended operating and capital budgets for 2003-2004. To begin this process, we ask that you take the following steps:

1. Officially receive the recommended fiscal year 2003-04 budget for your consideration.
2. Hold a public hearing on the budget during your regular meeting on Monday, June 2, at 2:00 p.m. in the Board Room of the Courthouse, and also that day at 7:00 p.m. at the Commons Building.
3. Hold your budget work session on Monday, June 9, at 10:00 a.m.
4. Consider the budget for adoption on Monday, June 16, during your regular meeting, which begins at 2:00 p.m.

We stand ready to assist you in your review and discussion.

Respectfully submitted,

A handwritten signature in black ink that reads 'David Cooke'.

David Cooke
County Manager

**FISCAL YEAR 2003-2004
BUDGET ORDINANCE**

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

Section 1: The following amounts are hereby appropriated in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Board of Commissioners	\$ 437,530
County Manager	820,281
County Attorney	933,856
Budget & Management Services	501,404
Facilities Design & Construction	776,277
Finance	2,191,744
Information Services	7,714,178
Human Resources	1,334,957
Planning	1,370,780
Revenue	4,165,428
General Services Administration	20,872,721
Community Services	17,887,142
Environmental Services	6,747,207
Human Services	203,232,317
Public Safety	19,341,663
Sheriff	40,394,527
Board of Elections	2,381,694
Register of Deeds	2,476,854
Wake County Public Schools:	
Current Expense	223,700,000
Communities in Schools	410,000
Wake Technical Community College:	
Current Expense	8,600,000
Medical Examiner	200,000
Non-Departmental	9,672,440
Transfers to Other Funds	1,975,000
Transfer to Capital Budget	27,293,000
Transfer to Debt Service Fund	100,348,000
Contingency	600,000
TOTAL GENERAL FUND APPROPRIATION	\$706,379,000

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Ad Valorem Taxes:	
Current and Prior Years	\$411,347,335
Payment in Lieu of Taxes	1,838,300
Tax Penalties and Interest	1,900,000
Lease/Rental Vehicle Tax	2,100,000
Local Option Sales Tax	109,065,000
Real Property Transfer (Excise) Tax	6,000,000
Intergovernmental Revenue	94,140,861
Licenses and Permits	2,440,658
Charges for Services	69,838,168
Investment Earnings	34,434
Miscellaneous General Revenue	913,258
Transfers from Other Funds	525,000
Fund Balance Appropriated	6,235,986
TOTAL GENERAL FUND REVENUE	\$706,379,000

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

Section 3: The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Operating Expenses	\$19,144,058
	<hr/>
TOTAL SOLID WASTE ENTERPRISE FUND APPROPRIATION	\$19,144,058

Section 4: It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Disposal and License Fees	\$16,560,150
Intergovernmental Revenue	600,000
Miscellaneous	188,709
Interest Income	405,000
Fund Balance Appropriated	1,390,199
	<hr/>
TOTAL SOLID WASTE ENTERPRISE FUND REVENUE	\$19,144,058

Section 5: The following is hereby appropriated in the Solid Waste Enterprise Capital Project Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Operating Expenses	\$ 7,699,634
<hr/>	
TOTAL SOLID WASTE ENTERPRISE CAPITAL PROJECT FUND APPROPRIATION	\$ 7,699,634

Section 6: It is estimated that the following revenue will be available in the Solid Waste Enterprise Capital Project Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Proceeds of Debt Issues	\$ 4,425,000
Fund Balance Appropriated	3,274,634
<hr/>	
TOTAL SOLID WASTE ENTERPRISE CAPITAL PROJECT FUND REVENUE	\$ 7,699,634

Section 7: The following amount is hereby appropriated in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Risk Management Expenses	\$19,191,220
<hr/>	
TOTAL RISK MANAGEMENT INTERNAL SERVICE FUND APPROPRIATION	\$19,191,220

Section 8: It is estimated that the following revenue will be available in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Transfer from the General Fund	\$1,000,000
Investment Earnings	250,000
Appropriation from Fund Balance	1,326,220
Employee/Employer Contributions	16,615,000
<hr/>	
TOTAL RISK MANAGEMENT INTERNAL SERVICE FUND REVENUE	\$19,191,220

Section 9: The following fee schedules are hereby amended to cover costs associated with service delivery:

Emergency Medical Services subscription fee	\$60
Animal quarantine fee	\$80 per incident
Animal Shelter adoptions (Dogs/Cats)	\$115 per dog/\$95 per cat
Plan review of food establishments	\$200 per new review
	\$100 per re-reviews
Subdivision signage fee	\$25 per subdivision

Section 10: There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2003, located within the Wake County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The estimated total of valuation of property for the special district for the purpose of taxation is as follows:

	Assessed Value	Tax Rate	Appropriation
Research & Production Service District	\$338,189,386	1.922¢	\$65,000

There is hereby appropriated to the Durham-Wake Counties Research Triangle Park Research and Production service district from the net proceeds of this tax the amount, \$65,000, for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax. In the event the actual net proceeds from the tax levy of the Research & Production Service District exceed the appropriated amount, the actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Section 11: The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

- A) Subject to Section 11-B he may transfer amounts between appropriations within the same Fund. For transfers exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.
- B) He may not transfer any amounts between funds except as provided in Section 11-C.
- C) He may transfer amounts from the Risk Management Internal Services Fund for departmental losses, damages, premiums, or liabilities.
- D) He may not transfer from the General Fund contingency or emergency reserve appropriations.

Section 12: The County Manager, or his designee, is hereby authorized to execute contractual documents under the following conditions:

- A) He may execute contracts for construction or repair projects that do not require formal competitive bid procedures.
- B) He may execute contracts for: (1) purchases of apparatus, supplies, and materials, or equipment which are within budgeted appropriations; (2) leases of personal property for a duration of one year or less and within departmental appropriations; and (3) services which are within appropriations.
- C) He may execute grant agreements to or from governmental units and other public, private, and non-profit organizations that are within budgeted appropriations, unless a grantor requires approval and execution by the Board of Commissioners.
- D) He may execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles, heavy equipment and other property provided that such leases are of one-year duration or less and that funds therefore are within budgeted appropriations.
- E) He may, within budgeted appropriations, approve all change orders and amendments to contracts previously approved by the Board of Commissioners.

Section 13: The County Manager, or his designee, may authorize payment in an amount not to exceed \$100,000 in settlement of any liability claims against the County or against any of its officers or employees as provided by Resolution of May 20, 1985. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

Section 14: Funding is provided in Section 1 of this ordinance for a 4% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, the Sheriff, and the Register of Deeds, effective with the October, 2003 payroll.

Section 15: There is hereby levied a tax at the rate of sixty and four-tenths cents (60.4¢) per one hundred dollars (\$100.00) valuation of property listed as "Current Year Ad Valorem Tax" in Section 2 of this Ordinance.

This rate is based on an estimate total valuation of property, for the purpose of taxation, sixty-eight billion, four hundred seventy-four million, two hundred sixty thousand dollars (\$68,474,260,000), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.2%.

Section 16: The Revenue Administrator of Wake County is hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the office of the Wake County Revenue Department in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the County of Wake, and this order shall be a full and sufficient authority to direct, require, and enable the Revenue Administrator to levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with law.

Section 17: The Wake Technical Community College Board of Trustees is hereby authorized to transfer \$892,500 from the general fund balance to their capital outlay fund.

Section 18: Operating funds encumbered by the County as of June 30, 2003 are hereby appropriated to this budget.

Section 19: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED this the 16th day of June 2003.

REVALUATION RESERVE FUND BUDGET ORDINANCE AMENDMENT

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

Section 1: The following amounts are hereby added as an appropriation in the Revaluation Reserve Fund for the purpose of conducting a revaluation of real property within Wake County:

Revaluation expenses	\$ 975,000
TOTAL REVALUATION RESERVE FUND EXPENSES	\$ 975,000

Section 2: It is estimated that the following additional revenue will be available in the Revaluation Reserve Fund:

Transfer from General Fund	\$ 975,000
TOTAL REVALUATION RESERVE FUND REVENUE	\$ 975,000

Section 3: Effective date of this amending ordinance is June 16, 2003.

Section 4: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 16th day of June 2003.

DEBT SERVICE FUND BUDGET ORDINANCE

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

Section 1: The following amounts are hereby appropriated in the Debt Service Fund for the purpose of paying debt service commitments for Wake County:

Debt Service principal and interest	\$ 100,348,000
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TOTAL DEBT SERVICE FUND EXPENSES	\$100,348,000
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Section 2: It is estimated that the following revenue will be available in the Debt Service Fund:

Transfer from General Fund	\$ 100,348,000
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TOTAL DEBT SERVICE FUND REVENUE	\$100,348,000
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Section 3: Effective date of this ordinance is June 16, 2003.

Section 4: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 16th day of June 2003.

911 SPECIAL REVENUE FUND BUDGET ORDINANCE

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

Section 1: The following amounts are hereby added as an appropriation in the 911 Special Revenue Fund for the purpose of maintaining an E911 system in Wake County:

E911 Recurring expenses	\$ 984,000
TOTAL 911 SPECIAL REVENUE FUND EXPENSES	<u>\$ 984,000</u>

Section 2: It is estimated that the following additional revenue will be available in the 911 Special Revenue Fund:

911 Surcharge	\$ 984,000
TOTAL 911 SPECIAL REVENUE FUND REVENUE	<u>\$ 984,000</u>

Section 3: Effective date of this amending ordinance is June 16, 2003.

Section 4: The County Manager shall distribute copies of this ordinance as appropriate.

**FISCAL YEAR 2003-2004
FIRE DISTRICT SPECIAL REVENUE FUND
BUDGET ORDINANCE**

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

Section 1: It is estimated that the following revenue will be available in the Fire Tax District Special Revenue Fund for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Ad valorem taxes	\$ 14,953,100
Fund balance appropriation	328,479
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND REVENUE	\$ 15,281,579

Section 2: The following amounts for a total of \$15,100,102 are hereby appropriated in the Special Revenue Fund for the Fire Tax District to specific departments for the fiscal year beginning July 1, 2003 and ending June 30, 2004:

Department	Allocation	Reserved for Location/Staffing Implementation
Apex	\$ 215,641	\$ 215,641
Bayleaf	501,318	501,318
Durham Highway	356,071	356,070
Fairview	392,583	392,583
Falls	134,783	134,782
Fuquay-Varina	480,005	480,005
Garner	427,318	427,318
Holly Springs	133,708	133,707
Hopkins	187,046	187,045
Knightdale	493,953	493,953
Morrisville	272,037	272,036
Rolesville	131,499	131,498
Stony Hill	249,631	249,630
Swift Creek	182,781	182,780
Wake Forest	120,870	120,870
Wake-New Hope	418,532	418,532
Wendell	416,978	416,978
Western Wake	291,426	291,425
Zebulon	122,239	122,239
Compensation increase	360,625	0
Other operating expenses	3,225	0
Capital Outlay	150,000	0
NC Division of Forestry	50,000	8,000
Transfer to Capital Projects	3,652,900	
Total	\$9,745,169	\$5,536,410

Section 3: There is hereby levied a tax at the rate of ten cents (\$0.10) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2003, located within the single special fire tax district for the raising of revenue for said special fire tax district. This rate is based on an estimate total valuation of property for the single special fire tax district, for the purpose of taxation, fifteen billion, four hundred fifty million dollars (\$15,450,000,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 96.5% and upon a collection fee of 2.5%.

Section 4: The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

- A) Subject to Section 4-B he may transfer amounts between appropriations within the same Fund. For transfers exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.
- B) Amounts withheld in reserves may be released to the appropriate department only after approval by the Board of Commissioners.

Section 5: Effective date of this amending ordinance is June 16, 2003.

Section 6: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 16th day of June 2003.

AFFORDABLE HOUSING PROJECT ORDINANCE

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

Section 1. Projects are authorized as described in section 3, and involve a variety of affordable housing activities, including the Community Development Block Grant (CDBG) and HOME programs, funded from the U.S. department of Housing and Urban Development, and other county and grant supported affordable housing initiatives.

Section 2. It is estimated that the following revenues will be available to complete those projects described in section 3:

Federal Shared Revenues	\$16,578,947
State Shared revenues	2,493,812
Miscellaneous Revenues	2,945,452
Transfer In from Other Funds	6,641,152
Total	\$28,659,363

Section 3. The following amounts are appropriated for the projects of the affordable housing project fund:

1998 – 2003 HOME Programs	\$3,271,376
1998 – 2003 CDBG Programs	10,082,039
Fiscal Year 2004 HOME Program	1,108,895
Fiscal Year 2004 CDBG Program	2,590,523
Revolving Loan Fund – Low Income Housing	1,312,023
Fuquay-Varina Early Learning Center	1,589,664
Affordable Housing Activities	5,500,000
Disaster Recovery Initiative	2,276,214
Future Housing Projects	369,174
HUD Mental Health Grant	559,455
Total	\$28,659,363

Section 4. The Finance Director is hereby directed to maintain, within the Affordable Housing Project fund sufficient detailed accounting records for each grant or project authorized.

Section 5. The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

Section 6. The County Manager is authorized to transfer appropriations between projects within the Affordable Housing Fund.

Section 7. Upon its adoption, this Affordable Housing project Ordinance supersedes any previously adopted ordinances, which include previous Community Development Block Grant Project ordinances and HOME Grant project ordinances.

Section 8. Copies of this Affordable Housing Project Ordinance shall be filed with the County Manager and the Finance Director.

Adopted this the 16th day of June, 2003.

COUNTY CAPITAL PROJECT ORDINANCE AMENDMENT

Be it ordained by the Board of County Commissioners of Wake County that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the capital project ordinance is hereby amended:

Section 1. Projects are authorized as described in Section 3 involving the construction and acquisition of capital assets for capital improvement.

Section 2. It is estimated that the following revenues will be available for those projects described in Section 3:

Intergovernmental Revenue	\$600,000
Transfer In	\$23,745,900
Charges for Services	\$826,000
Appropriated Fund Balance	\$12,913,436
Bond Proceeds Unissued	\$8,000,000
Bond Proceeds Unauthorized	\$5,470,000
TOTAL	\$51,555,336

Section 3. The following amounts are hereby appropriated for projects in the County Capital Projects Fund:

PROJECT TITLE	FY2004 APPROPRIATION
Libraries	\$8,674,670
Yates Mill	\$1,500,000
Park Facilities Improvements	\$250,000
American Tobacco Trail	\$600,000
Regional County Parks	\$1,847,046
Community Use of Schools	\$800,000
Little River Reservoir	\$2,900,000
RTP/Kit Creek Offsite Improvements	\$666,390
Onsite RTP Infrastructure Improvements	\$500,000
Water Sewer Plan Implementation	\$500,000
Radio Communications System	\$8,003,514
Backup Communications Center	\$1,169,680
Fire Capital	\$2,756,900
EMS Capital	\$725,971
Judicial Facilities	\$2,485,181
Detention Facilities	\$8,560,053
Detention Security	\$548,977
Community Capital Projects	\$500,000
Security Improvements	\$500,000
General Building Renovations	\$6,241,954
Regional Governmental Centers	(\$675,000)
CIP Automation	\$2,500,000
TOTAL COUNTY CAPITAL FUND	\$51,555,336

Section 4. The Finance Director is hereby directed to maintain within the County Capital Projects Fund sufficient specific detailed accounting records for each capital project authorized.

Section 5. The Finance Director is directed to report annually on the financial status of each capital project and on the total revenues received.

Section 6. The County Manager, or his designee, is authorized to transfer appropriations between projects within the County Capital Projects Fund, in an amount not to exceed \$75,000, with an official report on such transfer presented at the next regular meeting of the Board of Commissioners.

Section 7. Copies of this capital project ordinance amendment shall be filed with the Clerk to the Wake County Board of Commissioners and the Finance Director.

Adopted this the 16th day of June, 2003.

Process and Policies

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Budget Process

Since 2000, Wake County has increasingly emphasized strategic planning and target-oriented service delivery efforts. To further encourage strategic thinking and continuous improvement, in the fall of 2002, all departments began developing business plans. The business plan identifies what the organization wants to accomplish, how it is going to do it, the costs that are necessary, and the measures that determine if outcomes are being achieved. The plan clearly defines priorities as a way to focus attention on the most important accomplishments that should be achieved over time.

Because operational challenges and service achievements are not confined to fiscal year time frames, business plans also provide a multi-year roadmap for resource needs and successful management of service delivery. The business plan is therefore the foundation of budget development. As such, the budget process for the 2003-04 budget began with each department submitting a three-year business plan.

The departmental budget submission to the County Manager is the final step of the business plan annual update. In preparing the cost estimates for existing services, departments were instructed to calculate actual costs of providing the service. This served as the basis for determining the appropriate funding level. Areas of new services, or enhancements to existing services requested by departments were based on a strong definition of the issue; strategic alignment of plan and objectives, a clear statement of what is trying to be accomplished, and identification of opportunities to collaborate or partner with others. Each expansion item was analyzed based on these objectives.

A key component of the budget process is analysis of services delivered, including benchmarking the service level or costs and evaluating and reporting performance. Performance measures were included in departmental business plans and can be found on the County's website at the following address:
<http://www.wakegov.com/general/businessplans/>.

Business plans will be updated and refined beginning in late summer, marking the beginning of planning and evaluating service demands and performance, becoming the foundation for building the FY2005 County budget.

The departments used a multi-step process to complete the submission of the budget to County Commissioners via the business plan documents and the budget document: (1) Described programs, emphasizing the outcomes produced by each department; (2) Clearly articulated measurable service objectives; (3) Identified existing or new performance measures, specifying targets for each; (4) Identified strategies to achieve the improvements; (5) Linked resources with outcomes; and (6) Discussed requests and strategies with the County Manager, who developed a recommended budget for final board approval.

Budget Calendar Fiscal Year 2003-2004

Date	Budget Activity	Responsible Party
September - February	Business Plan Development and Update	Departments
December 17, 2002	Budget instructions distributed to departments at Budget Kick-off to the Extended Management Team; On-line budget entry system (BPREP) opens to department	Budget & Management Services
December 17, 2002 to February 3, 2003	Budget development	Departments
February 3, 2003	Submission of Business Plans, Biennial operating requests, requests for automation, facility repairs and capital projects submitted. On-line system closes to departments. Volunteer Fire Department Requests due	Departments VFD Departments
February 17, 2003	Initial analysis of revenues and expenditures completed	Budget & Management Services
March 3, 2003	Requests from Emergency Medical Services agencies due; Recommendations submitted for:Automation requests and Facility repairs	EMS agencies e-Government Committee General Services
March 3 to April 10, 2003	CIP review and recommendation	CIP Committee
March 3 to May 2, 2003	Budget Analysis & Recommendation	Budget & Management Services
May 15, 2003	Board of Education & Wake Technical Community College submit formal budget requests	Board of Education & Wake Technical Board of Trustees
May 19, 2003	Presentation of recommended budget to Commissioners	County Manager
June 2, 2003	Public Hearings on budget (2 pm and 6 pm)	Board of Commissioners
June 9, 2003	Special budget work session	Board of Commissioners
June 16, 2003	Budget ordinance adoption at regular Board meeting	Board of Commissioners
Late Summer	Performance Measures update for inclusion in final budget document; Begin update and refinement of departmental business plan	Departments

Financial Policies

Wake County's financial policies are the basis of the fiscal strength of county government. These policies guide the Board of Commissioners and the County Manager as they make decisions concerning how county fiscal resources are managed.

The financial condition of the County must be maintained at the highest level to assure resources are available to meet the ever-changing needs of the community. 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 the highest credit ratings possible given prevailing local economic conditions.

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. Revenue projections shall be set at realistic and attainable levels, sufficiently conservative to avoid shortfalls, yet accurate enough to avoid a regular pattern of setting tax rates that produce significantly more revenue than is necessary to meet expenditure requirements.

The County shall not develop budgets that include operating deficits that require the use of one-time resources to cover recurring expenses. The County's annual budget shall be adopted by July 1 and shall be effective for a fiscal period beginning July 1 and ending June 30.

The County shall have its accounts independently audited at the close of each fiscal year by a certified public accountant.

Reserves

The County shall maintain a designated fund balance of at least ten percent (10%) of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income. Any undesignated fund balance is available for appropriation only for one-time non-recurring expenses. Any appropriation to a contingency account in the County's general fund shall not exceed one percent (1%) of the total general fund budget.

Revenues

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

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

Basis of Accounting

The term "basis of accounting" refers to when revenues and expenses are recorded, how the related assets and liabilities are recognized in the organization's ledgers, and how the information is reported in the combined financial statements.

Financial Policies

All funds of the County are budgeted and maintained 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 a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which are recognized when due.

The governmental funds, expendable trust fund, and agency funds are also presented on a modified accrual basis in the combined financial statements in the Comprehensive Annual Financial Report. The accounting records for the County's enterprise fund is 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.

Capital Improvements

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

User Fee Policy

Background

North Carolina General Statutes 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".

Purpose

The purpose of the User Fee Policy is to establish guidelines, in accordance with N.C.G.S. 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.

Provisions

User fees are an acceptable 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.

Regulatory Fees

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

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

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

1) If the purpose of the fee is to discourage use of the service, fees shall be set at a level to recover full costs of providing the service.

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

B. If the purpose of the fee is to improve equity by charging users for the consumption of goods and services, the following criteria should be considered in setting the fee:

1) If the service is purely a private good, and does not enhance community-wide quality of life, the fee shall be set according to market rates and shall strive for full cost recovery. Whether or not the service is deemed to enhance community-wide quality of life will depend on the goals and objectives of the County.

User Fee Policy

2) If the service provides broader public benefits through its consumption, thereby enhancing community-wide quality of life, the fee shall be set so that use of the service is not discouraged, demand for the service is unchanged and partial recovery of costs is obtained.

3) If low-income citizens are included in the population of service recipients, fees for their participation shall be set to recover partial costs of providing the service, as long as this can be accomplished by not precluding their use. A sliding scale fee is one strategy for accomplishing this.

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

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

Financial Models

Financial Models..... 10

Financial Models

Wake County uses long-term financial planning models in connection with its Capital Improvements Program (CIP) and the general fund. The County funds its CIP through a dedicated funding approach. Dedicated revenues include portions of the County's ad valorem tax (currently 16.5 cents) and sales taxes plus the income from the County's investments, including investments held in the County's general fund, capital projects funds and debt service fund.

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

The primary revenues deposited in the debt service fund include a portion of the ad valorem tax (currently about 79% of the 16.5 cents) plus the entire portion of sales taxes that is required by State law to support public school capital outlay. Investment income from the County's general fund and debt service fund is the other source of revenue. The remaining 21% of the 16.5 cents ad valorem tax plus various other revenues are deposited in the County's capital projects funds.

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

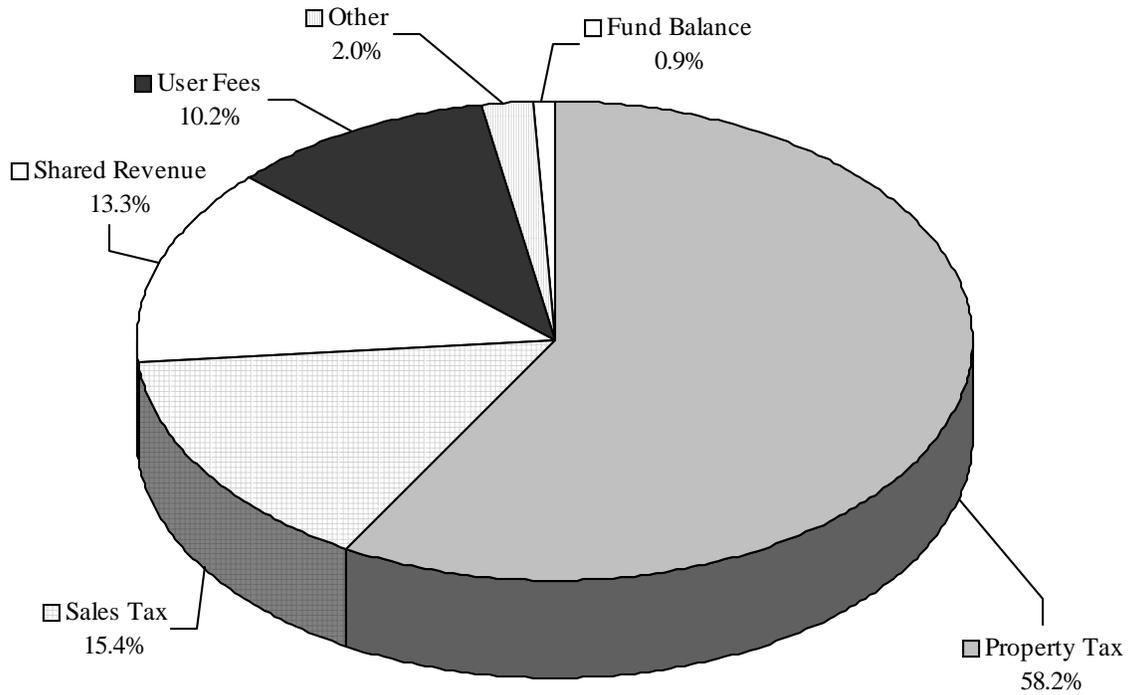
Recently, the County has developed a similar long-term financial planning model for its general fund, taking into account general fund revenues, expenditures, transfers and fund balance. The County uses the model to consider both County and school operating needs over a four-year period and make decisions regarding tax rates, resource allocation and fund balance level. The County believes that a multi-year planning model for operating purposes permits it to better anticipate and plan for long-term operating requirements, increase its lead time for key operating decisions, and improve its assessment of the long-term impact of actions taken in connection with the current year operating budget. In addition, the model assists in balancing CIP and long-term operating needs.

Key assumptions in the general fund model include the same growth rates of property and sales taxes as in the capital financial model. Other areas where assumptions are made include operating impact of capital facilities that will open during the coming years, pay increases, and contractual increases. Most revenue estimates are based upon historical growth rates while departmental expenditures are held flat except for human services. The human services department typically receives additional revenue from the State; consequently, their budget is expected to continue to increase each year. In addition to building in the operating impact of new schools when they are opened, the general fund model provides for additional funding each year based upon student growth.

Budget Highlights

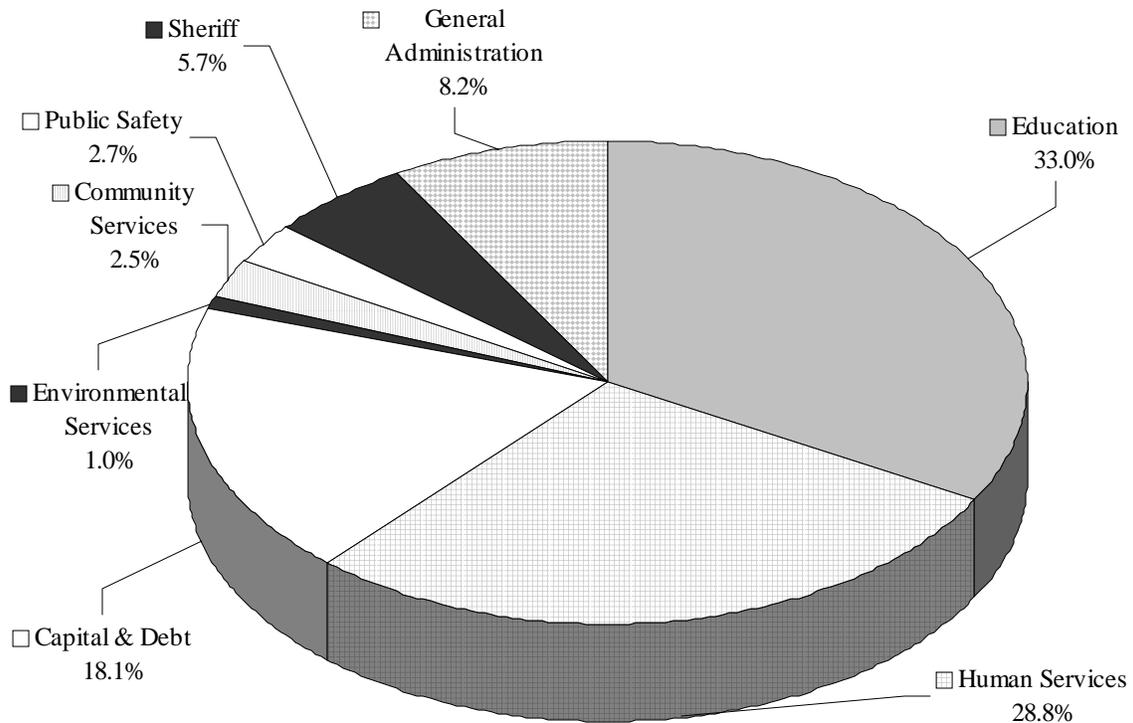
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Fiscal Year 2003-2004 General Fund Revenues



\$706,379,000

General Fund Expenditures



Revenue Highlights

TAXES

PROPERTY TAX

The property tax is levied against real and personal property not exempt from taxation. For FY2004 the general property tax rate increases by four cents, from \$.564 per \$100 of assessed valuation to \$.604 per \$100 assessed valuation. The overall increase in the valuation of property is projected to increase by 3.8 percent. Each component of the property tax base is discussed below.

Composition of Tax Base
FY2004 Estimates

Real Property	\$54,311,063,000
Business Personal Property	\$4,214,434,000
Public Service	\$3,573,763,000
Motor Vehicles	\$6,375,000,000

The rate for property tax collection continues to be one of the highest in the state, at 98.2 percent of the levy collected. One-cent on the general fund property tax rate generates approximately \$6.6 million.

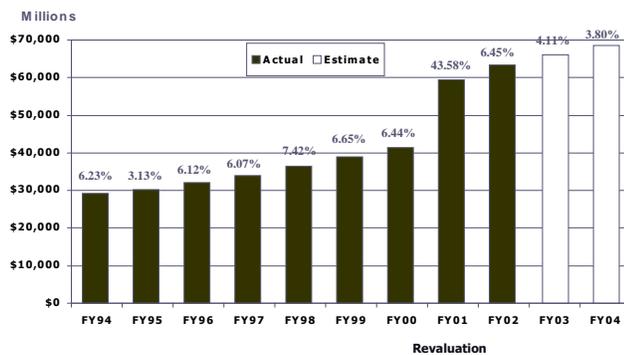
Real property includes real estate values for all commercial, industrial, and residential buildings, and land.

Values of real property are assessed every eight years. The last revaluation of real property occurred in FY2001. The real estate portion of the FY2004 tax base is estimated to increase by 4.75 percent compared to the FY2003 base. Residential tax base growth continues to be strong while business property growth is not as strong.

Business equipment and machinery, boats, mobile homes, and unregistered vehicles are included in the personal property portion of the tax base. These values are adjusted annually. Wake County expects this segment of the tax base to decline slightly (.13 percent) in FY2004 because growth of this component of the tax base is not keeping pace with the depreciation of assets.

All registered vehicles are included in the motor vehicles portion of the tax base. Values are adjusted annually. The growth rate of 1.2 percent in FY2004 is expected to be similar to previous years.

Total Assessed Property Value Expected to Grow
3.8% for FY2004



The public services tax base component includes the taxable assets of statewide utilities operations 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 of North Carolina sets the values of taxable assets for utilities companies annually. During the fourth and seventh year of an eight-year county valuation cycle, the State adjusts utilities companies' values to bring them more in line with the other values of a county's tax base. The fourth year of this cycle will occur in FY2005.

The decline in the valuation of the public service companies for FY2004 is due largely because of the decline in telecommunications and the airline industry.

Revenue Highlights

SALES TAX

Wake County’s second largest revenue source is from sales tax receipts. Total sales tax revenue for FY 2004 is estimated to be \$109.1 million. There are four statutory authorizations for sales tax, with three different distribution methods:

Article 39 of the North Carolina General Statutes enables counties to levy a one-cent sales tax. This authorization dates back to 1967 and is the original local government sales tax. All proceeds from this one-cent tax are returned to Wake County and its municipalities in a “point of sale” distribution. Prior to the 2001 session of the N.C. General Assembly, the point of sale, or source of a sale, was determined by the location of a retailer’s business. A change in the law now determines the point of sale by the location of where the purchaser receives the product. Consequently, sales tax revenue from many purchases made from vendors in Wake County now goes to surrounding counties.

Sales Tax

Sales Tax	FY2003 Budget	FY2003 Est	FY2003 Budget
1 cent Article 39 (1967)	\$57.1 million	\$52.3 million	\$53.4 million
½ cent Article 40 (1983)	\$18.0 million	\$18.8 million	\$19.4 million
½ cent Article 42 (1986)	\$18.0 million	\$18.8 million	\$19.4 million
½ cent (excludes unprepared food) Article 44(2002)	New revenue source approved mid-year; funds used to partially reimburse capital fund	\$10.2 million	\$17.0 million

There are no restrictions as to how receipts from the one-cent local option sales tax can be used within the county budget.

Revenue from the one-cent sales tax for the FY2003 budget year has fallen short of budget. The higher than normal unemployment rate, coupled with the legislative change in defining the point of sale, has caused this revenue to decline to levels lower than those levels seen two years ago. The FY2003 revenue is estimated to be \$52.3 million. One-cent sales tax revenue in FY2004 is estimated to grow by two percent to \$53.4 million, still lower than the budgeted amount for FY2003.

The County also receives sales tax revenue from two one-half cent sales taxes levied under authority granted by Articles 40 and 42 of the N.C. General Statutes in 1983 and 1986. The revenue collected from these two levies is placed into a statewide pool and distributed among the state’s counties in proportion to how much of the total state population resides in each county. State statute requires that 30 percent of the Article 40 sales tax revenue and 60 percent of the Article 42 sales tax revenue be used to support public school capital outlay or retire any indebtedness incurred by the county in providing capital outlay for the schools. For FY2003, revenue from these two taxes is estimated to exceed budget by about \$1.6 million. Revenue from these two half-cent sales taxes for FY2004 is projected to grow by three percent over the current year estimate. The amount required by state statute for school capital is transferred to the capital projects fund.

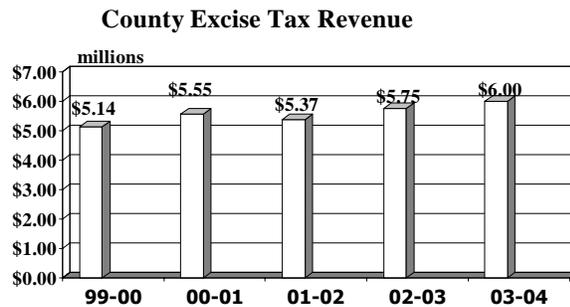
Revenue Highlights

Article 44 of the N.C. general statutes authorizes counties to levy a one-half cent sales tax. This sales tax authorization replaces state reimbursements made because of the repeal of previously authorized property taxes. This tax is levied on purchases as is the other local option taxes with one exception: unprepared food is excluded from taxation. The distribution of receipts from this tax within the state is blended. One half of the net proceeds of the tax collected is distributed to all counties based on a point of origin basis (as is the Article 39 sales tax). The other half of the tax is distributed on a per capita basis (as is the Article 40 and 42 sales tax). There are no restrictions or earmarking of these funds within the overall budget. The Board of Commissioners authorized the levy of this tax effective December 1, 2002. Funds generated for this tax for FY2003 are being transferred to the capital project fund to reimburse that account for funds borrowed to balance the FY2003 budget. In FY2004, the revenue from this tax will be used to support general operations.

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

REAL PROPERTY TRANSFER (EXCISE) TAX

State statutes provide for counties to collect an excise tax, imposed by the State, on transfers of real property. The tax levied on each recorded deed is \$2.00 per \$1,000 property valuation. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY2004 budget reflects a four percent increase when compared to the FY2003 budget. Valuation and activity impact the amount of the excise tax collections.

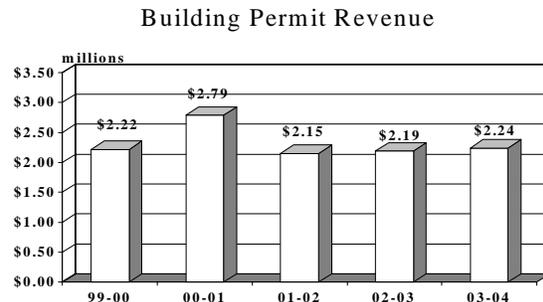


LEASE/RENTAL VEHICLE TAX

In FY2001, The General Assembly eliminated the ad valorem tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.1 million dollars from this revenue source in FY2004, a five percent increase over the FY2003 budget.

LICENSES AND PERMITS

The largest revenue source in this category is from building permits. For FY2004, revenue is projected to increase by about two percent. Rates increased during FY2003 for inspections of manufactured homes, and, building permits for additions and alterations. The building permit fee structure is consistent with the Board



Revenue Highlights

adopted User Fee Policy as it provides full recovery of costs of the building inspection program.

BEER AND WINE EXCISE TAX

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75 percent of the amount collected; for fortified wine, local governments receive 22 percent of the proceeds, and for wine, local governments receive 62 percent of the tax proceeds. The amount budgeted is \$625,000.

FEDERAL AND STATE GRANTS

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Public Safety, and Environmental Services. These revenue sources are dependent upon actions by the legislative bodies of both levels of government, as well as upon administrators of the respective programs. Revenues from these sources are expected to be about \$2 million more than in the FY2003 budget, with most of the growth in Human Services. The amount budgeted in FY2004 for Human Services federal and state grants is \$86.9 million.

FEES AND CHARGES FOR SERVICES

Charges for services include user fees for Human Services, Sheriff, Public Safety, Register of Deeds, Recreation, Libraries, and other county services. The County also contracts with municipalities for various services, such as fire inspections, and receives revenue from these contracts. These fees usually finance, in part, the county functions for which they are assessed. Increases in fees and new fees included in this budget are shown on the table at the end of this section. Changes in the fee schedule are consistent with the Board of Commissioner's adopted User Fee Policy.

HUMAN SERVICES FEES AND CHARGES

The Human Services department receives 35 percent of its revenues from fees and charges for services, \$47.2 million projected for FY2004. \$39.7 million of this revenue is in the form of Medicaid reimbursements for services delivered by internal and external providers. In the case of external providers, revenues are used to make corresponding contract payments. Other fees include insurance payments and fees paid directly by those who can afford to pay a portion of the cost of service. The projection for FY2004 Human Services fees and charges is \$12 million higher than the FY2003 amount, due entirely to Medicaid reimbursements.

SHERIFF FEES

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, issuing pistol and concealed weapon permit fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from individuals awaiting trial and state detainees, and false alarm penalties.

EMERGENCY MEDICAL SERVICES

Charges for Emergency Medical Services are assessed when paramedics transport patients for any medical reason. The fee charged, a flat amount per trip, will change again in FY2004 to meet new Medicare-allowed categories and maximize revenues. The County continues its contract with an EMS collection firm to collect all current and delinquent EMS bills. In addition, the universal subscription program will experi-

Revenue Highlights

ence an increased fee in FY2004. Under Medicare rules, the discounting of ambulance services is not allowed. The co-pay amount of a bill cannot be universally waived. Medicare makes provisions for a subscription program provided that the monies collected in the program exceed the funds that would be generated by a co-pay. As such, the subscription program fee must be set above the average co-pay in order to meet this definition. The County's subscription program began in 1993 with a rate of \$50 per household, and has remained unchanged since that time. With the increase in Medicare recognized rates, plus loaded mileage fees, co-pay amounts that were \$20 in 1993 are not averaging in excess of \$45 in FY2002-03. The recommendation of the Wake County EMS provider community is to adjust the subscription fee from \$50 to \$60 per household for FY2003-04. It is anticipated that this increase in rate will result in little gain in total receipts since some current subscribers may not renew their subscriptions because of the higher rate.

ENVIRONMENTAL SERVICES

Environmental Services assesses fees in the areas of animal control, water quality, wastewater, swimming pool inspections, and studies for soil, erosion, and flood control. In FY2004, the animal control services division will increase the fee for quarantined animals from \$25 to \$80 per animal to recover the cost of sheltering animals for 10 days, and will increase the adoption fees for dogs to \$115 and cats to \$95 to cover more of the sheltering cost and to create an adoption fee structure that parallels other organizations in the county. The food, lodging, and institutions services division will charge a new fee of \$200 for plan reviews of food service establishments. This fee was authorized by state statute in October 2002, but has not been budgeted until FY2004. The new plan review fee is expected to generate \$58,500 in FY2004 and the increased animal control fees are expected to generate a total of \$44,900.

PLANNING

The budget includes a new fee of \$25 to cover the cost associated with the production of signs for subdivisions. This fee applies to regular subdivisions with the dedication of a public right-of-way or with more than 6 lots. These signs inform citizens of the approval of the subdivision in the respective area and provide the developer's contact information for further details regarding site development.

REGISTER OF DEEDS

The Register of Deeds collects fees for most official acts performed. Fees charged are for marriage licenses, recording deeds and other instruments. As of January 1, 2002, a new fee structure enacted by the General Assembly was implemented. As a condition of increasing the fees, the State now requires that ten percent of all fees received be earmarked for record automation efforts. When compared to the FY2003 estimates, revenue from fees are projected to increase by three percent, or \$185,000. This office has seen significant increases in activity due to an increase in recordings and refinancing of mortgages, which have resulted from favorable interest rates.

OTHER REVENUE

Other revenue includes contributions, reimbursements, sale of surplus property and materials, property rentals, parking fees, fines, and investments. Note that interest earnings are no longer budgeted in the general fund. These earnings on investments are now budgeted directly in the capital projects fund.

INTERFUND TRANSFERS

Interfund transfers represent money from other County funds to the general fund for various purposes. The Solid Waste enterprise fund will transfer \$200,000 to the general fund as reimbursement for indirect costs

Revenue Highlights

associated with supporting the activities of the Solid Waste division. Funds totaling \$325,000 are transferred from the Major Facilities Trust fund to pay the County's administrative cost for collection of the one percent tax on prepared food and beverage.

CABLE TV FRANCHISE FEE

The County assesses a franchise fee for all providers of cable television. The current fee of 1.5 percent of gross receipts has been in effect since 1995. The proposed increase to 5% of gross receipts will yield approximately \$500,000 in new revenue in FY2004.

Revenue Highlights

User Fee Revisions for FY2003-2004

The following changes in the County fee schedule are included in this budget:

Department	Current Fee Amount	New Fee Amount	Additional Revenue Generated
Public Safety			
Emergency Medical Services Subscription Fee	\$50	\$60	\$0
Environmental Services			
Animal Quarantine Fee	\$25	\$80	\$15,125
Animal Shelter Adoptions (Dogs/Cats)	\$85/\$85	\$115/\$95	\$26,380
Plan Review of food establishments	\$0	\$200	\$58,500
Planning			
Subdivision Signage Fee	N/A	\$25	\$1,250

These fee changes are consistent with the County's adopted User Fee Policy.

Expenditure Highlights

GENERAL GOVERNMENT

SALARIES, WAGES, AND BENEFITS

The cost of salaries and benefits, 45 percent of the non-education operating budget, totals \$163.8 million. This includes a reduction of 6.0 million to avoid budgeting for positions while vacant, an average vacancy rate of 4.8 percent. Pay-for-performance increases are budgeted at \$4.3 million for an average of four percent, with actual awards ranging from zero percent to ten percent. Health insurance premiums were raised 18 percent at an additional cost of approximately \$1.8 million. Dental insurance premiums are up by eleven percent at an additional cost of \$87,000.

NEW FACILITIES

In FY2003 Wake County assumed ownership and maintenance responsibilities for the Five County Stadium, located in eastern Wake County. Other facilities that will open in FY2004 include new Stony Hill fire and EMS station, new Rolesville EMS station, two new school parks, and the American Tobacco Trail (new linear park in the western part of the County). The 800 MHz radio communication system (10 towers) and the Computer Aided Dispatch system are both slated to be placed in operation during fiscal year 2004. Since 1992, the County has added over one million square feet of space (76,000 in FY2003-2004), bringing the total square footage to over three million square feet. Over one million square feet of this space is operated 24 hours each day and each week, or on an extended schedule. Additional staff in General Services Administration will be added to maintain these new buildings and grounds and by establishing a second shift to maintain mechanical and electrical systems at County facilities, including emergency generators. In addition to the buildings, the County has increased its inventory of managed land area by 55 acres, bringing the total landscaped and maintained area to over 500 acres.

HUMAN SERVICES

Human Services' budget for FY2004 includes \$10 million in anticipated expenditure increases that reflect experience during the current year. The major drivers are greater reimbursable costs for child and adult mental health activities, accounting for \$6.6 million of the variance. Other increases are in child day care subsidies (\$1 million) and in foster care reimbursable costs, also \$1 million.

The growth experienced in FY2003 is expected to continue in these same areas in FY 2004. As a result, the County expects to receive state and federal funding for \$3.2 million in additional services. The funds will allow the County to hire 15 new positions in areas such as mental health, housing, maternal care, transportation, and emergency assistance.

Human Services must match 6% of the total Medicaid costs in the county. Due to a projected 13% increase, the County's match is expected to increase by \$2 million. Increased contractual obligations are offset by **\$1.3 million** in line item reductions, identified in the budget development process.

Lastly, Human Services has identified three service areas that need additional resources to meet the agency's top priorities in Partnership for Educational Success, Communicable Diseases, and Child Protective Services. These priorities will cost \$1.4 million with offsetting revenues of \$400,000. The programs require the addition of 24.7 new full-time positions to implement the stated priorities. Offsetting these additions are 10 positions eliminated in Court Services, a program that has been fully outsourced to the

Expenditure Highlights

provider community. Consequently, the net increase in positions in the Human Services department is 29.7 positions and the total increase in their budget is \$15.3 million.

COMMUNITY SERVICES

In accordance to a planned expansion of services, Wake County Parks, Recreation and Open Space will open a new park in FY2004. The American Tobacco Trail is a 14-mile linear park built along a converted rail line running north-south on the western edge of the County. The park is accessible to hikers, bicyclers and horse-back riders. The park requires additional funding, including the addition of a park technician to perform maintenance and repairs on the trail.

PUBLIC SAFETY

Funding is included to purchase four additional vehicles for City County Bureau of Identification agents. The purchase of additional vehicles will reduce response times by allowing agents to report directly to cases when their shift begins rather than having to wait for a car that is already out on a call. Additional funds are also included in Emergency Medical Services (EMS) for the purchase of a new vehicle as part of a re-organizational effort. This initiative will allow staff supervisors to improve on-scene efforts of field staff and better manage part-time staff resources. Also, in an effort to more appropriately budget costs, additional funds are provided for overtime, an area in which appropriations are historically lower than needed.

INFORMATION SERVICES

Two new positions are included in Information Services to provide additional support for the technology resources and applications which enable County services. One position will help maintain the back-up systems, recovery schedules, and platform reliability of more complex and more data intensive applications systems. One position will support the newly re-designed Oracle database environment that enables key business applications for revenue, register of deeds, GIS, and planning applications.

BUDGET AND MANAGEMENT SERVICES

One new position is included in Budget and Management Services to further implement the new direction regarding school capital and operating budget analysis and to develop more comprehensive business planning capacities throughout the organization. While significant progress has been made on both fronts in the past year, additional staff is needed to complete research and analysis on school capital assumptions and operating standards, and to further develop the potential for organizational performance measurement and reporting, cost management, and financial analysis.

BOARD OF ELECTIONS

The Board of Elections will conduct at least three and possibly four elections in fiscal year 2004. These will include a municipal and school board election in October, another municipal election in November for the towns not covered the previous month, a primary in May, and the possibility of a primary runoff in June. The County may also conduct a Bond referendum during one of the fall elections.

GENERAL SERVICES ADMINISTRATION

Three new positions are planned to staff a second shift in facility maintenance. The additional capacity will allow the County to implement required testing and overhaul of equipment. It will also improve response

Expenditure Highlights

to after-hour urgent facility maintenance requests. Secondly, the department plans to add two landscaping positions to maintain the additional acreage that has been added to County properties in the past few years. And thirdly, fleet maintenance will need two fully funded positions to maintain the Wake Consolidated Transportation fleet, a system that provides transportation services to Human Services' clients. Funding for these positions comes from NCDOT and from user fees. General Services plans to transfer two of its vacant positions to go with the three positions for second shift staffing for mechanical and electrical maintenance.

OFFICE OF THE SHERIFF

Due to overcrowding at the main detention center in the Public Safety Building, the Sheriff's Office is planning to fully open the Detention Annex on Hammond Road, a mid to minimum security jail. With the transfer of nearly 300 inmates, the Annex will be fully utilized from the start. Since the new Sheriff has been able to fill all vacant detention positions, additional staff will be required to operate the facility. Therefore, the Sheriff is planning to hire 68 new detention positions in FY2004. This action will allow the reduction of overtime costs, which in previous years has been over \$3 million. Additionally, the Sheriff is planning to add two positions in law enforcement to help alleviate the growth in credit card fraud investigations that has occurred in the past two years.

EDUCATION

School Operating Expense: The Board of Education requested an increase of \$28,000,000, from \$203,000,000 in FY2003 to \$231,000,000 in FY2004. Included in this budget is an appropriation of \$223,700,000 to support the Wake County Public School System's (WCPSS) operating budget, a ten percent increase, totaling \$20,700,000. This amount is based on revised projections of the number of new students enrolled in charter schools, available funds within the WCPSS unrestricted local accounts, and projected unrestricted revenues. This recommendation is also based on the WCPSS allocating \$8 million of their available local unrestricted fund balance.

Wake Technical Community College: The Wake Technical Community College (WTCC) Board of Trustees requested \$10,213,400, \$892,500 of which is for capital outlay. The college has maintained a healthy fund balance. Therefore the FY2004 recommendation includes no increase for WTCC with a fund balance appropriation designated for capital and other one-time purchases.

CAPITAL IMPROVEMENT PROGRAM

The proposed Capital Improvement Program (CIP) is a seven-year program for capital facility and related needs of the county, the Wake County Public School System, and the contracting fire departments in the fire tax district. The capital budget for FY2004 totals \$86.8 million with \$18.4 million financed through general obligation bonds, \$28.2 million through other financing sources (such as fire tax district, water/sewer fund balance, solid waste closure reserves), and \$40.2 million in pay-as-you-go funds.

The initial capital financing strategy dedicated 18.5 cents of the tax rate and a percentage of the sales tax receipts to the capital program. This sales tax percentage is based upon legislation codified in the North Carolina general statutes. In fiscal year 2002-2003 the property tax rate dedicated to the capital program was reduced from 18.5 cents to 17.5 cents to support operating expenditures. Starting in fiscal year 2004,

Expenditure Highlights

interest earnings from all funds will be dedicated to the capital program in exchange for lowering the property tax rate dedicated to capital to 16.5 cents. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked to leverage the variable debt portion of our portfolio. These recent changes will not compromise the integrity of the debt service fund as Wake County continues to recognize that paying off the debt is a financial obligation of the County which cannot be ignored.

Requests Not Funded

BOARD OF EDUCATION	
Part of Wake County Public Schools Request, Funded Through Other Sources	\$7,300,000
COMMUNITY SERVICES	\$1,721,944
Libraries - Audio Books	
Parks - 7 Additional Positions	
Parks - Materials, Supplies and Equipment	
Parks - Consulting Services	
Parks - Community Grants in Aid	
GENERAL SERVICES ADMINISTRATION	\$3,002,370
Additional Staffing - 9 Fulltime Positions	
Alterations, Major Repairs and Replacements	
Materials, Supplies and Equipment	
SHERIFF'S OFFICE	\$1,299,257
Additional 12 Patrol Officers and 2 Investigators	
HUMAN RESOURCES	\$224,686
Additional Staffing - 2 Trainers and 1.5 HR Consultants	
Wellness Program - Contract Services, Materials and Supplies	
RISK MANAGEMENT	\$52,722
Risk Management Safety Officer	
INFORMATION SERVICES	\$329,012
New IT Analyst Position	
Contracted Professional Services	
Shipping Cost Increases	
PLANNING DEPARTMENT	\$73,280
Unified Development Code Process and Printing	
Database Development for Zoning History	
HUMAN SERVICES	\$8,846,356
Additional Staffing - 78 Fulltime Positions	
Information Management Unit, Contract Services	
Community Agency Contracts	
Client Assistance	
Miscellaneous Equipment, Materials and Supplies	
Psychiatric Inpatient Facility	
PUBLIC SAFETY	\$1,019,905
Additional Staffing - 3 Fulltime Positions	
Equipment, Supplies and Materials	
Consulting	
Electronic Monitoring Fees	
Communication Systems	

Budget Highlights

Department Position Count (FTE)

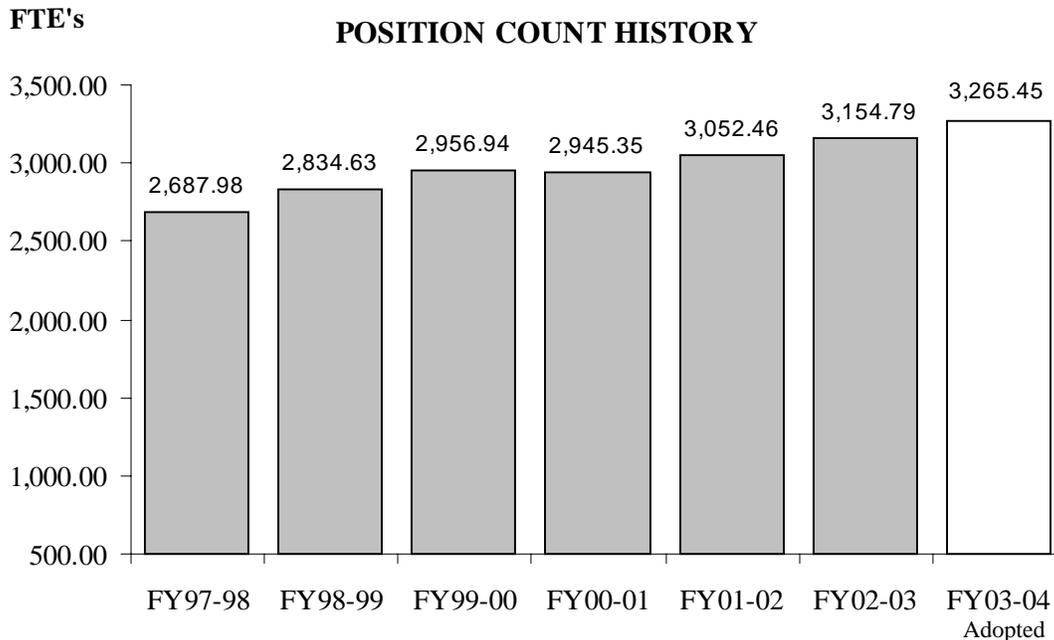
Dept #	Department	FY01-02 Budgeted Position	FY02-03 Orig Bud. Positions	FY02-03 Current Positions	FY03-04 Position Changes	FY03-04 Adopted Positions
0050	County Commissioners	3.00	3.00	3.00	0.00	3.00
0100	County Manager	10.00	9.00	9.00	0.00	9.00
0400	Facilities Design & Construction	9.00	9.00	10.00	0.00	10.00
0500	Environmental Services	110.50	107.00	106.00	0.00	106.00
1100	Community Services	247.50	246.50	246.38	1.00	247.38
1400	Budget & Management Services	5.60	5.60	5.60	1.00	6.60
1600	General Services Administration	121.00	106.00	106.00	7.00	113.00
1700	Office of the Sheriff	567.00	578.00	578.00	70.00	648.00
1900	Workforce Development	6.55	6.55	6.55	0.00	6.55
2000	Human Resources	17.00	19.00	19.00	0.00	19.00
2100	Board of Elections	15.00	15.00	15.00	0.00	15.00
2200	Register of Deeds	28.00	30.00	34.00	0.00	34.00
2400	County Attorney	10.00	10.00	10.00	0.00	10.00
2500	Finance Department	27.50	27.50	31.25	0.00	31.25
2800	Information Services	60.50	62.50	61.50	2.00	63.50
3700	Revenue Department	62.00	62.00	62.00	0.00	62.00
3900	Planning Department	18.00	18.00	19.00	0.00	19.00
6000	Human Services	1,524.31	1,596.81	1,623.51	29.66	1,653.17
6100	Public Safety	210.00	209.00	209.00	0.00	209.00
Total Positions		3,052.46	3,120.46	3,154.79	110.66	3,265.45

This chart includes totals for all positions (FTE's) in all funds. All position counts are full-time equivalent. For example, two half-time (.50) positions are equivalent to 1.00 FTE.

Department Position Count (FTE)

Position changes in the recommended FY2003-2004 budget include:

- Add 68 new detention positions to fully implement Hammond Road Phase 1A and alleviate overcrowding in Public Safety’s Main Detention Center. +68.0 positions
- Add 2 new two positions in Sheriff’s Office law enforcement to help alleviate the growth in credit card fraud investigations that has occurred in the past two years. +2.0 positions
- Add 15 new positions in Human Services areas such as mental health, housing, maternal care, transportation, and emergency assistance. Positions are fully funded by federal and state shared revenue, and with fees and charges. Staffing increases are offset by the elimination of 10 positions in Court Services, due to outsourcing of service to private providers in the community. +5.0 positions
- Add 24.7 new positions in three Human Services areas that need additional resources to meet the agency’s top priorities in Partnership for Educational Success, Communicable Diseases, and Child Protective Services. Positions are partially funded with non-local revenues. +24.7 positions
- Add 2 new positions in Information Services to provide support for the technology resources and applications which enable County services. +2.0 positions
- Add 1 new position in Budget and Management Services to further implement the new direction regarding school capital and operating budget analysis and to develop more comprehensive business planning capacities throughout the organization. +1.0 position
- Add 1 new position in Community Services to support the opening of American Tobacco Trail park in FY2004. +1.0 position
- Add 7 new positions in General Services to staff a second shift in facility maintenance (3), and to maintain the additional acreage that has been added (2), and to maintain the Wake Consolidated Transportation fleet (2). +7.0 positions



Fund Summaries

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Total Budget - Fund Summary

The accounts of the County 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. 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 three broad categories and six generic fund types.

GOVERNMENTAL FUND TYPES

GENERAL FUND

The general fund is the general 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, sales taxes, and federal and State grants. The primary expenditures are for education, human resources, public safety, and environmental, cultural and recreational and general governmental services.

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 seven special revenue funds: the Sewer Districts Fund, the Employment and Training Fund, the Special Tax Districts Fund, the Revaluation Reserve Fund, the Community Development Fund, the Farmland Preservation Fund, and the 911 Special Revenue Fund. The 911 Special Revenue Fund was established pursuant to State law [G.S. 159-26(b)(2)], which mandates that 911 revenues and expenditures be accounted for in a special revenue fund.

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 (other than those financed by proprietary funds, certain special assessments, or trust funds). The County has three capital project funds within the governmental fund types: the Capital Improvements Fund, the School Capital Project Fund, and the State School Bond Fund. The State School Bond Fund was established to account for capital outlay expenditures for schools that are funded by State bonds issued in 1997.

PROPRIETARY FUND TYPES

ENTERPRISE FUNDS

The enterprise funds are used to account for operations (a) 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; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The County has one enterprise fund: the Solid Waste Fund. The Solid Waste Construction Fund is consolidated with the Solid

Total Budget - Fund Summary

Waste Fund for financial reporting purposes.

INTERNAL SERVICE FUND

The County has one internal service funds, the Risk Management Fund, which accounts for the insurance needs (both purchased insurance and self-retained risks) of all County departments.

FIDUCIARY FUND TYPES

PENSION TRUST FUND

The Pension Trust Fund accounts for the Law Enforcement Officers' Special Separation Allowance enacted by State legislature.

EXPENDABLE TRUST FUND

The Major Facilities Fund is used to account for assets held in accordance with an interlocal agreement between the County and the City of Raleigh for the construction of certain major facilities. The source of these assets are the prepared food and beverage tax and the hotel/motel room occupancy tax.

AGENCY FUNDS

Agency funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The County maintains three agency funds: the Municipal Tax Fund, which collects and disburses the taxes for municipalities in the county; the Human Services Fund, which accounts for moneys deposited with county departments for the benefit of certain individuals; and the Fines and Forfeitures Fund, which accounts for moneys received from the Court System for disbursement to the Wake County Public School System.

General Fund Revenue Summary

Object Description	FY2001-2002 Actuals	FY 2002-2003 Current Budget	FY 2003-2004 Adopted Budget	Percent Change from 2002-2003
TAXES				
Ad Valorem	\$351,773,268	\$368,000,000	\$411,347,335	11.8%
Sales Tax	\$89,182,936	\$93,065,000	\$109,065,000	17.2%
Cable TV Franchise	\$266,835	\$275,000	\$775,000	181.8%
Penalties & Interest	\$1,751,084	\$1,300,000	\$1,900,000	46.2%
Lease/Rental Vehicle Tax	\$1,885,828	\$2,000,000	\$2,100,000	5.0%
Payments in Lieu of Taxes	\$1,089,909	\$1,065,000	\$1,063,300	-0.2%
Real Property Transfer (Excise) Tax	\$5,369,106	\$5,750,000	\$6,000,000	4.3%
SUBTOTAL	\$451,318,966	\$471,455,000	\$532,250,635	12.9%
FEDERAL SHARED REVENUES				
Human Services	\$3,899,736	\$4,226,151	\$4,356,192	3.1%
Public Library	\$222,148	\$0	\$0	
Public Safety-Other	\$136,280	\$165,485	\$31,820	-80.8%
Public Safety Sheriff	\$408,258	\$796,745	\$718,026	-9.9%
Environmental Services	\$37,779	\$469,015	\$257,000	-45.2%
SUBTOTAL	\$4,704,201	\$5,657,396	\$5,363,038	
STATE SHARED REVENUES				
Public Library	\$416,412	\$451,450	\$483,000	7.0%
Human Services	\$45,991,462	\$58,366,225	\$60,564,198	3.8%
Social Services Federal Pass-through	\$20,774,462	\$20,209,164	\$20,432,610	1.1%
Social Services State Funds	\$1,051,889	\$1,683,989	\$1,570,853	-6.7%
Public Safety, Other	\$384,990	\$257,166	\$342,914	33.3%
Environmental Services	\$28,287	\$177,135	\$119,000	-32.8%
Other	\$3,587,622	\$14,300	\$0	-100.0%
ABC 5 Cent Bottle	\$152,780	\$175,340	\$175,340	0.0%
Beer & Wine	\$0	\$0	\$625,000	
Intangibles	\$6,699,560	\$0	\$0	
SUBTOTAL	\$79,087,463	\$81,334,769	\$84,312,915	3.7%
LOCAL SHARED REVENUES				
Human Services	\$499,251	\$1,214,934	\$1,087,893	-10.5%
Board of Alcoholic Control	\$2,008,000	\$2,100,000	\$3,100,000	47.6%
Local Contributions-Other	\$110,477	\$269,739	\$277,015	2.7%
SUBTOTAL	\$2,617,727	\$3,584,673	\$4,464,908	24.6%
LICENSES AND PERMITS				
Beer & Wine Licenses	\$51,828	\$50,000	\$50,000	0.0%
Marriage Licenses	\$97,185	\$95,000	\$150,000	57.9%
Building Permits	\$2,147,140	\$2,194,270	\$2,240,658	2.1%
SUBTOTAL	\$2,296,153	\$2,339,270	\$2,440,658	4.3%

General Fund Revenue Summary

Object Description	FY2001-2002 Actuals	FY 2002-2003 Current Budget	FY 2003-2004 Adopted Budget	Percent Change from 2002-2003
CHARGES FOR SERVICES				
Public Health	\$10,294,186	\$9,162,365	\$9,546,921	4.2%
General Services Admin.	\$1,672,779	\$1,550,000	\$1,550,000	0.0%
Mental Health	\$24,778,975	\$24,232,033	\$36,702,871	51.5%
Public Safety	\$4,140,600	\$5,867,995	\$5,009,977	-14.6%
Social Services	\$100,784	\$94,500	\$130,787	38.4%
Sheriff	\$2,238,696	\$2,341,500	\$2,218,738	-5.2%
Community Services	\$395,319	\$372,957	\$451,651	21.1%
Planning/Development Services	\$154,555	\$270,120	\$242,450	-10.2%
Libraries	\$542,839	\$504,000	\$534,000	6.0%
Parks & Recreation	\$116,836	\$113,351	\$98,134	-13.4%
Human Services Fees Transportation	\$204,891	\$1,530,904	\$768,191	-49.8%
Other	\$1,852,941	\$1,352,687	\$1,651,055	22.1%
Environmental Services	\$1,751,943	\$1,859,538	\$2,052,965	10.4%
Bureau of Identification	\$786,524	\$798,599	\$775,000	-3.0%
Register of Deeds	\$4,449,813	\$5,165,000	\$6,130,000	18.7%
Tax Collection Fees	\$788,391	\$675,000	\$825,000	22.2%
Rental/Lease Income	\$351,969	\$438,304	\$566,142	29.2%
Vending Income	\$434,428	\$588,118	\$584,286	-0.7%
SUBTOTAL	\$55,056,468	\$56,916,971	\$69,838,168	22.7%
INVESTMENT EARNINGS				
Interest on Investments	\$5,247,468	\$6,005,960	\$34,434	-99.4%
SUBTOTAL	\$5,247,468	\$6,005,960	\$34,434	-99.4%
MISCELLANEOUS				
Sale of Material & Fixed Assets	\$599,186	\$666,585	\$875,950	31.4%
Other	\$188,892	\$19,684	\$37,308	89.5%
SUBTOTAL	\$788,078	\$686,269	\$913,258	33.1%
OTHER FINANCING SOURCES				
Capital Leases	\$35,700	\$0	\$0	
Appropriated General Fund Balance	\$0	\$12,138,467	\$6,235,986	-48.6%
SUBTOTAL	\$35,700	\$12,138,467	\$6,235,986	-48.6%
TRANSFERS				
Intrafund Transfers	\$19,357	\$0	\$0	
Interfund Transfers	\$4,104,298	\$22,773,000	\$525,000	-97.7%
SUBTOTAL	\$4,123,654	\$22,773,000	\$525,000	-97.7%
TOTAL REVENUE	\$605,275,880	\$662,891,775	\$706,379,000	6.6%

Fund Summaries

General Fund Expenditure Summary

County Departments	FY2001-02 Actuals	FY2002-03 Current Budget	FY2003-04 Department Request	FY2003-04 Adopted Budget	Change from 2002- 2003
Board of Commissioners	\$370,184	\$437,353	\$437,530	\$437,530	0.0%
County Manager	\$793,908	\$813,882	\$820,281	\$820,281	0.8%
County Attorney	\$872,340	\$937,965	\$939,730	\$933,856	-0.4%
Budget and Management Services	\$392,150	\$452,880	\$501,404	\$501,404	10.7%
Facilities, Design & Construction	\$688,306	\$760,568	\$776,277	\$776,277	2.1%
Finance	\$1,868,642	\$2,108,953	\$2,191,744	\$2,191,744	3.9%
Information Services	\$6,808,408	\$7,864,052	\$8,043,190	\$7,714,178	-1.9%
Human Resources	\$1,079,001	\$1,301,717	\$1,559,643	\$1,334,957	2.6%
Planning	\$1,069,660	\$1,305,774	\$1,444,060	\$1,370,780	5.0%
Revenue	\$3,720,003	\$3,944,119	\$4,165,428	\$4,165,428	5.6%
General Services	\$16,144,833	\$20,170,884	\$23,548,192	\$20,872,721	3.5%
Community Services					
Administration	\$286,326	\$304,484	\$300,566	\$300,566	-1.3%
Cooperative Extension	\$486,638	\$486,292	\$532,852	\$513,766	5.6%
Libraries	\$10,867,571	\$11,197,085	\$12,012,840	\$11,262,840	0.6%
Geographic Information Systems	\$1,280,815	\$1,409,724	\$1,468,546	\$1,468,546	4.2%
Inspections/Development Plans/Permits	\$2,169,267	\$2,271,711	\$2,267,529	\$2,267,529	-0.2%
Parks	\$1,870,159	\$2,011,049	\$3,138,887	\$2,073,895	3.1%
<i>Total Community Services</i>	<u>\$16,960,777</u>	<u>\$17,680,346</u>	<u>\$19,721,220</u>	<u>\$17,887,142</u>	1.2%
Environmental Services					
Administration	\$397,490	\$982,752	\$514,845	\$514,845	-47.6%
Rabies/Animal Control	\$1,241,227	\$1,419,568	\$1,523,384	\$1,523,384	7.3%
Soil & Water Rural and Agri Services	\$597,258	\$754,764	\$962,983	\$782,317	3.7%
Food/Institutions & Sanitation	\$1,277,967	\$1,255,467	\$1,255,542	\$1,151,600	-8.3%
Water, Wastewater & Development	\$1,717,321	\$1,882,819	\$2,014,334	\$1,888,649	0.3%
Erosion/Flood/Stormwater	\$668,957	\$806,283	\$818,256	\$727,504	-9.8%
Environmental Education Services	\$148,588	\$170,470	\$158,908	\$158,908	-6.8%
<i>Total Environmental Services</i>	<u>\$6,048,809</u>	<u>\$7,272,123</u>	<u>\$7,248,252</u>	<u>\$6,747,207</u>	-7.2%
Human Services					
Resource Management	\$18,291,279	\$14,865,760	\$12,734,036	\$11,900,726	-19.9%
Family and Youth Success	\$66,294,953	\$83,442,882	\$91,717,185	\$93,385,294	11.9%
Community Health	\$7,623,629	\$9,583,525	\$10,562,090	\$9,946,625	3.8%
Transportation	\$1,001,860	\$2,533,436	\$1,708,600	\$1,830,940	-27.7%
Adult Services	\$18,726,049	\$22,375,831	\$24,291,549	\$24,297,891	8.6%
Eastern Regional Center	\$0	\$0	\$3,052,734	\$2,977,234	
Southern Regional Center	\$0	\$0	\$2,786,922	\$2,663,261	
Emergency and Adult Mental Health	\$14,666,541	\$19,471,646	\$23,763,941	\$18,978,934	-2.5%
Economic Self Sufficiency	\$30,816,576	\$35,643,113	\$38,292,002	\$37,251,412	4.5%
<i>Total Human Services</i>	<u>\$157,420,889</u>	<u>\$187,916,193</u>	<u>\$208,909,059</u>	<u>\$203,232,317</u>	8.2%

Fiscal Year 2003-2004 Adopted Budget

Fund Summaries

General Fund Expenditure Summary

County Departments	FY2001-02 Actuals	FY2002-03 Current Budget	FY2003-04 Department Request	FY2003-04 Adopted Budget	Change from 2002- 2003
Public Safety					
Emergency Medical Services	\$9,420,983	\$9,830,868	\$10,767,306	\$10,314,653	4.9%
Fire/Rescue Services	\$1,600,110	\$1,859,439	\$1,851,891	\$1,709,787	-8.0%
Law Enforcement Services	\$3,111,943	\$3,335,208	\$3,642,316	\$3,589,870	7.6%
Emergency Management	\$1,307,349	\$2,198,486	\$2,572,800	\$2,319,924	5.5%
Public Safety Administration	\$1,027,667	\$974,337	\$1,466,019	\$1,407,429	44.4%
<i>Total Public Safety</i>	<u>\$16,468,053</u>	<u>\$18,198,339</u>	<u>\$18,198,339</u>	<u>\$19,341,663</u>	6.3%
Education					
Wake County Public Schools	\$194,529,600	\$203,000,000	\$231,000,000	\$223,700,000	10.2%
Community Use of Schools	\$410,000	\$410,000	\$410,000	\$410,000	0.0%
Wake Technical Community College	\$8,600,000	\$8,600,000	\$10,213,400	\$8,600,000	0.0%
<i>Total Education</i>	<u>\$203,539,600</u>	<u>\$212,010,000</u>	<u>\$241,623,400</u>	<u>\$232,710,000</u>	9.8%
Sheriff					
Law Enforcement	\$20,995,905	\$23,102,947	\$24,855,523	\$23,519,266	1.8%
Detention	\$12,208,459	\$13,501,057	\$17,509,846	\$16,875,261	25.0%
<i>Total Sheriff</i>	<u>\$33,204,364</u>	<u>\$36,604,004</u>	<u>\$42,365,369</u>	<u>\$40,394,527</u>	10.4%
Board of Elections	\$1,508,708	\$2,233,525	\$2,533,194	\$2,381,694	6.6%
Register of Deeds	\$1,870,627	\$2,462,204	\$2,507,854	\$2,476,854	0.6%
Medical Examiner	\$173,200	\$250,000	\$200,000	\$200,000	-20.0%
Transfers to Other Funds					
Transfer to Capital and Debt Service	\$131,000,000	\$128,920,000	\$127,641,000	\$127,641,000	-1.0%
Transfer to Risk Management Fund	\$2,000,000	\$2,500,000	\$1,052,700	\$1,000,000	-60.0%
Transfer to Revaluation Fund	\$975,000	\$975,000	\$975,000	\$975,000	0.0%
All Other Transfers	\$138,294				
<i>Total Transfers to Other Funds</i>	<u>\$134,113,294</u>	<u>\$132,395,000</u>	<u>\$129,668,700</u>	<u>\$129,616,000</u>	-2.1%
Non-Departmental	\$4,140,565	\$4,822,932	\$3,651,346	\$3,552,440	-26.3%
Reserves					
Salary Adjustment Reserve	\$0	\$448,961	\$4,320,000	\$4,320,000	n/a (1)
Contingency	\$0	\$500,000	\$600,000	\$600,000	20.0%
Health Insurance Reserve			\$1,800,000	\$1,800,000	
<i>Total Reserves</i>	\$0	\$948,961	\$6,720,000	\$6,720,000	
Grand Total	<u>\$609,256,320</u>	<u>\$662,891,775</u>	<u>\$725,974,212</u>	<u>\$706,379,000</u>	6.6%

(1) In FY2003, a portion of the original \$2.5 million budgeted has been allocated to the department's budgets. The amount showing in the FY2003 current budget column is the remaining amount to be allocated out to departments.

Other Funds Revenue Summary

Other Funds	FY 2001-2002 Actuals	FY 2002-2003 Current Budget	FY 2003-2004 Recommended Budget	FY 2003-2004 Adopted Budget
ENTERPRISE FUND				
Solid Waste Management				
Intergovernmental	\$596,667	\$658,945	\$600,000	\$600,000
Fees & Other	\$22,063,703	\$24,325,711	\$26,243,692	\$26,243,692
Revenue Totals	\$22,660,370	\$24,984,656	\$26,843,692	\$26,843,692
INTERNAL SERVICES FUND				
Risk Management				
Intergovernmental	\$0	\$0	\$0	\$0
Fees & Other	\$13,096,220	\$18,540,060	\$19,191,220	\$19,191,220
Revenue Totals	\$13,096,220	\$18,540,060	\$19,191,220	\$19,191,220
SPECIAL REVENUE FUND				
Capital Area Workforce Development				
Intergovernmental	\$2,364,467	\$2,423,817	N/A	N/A
Fees & Other				
Revenue Totals	\$2,364,467	\$2,423,817	\$0	\$0
Affordable Housing				
Intergovernmental	\$2,807,968	\$2,722,000	\$3,699,518	\$3,699,518
Fees & Other	\$1,428,615	\$1,299,660	\$1,372,789	\$1,372,789
Revenue Totals	\$4,236,583	\$4,021,660	\$5,072,307	\$5,072,307
Revaluation Reserve				
Intergovernmental				
Fees & Other	\$1,030,232	\$975,000	\$975,000	\$975,000
Revenue Totals	\$1,030,232	\$975,000	\$975,000	\$975,000
911 Fund				
Intergovernmental				
Fees & Other	\$665,028	\$1,160,000	\$984,000	\$984,000
Revenue Totals	\$665,028	\$1,160,000	\$984,000	\$984,000

Other Funds Expenditure Summary

Other Funds	FY 2001-2002 Actuals	FY 2002-2003 Current Budget	FY 2003-2004 Recommended Budget	FY 2003-2004 Adopted Budget
ENTERPRISE FUND				
Solid Waste Management	\$22,736,113	\$24,984,656	\$26,843,692	\$26,843,692
INTERNAL SERVICES FUND				
Risk Management	\$13,308,538	\$18,540,060	\$19,191,220	\$19,191,220
SPECIAL REVENUE FUND				
Capital Area Workforce Devel.	\$2,364,467	\$2,423,817	N/A	N/A
Affordable Housing	\$4,236,583	\$4,021,660	\$5,072,307	\$5,072,307
Revaluation Reserve	\$1,030,232	\$975,000	\$975,000	\$975,000
911 Fund	\$665,028	\$1,160,000	\$984,000	\$984,000

Debt Service

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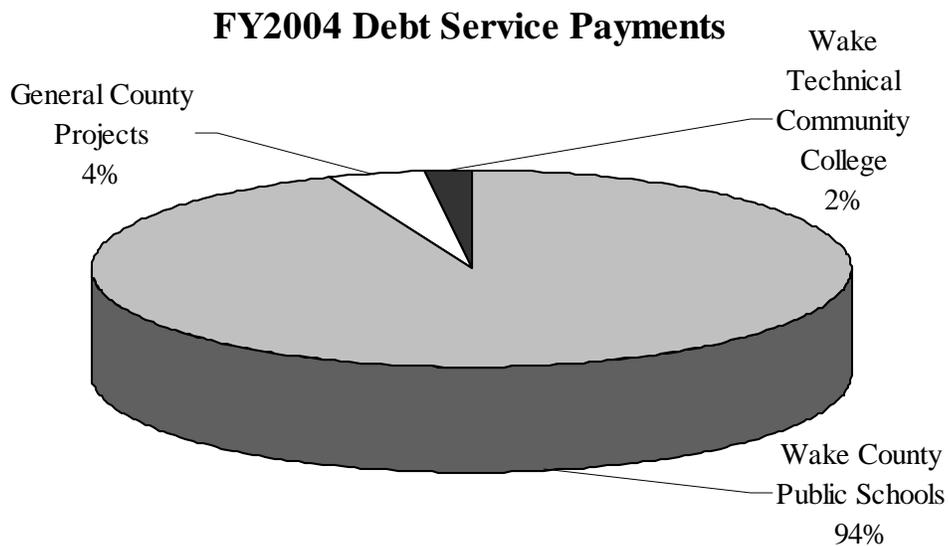
Debt Management

Debt Service

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of June 30, 2003 the outstanding general obligation principal indebtedness of the County totals \$926.6 million. This includes the issuance of \$117 million of fixed rate bonds for schools, open space, and Wake Technical Community College, and \$100 million of variable rate bonds for schools. In addition to this total of \$217 million new debt principal over \$26 million of old debt was refunded and replaced with new debt at lower interest costs. Finally, the County issued \$3 million in Qualified Zone Academy Bonds, an interest free debt supported by the federal government.

Since a common debt service management practice is to minimize the pressures for additional resources each year, the pattern of debt service payments for long-term debt in Wake County is designed so total annual debt service requirements do not vary materially from year to year. The budget for debt service payments for fiscal year 2003 totals \$100,497,108.

Agency	Amount
Wake County Public Schools	\$91,870,430
Wake Technical Community College	\$3,571,879
General County Projects	\$5,054,799
Total FY2004 Debt Service	\$100,497,108



Debt Management

DEBT POLICIES

The strategy used to determine the extent to which debt should be applied is dependent upon established debt management criteria that address several goals:

- Provide essential facilities in a timely fashion
- Preserve the County's financial integrity and strong fiscal position
- Ensure sufficient flexibility to meet future obligations or opportunities

Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the county's capital improvement program.

Guideline 1: The amount of general obligation debt per capita should be in line with other AAA units.

Per capita debt is currently \$1,319 and will be monitored annually. Per capita debt is considered to be a basic benchmark that depicts a jurisdiction's burden on the general population.

Guideline 2: The combined County and municipal debt should not exceed four percent of the countywide tax base.

Based on historical funding levels, coupled with standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general obligation debt that exceeds four percent of its tax base. This level of debt includes debt issued by Wake County government as well as debt issued by the various municipalities within the boundaries of Wake County. Municipal debt is included since the municipal taxpayer bears the burden of debt issued by the respective municipal government and by county government (in North Carolina property within municipal boundaries is also within the county boundaries). Furthermore, credit rating analysts typically consider this total debt level in a layered system of governments. As of June 30, 2002, the combined debt was approximately \$939 million or 1.4 percent of the countywide tax base.

Guideline 3: Wake County government's outstanding debt should not exceed two percent of the countywide tax base.

Wake County must coordinate its debt management policies with the municipalities in the county in order to stay within the four percent combined debt limit. The population of the non-municipal areas is currently 26.9% of the total county population. For planning purposes it is suggested that the Wake County share of the total county wide debt be about half of the total four percent debt capacity, or two percent. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. As of June 30, 2003, Wake County has \$926.6 million of outstanding general obligation principal debt, which comprises 1.4 percent of total assessed valuation.

Guideline 4: Wake County's annual debt service payment should not exceed fifteen percent of the general fund and debt service budget.

In general, rating agencies consider a debt burden high when debt service payments represent 15%-20% of the combined operating and debt service fund expenditures. Since the debt service payments are legal obligation of the County, the County must be able to support those payments yet continue to be able to respond to any changing priorities. Thus, the targeted benchmark is fifteen percent of the general fund and debt service budget. In fiscal year 2003-2004, the ratio of debt service payments to general fund/debt service budget is 12.4 percent.

Debt Management

Guideline 5: Debt service funding vs. pay-as-you-go funding should reside between 70%-85% in the seven-year-capital projects model.

This criterion has been considered to be one that relates more to philosophy of who pays than to fiscal management. As indicated, annual debt service payments are legal obligations; however, annual appropriations for capital improvements provide flexibility in the decision-making process for approving capital projects each year. In an effort to maintain capital investments in reasonable proportion to the overall budget, the limit of annual debt service funding should fall between 70%-85% in the seven-year capital projects model.

Other Debt Management Guidelines:

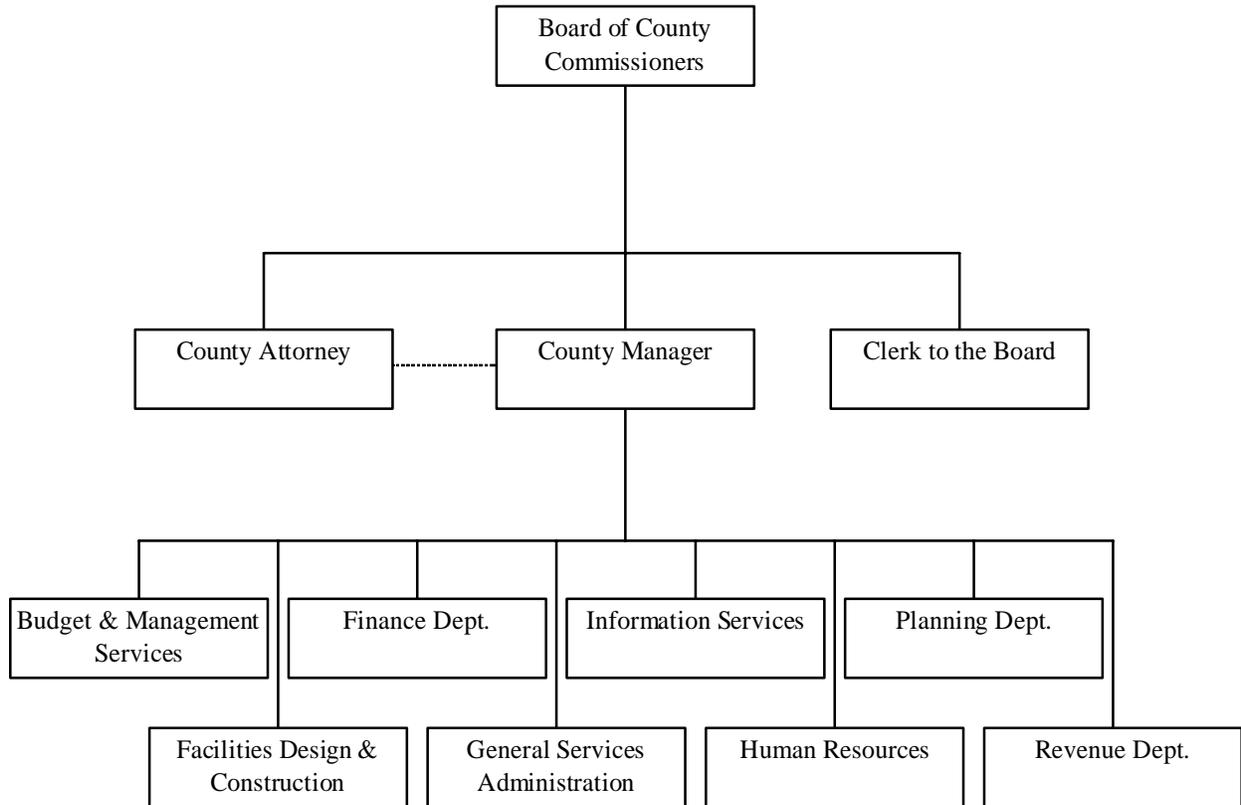
- Bonds shall be issued only for capital improvement projects having a cost of at least \$100,000 and having a useful life of at least 10 years.
- The term of any bond issue will not exceed the useful life of any bond issue
- The County will maintain triple-A bond ratings with Moody's, Standard and Poor's and Fitch.
- Revenue sources will not be assigned to specific projects unless required to by funding source. The Finance Department will use the funding that best benefits the County. Generally funds will be used in the following order unless regulations require otherwise: 1) Bond Proceeds for any related bond purpose, 2) Federal Funds, 3) State Funds, 4) Local Funds.
- To promote the asset and liability management the County will issue variable rate debt as part of its portfolio not to exceed 20% of total debt.
- Interest earnings for the general fund will be a funding stream to the debt service fund. This will allow interest earnings on investments and interest expense on variable rate debt to move together with economic conditions.

The County will revise the above ratios periodically due to changing growth and economic conditions. All revision made to ratios or policy will reflect behavior designed to maintain the County triple- A status.

General Government

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General Government Organization Fiscal Year 2003-2004

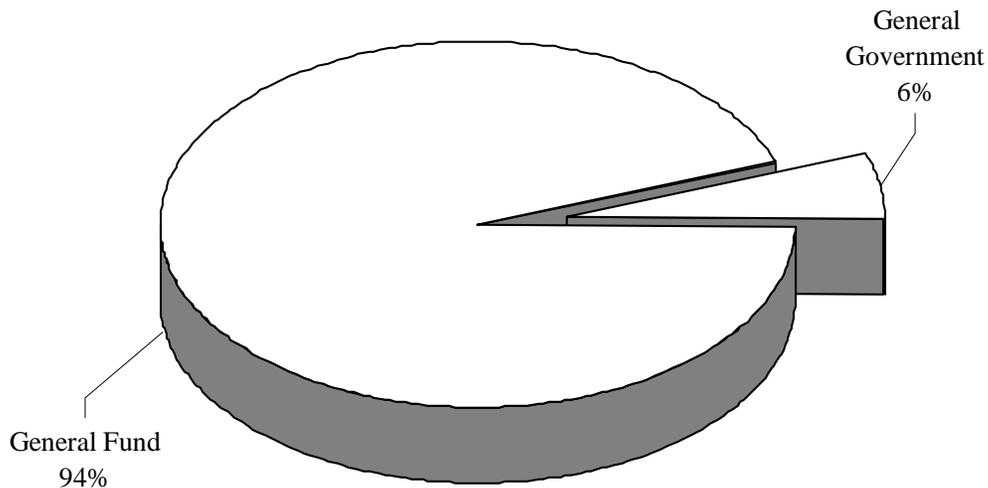


General Government Summary

Budget Summary

Expenditures	FY2001-02 Actuals	FY2002-03 Budget	FY2003-04 Recomm.	FY2003-04 Adopted
County Commissioners	\$370,184	\$437,353	\$437,530	\$437,530
County Manager	\$793,908	\$813,882	\$820,281	\$820,281
County Attorney	\$872,340	\$937,965	\$933,856	\$933,856
Budget & Management Services	\$392,150	\$452,880	\$501,404	\$501,404
Facilities Design and Construction	\$688,306	\$760,568	\$776,277	\$776,277
Finance Department	\$1,868,642	\$2,108,953	\$2,191,744	\$2,191,744
General Services Administration	\$16,144,833	\$20,170,884	\$20,872,721	\$20,872,721
Information Services	\$6,808,408	\$7,864,052	\$7,714,178	\$7,714,178
Human Resources	\$1,079,001	\$1,301,717	\$1,334,957	\$1,334,957
Planning Department	\$1,069,660	\$1,305,774	\$1,370,780	\$1,370,780
Revenue Department	\$3,720,003	\$3,944,119	\$4,165,428	\$4,165,428
Non-Departmental Accounts	\$4,140,565	\$4,822,932	\$3,552,440	\$3,552,440
Total General Government	\$37,948,000	\$44,921,079	\$44,671,596	\$44,671,596
Total FTE Positions	343.60	334.60	346.35	346.35

General Government as a Percentage of County Budget



County Commissioners

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$297,814	\$315,458	\$305,099	\$305,099
Operating Expenses	\$72,370	\$121,895	\$132,431	\$132,431
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$370,184	\$437,353	\$437,530	\$437,530
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	3.00	3.00	3.00	3.00

Department Description

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

The Commissioners establish goals for county government, provide policy direction on specific issues to the County Manager, and ensure accountability to the citizens. Each year the Board approves an annual financial plan and sets property tax rates for the County and for special taxing districts. Specific actions include adopting appropriate ordinances, rules, and regulations as methods for executing the policies. Further, the Board of Commissioners appoints members of other boards established by State legislation and members of boards and commissioners established by the Commissioners themselves. By law, the Board of Commissioners also directly appoints three principal officials: County Manager, County Attorney, and Clerk to the Board, all of who serve at the pleasure of the board.

Business Plan Priorities

- Implement Growth Management, Watershed Management, Open Space and Transportation plans
- Take a leadership role in developing air quality strategies in Wake County
- Maintain a tax rate which is as low as possible while maintaining necessary services
- Adopt a strategy to ensure that the County keeps its AAA bond rating
- Ensure fiscal responsibility through greater Board committee analysis and review
- Assess the effectiveness of Human Services in meeting the needs of the most needy in the County
- Take a leadership role to develop partnerships to share the solid waste problem and develop solutions

County Commissioners

- Jointly develop a process for fiscal planning for the next four years that will help the school system meet their goals; be fiscally responsible in addressing operating and capital budgets; and help the County meet Human Services goals

Highlights

Implementation plan for Wake County’s growth management, watershed management, and open space acquisition/protection.

Joined an “Early Action Compact” with the United States Environmental Protection Agency and the North Carolina Department of Environment and Natural Resources to focus on ways to make the air cleaner and meet the federal government’s ozone standards for the future.

Adopted policy to provide for a salary differential and certain benefits to County employees who have been called to active duty.

Accepted Wake County Parks and Recreation and Libraries Master Plans as guiding documents for future activities and capital projects.

Received Citizen Advisory Committee recommendations on Schools operating budget.

Approved business plan for mental health reform.

Successfully presented financial plans to rating agencies to maintain AAA bond rating.

Activated on-line volunteer application system to enable citizens to more easily participate in the governing process as members of advisory boards and committees.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Maintain and ensure public access to County records as required by the State public records law	100%	100%	100%
Draft minutes provided electronically within 2 days after meetings	n/a	100%	100%
Agenda packages provided to Commissioners on Thursdays before meetings	100% (Wednesdays)	100%	100%
Recruitment and necessary appointments made in accordance with policy	100%	99%	100%
Respond to requests for information and citizen inquiries within two working days	100%	99%	100%

County Manager

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$680,346	\$720,838	\$728,119	\$728,119
Operating Expenses	\$113,562	\$93,044	\$92,162	\$92,162
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$793,908	\$813,882	\$820,281	\$820,281
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	10.00	9.00	9.00	9.00

Department Description

The County Manager's Office is responsible for the general administration of all county departments and agencies over which the Board of Commissioners has authority as well as maintaining effective relationships with semi-autonomous and autonomous agencies. The primary function of the County Manager's Office is to make recommendations on operations and policy to the Board of Commissioners and ensure that policy as articulated and/or legislatively mandated by the Board is implemented in an effective and efficient manner. The mission of the County Manager's Office is to support and implement Board policy through corporate direction, communication and coordination of strategic initiatives, and to ensure effective service delivery through efficient management of the County's workforce and resources.

List of Major Services

- Support Board of Commissioners and Implement Policy.
- Provide Effective Public Information and Customer Service
- E-Government
- Support Departments on Major Initiatives
- Legislative Awareness/Advocacy of County Issues
- Economic Development
- Direct/Oversight of Department

Business Plan Priorities

- Redesigning how mental health, developmental disabilities and substance abuse services will be delivered to county residents.

County Manager

- Working with the Wake County Public School System in developing the next phase of their capital building program.
- Support the school system's goal of 95% by 2003.
- Improve the level of understanding of the school system's fiscal policies, practices and procedures.
- Implement recommendations from "Strategies to Optimize the Planning, Design, Construction, Repair and Maintenance of School and County Properties" report.
- Implementing the County Water and Sewer Plan and facilitating the merger of municipal water and sewer systems.
- Provide guidance, support, and/or leadership in the planning, design, and implementation of a regional wastewater plant serving western Wake County.
- Evaluation of existing economic development strategies and preparation of a County incentives policy for the Board of Commissioners consideration.
- Improve the level of coordination between the County and municipalities and the school system emphasizing our interdependence with respect to growth and development.
- Create a Unified Development Ordinance to update the County's subdivision, zoning and other ordinances to current policies and directions.
- Refine and implement the County's capital plan through project implementation, bond sales and budget appropriations.
- Work with the Convention Center Steering Committee in the consideration of the building of a new convention center.
- Increasing the supply of affordable housing.
- Planning, designing and implementing public safety radio communications improvements and computer-aided dispatch.
- Protecting the County's surface and groundwater resources through the implementation of the Watershed Management Plan.
- Working with the municipalities to implement the recommendations of the Growth Management Task Force.
- Implementing the County's Open Space Plan.
- Implement Solid Waste strategies and including long-term disposal of solid waste in the County.
- Improve the County's financial planning practices through emphasis on long-range financial planning, business planning, and multi-year budgeting.
- Improve business practices and promote and environment for continuous assessment and improvement.
- Focus attention on all levels of the organization on areas of importance and values.
- Continuing implementation of Corporate Communications Strategic Plan.
- Achieving an e-government that allows customers to conduct business from virtually anywhere.
- Providing "walk-in" customers at County facilities with superior service and shorter wait times.
- Implementing the Transportation Plan and Collector Road Plan.
- Continue the municipal/county service review process to clarify roles and responsibilities between the County and municipalities.
- Increase citizen understanding (and appreciation) of County services and initiatives.
- Develop and foster relationships with community leaders from the media, private sector, other public sector agencies, not-for-profit agencies and community volunteers.
- Engage the entire 3,000 employee organization as "ambassadors for Wake County".

County Manager

Highlights

The Office is involved with an increased magnitude and complexity of issues. Some of the issues that will have a significant impact on policy and the service environment include:

It is anticipated that the County will hold a bond referendum in the fall of 2003. This referendum will place before the voters a recommended building program for the Wake County Public School System. In addition the referendum may include other issues related to Libraries and Open Space. The decision by the Commissioners on what issues should be placed on the ballot as well as the decision by the voters on the referendum will drive future capital and operational decisions.

The Board of Commissioners has received and accepted the Watershed Management Plan and directed staff to work on implementing the recommendations. These recommendations, if implemented, will have a significant impact on the future development of the County and internal operational decisions.

The County will continue its emphasis on making decisions based upon business cases. Departments will be expected to update and improve Business Plans and the link between budget requests and performance measurements will be strengthened.

Wake County, in cooperation with various municipalities and non-profit organizations, is actively engaged in preserving open space. The County is in the process of completing a Consolidated Open Space Plan for all of Wake County. Once the Board of Commissioners adopts this plan, staff will proceed to implement the plan by collaborating with other municipalities and interest groups.

To help the community plan for growth for the next several decades, the Wake County Board of Commissioners created a Growth Management Task Force to examine growth management strategies that will help Wake County balance growth and preserve the quality of life that our citizens have come to expect. Once the Task Force has completed its work, it will be up to the County to communicate to the other jurisdictions the Task Force recommendations and to work with the various local government staff and elected officials to implement these recommendations.

Wake County is preparing a local business plan for redesigning how mental health, developmental disabilities and substance abuse services will be delivered to county residents. Wake County's role and the role of community providers will dramatically change under this plan. Community providers will have to assume greater responsibility for more difficult-to-serve consumers because of deinstitutionalization, and Human Services will act more as an assessor and broker of service access. Wake County submitted its local business plan to the State on April 1, 2003. An implementation schedule will commence over the next three years.

The County is in the process of acquiring an 800 MHz radio system, and the installation of the Computer Aided Dispatch (CAD) system is currently underway. There are over 60 potential users of the CAD and/or 800 MHz systems. The majority of users are public safety agencies, such as law enforcement, fire departments, and EMS providers. Agreements need to be reached with each of these agencies regarding the financing, maintenance and operation of these systems.

Wake County has made significant investments in the area of e-Government. An e-Government office has been created with the purpose of increasing efficiency, increasing accessibility to information and services,

County Manager

and increasing the convenience of the services the County provides. Most recently the County website has been redesigned to better serve the public.

A significant portion of Wake County Governments budget is allocated to the Wake County Public School System. It is essential that the County and the school system work to achieve more efficient use of funds and community resources.

As the County's population continues to increase at a rapid rate, the demand on the existing water and sewer infrastructure will also increase. The County has a Water and Sewer Plan that the Board of Commissioners has adopted which identifies strategies to address the future demands.

Wake County has traditionally had a consistently expanding and stable economy. This is due in part to the County's willingness to work with the business community to attract new industry and retain existing businesses. It is in the communities best interest for the County to work towards increasing the non-residential percentage of the tax base as well as increase employment in specific industries/clusters.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Maintain Highest Possible Bond Rating	AAA	AAA	AAA
Conduct Annual Goal & Priority Setting Process for Board and Staff	Yes	Yes	Yes
Respond to Citizen Inquiries/Comments within Two Working days	100%	100%	100%
Respond to Board Inquiries within One Working Day and Maintain Contact Until Issue is Resolved	100%	100%	100%

Capital Area Workforce Development-Special Revenue Fund

Department Description

The Capital Area Workforce Development fund was established to account for U.S. Department of Labor and N.C. Department of Commerce employment and training grant activities as they relate to the federal Workforce Investment Act of 1998, and various other federal and state initiatives. The Boards of Commissioners of the counties of Wake and Johnston created the Capital Area Workforce Development Consortium in 1983. The Consortium: plans and administers federal and state workforce programs; competitively procures service providers; conducts quality assurance; and, reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board. This Board's responsibilities include chartering and enhancing the area's JobLink Career Centers, part of the national network of one-stop career services. Twenty-four Boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Federal and state block grants provide funding for universal workforce development services to the two counties' employers, adult and youth job applicants, and to dislocated workers and companies experiencing layoffs and closings. The labor force in Wake and Johnston Counties numbers over 453,000 and there are 25,000+ employer locations.

Workforce Development is organizationally a part of the County Manager's Office. Funding for these grants follow federal and state appropriations and are received throughout the year. Amendments to the Project Ordinance to include new funds are periodically brought to the Board of Commissioners.

List of Major Services

- Provide planning, oversight and leveraging for workforce initiatives in Wake and Johnston Counties.
- Procure federal and state funding to assist businesses, incumbent employees, dislocated workers, job seekers and youth through local educational, training and employment services.
- Ensure continuous quality improvement of area's JobLink Career Centers.
- Expand resources through partnerships to serve businesses and citizens of Wake and Johnston Counties.
- Research workforce related issues and serve as a central point of information and connection in workforce development.

Business Plan Priorities

- Enhance the productivity; profitability and competitiveness of local businesses.
- Increase the long-term employment success of adults and youth.
- Expand community engagement in regional workforce development efforts and support economic development initiatives.
- Ensure effective and efficient use of workforce development resources.
- Secure additional resources to achieve Capital Area goals and provide leadership on collaborative endeavors.

Capital Area Workforce Development-Special Revenue Fund

Highlights

Capital Area Workforce Development:

- Successfully began operating a \$2.4 million federal (\$4 million total investment) competitive grant awarded to assist Wake Technical Community College and Johnston Community College in training high skill workers through Information Technology and Biotechnology Academies.
- Opened three pilot youth oriented JobLink Information Career Centers and, through technical assistance and financial contributions, enhanced the area's two comprehensive centers, three affiliates and two information sites.
- Partnered with various national and local agencies to leverage resources including the Capital Employment Initiative to expand employment-related services to persons with disabilities; and, the U. S. Department of Justice and several state departments to assist offender reentry efforts.
- Procured additional funds from the N. C. Dept. of Commerce's reserve federal allocations to assist companies and individuals during the economic downturn's layoffs.
- Responded to dozens of dislocations that resulted from closings/reductions in force to advise employers and assist in the transition of individual employees affected.
- Published a nationally distributed independent analysis of the U. S. Department of Labor's Welfare-to-Work program operated in Wake and Johnston Counties. Efforts focused on improving employment retention and earnings of non-custodial parents, equipping them to better meet their child support obligations.
- Awarded Incentive Funds for exceeding National Workforce Investment Act Performance Standards.

County Attorney

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$783,716	\$858,165	\$854,056	\$854,056
Operating Expenses	\$88,624	\$79,800	\$79,800	\$79,800
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$872,340	\$937,965	\$933,856	\$933,856
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$2,803			
Revenue Totals	\$2,803	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	10.00	10.00	10.00	10.00

Department Description

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 answers questions relating to statutes, rules, regulations, or court interpretations. The office also drafts legal documents, researches legal precedents, advises officials on legal implications of actions, and studies county policies, procedures, and actions to assure compliance with the law.

List of Major Services

- Defense of County in lawsuits
- Advise Board of Commissioners on legal matters
- Assist in drafting County ordinances
- Assist in enforcement of County ordinances
- Advise all County departments on legal matters
- Negotiate and review contracts
- File petitions for abuse and neglect of juveniles and adults
- Represent County in court in abuse and neglect cases of adults and juveniles
- File and try cases involving termination of parental rights
- Title searches for land purchases
- Assist outside counsel on bond issues
- Assist Revenue Collector in collection of unpaid taxes

County Attorney

Business Plan Priorities

Highest priority is to avoid legal liability issues by providing timely advice to county departments and board of commissioners. A high priority is to continue to meet the high demand for legal services in the juvenile court area to provide protective services for children.

Highlights

A major success this year has been completion of the state court litigation regarding the validity of the landfill operations permit for the South Wake Landfill. In the past year there have been no successful lawsuits pursued against the county. The department has been able to handle an increasing number of juvenile court cases without adding additional staff, and continues to obtain good results in juvenile court. In one court case, obtained a very unusual award of attorney's fees (\$10,000) against opposing party.

Budget and Management Services

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$372,809	\$428,080	\$482,869	\$482,869
Operating Expenses	\$19,341	\$24,800	\$18,535	\$18,535
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$392,150	\$452,880	\$501,404	\$501,404
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002 Actual	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	5.60	5.60	6.60	6.60

Department Description

Budget and Management Services assists the County Manager in budgeting and planning operations and capital requirements. The department is the lead agency for countywide management analysis and program evaluation, also providing research and analysis for any department requesting assistance. Additional duties include providing financial information and policy guidance to the Board of Commissioners and County Manager. Budget and Management Services also advises departments on the financial conditions of their respective operations and regularly assists with special budgetary requests.

One of the main responsibilities of the department is to organize the budget process and compile the annual budget information for all Wake County government services. Annual budget development activities include: Forecasting available revenues and anticipated expenditures; collecting information regarding departmental needs and negotiating with departments concerning allocation levels; analyzing costs and revenue sources; maintaining and operating budget management software; and producing recommended and approved operating budget and capital improvements program documents.

Providing additional services in an era of continually tightening revenues is a fundamental challenge facing Wake County over the next few years. Budget and Management Services is a leader in meeting this challenge through three key areas of operational focus and improvement: 1) financial analysis for fiscal integrity, 2) business management systems and service analysis support, and 3) resource planning, allocation, and execution.

Financial Analysis For Fiscal Integrity

This involves high level monitoring and analysis of factors that affect revenues and expenditures of the organization. Fiscal integrity refers to the overall financial condition of the organization as it relates to having sufficient revenues to support necessary expenditures and achieve essential outcomes. Efforts in

Budget and Management Services

this area provide the foundation for allocating resources to meet stated goals and objectives outlined in departments' comprehensive business plans.

Business Management Systems And Service Analysis Support

These efforts improve the business practices and management norms throughout the organization. Budget and Management Services acts as a catalyst encouraging departments to constantly improve management practices. The budget department leads, facilitates, and participates in various efforts to encourage greater levels of strategic management throughout the organization. Some examples of the types of interventions that improve service management practices include: development of business plans, assessments of long-term strategic plans for service delivery, performance-based management and progress measurement initiatives.

Resource planning, allocation, and execution

Resource appropriations provide the Board of Commissioners with clear choices and alternatives regarding the attainment of specific deliverables based on budget investments. To achieve this business-oriented budgeting, year-round efforts are necessary to research, monitor, and analyze the business framework. The identification of multi-year needs and the link between resource use and outcomes are key to successful budget decision-making. The planning horizon for the allocation of resources includes both investment strategies for the short-term (annual and biennial) and operational plans for long-term capital improvements and future service delivery.

List of Major Services

- Financial Analysis and Forecasting
- Business Plan Management and Service Analysis Support
- Resource Planning, Allocation, and Execution

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

Develop Multi-Year Revenue and Cost Forecast Model

In response to recent fluctuating revenue streams and ongoing efforts to project multiyear expenditures, a high priority for Budget and Management Services is to create a more predictable financial model for operating expenditures and revenues. This initiative will provide a greater level of certainty in future budget planning, improve the decision-making ability of the Board of Commissioners, County Manager, and service departments, and expand the view of the County's fiscal picture beyond the current year. In the coming years, the Department will conduct special studies of revenue trends, develop tools for more frequent and accurate revenue forecasting, identify major drivers of expenditure fluctuations, analyze departmental service cost structure trends, and develop a multi-year operating budget model.

Budget and Management Services

Business Management And Service Analysis Support

Formal strategic management systems and business planning improvements are a priority for the organization. The organization has historically relied on a decentralized approach to develop best business management practices in departments. A more comprehensive system of better business practice elements is being developed throughout the organization. To have a lasting effect, the management system is being developed incrementally, starting with a focused business plan, to provide a holistic foundation for the development of more complex tools for continuous strategic assessment, performance monitoring, and service improvement.

Budget Planning, Allocation, And Execution

Budget and Management Services currently examines the organization's budget outcomes on a mid-year and end-of-year basis to identify and determine the cause of variability between budget plans and actual costs. Previous analysis was limited to identifying the areas of variability, rather than causes. Consequently, departments throughout the organization will be more heavily involved in budget management and projection throughout the fiscal year. Mid-year and end-of-year reports by departments will provide information at the business unit level, alerting management of substantial differences between projections and actual results. Budget and Management Services will collaborate with the Finance Department to develop the information needs and reporting resources to allow departments to assume a greater degree of responsibility in budget planning, management, and development.

School Capital and Operating Resource Management

This office continues to expand its role as lead source of analysis and evaluation on school operating and capital policy issues for the Board of Commissioners and County Manager. Starting in FY2003, Budget and Management Services began dedicating resources directly to gathering more in-depth and expansive program information to improve the Board of Commissioners policy decisions on capital and operating resources. Over the next three years, the Department will establish a closer partnership with the Wake County Public Schools (WCPSS) to collaboratively create methodologies and key assumptions at the onset of operating and capital budget development processes.

Capital Improvement Process and Planning

In collaboration with the Department of Facilities Design and Construction, the Budget Office continues to improve the capital improvement process with a more year-round approach to plan development, refinement of operating cost impacts, development of more detailed cost projection mechanisms, and expansion of senior management process participation.

Highlights

The following section highlights achievements in the past year and key outcomes that the Budget and Management Services plans to achieve during the next three years.

- Initiated first phase of business plan development throughout the organization in Fall 2002. Assisted with development of business plans at departmental level. Consolidated business plans with FY2003 budget summary information and disseminated to Board of Commissioners for budget deliberations in Spring 2003. In FY2004, will continue to refine organizational business plans to enhance organization's ability to link business plans with budget management. Future efforts will also focus on

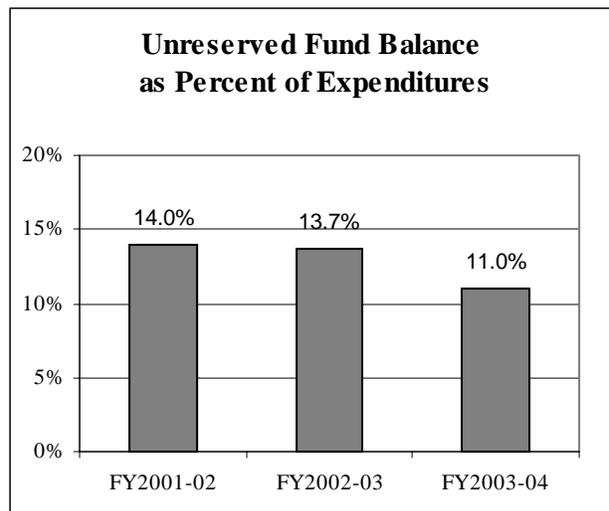
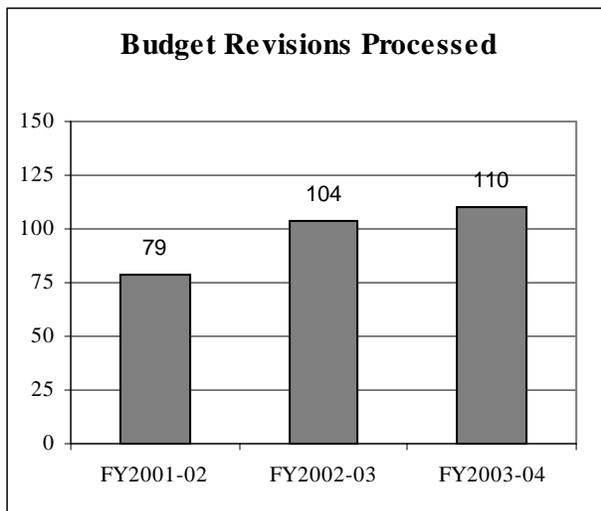
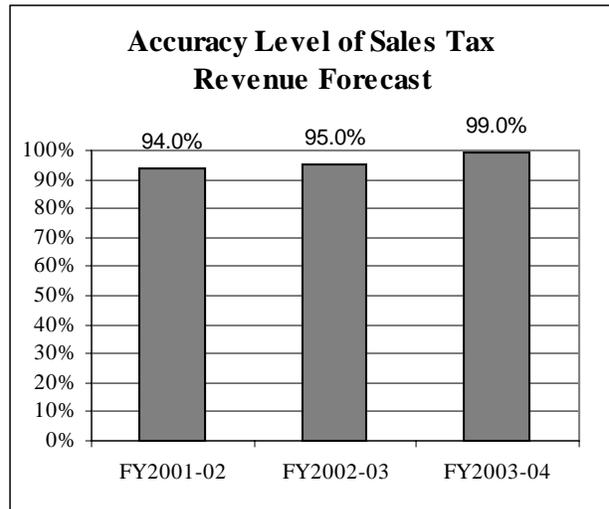
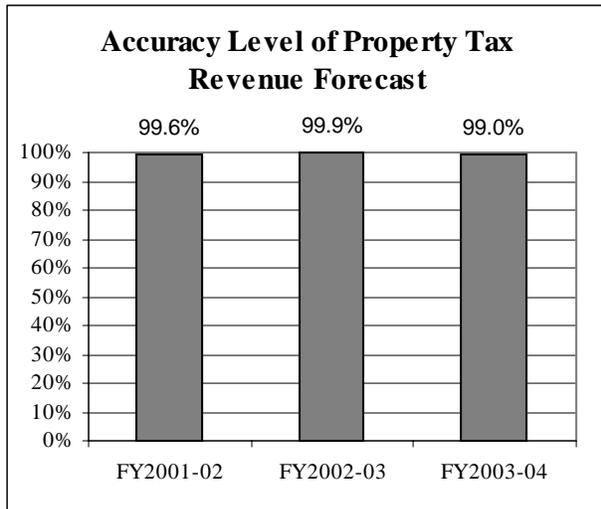
Budget and Management Services

strengthening performance measurement framework of organization and identification of areas in need of strategic assessment and service analysis.

- Played leadership role in service assessment of Soil and Water Conservation by establishing data-oriented baseline to compare Wake County staff level and service delivery to other similar counties. Led strategic planning efforts for Animal Control by establishing outcome-based framework for county-wide animal overpopulation, sheltering, adoption, and enforcement services.
- In FY2003, the department began performing financial analyses on major areas of variance between actual results and budgeted amounts. The area seeing the greatest volatility at this time is contract Medicaid revenue and expenditures. Staff led an inter-departmental team of analysts to determine the drivers of variability and quantified the causes for the dramatic increase in this area.
- In the FY2004 budget cycle, staff led an initiative to tighten the budget with a line item, cost-based approach. This approach encouraged managers to more accurately project the costs associated with funding departmental operations. As result, the amount of funding requested in the continuation budget for FY2004 was flat as compared with FY2003, nullifying the impact of built in inflators and contractual increases.
- Received the Distinguished Budget Presentation Award for the FY2003 budget document, presented by the Government Financing Officer Association. Met all criteria of proficiency as a financial plan, operations guide, and communications device. Received special recognition as an outstanding policy document.
- Continue upgrading capital improvement planning framework to expand staff participation in process, to develop more detailed project cost estimating, and update seven-year program to include newly developed master plans. In the next fiscal year, Budget and Management Services will refine capital planning to better reflect operating impacts, integrate municipal capital plan highlights, and incorporate more geographic information systems analysis and digital photography.
- Established framework for more proactive involvement of County with Wake County Public Schools. Conducted detailed school budget review and in-depth program evaluation of long-term program unprecedented in recent years. Increased levels of information and analysis to allow the County Manager and Board of Commissioners to make improved policy decisions on capital and operating resource allocations. In the next few fiscal years, the Budget Department will be working in closer partnership with school staff and the Board of Education to ensure greater levels of collaboration at the onset of operating and capital budget development processes.
- In FY2003, revamped entire budget process for individual fire departments submission within the single tax district. Created new budget development process and trained all fire departments in Winter 2003. Discussed needs and negotiated budgets with each department individually. Synthesized information and provided decision-making support to Fire Commission. Also laid the groundwork for budget system improvements by identifying specific areas to explore to provide more consistent budgeting and expenditure practices by the county fire service contractors. Will continue to support budget system improvements in coming years.
- One new position is included in Budget and Management Services to further implement the new direction regarding school capital and operating budget analysis and to develop more comprehensive business planning capacities throughout the organization. While significant progress has been made on both fronts in the past year, additional staff is needed to complete research and analysis on school capital assumptions and operating standards, and to further develop the potential for organizational performance measurement and reporting, cost management, and financial analysis.

Budget and Management Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Unreserved fund balance as percent of expenditures	14.0%	13.7%	11.0%
Accuracy level of sales tax revenue forecast	94.0%	95.0%	99.0%
Accuracy level of property tax revenue forecast	99.6%	99.9%	99.0%
Budget revisions processed	79	104	110
Budget adjustments processed	66	84	90
Rating from department directors	n/a	n/a	90%
Average response time to request for service	<3 days	<2 days	<2 days



Facilities Design and Construction

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$581,918	\$649,523	\$721,777	\$721,777
Operating Expenses	\$100,242	\$103,545	\$50,500	\$50,500
Capital Outlay	\$6,146	\$7,500	\$4,000	\$4,000
Expenditure Totals	\$688,306	\$760,568	\$776,277	\$776,277
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	9.00	10.00	10.00	10.00

Department Description

The Facilities Design & Construction Office plans and implements the capital improvement program for County departments and the Board of Commissioners. Capital projects range in value from \$100,000 to \$25 million and last between several months to 2-3 years, depending on size, complexity and logistical requirements. Generally, the types of capital projects include human services buildings, public safety facilities, libraries, parks, office buildings, historic building restorations, emergency communications facilities, water and sewer projects, solid waste facilities, site development, building renovations and major preventive maintenance projects. All design services, construction work, materials testing and various other services are outsourced to private firms through competitive procurement methods as allowed by NC General Statutes.

Experienced Facilities Design & Construction Project Managers administer the procurement and contracting process consistent with statutory requirements and County fiscal control policies. They also assure that consultants and contractors comply with quality control and energy efficiency standards adopted by the County. Compliance with contract terms is closely monitored and strictly enforced. User friendly, functional, well-built public facilities, which have lasting value, are produced on time and within budget.

The department also provides real estate services to meet land acquisition, surplus property disposition, landrights and real property management needs of County agencies and to support capital projects. Real property issues encompass such projects as simple cross-country utility easements, complicated multi-party shared easements, urban property acquisitions, acquisition of numerous parcels for major parks, reservoirs, flood control impoundments and open space preservation. Negotiation of long-term facility leases, interlocal agreements for jointly developed public projects, and various other partnership contracts are also assigned to this group.

Facilities Design and Construction

Wake County government currently has responsibility for public landholdings exceeding 7000 acres that comprise hundreds of parcels, easements, and leases. Being stewards of these public assets requires staff to frequently deal with a variety of landrights issues. Statutes require that the Board of Commissioners approve final decisions on landrights matters at public sessions. Conducting research, providing sufficient factual information along with responsible advice to enable them to make prudent decisions on real estate matters is a critical element of this business.

As evident in the previous section, the department of Facilities Design & Construction plays a leadership role in developing and implementing a fiscally responsible capital improvement program for Wake County. All real property issues are handled efficiently with integrity and fairness, creating a high level of trust among those with whom the department interacts. A proactive approach is taken to build successful partnerships with other local governments, state and federal institutions, private and non-profit groups to leverage resources and maximize results from expenditure of County resources.

List of Major Services

- Capital Program Planning and Implementation
- Project Management
- Solid Waste Project Management
- Real Estate and Landrights Management

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The following long-term goals provide a long-term framework for the department's service efforts:

- Build partnerships to collaboratively plan, share costs and jointly develop public facilities throughout the County.
- Protect the integrity and energy efficiency of existing capital facilities and assets through targeted investments in preventative maintenance, repair and energy conserving measures.
- Establish new and existing facilities, which allow service providers and customers to enjoy efficient and effective service environments.
- Complete projects within appropriately established budgets (budgets to be consistent with benchmark costs of comparable projects with similar standards).
- Projects will be completed consistent with Capital Program implementation schedules.
- Ensure new facilities meet high standards of quality to realize long-term cost savings by avoiding premature repairs and renovations.
- Recommendations and decisions regarding funding and development of capital projects will be based on life-cycle costs (i.e., cost of facility over its anticipated service life), not just initial costs alone.
- New facilities will meet or exceed energy efficiency goals established by the County.
- Professionally and fairly conduct all real estate negotiations to achieve a high level of trust and confidence by property owners and Board of Commissioners.
- Conduct sufficient research and analysis in advance of providing recommendations to the Board of Commissioners on landrights and real estate matters to assure that sound, fiscally responsible decisions can be made.

Facilities Design and Construction

Highlights

In the previous fiscal year and in the coming two fiscal years, the focus of the Facilities Design and Construction Department is on the following key projects:

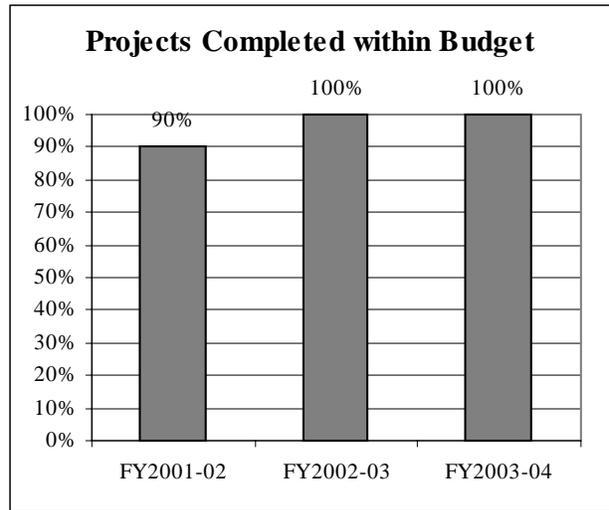
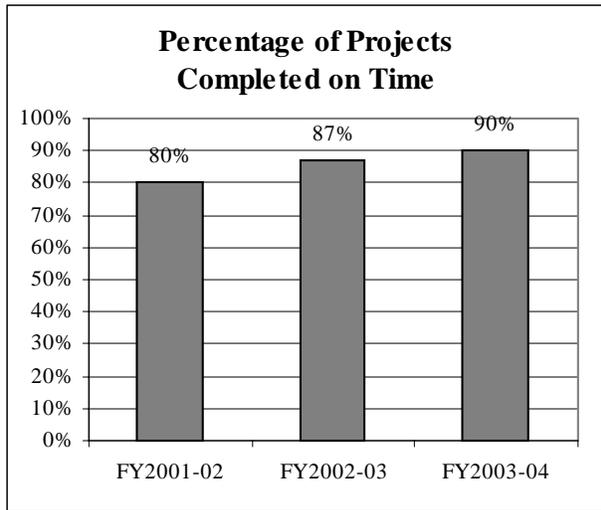
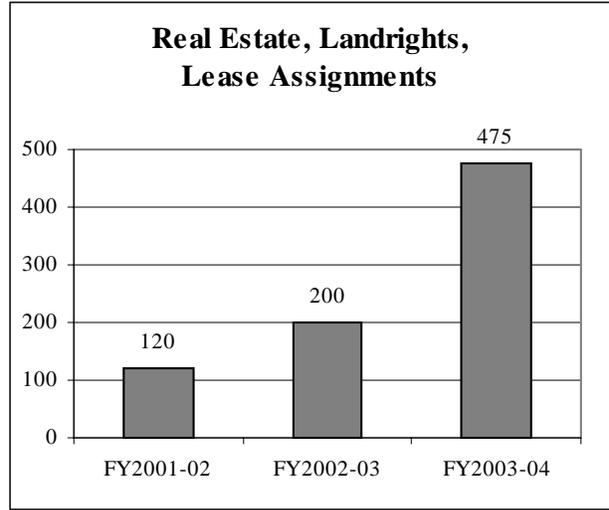
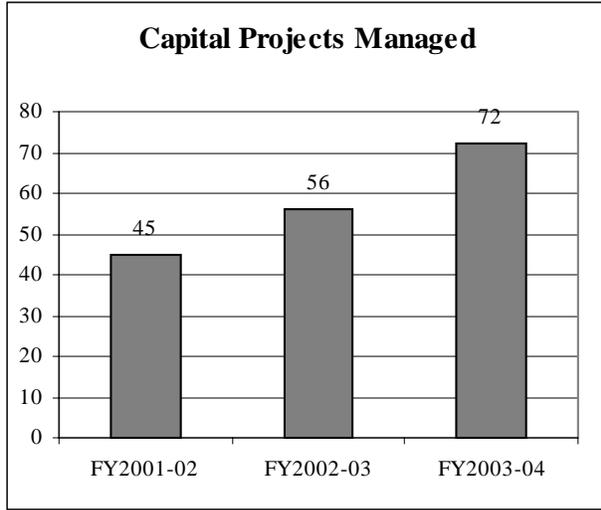
- Completed construction and furnishing of Development Services space in Wake County Office Building, creating a "one-stop shop" for citizens to obtain a variety of permits and approvals for construction projects
- In FY2003, worked with an independent criminal justice consultant, Sheriff and Public Safety staff to update historical and projected average daily inmate population data; Prepared revised jail bedspace needs forecast; Updated 15-year Detention Facility Master Plan based on new projections.
- Finalized long-term facility master plan and funding schedule for capital improvements for parks and recreation and libraries; developed detailed implementation plan.
- Completing 10-year Facility Master Plan for fire and emergency medical services; including a comprehensive facility assessment of 55 existing fire/EMS facilities; completed construction of Willow Springs Fire Station; completed design and began construction of Stony Hill Fire Headquarters/EMS facility; finalized design and began construction of new EMS station in Rolesville.
- Studying downtown County facility parking needs; evaluating benefits of video first appearance and visitation technology to reduce space needs in Public Safety Center and Courthouse; evaluating potential sites and conceptual plans for a Courthouse Annex; demolished old jail on 5th Floor of Courthouse and prepared preliminary design for future courtrooms on this floor; completed an extensive study of life safety systems and code compliance survey of the Courthouse; updated the 15-year Justice Facility Master Plan.
- Continue working together with the State Highway Patrol to make infrastructure improvements at fourteen tower sites for 800 MHz radio communications system to facilitate long-term use by all public emergency service providers in Wake County.
- Completed construction, furnishing and equipping of Eastern Regional Center in Zebulon; updated cost projections for two future Regional Centers based on actual cost data from new Eastern Regional Center.
- Worked with the Budget and Management Services department to complete updating all elements of the County's Comprehensive Seven-Year Capital Improvement Program; updated document was included in FY2003 budget approved by Board of Commissioners.
- Pending approval of elected boards, work in partnership with the City of Raleigh to select design, construction management consultants, and schematic design of the proposed new Convention Center.
- Continue to acquire landrights and pursue partnering opportunities for properties, which are designated as critical or high priority, under the County's Open Space Preservation Program.
- In focusing on success over the next three fiscal years, the Department of Facilities Design & Construction has identified the following key service objectives and accomplishments:
- Work closely with service departments and the Budget and Management Services department to update the seven-year County Capital Improvement Program during the 3rd Quarter of each Fiscal Year; incorporating the results of any facility master planning or similar studies which are completed during the preceding three quarters.
- Implement the County's Capital Improvement Program, consistent with project schedules approved by the County Manager or Board of Commissioners and based on a detailed 12-month plan for each project will be produced.

Facilities Design and Construction

- Continue to provide cost-effective real estate consulting services to meet real property and long-term facility leasing needs of County agencies. Manage all real estate services to support the County's Capital Improvement Program and Open Space Preservation Program. Includes providing sufficient factual information and sound advice to the Board of Commissioners to enable them to make prudent real estate and landrights decisions. Present Board with list of "unwilling sellers" in Little River Reservoir project and develop strategy to complete acquisition of these parcels.
- Continue working together with the State Highway Patrol to build infrastructure for the new 800 MHz radio communications system which will facilitate effective use by all public emergency service providers in Wake County; coordinate with other elements of emergency response capital improvement program, including computer-aided dispatch, primary and back-up emergency communications centers (jointly with Raleigh).
- Continue partnering with the Public School system to jointly develop community use school parks and other public use facilities at new school sites.
- Continue working closely with Research Triangle Foundation to provide water and sewer to the Wake section of Research Triangle Park.
- Further develop long term analysis of disposal option for solid waste with Environmental Services staff; identify all local government units in the County who will commit to a partnership with the County to participate in the best long-term solution; present recommendations to the Board; proceed based on Board action.
- Implement key recommendations of the Wake County Water & Sewer Plan, including the following: 1) Complete preliminary studies of potential water supply reservoir in Middle Creek basin, 2) Complete preliminary engineering studies to identify best long-term solution to wastewater treatment facilities for western Wake County, 3) Pursue merging utility systems of Knightdale and Raleigh as outlined in 2003 merger feasibility study, 4) Complete feasibility studies for merging Zebulon and Wendell utility systems with Raleigh; pursue utility merger agreements, 5) Pursue utility merger agreement between Wake Forest and Raleigh, 6) Negotiate and finalize interlocal agreement between county, Cary and Research Triangle Park, which resolves all outstanding water and sewer issues.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Capital Projects Managed	45	56	72
Real Estate, Landrights, Lease Assignments	120	200	475
Percent of Projects Completed on Time	80%	87%	90%
Percent of Real Estate, Landrights assignments completed in accordance with workplan	90%	89%	90%
Capital Projects completed within Budget	90%	100%	100%
Percent of Projects meeting or exceeding County energy efficiency standards	n/a	90%	90%
Percent of Projects Consistent with County Guidelines for Basic Building Materials	n/a	95%	100%

Facilities Design and Construction



Finance Department

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$1,503,187	\$1,640,883	\$1,720,945	\$1,720,945
Operating Expenses	\$365,455	\$468,070	\$470,799	\$470,799
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$1,868,642	\$2,108,953	\$2,191,744	\$2,191,744
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$31,783	\$28,520	\$35,000	\$35,000
Revenue Totals	\$31,783	\$28,520	\$35,000	\$35,000

Position Count

	FY2001-2002 Actuals	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	27.50	31.25	31.25	31.25

Department Description

The Finance department is responsible for: providing accounting and financial management systems in accordance with North Carolina General Statutes; managing cash, investments, state/federal grants, and fixed assets, expenditure control of the County funds; debt financing / debt service management; procurement of goods and services for all County agencies; payroll/ timekeeping; financial reporting requirements for federal, state and local agencies; risk management / safety; and, review County fiscal procedures for efficiencies and maintenance of internal controls. The Finance department staff is instrumental in helping the County maintain its strong financial condition and triple-A credit ratings. The County's finance director also serves as the finance director for the Centennial Authority.

The Finance department is organized according to 5 main service delivery areas: (1) Accounting and Reporting, (2) Customer Support, (3) Quality Assurance, (4) Project Management, and (5) Risk Management. The purpose of this organizational structure is to emphasize the Finance department's commitment of service to our customers (mainly other County departments) through better definition of our service delivery areas. The new structure enables other County departments to access Finance staff more efficiently thereby increasing the overall effectiveness in the services provided to Wake County citizens. Through the effective utilization of Finance department staff knowledge, assistance and resources, Wake County as a whole will support better the use of good business practices, increasing resources directed toward automation and e-Government solutions. The reorganization will allow the department to take advantage of future opportunities for positive change in the way we conduct business or provide services.

Financial Reporting and Accounting: The Finance department maintains the County's official accounting records and provides financial information on a monthly basis to all departments of county government as well as the Board of County Commissioners. This division also prepares the Comprehensive Annual

Finance Department

Financial Report, specialized financial reports, other mandated federal and state reports, and is responsible for the annual audit.

Customer Service: The Customer Service division of the Finance department includes the functional areas of Procurement, Disbursement Services, Payroll and Grants Administration. These functional areas serve as primary liaison between the Finance department and all of county government. The main goal of all functions is to provide swift and accurate processing of financial transactions in accordance with state statutes and generally accepted practices.

Quality Assurance: The Quality Assurance office performs business process reviews on a regular basis to improve the internal control structure and implement business process improvements to improve efficiency and effectiveness. The main goal of the Quality Assurance office is to improve the effective operation of all Wake County government.

Project Management: The Project Management division is responsible for the administration of the financial system including control over user access and nightly processing of financial transactions to update and balance the financial records within the financial system. Project Management also ensures the smooth progress of system related projects.

Risk Management: This division coordinates the policies and insurance practices for the County. Risk Management controls the County's liability exposure so that operations and services are uninterrupted. Responsible for protecting physical, financial and human resources of the County, Risk Management strives to reduce accidents, lawsuits or other liability occurrences that could jeopardize the County's financial integrity, mainly through safety awareness in the workplace environment.

List of Major Services

- Financial Reporting and Accounting
- Customer Service
- Quality Assurance
- Project Management
- Risk Management

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The highest priorities for Fiscal Years 2004 and 2005 include the following:

- Provide good customer service by responding to customers in a courteous and timely manner with accurate information.
- Reduce the costs associated with all financial processes within the County.
- Process and record all transactions in a timely manner and in accordance with generally accepted accounting principles, following appropriate internal control procedures.

Finance Department

- Prepare Comprehensive Annual Financial Report in accordance with generally accepted accounting principles, continuing to comply with requirements for the Government Finance Officer's Association's Certificate of Achievement for Excellence in Financial Reporting.
- There should be no material weaknesses disclosed in the County's management letter from the independent auditor.
- Provide effective oversight for grant revenues and expenditures and ensure compliance with grant policies and procedures.
- Evaluate and improve internal controls and efficiency of Wake County operations and business processes.

Highlights

The following section identifies achievements in the past year and key outcomes that the Finance department is focused on achieving during the next three years.

Departmental Assistance and Support

Assisted with improvements to solid waste billing and collections system and began consolidation and evaluation of affordable housing loan portfolio. Assumed primary responsibility for solid waste tipping fee billing and collection from contract agency. Consolidated loan information in order to conduct comprehensive analysis of affordable housing loan portfolio and establish multi-year revenue repayment schedule.

Completion of study of business processes in June 2003.

As a prelude to other projects, many of Wake County's business processes are being studied to target and define the direction of system automation as it relates to the financial accounting system. Out of this study, the Finance department expects to determine the proper computer platform upon which other cost saving projects will build.

Reduce the Costs of Time Keeping

To facilitate the preparation of the monthly payroll and to account for absences, employees are required to prepare weekly time sheets. Finance estimates that over 125,000 timesheets are prepared and entered into the Genesis payroll/personnel system by County staff. This project will begin to measure the cost of manually accumulating information in comparison to the cost of implementing an automated system. This project will need to be coordinated with IS, Human Resources, and departmental staff.

Consolidation of Accounts Receivable Systems

Wake County has several accounts receivable systems that are designed for specific revenue streams such as tax collection, public health user fees, mental health user fees, landfill tipping fees, affordable housing, and emergency medical services. However, Wake County does not have a system to account for miscellaneous accounts receivable that will provide for routine management of the process. Over the next year, Finance will research the feasibility of consolidating accounts receivable (other than taxes) into a centralized system, identify a system for miscellaneous accounts receivable that do not have dedicated system, and establish a policy for identifying all amounts due to Wake County.

Finance Department

Reduce the Cost of the Purchasing/Expenditure Cycle

Some major processes are processed manually until transactions are entered into the financial mainframe system. This initiative will identify the major expenditure streams (other than salaries and wages) for Wake County and evaluate the efficiency of processing those transactions. The objective of this project is to automate manual tasks to the extent practical and eliminate duplicative procedures. This project has already begun with finance staff identifying and studying major expenditures. The Finance department intends to develop an automated approach that can be implemented for numerous systems within Wake County.

Decreasing the Cost of Contract Processing

During FY2002, Wake County processed over 1,400 contracts for a potential commitment of over \$118 million. This project will be designed to identify a system to assist with developing contracts, routing of contracts through management and staff, and eliminating the need to keep multiple copies at various stages of the contracting process. This initiative will result in more uniformity in contract clauses and terms, electronic routing, a simultaneous review process that will speed the time required for contracting, eliminate the need for numerous copies, and facilitate the identification of bottlenecks.

Process for Reducing Costs of Travel Reimbursements

Over the next few fiscal years, Finance will research and identify a system that will automate the process of preparing travel forms through the electronic payment of reimbursements to employees. While travel cost is not a major expense to Wake County, processing reimbursements is inordinately time-consuming compared to other types of expenditures.

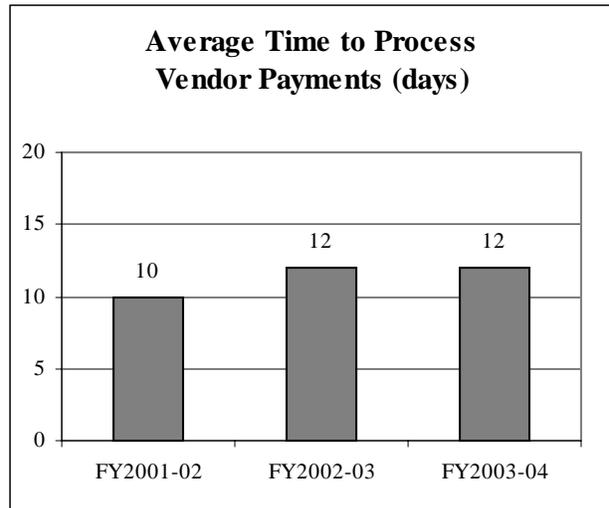
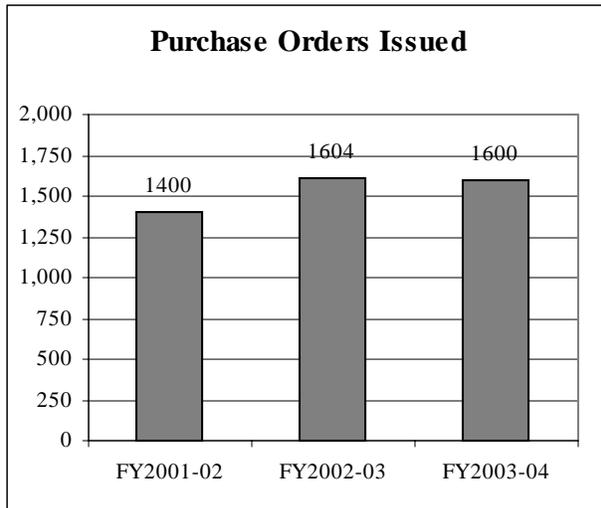
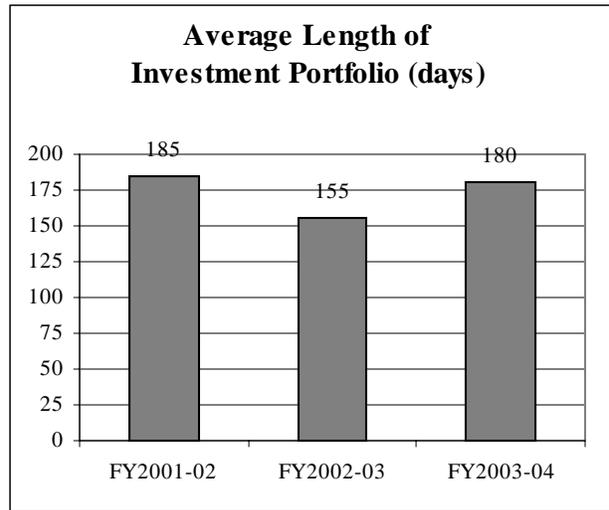
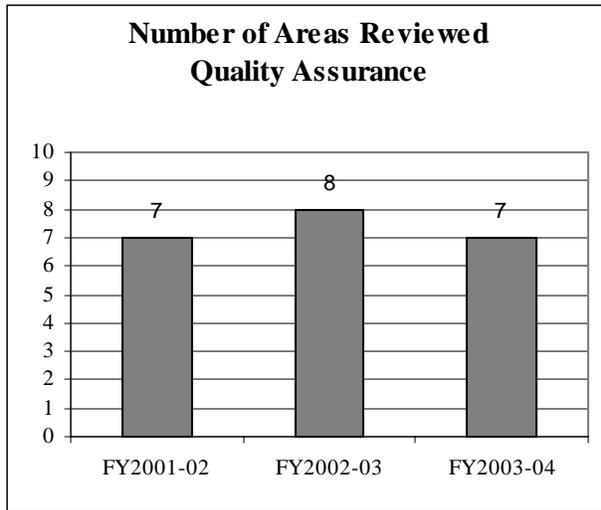
Streamlining the Recording of Revenue Collections

This project study concerns the potential for automating the posting of revenue collections to the general ledger. If automated, the need for departments to manually prepare journal entries to record revenues will be eliminated. This would also strengthen the timeliness for identifying errors by comparing collections with deposits daily as opposed to during the monthly bank reconciliation process. In addition, this will also reduce the time required to reconcile the main operating bank account.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Accounting & Reporting			
GFOA Certificate of Achievement	Yes	Yes	Yes
Revenues Posted Weekley	No	Yes	Yes
Ave. Length of Investment Portfolio (days)	185	155	180
Maintain Zero Findings by Independent Auditors	Yes	Yes	Yes
Portfolio Yield Greater than NC Capital Mgmt. Trust (basis points)	150	49	75

Finance Department

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Customer Support			
Ave. Time to Process Vendor Payments (days)	10	12	12
Percent of Transactions that are Automated	63%	64%	67%
Purchase Orders Issued	1,400	1,604	1,600
Quality Assurance			
Number of Areas Reviewed	7	8	7
Bank Reconcillations Complete by End of Next Month	Yes	Yes	Yes



Risk Management-Internal Service Fund

Department Description

The Finance Department is responsible for providing services accounted for in the Risk Management Internal Service Fund. The Risk Management Fund supports an ongoing effort to identify and control exposures so that operations and services are uninterrupted. Risk Management is responsible for protecting physical, financial, and human resources by reducing losses sustained through accidents, lawsuits, or other occurrences that could jeopardize financial integrity. When losses cannot be prevented, Risk Management efforts ensure that the impact of losses on County operations and finances are as minimal as possible.

Workers' compensation, liability, and property insurance, medical and dental premiums for employees and retirees are supported within the Risk Management Fund. The fund pays the claims and administrative costs related to all these lines of insurance. Contributions from employees for their share of the cost of medical and dental insurance, and accruals for actuarially determined future loss development are taken into account. The actuarial liability of Wake County continues to remain at relatively the same level.

List of Major Services

- Exposure Identification and Control
- Loss Prevention and Minimization
- Safety Training and Inspection

Business Plan Priorities

Multi-year objectives are reflected in the Risk Management business plan. Business plans are available on the County web site at the following address: <http://www.wakegov.com/general/businessplans/>.

Risk Management's main priority for Fiscal Years 2004 and 2005 is the following:

Manage the costs of potential losses: whether preventing them or paying for them, the costs of potential losses must be managed, like any other operating costs, for the optimum benefit of taxpayers. The costs of risk management include values lost through accidents that occur, benefits foregone from activities not undertaken, and resources devoted to administering risk management programs. The first priority of Risk Management is to prevent or reduce the County's overall cost of risk without interfering with normal productive activities.

Highlights

The following section highlights achievements in the past year and key outcomes that the Finance department is focused on achieving during the next three years.

- **Disaster Response and Recovery Planning**

In times of increasing uncertainty, planning for a catastrophe, whether natural or man-made, can make a tremendous difference in mitigating the loss of life and property. Risk Management will continue efforts that began in 2002 to formalize disaster plans from each department into a coordinated countywide Business Continuity Plan.

Risk Management-Internal Service Fund

- **Employee Training**

Wake County's favorable claims experience is due primarily to the fact that there are many experienced employees who have a good understanding of their risks and how to manage them. These demographics are expected to change in the near term as long-term employees begin to retire. This transition creates an exposure that will be addressed through job specific training over the next few years to maintain the County's excellent culture of safety for employees, citizens, and clients.

- **Automating Exposure Identification and Statistical Information**

The Safety Officer is tasked to perform periodic, documented inspections of all premises and follow up on the correction of identified problems. It is becoming increasingly challenging for one person to cover three million square feet in a timely manner. An automated system would enable occupants of each facility to report problems they observe through a comprehensive checklist. Corrections and abatement can be accomplished in a more timely and efficient manner through greater automation. Frequently statistical information is required for workers comp claims in litigation and OSHA reporting purposes, which under the current system, is very difficult and time consuming to extract. Alternatives for automating the process of identifying exposure and gathering information will be researched and considered in the coming fiscal years.

- **Continued exploration of opportunities such as an Owner Controlled Insurance Program (OCIP)**

An OCIP is a financial tool to consolidate and handle construction risks of County facilities. With a new bond referendum being considered in fall 2003 for schools, parks and libraries, new opportunities may exist for considering OCIP insurance programs. Because the preponderance of capital construction activity will rest with the Wake County Public School System, the County Risk Management office will offer support to the schools for a feasibility study on whether such a financial tool would be of benefit to the taxpayers.

General Services Administration

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$5,256,839	\$4,809,587	\$5,238,235	\$5,238,235
Operating Expenses	\$9,814,799	\$13,383,175	\$12,061,045	\$12,061,045
Capital Outlay	\$1,073,195	\$1,978,122	\$3,573,441	\$3,573,441
Expenditure Totals	\$16,144,833	\$20,170,884	\$20,872,721	\$20,872,721
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$6,756,040	\$3,344,454	\$3,639,600	\$3,639,600
Revenue Totals	\$6,756,040	\$3,344,454	\$3,639,600	\$3,639,600

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2004-2005
	Actual	Current	Recommended	Adopted
Number of FTE's	121.00	106.00	113.00	113.00

Department Description

The General Services Administration (GSA) department manages Wake County facilities and fleet. It also supports a number of general government business units. GSA is dedicated to ensuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to the assigned business units. GSA uses its core businesses to achieve two goals: Provide services using best practices, measuring itself against benchmarks of effectiveness in similar organizations, and provide services with the lowest cost per unit possible without sacrificing quality.

GSA uses an organizational matrix model to provide a broad range of services to Wake County government, the 10th Judicial District, and related customers. A matrix organization is one that utilizes resources, (staff, financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely cost effective service delivery while insuring infrastructure and asset integrity, thus protecting the County's facility portfolio and fleet assets.

List of Major Services

- Facility & Grounds Management
- Fleet Management
- General Government Support
- Direct Services

The department is organized into five divisions: Administration, Central Services, Fleet Services, Field Services and Physical Plant. The divisions support the four core businesses / major services listed above. Additionally these core businesses are comprised of twenty-five discreet strategic business units. A busi-

General Services Administration

ness unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources. Business units also have unique business plans with strategies for accomplishing established goals.

Facility & Grounds Management - Includes the full range of work activities required to operate and maintain a facility in a usable condition that adequately protects the county's capital investment. This responsibility involves planning, providing, and managing productive work environments. More specifically, these responsibilities are grouped under the following functional areas: (1) portfolio management: includes business/technology development and implementation, space planning and allocation of existing facilities, facility financial forecasting, budgeting, and cost containment, (2) facility maintenance: includes general, electrical, HVAC, plumbing/piping, sign graphics, and landscape maintenance; preventive, routine and corrective repair planning and execution, (3) utility management, (4) life safety and environmental management, (5) housekeeping management, and (6) corporate security.

Fleet Management - Fleet Management is an asset management function responsible for all elements of the county's fleet of over 640 vehicles. Fleet Management is responsible for all vehicles that provide direct and general government support and services. Key objectives and outcomes desired of the corporate fleet management plan include: maximizing vehicle availability, matching vehicle with usage, controlling the overall number of vehicles, streamlining vehicle cost accounting, and decreasing overall cost while improving overall customer service.

General Government Support - The General Government Support core business provides a number of services to several county departments, related customers, and the general public. The core business provides support to the 10th Judicial District operations and Courthouse security operation. It plans expansions to and maintains the County's electronic detention systems. It fabricates, installs and maintains road name signs at over 6,000 intersections in the county. It maintains the County's flood control system, and manages the County's surplus property, courier services, and parking system. The core business also provides general oversight of a small, local sewer operation owned by the County at the Ponderosa subdivision, and one at Mt. Auburn Training Facility. Lastly, the core business provides support to the Wake County Citizen's Energy Advisory Commission, Emergency Operations Center, and the Board of Commissioners.

Direct Services - This core business provides the following service operations: full service printing center support on a cost recovery basis to other departments and to some non-profit organizations; solid waste management including school and convenience recycling centers; special work requests otherwise not covered in the Corporate Facility Plan on a fee for service basis; moving services, which include transfer and storage, vending operations management, and corporate conference management.

Business Plan Priorities

GSA will achieve its business goals by continuing to extend technology, benchmarking cost of operations, and training its workforce for the future. GSA continues to work its competition plan, developed in 1998, demonstrating the department's continued commitment to smart-sourcing solutions. GSA will create a second shift electrical/mechanical maintenance team to respond to after hour emergencies and to complete mission critical preventative maintenance services that cannot be accomplished during the normal workday. The timing of this coincides with the growing inventory of seven day, after hour and 24/7 facilities. GSA will continue to participate in and track the County's long range plans, such as the Capital Improve-

General Services Administration

ment Program, Criminal Justice Plan, Growth Management Plan, Open Space Plan, and Environmental Agenda. GSA will pursue the County's goals by providing infrastructure integrity. GSA will roll out a corporate wide service request system that will be available to all employees and includes an online survey measuring our capability, dependability, responsiveness, attentiveness and related tangibles.

Highlights

Management and customer communication are accomplished primarily through the Facility and Fleet Management corporate plans. These plans were revised in 2003 with the purpose and mission to increase competition and performance. The plans will drive the agency towards providing quality, reliable and cost effective facility and fleet services.

General Services Administration currently operates in 170 buildings on 329 sites containing over 3 million gross square feet with 525 acres of associated landscaping. GSA provides janitorial, pest control and window washing services encompassing 2,258,788 square feet of space.

The department maintains all life safety systems (ie. fire alarm, sprinkler and emergency generators), building components, building systems, and utility infrastructure. The department also provides contract administration to over 50 contracts valued at over \$1,200,000.

Sign/Graphics will continue to maintain over 22,318 signs at 107 County facilities and remain competitive to private sector, professional in appearance, and with current information. A competition example is our cost of an 8" x 8" architectural sign is \$ 32.75 compared to contractor's cost of \$ 75.00 per sign.

Landscape maintenance services on 107 County facilities with 525 acres of turf, plant beds, and hard surfaces. County cost per acre is \$ 1,268.92 compared to local contractor's average cost of \$ 2,099.67 per acre.

Currently GSA is responsible for the payment of 318 utility bills, to 17 utility providers, representing approximately \$310,000 per month. The cost per transaction is \$6.00. The utility cost per square foot of the County's facilities portfolio is \$1.26. GSA continues to manage its utility cost below benchmarks.

Wake County will recycle 187 tons of office paper this year. The annual cost for the collection of recycled paper is \$34,172.76. As of December 2002, the market price for office waste paper is \$115.00 per ton. Based on our current volume, this activity generates \$21,505 in yearly revenues.

Several life safety and environmental systems and monitoring processes will be expanded over the next several years. They include emergency generators added at ten tower sites, and additional wastewater monitoring requirements at Mt. Auburn Training Center, Ponderosa, and Blue Jay County Park.

For the past several years, Wake County GSA has been involved in strategically and systematically installing electronic security systems in various designated facilities. Installation of these security devices, including access control readers, CCTV, intercoms and alarms, is being accomplished in phases. Currently 198 access control card readers and 150 fixed position or pan-tilt-zoom cameras are installed in multiple Wake County facilities. All of these security devices are being monitored within the Wake County Security Center, which is staffed by contract security officers and operated 24 hours a day, 7 days a week.

General Services Administration

Fleet Operations asset management is responsible for the Wake County's inventory of over 640 vehicles; which involves maintaining leases, controlling the resale and calculating budget expenses. The service provided comes in the form of preventative maintenance and repairs to the fleet vehicles, managing an effective parts inventory, operating a detail department for customer use and managing a vehicle Rental Motor Pool. Fleet Operation's Fuel Management consists of tracking and maintaining three separate fuel locations in Wake County, constantly being proactive in searching for alternative fuel and calculating department fuel usage and budgeting.

A joint study with City of Raleigh is currently under-way to provide site analysis and parking alternatives for additional parking capacity in the downtown central business district surrounding the County's facilities. Options for exploring current and future parking demand will be developed. The study will include the feasibility of placing all City and County parking under a centralized agency in order to make more efficient use of the total parking resource.

GSA maintains 10 flood control structures of the Crabtree Creek Watershed, protecting citizens and property downstream. Our current maintenance cost per acre is \$1,211.68 compared to contractor's average cost of \$3,205.33 per acre.

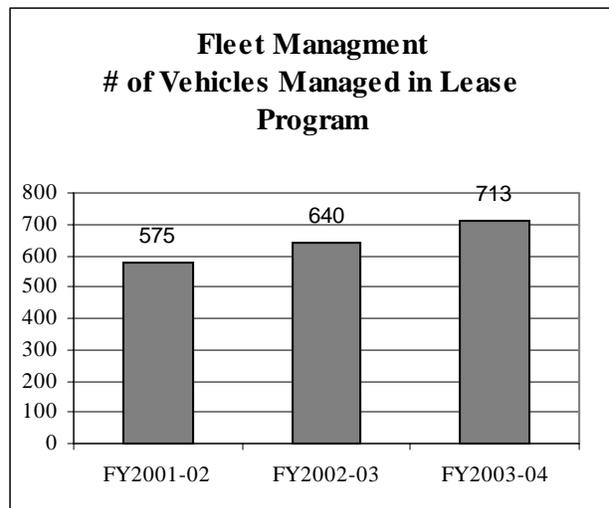
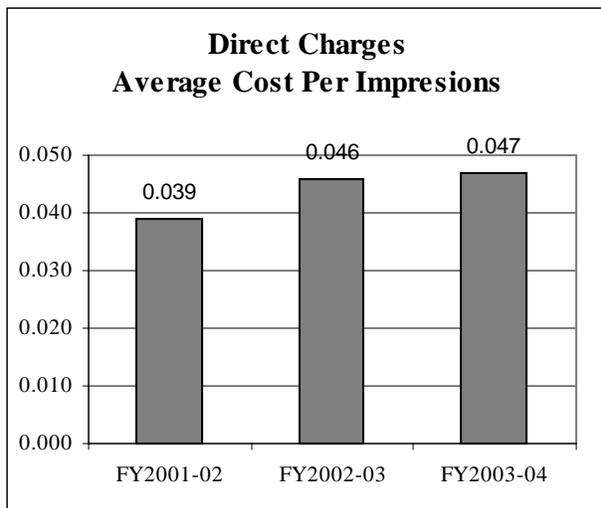
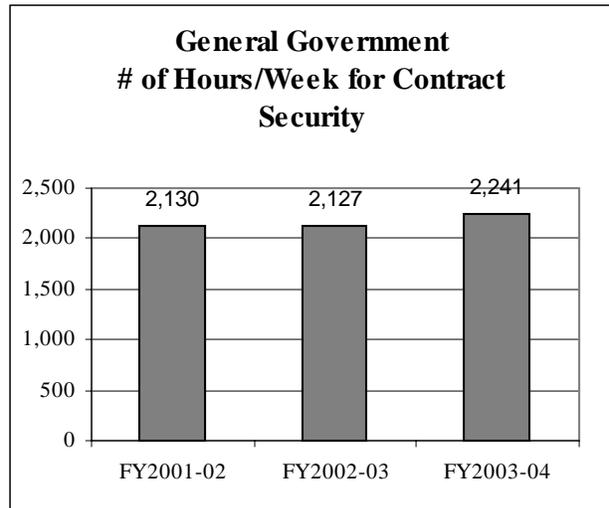
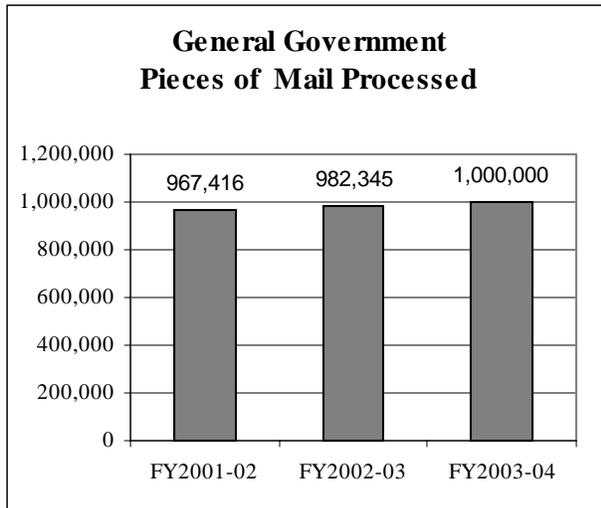
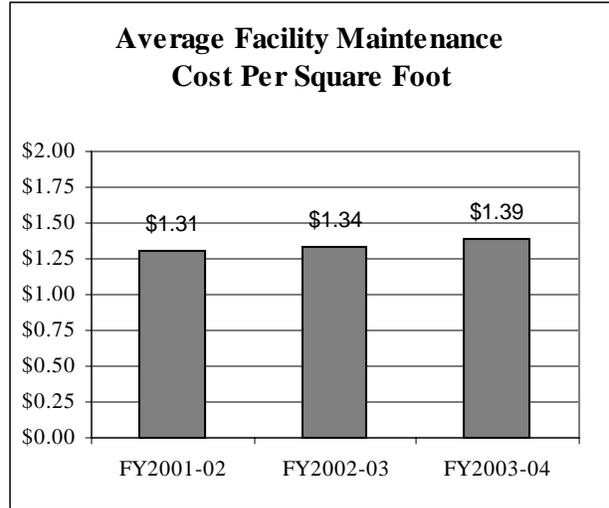
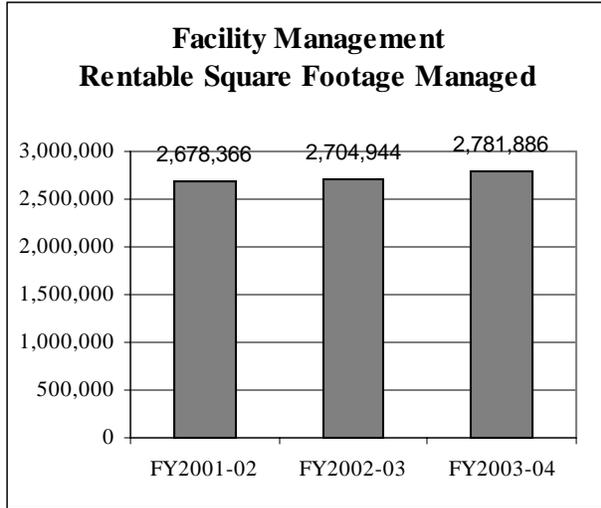
The following resources (7 FTE's net increase) are needed to maintain an acceptable level of facility and fleet services in Wake County: (a) Three new positions to staff a second shift and provide extended hour and 24/7 service delivery. GSA will be able to execute its preventative and deferred maintenance work schedule. The major mechanical and electrical systems in county facilities require periodic maintenance "off-line" which cannot be done during normal business hours. Furthermore, our emergency generator inventory has increased significantly. GSA will be using two unused vacant positions to complete a second shift crew of five employees. (b) Two landscape maintenance positions to handle new facility expansions including an additional 55 acres of landscaping. By maintaining the quality of turf and plant beds, GSA protects the County's property investment. (c) Two mechanic positions in Fleet Management. Wake Coordinated Transportation System (WCTS) provides transportation assistance to Human Services clients. GSA assumes maintenance of the WCTS fleet in FY 2004. These two positions will be fully funded through North Carolina's Department of Transportation (90%) and user fees (10%).

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Facility Management Measures			
Rentable Square Footage Managed	2,678,366	2,704,944	2,781,886
Facilities Brought On-line Through Commissioning	3	1	1
Percent of Facilities Free of Regulatory Violations	99%	99%	100%
Average Facility Maintenance Cost Per Square Foot	\$1.31	\$1.34	\$1.39
Facility Space Receiving Cleaning Services (sq. ft.)	2,168,436	2,195,106	2,258,788
Acres of Land being Landscaped	514	551	580

General Services Administration

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Number of Facilities with SCADA controls (MOSCAD)	0	12	25
Number of Facilities with Building Controls Systems	29	31	33
Percent of Extended Hour Facilities (24/7)	33%	36%	38%
Environmental Stewardship			
Buildings with Corporate Recycling	37	44	47
Irrigation	13	16	24
General Government Measures			
Moves-Number of Moves/Employee Population	173/338	286/487	unavailable
Pieces of Mail Processed	967,416	982,345	1,000,000
Access Card Holders in Security System	18,200	19,700	20,685
Number of Security Incident Reports Investigated	1,016	812	1,056
Number of Hours/Week for Contract Security	2,130	2,127	2,240.5
Road Name Signs Repair/Replace	1,036	1,370	1,400
Direct Charges			
Average Cost Per Impression	0.039	0.046	0.047
Number of Impressions	11,792,338	13,363,309	14,000,000
Number of Corporate Document Centers Installed	4	2	3
Fleet Management			
Number of Vehicles Managed in Lease Program	575	640	713
Number of Contract Vehicles Management for Other Organizations	115	129	96
Number of Gallons of Fuel Consumed	785,000	804,339	845,405
Percent of Scheduled Vehicle Repairs Completed Within One Day	94.68%	94.88%	95.00%
Ratio of Mechanics: Vehicles	115	128	135

General Services Administration



Information Services

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$3,672,629	\$4,072,114	\$4,131,096	\$4,131,096
Operating Expenses	\$3,135,779	\$3,775,140	\$3,583,082	\$3,583,082
Capital Outlay	\$0	\$16,798	\$0	\$0
Expenditure Totals	\$6,808,408	\$7,864,052	\$7,714,178	\$7,714,178
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$102,064			
Revenue Totals	\$102,064	\$0	\$0	\$0

Position Count

	FY2001-2002 Actuals	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	60.50	61.50	63.50	63.50

Department Description

The Wake County Information Services (IS) department provides centralized computer, network and telephone services to County departments and authorized business partners. The department serves over 3500 employees, contractors and business partners in approximately 110 different locations in Wake County. The IS department operates the County's computer center and enterprise network, maintains and repairs computer devices ranging from personal computers to laptops to network printers and scanners. The County's enterprise network integrates over 4,200 PC's and computer devices in thirty major county facilities into one virtual local network at high speeds. The network is connected to the World Wide Web through a primary connection supplied by the North Carolina Research and Education Network (NCREN) and a secondary connection through the State of North Carolina. The department also supports mainframe, server and web based applications provided by vendors and written in-house. Department personnel provide business application consulting services, planning support, and operational assistance through the e-Government Office and staff assigned to various strategic initiatives.

In addition to day-to-day services, the department is also responsible for providing leadership and strategic direction for the technology infrastructure on which these services are based. In this capacity the department is responsible for identifying and analyzing new and replacement PC needs and recommending a funding strategy using CIP allocations. It is also responsible for recommending and implementing associated standards related to server and desktop operating systems, enterprise-wide software, applications languages and data bases, network connections and telecommunications systems to ensure that the County's technological environment is enhanced and maintained in a cost effective manner.

Information Services

List of Major Services

- Operations Service
- Computer Aided Dispatch Maintenance
- Server Service
- Development Service
- Desktop Service
- Database Service
- Administrative Service
- Customer Service
- Voice and Data Service
- Public Safety Cellular Service

Business Plan Priorities

- Provide electronic options for delivering and receiving information and services which result in better customer service, increased efficiency in related operations, and increased data accuracy and accessibility. Areas of strategic focus include e-Government; Integrated Land Related Data Systems; and Electronic Workplace
- Maintain a stable, secure, scalable, and recoverable technical environment that can be relied upon to deliver information and services to the community and to County workers. Areas of strategic focus include Disaster Recovery and Business Continuity; Privacy and Security Measures; Enterprise Network Improvements; and Database Rearchitecture.
- Provide adequate computer services, equipment and associated standards to support the business needs of the organization. Areas of strategic focus include Core Computer, Network and Telephone Support Services; Performance Measure Tracking and Service Level Agreement Management; Enterprise Hardware and Software Standards; Application Language and Database Standards; and Network Connections.

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional detail on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

Highlights

- Reconstructed the County's website to make it easier to use and more citizen-oriented and created the first phase of an employee portal.
- Created and refined a technology project review and prioritization process to assist with funding allocation decisions supporting e-Government efforts.
- Created a new Privacy Officer position to address electronic privacy and security concerns and to coordinate countywide Health Insurance Portability Accountability Act (HIPAA) efforts.
- Created online applications for mechanical permits and job applications.

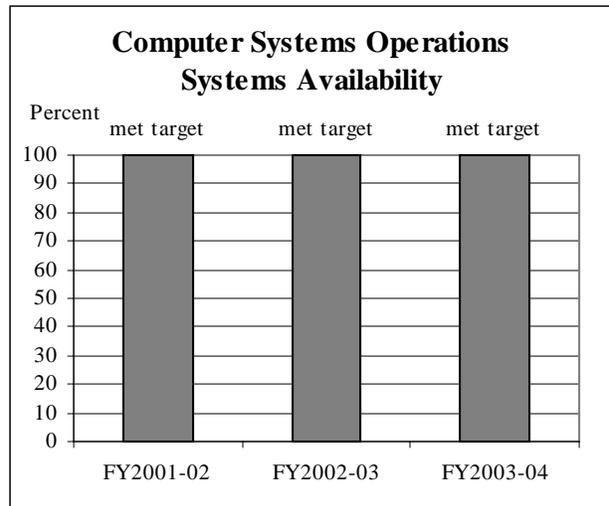
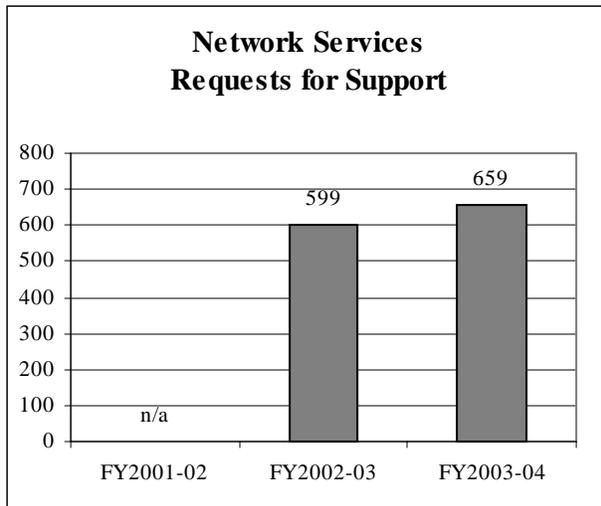
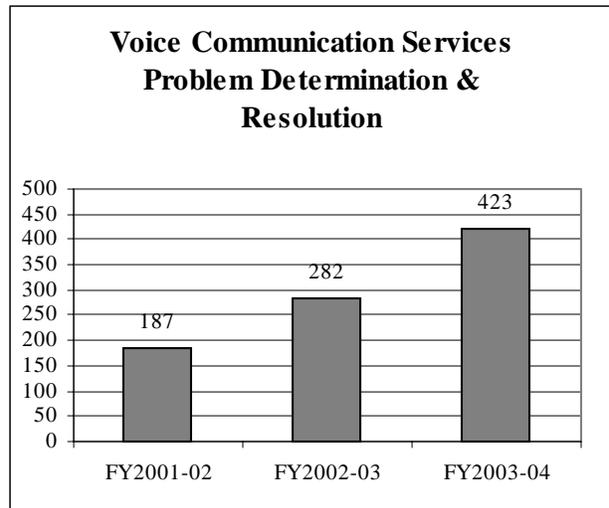
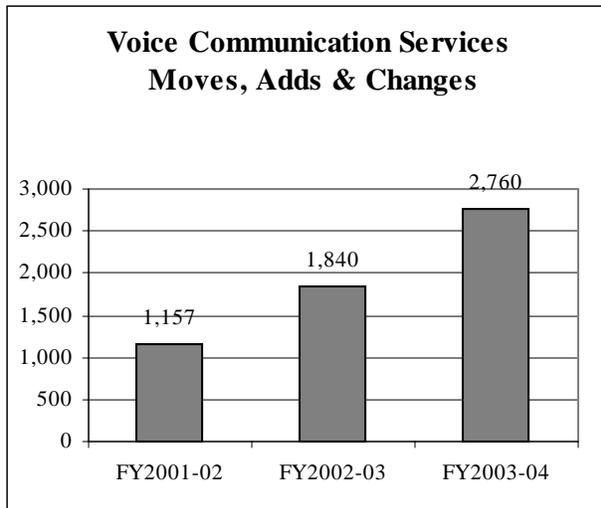
Information Services

- Completed the second of a four phase property tax rewrite project which involved the rewrite of the property tax billing system, and made significant progress on phase three, which involves the rewrite of the collection and vehicle billing system.
- Updated automation capabilities in the Register of Deeds office involving improving the web interface used by the public when accessing data from remote locations.
- Completed a prototype of the enterprise-wide document management initiative using the Adoptions Unit of the Human Services department.
- Completed the first phase of the Public Facilities Database project which involved creating an inventory of publicly available parks and recreation facilities in Wake County viewable on the web.
- Two new positions are included in FY2004 to provide additional support for the technology resources and applications which enable County services. One position will help maintain the back-up systems, recovery schedules, and platform reliability of more complex and more data intensive applications systems. One position will support the newly re-designed Oracle database environment that enables key business applications for revenue, register of deeds, GIS, and planning applications.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Voice Communication Services			
Moves, Adds & Changes -95% of time met service level targets of within 10 Business days of request for non-vendor related moves and 14 business days for vendor related moves.	met targets 100% of time	met targets 100% of time	met targets 100% of time
Number of Moves, Adds, and Changes	1,157	1,840	2,760
Problem Determination and Resolution -90% time met service level targets of 1 hr, 4hr, or 1 business day response time based on priority level and contact made within 1 hr. of page sent for emergency service and customer satisfaction rating	met targets 100% of time	met targets 100% of time	met targets 100% of time
Number of requests for Problem Determination and Resolution	187	282	423
Network Services			
Network Availability -95% of time met service level target of 99% 7x24 except for published maintenance period	met targets 100% of time	met targets 100% of time	met targets 100% of time
Support -95% of time met service of 1 hr, 4 hr, or 1 business day response time based on priority level and contact made within 1 hr of page sent for emergency service and customer satisfaction rating	n/a	met targets 100% of time	met targets 100% of time
Number of Requests for Network Services Support	n/a	599	659

Information Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Computer Systems Operations Services			
System Availability -95% of time met service level target of 99%, 7x24 except for published maintenance period	met targets 100% of time	met targets 100% of time	met targets 100% of time
CICS Availability -95% of time met service level target based on scheduled hours	met targets 100% of time	met targets 100% of time	met targets 100% of time
System Reponse Time -95% of time met service level targets of 97% of time 5 seconds or better and 96.5% of time 2 seconds or better	met targets 100% of time	met targets 100% of time	met targets 100% of time



Human Resources

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$755,417	\$932,825	\$1,009,597	\$1,009,597
Operating Expenses	\$323,584	\$368,892	\$325,360	\$325,360
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$1,079,001	\$1,301,717	\$1,334,957	\$1,334,957
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$3,722			
Revenue Totals	\$3,722	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	17.00	19.00	19.00	19.00

Department Description

The Human Resources department is responsible for employee compensation and benefits, policy development, recruitment, affirmative action, employee relations, training and development, administration of the County's automated human resources/payroll system, and maintenance of employee records.

The Human Resources vision for Wake County is that the County will be the employer of choice in the area; that the work environment will be positive; and employees will be valued for their knowledge, talents, skills and abilities as they work toward accomplishing the County's mission.

Human Resources goals include: Maintain consistency across the organization with regard to human resource issues; Ensure that the workforce reflects the diversity of the community it serves; Ensure that all employees are treated with equal respect and dignity; Ensure that all employees understand the County's pay-for-performance merit system; and, Provide departmental support to ensure that Human Resources is an integral partner of every department's operations.

List of Major Services

- Benefits and Wellness
- Employee Relations
- Recruitment and Compensation
- Training, Employee Recognition and Appreciation.

Human Resources

Business Plan Priorities

Human Resources uses its expertise in the services listed above to accomplish the following objectives:

- Enhance the County's ability to attract and retain a highly skilled, diverse, and marketable workforce.
- Create employee “ambassadors” for the County, by promoting a feeling of pride, commitment, and enthusiasm among all Wake County employees.
- Enhance the talents and increase the skills and knowledge of employees to support the County's mission and goals. Support the efforts of managers and supervisors in providing a positive and productive work environment with an emphasis on equity, fairness, and a performance-based merit system.

A top priority for the department is to implement a corporate wide training and development program to enhance leadership skills among County employees and managers. Human Resources is also dedicated to meeting the highest level of customer service by providing prompt and accurate service in employee relations, recruitment, compensation and benefits. And lastly, the department is committed to promoting healthy life styles among Wake County employees.

Highlights

Workload has increased substantially in the department. During FY2003 human resources functions that had been the responsibility of the Human Services department were consolidated into the Human Resources department. This shift in responsibilities has resulted in a 500 percent increase in the workload in recruitment activity and a 200 percent increase in the workload in the area of employee relations. Two full time equivalent positions were transferred from Human Services to Human Resources to support this shift in responsibility.

The challenges now facing Human Resources is the continuation of the pursuit of standards of excellence in customer service, offering innovative solutions to current problems, implementing priorities from its business plan (available on the County's website), all the while dealing with increased demand for its services. The department's strategies to deal with these challenges are:

Benefits and Wellness

- Make benefit information, enrollment and change forms available to all employees through a web-based employee portal.
- Provide health care utilization reports to employees that would make them more cost conscious consumers of health care services and products.
- Implement a pre-tax arrangement or reimbursement accounts for transportation and parking expenses.

Employee Relations

- Establish a baseline of the health of the organization by developing and administering a climate survey on the work environment. Use the survey to identify areas of concern and develop an action plan to address concerns.
- Encourage mentoring among managers.
- Identify discrepancies between the personnel policies and official actions taken by managers.
- Advise managers and supervisors to appropriately discuss organizational policies with their employees and professionally handle performance issues and discipline.
- Maximize site visits to departments.

Human Resources

Recruitment and Compensation

- Develop an on-line application process and other automation projects.
- Revamp classification/compensation systems.
- Promote diversity efforts by attending career fairs offered by traditionally minority colleges/universities and advertise in non-mainstream publications.

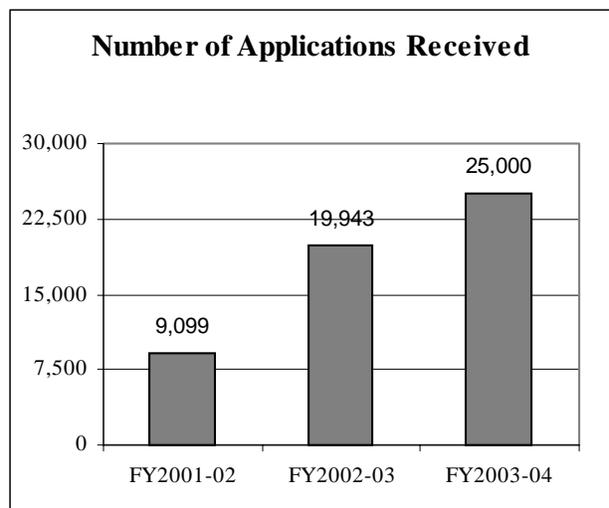
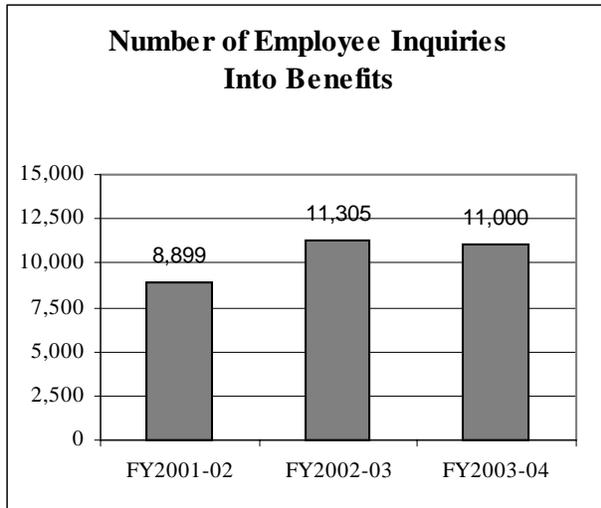
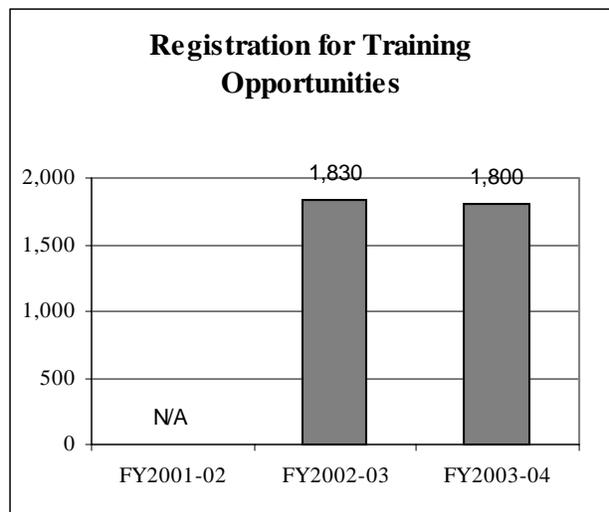
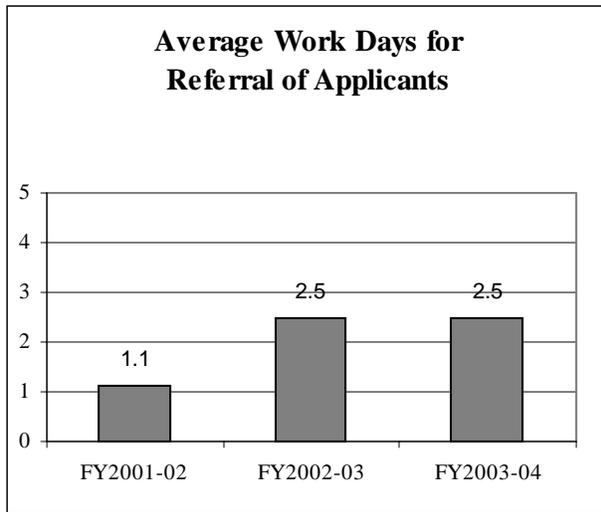
Training and Employee Recognition/Appreciation

- Offer more leadership development opportunities for employees in all levels of the organization.
- Specifically stress the policy and intent of the County's "Pay for Performance" system.
- Offer an appreciation event during the holiday season on behalf of the County Commissioners.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Average work days for referral of applicants	1.1	2.5	2.5
Bilingual applicants for bilingual positions	n/a	342	410
Effectiveness rating for training classes	99.6%	99.9%	95.0%
Non-discrimination grievances resolved in Dept.	n/a	0%	20%
Registrations for training opportunities	n/a	1,830	1,800
Leadership training participants indicating better understanding of leadership expectations	n/a	n/a	95%
Benefits information session participants indicating better understanding of benefits	n/a	n/a	90%
Number of employee/position transactions	3,155	3,917	3,600
Number of employee benefits changes handled	4,026	5,741	5,500
Number of employee inquiries into benefits	8,899	11,305	11,000
Number of benefit-related workshops	58	55	55
Number of training sessions (full/half day)	59	156	100
Career fairs attended	6	11	12
Applications received	9,099	19,943	25,000
Total number of vacancies	540	796	800
Participants in customer service recognition committee	13	13	10
Participants in Holiday Reception (employees/guests)	550/1,750	600/1,700	500/1,750
Participants in CHEER program/number of events	3,600/2	3,600/2	3,600/2

Human Resources

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Number of employees counseled	247	444	450
Number of managers/supervisors counseled	317	1,095	1,200
Number of wellness training sessions	17	0	6
Number of wellness activities and initiatives	8	2	6
Number of flu shots administered	538	921	1,000



Planning Department

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$946,469	\$1,029,125	\$1,120,008	\$1,120,008
Operating Expenses	\$116,744	\$276,649	\$250,772	\$250,772
Capital Outlay	\$6,447	\$0	\$0	\$0
Expenditure Totals	\$1,069,660	\$1,305,774	\$1,370,780	\$1,370,780
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$139,276	\$230,320	\$242,650	\$242,650
Revenue Totals	\$139,276	\$230,320	\$242,650	\$242,650

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	18.00	19.00	19.00	19.00

Department Description

The Wake County Planning Department is charged with providing public planning services to the areas in Wake County lying outside the municipalities' planning jurisdictions, and provide a single point of planning, advisory and technical assistance to local jurisdictions, community groups and other organizations. Today, the department consists of 19 positions (see Organizational Chart) and has transitioned from an agency that early on primarily focused on long-range policy to one that deals with a myriad of long-range, and current planning activities and regulatory processes. The current staff focuses on:

- Comprehensive Planning and Implementation
- Transportation Planning and Coordination
- Zoning and Administrative Services
- Subdivision Administration and Approvals
- Historic Preservation Administration
- Special Research, Data Collection and Analysis

Comprehensive Planning and Coordination

Work with diverse community interests and other governments to develop plans for the built and natural environment. Staff plays a prominent role in support to the County Commissioner's overall emphasis in refining the Land Use Plan, Growth Management Plan, and updating and implementing growth management strategies. Work to coordinate with other governmental entities on land use planning issues such as ETJ extensions.

Transportation Planning

Coordinates and participates in comprehensive long-range transportation planning for the County. Plan for all modes of transportation (walking, bicycling, public transportation, and personal automobiles) and support regional and county land use goals. This involves working with staff on transportation issues related to

Planning Department

land use planning and providing customer service and information. In addition, act as a liaison with community groups and local, regional, state and federal governmental entities.

Subdivision Administration

Coordinates the application of the County Subdivision Ordinance, reviewing and approving all plans submitted for development to assure that they comply with the ordinance. The staff also addresses and resolves customer inquiries, helps interpret County subdivision ordinance, processes subdivision text amendments, implements regulatory process modifications, coordinates process improvements, and provides support for the Planning Board and its committees.

Land Development/Zoning Administration

Key regulatory program area that coordinates the application of County Zoning Ordinance to ensure that public/private development efforts carry out Wake County's Land use policies, goals, and objectives. This area coordinates reviewing applications for variances, rezoning property and making recommendations to the Planning Board, Board of Adjustment and governing bodies. Zoning Code enforcement.

Data Analysis and Modeling

This service area involves the capturing and manipulation of land use and demographic information and dissemination of information to County staff, other organizations, and the public. The primary activities include developing school enrollment projections, supporting the GIS division with demographic and land use data, providing interactive networked based data analysis, and responding to information and analysis requests. The staff tracks population, housing and physical development in Wake County. Also responds to public information request and inquiries.

Historic Preservation

Act as a liaison for and assist in coordination of historic preservation activities with Capital Area Preservation (CAP) and City of Raleigh.

Support Services/Administration

Provides administrative and clerical support to the Planning staff, Planning Board, Board of Adjustment and other task forces as created. Staff assists the public and other departments with information and referrals, handles purchasing, filing, contract disbursement, budget preparation, and various other administrative functions.

List of Major Services

- Long Range Planning and Administration
- Subdivision and Zoning Administration
- Transportation Planning and Coordination
- Growth Management Support and Implementation

Planning Department

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The following priorities focus the department's service efforts in the coming fiscal years:

- Continue to research and monitor demographic and land use data important to the quantity and type of growth and demand for services throughout the county. In particular, the Planning department will monitor the number of households and school age children in Wake County to determine the level of increases projected over the next 20 years. In addition, the department will track changes in the population age and ethnicity, helping anticipate the need for adjustments to service delivery.
- Fulfilling collaboration and facilitation expectations, the Planning department will assist with a number of initiatives that will move from the development to the implementation phase. This will require extensive citizen forums and groups to get public input. Managing actual projects as well as the citizen process can be very intense and time consuming. However, involving citizens in the decision-making process is fundamental for good planning.
- Managing the demand for services will continue to be a priority challenge; the refinement of the subdivision process will increase staff workload. In addition to the changing subdivision requirements, the department posts a significant amount of information on the website (and the ongoing maintenance of the website is a challenge for current staff). Additionally, the Planning department is responsible for implementing a significant number of County initiatives, as well as a high level of collaboration, coordination and input that is expected by other agencies, such as Environmental Services, Community Services, Human Services (planning projects), and Triangle J Council of Governments.

As the lead agency researching and interpreting the population and demographic trends, the Planning department has identified several key population and housing factors that will influence program delivery and design decisions for many Wake County departments.

Population Growth

According to estimates released by the U.S. Census Bureau in April 2002, 655,642 people resided in Wake County on July 1, 2001. The population had increased by 27,796 people during the 15 months following the April 2000 Census. The county's numerical increase ranked 21st highest among the nation's 3,141 counties, and first among North Carolina's 100 counties. Framed in a more local context, it means that during those 456 days (April 2000 - June 2001) - on average - 61 people moved to Wake County daily.

Unincorporated Area

Data abstracted from the N.C. State Demographer's office "Official July 2001 Municipal Estimates by County Report," revealed that during the same time period the rate of growth continued at a clip of 4.9% countywide. This most recent Demographer's report documents that 658,490 people resided throughout Wake County on July 1, 2001. The number of residents living in the areas outside of Wake's more populated jurisdictions totaled 176, 653. These unincorporated areas grew at a rate of 4.4%, adding over 7,430 new residents. This increase accounted for 24% of the county's 30,644 new residents, compared to 20% of

Planning Department

newcomers who arrived between 1990 and 2000. During this period, the population growth outside Wake's twelve municipalities grew at an even faster rate than it did during the 1990s. In addition to rapid urban growth, population density, racial and ethnic diversity, and unemployment, a few other population and housing factors will influence program delivery and design decisions for Wake County departments. The following are examples.

Age

2000 Census data indicates an increase in the percent of the Wake County population that is aged 5-19 years and in the percent of working-age adults (18-64 years) within the total population. Both of these dynamics help explain the influx of school-age children in Wake County. Schools, parks and recreation, youth immunization, and transporting both parents and children are but a few aspects of county services that are affected by these trends.

Household Size

The age characteristics noted above combined with increases in average household and family sizes also attest to the increase in population density. These demographic components influence housing type, development code provisions and land use strategies for planning functional and desirable residential, working, and recreational activity centers. Issues pertaining to environmental resources conservation and protection also arise when resolving impacts associated with increased densities and more intense development.

Highlights

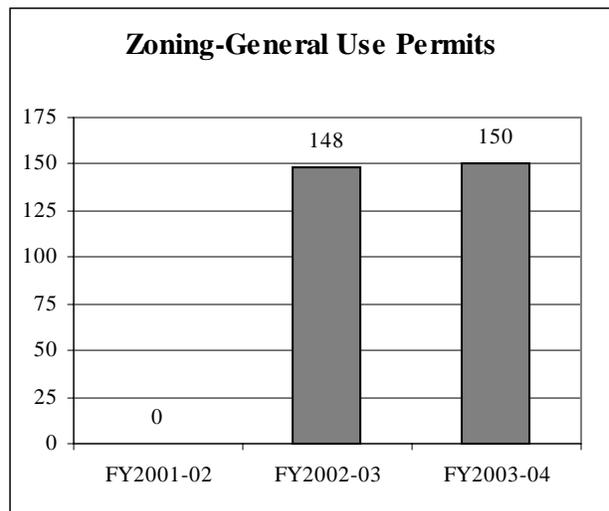
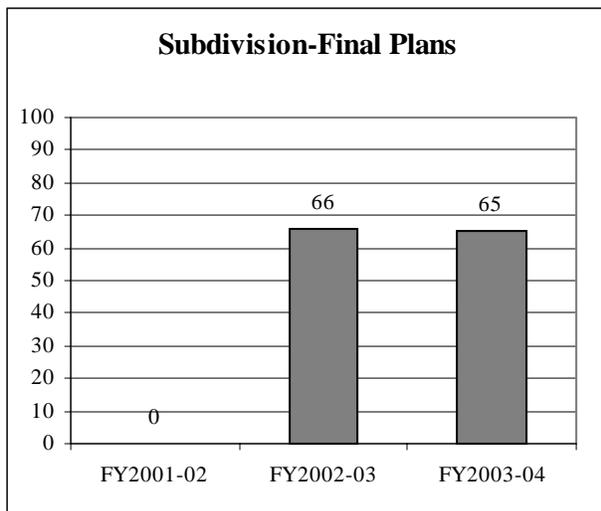
In the next two fiscal years, the Planning department will be focused on completing several key initiatives related to the both the development of planning mechanisms (transportation) or the implementation of already developed plans (growth management). The following is a brief summary of the major highlights in FY2003 and the coming fiscal years:

- **Growth management strategy:** The growth management report developed by the Wake County Growth Management Task Force is currently being presented to citizens at regional community meetings throughout the county. The County and municipalities will work to develop an implementation plan that is predicated on the adoption of different combinations of growth management tools by each jurisdiction over the next few years.
- **Transportation Planning:** The Board of Commissioners adopted Phase I of the Transportation Plan in April 2003, which focused on the collector street plan for the short-range urban service areas. The Planning department will continue with the development of Phase II of the transportation plan in FY2004 with a focus on the collector road system in the long-range urban service areas.
- **Unified Development Ordinance:** The department began the process of consolidating many of the development regulations into a unified ordinance in FY2003. This process will be completed in late FY2004 and early FY2005.

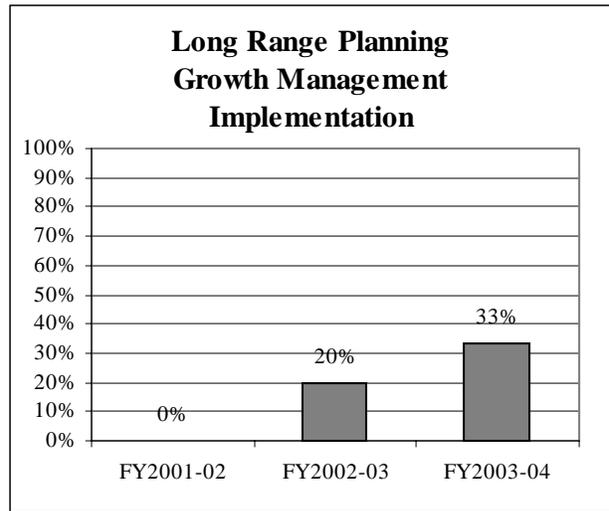
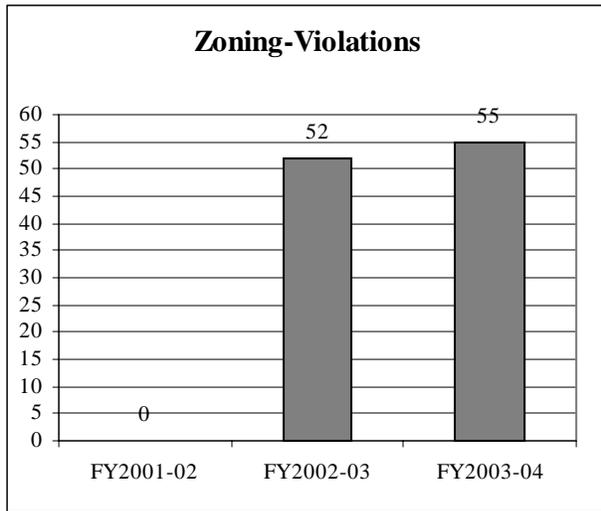
Planning Department

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Subdivision			
Preliminary Plans	n/a*	54	50
Exempt Plans	n/a*	240	230
Construction Plans	n/a*	51	50
Final Plans	n/a*	66	65
Zoning			
General Use Permits	n/a*	148	150
Property Descriptions	n/a*	128	130
Violations	n/a*	52	55
Special Use Permits	n/a*	17	20
Long Range Planning			
Uniform Development Ordinance (complete)	n/a*	n/a	50%
Growth Mgmt Implementation	n/a*	20%	33%
Watershed Mgmt Implementation	n/a*	20%	33%
Transportation Plan Phase 1	n/a*	90%	100%
Transportation Plan Phase 2-Collector Street Plan	n/a*	30%	50%

***Began tracking new measures in fiscal year 2003**



Planning Department



Revenue Department

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$2,678,484	\$2,906,959	\$2,915,989	\$2,915,989
Operating Expenses	\$1,041,519	\$1,017,160	\$1,228,689	\$1,228,689
Capital Outlay	\$0	\$20,000	\$20,750	\$20,750
Expenditure Totals	\$3,720,003	\$3,944,119	\$4,165,428	\$4,165,428
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$1,058,846	\$998,000	\$1,150,000	\$1,150,000
Revenue Totals	\$1,058,846	\$998,000	\$1,150,000	\$1,150,000

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	62.00	62.00	62.00	62.00

Department Description

The Wake County Revenue department is responsible for listing, appraising and assessing all real estate, personal property, and registered motor vehicles within Wake County, its twelve municipalities and related service districts. It is charged with the duty of collecting all current and delinquent taxes on this property. In addition to property tax, the department oversees the billing and collection of Prepared Food & Beverage Tax, Rental Vehicle Tax, Special Assessments, and various licensing and permits.

In FY2003 the department issued approximately 902,000 tax bills for a total tax levy of \$372 million. The tax base is comprised of 260,000 real estate parcels, 580,000 registered motor vehicles and various business and personal property. The department uses the latest technology, automation and training to successfully carry out its duties.

List of Major Services

- Assessment Services
- Collection Services

Business Plan Priorities

The department's top priority is to deliver to citizens the highest level of customer service possible. At the same time, the department strives to deliver the highest quality product, including accurate valuations and a complete listing of all property - taxable and exempt - within the jurisdiction of the County's Revenue Director. In delivering these services to the customer, the department controls costs and works as efficiently as possible. The department's goal is to increase productivity and decrease overall cost.

Revenue Department

The department needs to increase the integration of its databases so that customer service agents can quickly research a wide variety of questions from citizens. This will reduce handoffs and cycle times, thereby increasing customer satisfaction. Customer service agents need to be cross-trained in the area of property valuation and tax collection.

Highlights

The department has begun to implement a performance management system that monitors agents' transactions, valuation accuracy, collections and service. The department will also evaluate performance of the unit as a whole by analyzing activity on a department-wide basis. By tracking the volume and types of questions coming from customers, the department can take steps to reduce the volume of these questions or change processes to deal more quickly with them. For more than 10 years, Revenue has maintained detailed demographics of all components of the real estate base, personal property tax base and collection activities. This deep history of activity is key in making decisions that will take us into the future.

The most significant improvement is already underway within the Revenue department - redesigning software and integrating activities into a seamless delivery of services. The billing system activities were completed in 2000 and resulted in significant improvement in productivity and customer service. The collection system has been completed and is scheduled to be in production in February 2003. This will bring us significant improvement in management of our delinquent taxes by ensuring that agents are delivering quality service to customers and that customers are following through with obligations to make payments. It will also provide tools for improving projections of the amount and the timing of revenue collections.

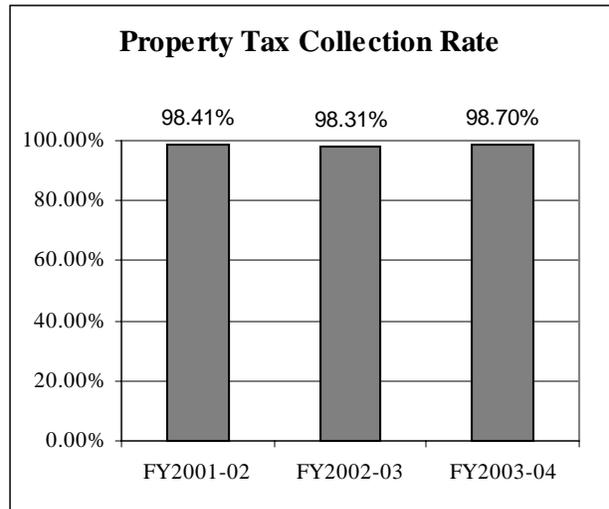
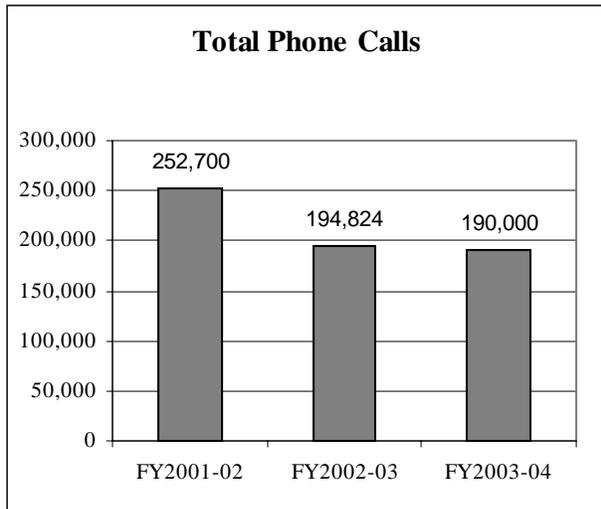
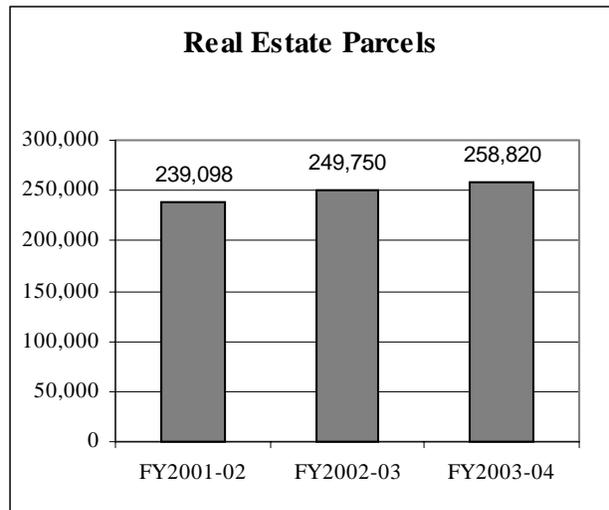
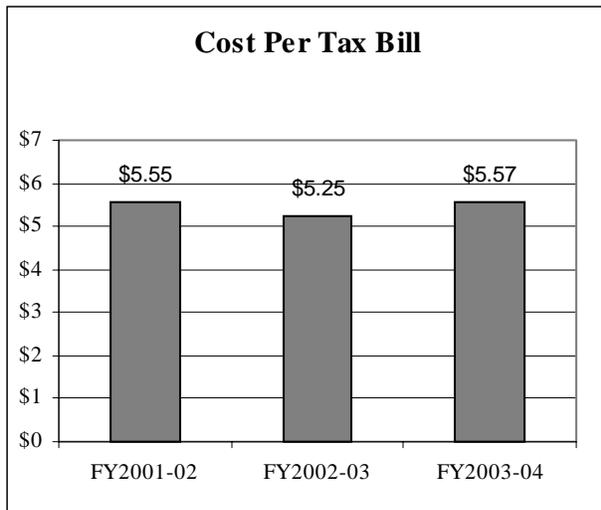
The real estate component of the system rewrite is approximately 50% complete. Construction of the system is scheduled for completion in FY 2004. In FY 2005, the real estate system will automate the field data collection activities, which will again increase productivity and deliver better service and more accurate data to customers. The County currently has eight satellite locations for revenue collection. A goal of the Revenue department is to add satellite locations in Holly Springs, Rolesville and Wake Forest by the fall of 2003.

The Revenue department partnered successfully with the North Carolina Association of County Commissioners to create a unified property tax software system in North Carolina. The department developed a comprehensive property tax administration, collection, billing and appraisal system for all types of property, including taxable and exempt, with the dual purpose of making the data more accessible.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Assessment Ratio	92.82%	91.80%	90.80%
Property Tax Collection Rate	98.41%	98.31%	98.70%
Cost Per Tax Bill	\$5.55	\$5.25	\$5.57
Phone Calls Answered Per Phone Agent	10,800	9,410	9,500

Revenue Department

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Total Tax Bills	874,053	902,977	932,000
Total Phone Calls	252,700	194,824	190,000
Real Estate Parcels	239,098	249,750	258,820



Revaluation Reserve Fund

Description

The Revaluation Reserve Fund, one of several special revenue funds, accounts for the expenditures necessary for property reappraisals. This fund is financed by general fund transfers and by any investment income earned while the cash is not being used. State law requires that the Board of Commissioners set aside funds each year to ensure that funds are available when it is time to have a mass reappraisal of all real property within the county. Reappraisals of County real property are conducted once every 8 years. The most recent reappraisal was done in the year 2000 and the impact on taxes took effect in fiscal year 2001.

In an effort to improve efficiency in the property records, the last revaluation project included photography of buildings to capture data in a digital format. This effort is augmented by an ongoing contract to photograph all new properties for the data warehouse.

It is the practice of the Revenue department to use its own assessors in conducting the mass reappraisal of all existing real property in the county. Temporary staff is employed to conduct the appraisal on new construction and then terminated upon completion of the reappraisal.

Non-Departmental Accounts

Program Description

Many expenditures are not specific to a departmental budget. These items are identified as non-departmental expenditures, transfers from the general fund to other County funds, or reserve accounts. Included in these expenditures are payments to public agencies that share interests with Wake County government and provide services to the County. Also included are community agencies not associated with Human Services and certain expenses that serve several County agencies within Wake County government. Also included in this category are membership dues to several state-wide and national organizations that Wake County participates.

Key Issues for FY2003-2004

On August 6, 2001 the Board of Commissioners committed up to \$250,000 annually for each of the three tournament years (2003, 2004, and 2005) for the CIAA conference basketball tournament. The maximum the County has spent for this effort has been \$65,000 for the tournaments in 2002 and in 2003. Consequently, \$65,000 is included in FY2004 budget to honor the commitment for the 2004 CIAA tournament.

On February 2, 2002 the Board of Commissioners committed \$25,000 per year beginning in FY2002 to the National Scholastic Sports Foundation for the high school outdoor track and field championships. This is the second appropriation of this three year commitment.

An appropriation of \$500,000 is included for consulting services. Planned projects include updating the position classification system, analyzing the effectiveness of the 1997 human services agencies merger, and assistance in obtaining federal funds.

State statutes require the County to pay 25 percent of the cost for the local Forestry Service, if the County chooses to participate in the Forestry Services' program. An appropriation for this service has in the past been included in the general fund. Since the primary responsibilities identified in the Forestry business plan relates to fire prevention and suppression, funding for this agency has been moved from the general fund to the fire tax district fund.

Healing Place, a facility for homeless men suffering from substance abuse, opened in FY2001. Funding of \$242,750 is included to subsidize the operations of the facility.

Funding of \$1,456,000 is included as an operational subsidy for Exploris and IMAX®. In addition to this appropriation, funds are included in the General Services budget for maintenance, janitorial and security services.

Each year the County is required to set aside one-eighth of the expected cost of the next revaluation. Since the cost of revaluation of property is based on the projected number of parcels, the transfer to the Revaluation Fund is set at \$975,000.

Pay-for-performance increases are budgeted at \$4.3 million for an average of four percent, with actual awards ranging from zero percent to ten percent. Health insurance premiums were raised 18 percent at an additional cost of approximately \$1.8 million.

Non-Departmental Accounts

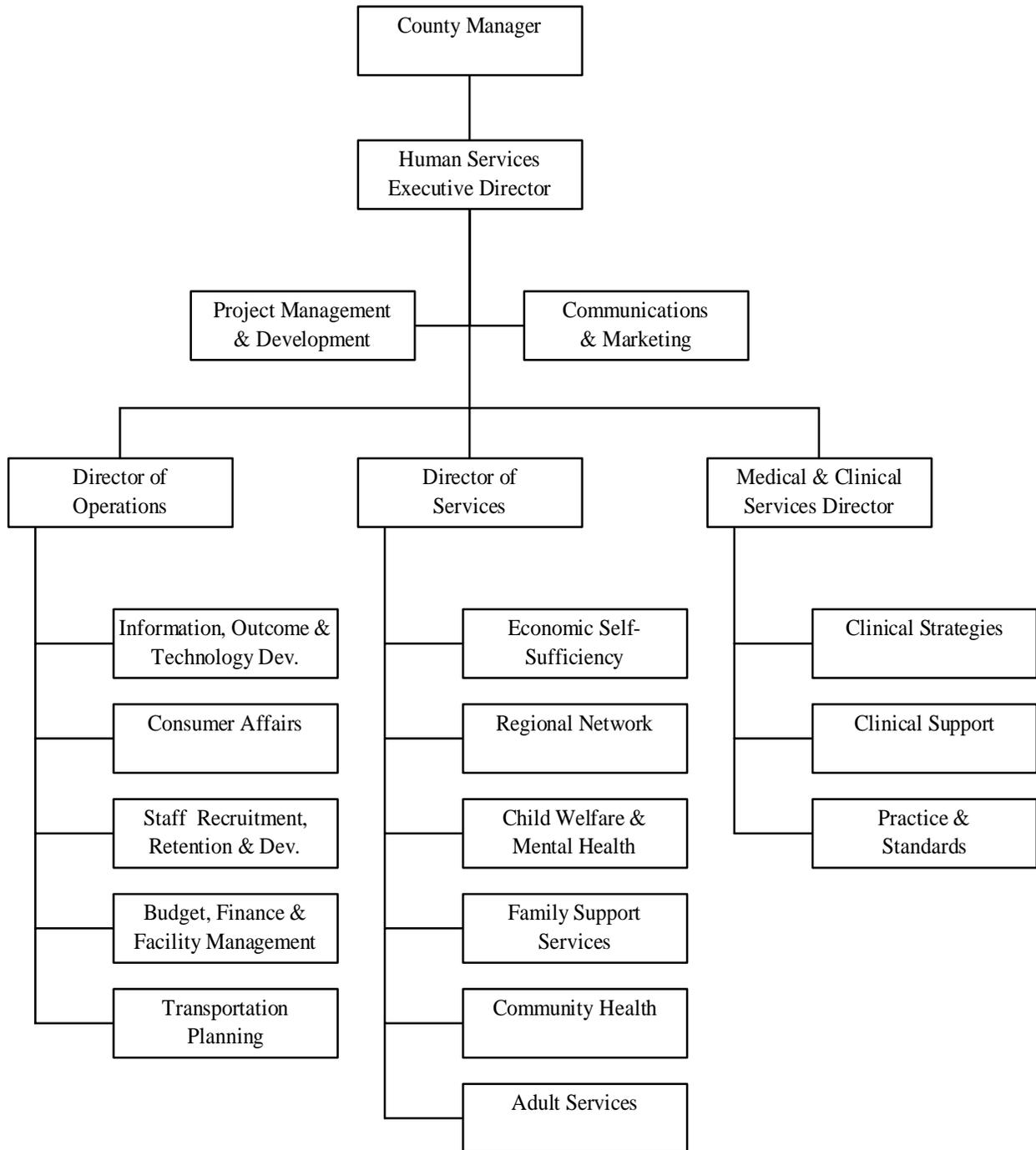
Non-Departmental Accounts	FY 2001-2002	FY 2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended Budget	Adopted Budget
ECONOMIC DEVELOPMENT				
Greater Raleigh Chamber of Commerce	\$295,000	\$286,500	\$286,500	\$286,500
MEMBERSHIP AGENCIES				
Carolina Innovation	\$3,750	\$5,000	\$0	\$0
Institute of Government	\$47,377	\$54,100	\$52,700	\$52,700
N.C. Assoc. of County Commissioners	\$44,791	\$49,013	\$51,450	\$51,450
National Association of Counties	\$8,103	\$8,400	\$8,600	\$8,600
RDU Airport Authority	\$12,500	\$12,500	\$12,500	\$12,500
Triangle J Council of Governments	\$152,444	\$169,700	\$173,140	\$173,140
NON-DEPARTMENTAL				
Auditing Fees	\$185,949	\$122,367	\$50,000	\$50,000
Consulting Services	\$719,224	\$969,206	\$500,000	\$500,000
Legal/Litigation Expenses	\$0	\$20,000	\$20,000	\$20,000
Miscellaneous Expense	\$36,249	\$100,000	\$100,000	\$100,000
Preliminary Studies	\$4,340	\$50,000	\$0	\$0
OTHER AGENCIES				
Aggie/Eagle Classic	\$0	\$25,000	\$25,000	\$25,000
Capital Area Preservation - Historic	\$0	\$0	\$95,000	\$95,000
CIAA Tournament	\$65,000	\$60,000	\$65,000	\$65,000
Exploris Operation Contribution	\$1,500,000	\$1,456,500	\$1,456,000	\$1,456,000
First Flight Monument	\$0	\$100,000	\$0	\$0
Healing Place	\$250,000	\$242,750	\$242,750	\$242,750
Historic Preservation - Consulting	\$0	\$0	\$12,500	\$12,500
Historic Preservation - City of Raleigh	\$0	\$0	\$24,500	\$24,500
N.C. Symphony	\$35,000	\$34,000	\$34,000	\$34,000
National Scholastic Sports Foundation	\$0	\$25,000	\$25,000	\$25,000
United Arts Council	\$350,000	\$301,000	\$301,000	\$301,000
Upper Neuse River Basin Associates	\$4,300	\$4,300	\$4,300	\$4,300
Women's Commission	\$5,458	\$12,500	\$12,500	\$12,500
TRANSFER TO OTHER FUNDS				
Risk Management	\$2,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Revaluation Reserve Fund	\$975,000	\$975,000	\$975,000	\$975,000
RESERVES				
Employee Compensation	\$3,915,012	\$2,507,250	\$4,300,000	\$4,300,000
Contingency	\$475,800	\$600,000	\$600,000	\$600,000
Health Insurance Cost Increase	\$0	\$0	\$1,800,000	\$1,800,000

Fiscal Year 2003-2004 Adopted Budget

Human Services

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Human Services Organization Fiscal Year 2003-2004



Human Services

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$69,441,259	\$76,428,690	\$79,999,413	\$79,999,413
Operating Expenses	\$87,515,269	\$110,564,882	\$122,566,200	\$122,566,200
Capital Outlay	\$464,361	\$922,621	\$666,704	\$666,704
Expenditure Totals	\$157,420,889	\$187,916,193	\$203,232,317	\$203,232,317
Intergovernmental Revenue	\$73,332,033	\$86,959,514	\$89,114,277	\$89,114,277
Fees & Other Revenues	\$35,629,710	\$35,737,684	\$47,300,068	\$47,300,068
Revenue Totals	\$108,961,743	\$122,697,198	\$136,414,345	\$136,414,345

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	1,524.31	1,623.51	1,653.17	1,653.17

Department Description

The work of Wake County Human Services (WCHS) is about improving the quality of life for the people of Wake County. Since its inception as an integrated Human Services organization, the agency has articulated a clear commitment to the value of cultural competence, which at its core equates to unconditional respect for all people, a practice also known as "customer service". Translating those values into practice is challenging, but given the increasingly diverse populations WCHS serves, it has never been more critical that the agency meets the challenge successfully.

Wake County Human Services will promote a healthy and safe place to live, grow and work. In partnership with communities and other organizations, it will enhance the ability of families and individuals to become self-sufficient to their greatest ability while ensuring quality care for those individuals unable to achieve self-sufficiency.

During 1999, Human Services set about its mission by adopting twelve outcomes to guide its work. The selected outcomes were intentionally broad and long-range to provide consistency for WCHS over a period of years. Progress on each of these outcomes can be measured with a number of shorter-range indicators. The broad agency outcomes are:

1. Women and families will have healthy, planned births.
2. Families will support their children's successful development.
3. Children will be ready for school.
4. Children and youth will be successful in school.
5. Children and vulnerable adults will not experience abuse or neglect.
6. Youth will make healthy decisions.
7. Children removed from their parents will have a permanent home.
8. The elderly and individuals with severe, chronic disabilities will live as independently as possible.
9. Parents will financially and medically support their minor children.

Human Services

- 10. People will find and maintain employment.
- 11. People will have safe, affordable housing.
- 12. Individuals, families, and communities will have improved physical and behavioral health.

Human Services achieves outcomes through programs and services managed in eight operational units. These operational units were reorganized in the late 90's from the previous departmental agencies of Public Health, Mental Health, Social Services, Affordable Housing and Child Support Enforcement. The consolidated Human Services agency now acts as a single department under the county manager, receiving counsel and policy direction from a 24-member Human Services Board of Directors.

List of Major Services

Table 1: Adult Services

Adult Economic Services	Adult Protective Services
Developmental Disability Services	Partial Hospitalization Program
Outpatient Treatment Programs	Crisis and Assessment Services
Mobile Support Team	Psychosocial Rehabilitation Services
Detox	Inpatient Services
Outpatient Treatment	Court Services
Senior and Adult Services	

Table 2: Child Welfare and Child Mental Health

Child Protective Service (CPS)	Foster Care
Family-to-Family	Adoption Assistance
School Health Clinical Assess	Child Mental Health Services
Independent Living Services	Therapeutic Homes
Wake House Residential Services	

Table 3: Clinic Services

Maternal Health Clinic	Women's Health Clinic
Child Health Clinics	Dental Health Program
Pharmacy	Laboratory
Child Fatality Prevention Team	Carolina Access

Human Services

Table 4: Community Health

Communicable disease surveillance and response	HIV/STD clinic & community service
Refugee Health Screening	AIDS case management
Tuberculosis program (TB)	Immunizations
Prevention of major health problems	Domestic Preparedness
Child Care Health Consultant	Migrant Health
Pediatric Developmental Surveillance	Volunteer Services
Faith community initiatives	Resource Development
Vital Records	

Table 5: Economic Self Sufficiency

Child Support Enforcement	Food Assistance
Child & Family Medicaid	Carolina Access
NC Health Choice	Health Check
South Wilmington Street Center	Housing & Community Revitalization
Working for Kids	Work First
Veteran Services	JobLink Career Center
Call Center	Service Intake
Wake Housing Resource Center	PRO-Familia
Supportive Employment	

Table 6: Family Support

Community Voices for Children	Enriching Families Nurturing Children
Community Clubs	Child Care Subsidy
School Based Mental Health Team	Scholarships for Children with Special Needs
School Based Dental Services	School Based Nursing
Maternal and Child Outreach	Maternity Care Coordination
Summer of Service	Support Our Students
Postpartum and Newborn Nursing Services	Youth Development

Human Services

Table 6: Family Support

Early Intervention	Project Assist
Child Service Coordination Program Network	Fuquay Youth Initiative
Leadership East Wake	Family Support Services
Women, Infants and Children (WIC) Program	Step By Step Prenatal Substance Abuse Program
Strengthen Families Program	Baby First
Partnership for Educational Success	Substance Abuse-free Families and Environments
Best Friends and Spaces Expanding Services	

Table 7: Operational Support

Transportation Planning	Communications and Marketing
Information Management	Staff Resource Management
Staff Development	Client Accounting and Reimbursement
Consumer and Health Information Management	Consumer Rights
Adult Guardianship	Program Integrity
Budget and Finance Management	Contracts and Grants Management
Project Management and Development	Service Accountability & Outcomes Management

Table 8: Regional Networks

Southern Regional Center	Eastern Regional Center
Northern Wake Health & Mental Health Clinics	Western Wake Mental Health Clinic

Priorities

Multiple strategies, interventions and services are aimed at achieving the outcomes stated in the department description above. Setting priorities based on criteria provides focus for specific initiatives. Six key questions must be answered:

1. What is the documented need?
2. Are results attainable and do they have significant impact?
3. What are the consequences of not addressing the issues?
4. Is there alignment with the Agency's mission, service characteristics and outcomes?
5. Will the strategy grow capacity in partnership with individuals, families, community and agency?
6. Is there an ongoing plan for measuring progress, results, and/or accountability?

Human Services

Additional strategic factors that are considered in setting priorities include urgency, alignment with County priorities, community support, political interest, available funding, and, increasing demand. The programs, projects and services that meet the stated priorities are as follows:

General Health of Community

- Implement Local MH/DD/SA* Services Redesign
- Create Bio-terrorism Response/Disaster Preparedness
- Reduce the Prevalence of Obesity
- Reduce the Prevalence of Alcohol, Tobacco and Other Drug Use

Disparities

- Improve Services to Persons with Limited English Proficiency
- Continue to Advance Regional Networks
- Increase Affordable Supported Housing

Success of Vulnerable Populations

- Expand and Institutionalize Partnership for Educational Success
- Improve Child Welfare** Practices and Response
- Connect Persons with Developmental Disabilities to Needed Services

Business Practices

- Design and Implement Technology Solutions
- Support Assurance Role for Contracts and Fiscal Management
- Provide Highest Level of Customer Service
- Integrate High Performance Leadership
- Enhance Capacity in Community Organizations

* MH/DD/SA = Mental Health, Developmental Disabilities and Substance Abuse

** Child Welfare includes Child Protective Services, Adoptions and Foster Care

The Partnership for Educational Success is an example of a major priority. WCHS and WCPSS began this joint initiative in 1999 with the shared Goal 2003: 95% of students tested will be at or above grade level as measured by NC end-of-grade testing at grades 3 and 8. The exciting results of this successful collaboration between agencies clearly meet all of the priority criteria. Both agencies plan to extend these services to more families and schools in the coming years. As more families experience success through participation, the impact of this program will be reflected in at least five of the WCHS outcomes.

Another major priority is preparedness for bioterrorism and dealing with the growth in communicable diseases. Coordination between Human Services and Emergency Management will support emergency responsibilities for the County, including planning, training and implementation of a bioterrorism response. In communicable diseases, there is an increasing number of Tuberculosis cases, complicated by HIV+ and foreign-borne clients. These cases require more frequent follow-up and assistance accessing services to improve compliance with treatment. The department strives to resolve the problems caused by the increase in TB cases and increased resistance to TB medications.

The third major priority is to keep a satisfactory level of service in Child Welfare. Child Protective Services caseloads have increased due to the higher incidence of child abuse and neglect reports. This pro-

Human Services

gram is responsible for supporting families so that children can remain safely in their home. When caseloads are too high, families are less likely to be helped and children are more vulnerable to repeat maltreatment. The agency also strives to keep service quality from suffering as foster care caseloads increase. When caseloads are too high, children in our custody are more vulnerable and less work towards reunification or adoption takes place. Children stay longer in foster care, triggering a spiral of increasing cost and poorer outcomes. And lastly, Child Welfare is challenged by the increase in the number of investigations of Spanish speaking families. Timely and accurate investigations are the goal of the agency, regardless of ethnicity and language of the client.

Highlights

Population Growth

Wake County is ranked among the top ten fastest growing metropolitan areas in the country. As a result, the County has become more urban and ethnically diverse. Wake County population was 627,846 in the 2000 census, an increase of 48.3% from 1990. In Wake County, both Asian and Hispanic/Latino populations have increased at significantly higher rates than the White and African American populations. Asian population increased 157% from 1990 to 2000, and the Hispanic/Latino population increased 530%. There has also been a dramatic increase in the Medicaid eligible population.

Growth in Existing Programs

The agency has received significant increases in federal and state funding for existing programs, particularly for child mental health and child day care subsidies. The Medicaid eligible population has grown 13% in the past year, continuing a trend that has produced a 36% increase in enrollment in the past three years, from 37,500 in July of 2000 to 51,000 individuals in April of 2003. The County is responsible for matching 6% of all charges reimbursed by the Department of Medical Assistance, which administers the Medicaid program.

Disparities

The continuing and growing disparities in vulnerable populations mean an increase in the need for culturally sensitive best practices as well as training of internal and external partners on working with these communities. Regionalization of services offers new opportunities to provide services to populations that have been difficult to access in the past and increases the need for partnership development and volunteer development in the regions. Increases in the number of community partners needing assistance caused by decreases in available resources require increased assistance to build capacity so that communities can continue to be served. Increases in the general population of Wake County, as well as growth across specific populations, and service needs across a broader geographic spectrum of the county creates a demand for culturally competent services that currently cannot be fulfilled.

Human Services

Economic Trends

The downturn in the local Wake County economy is reflected by the County's unemployment percentage rates:

Table 9:

July '95	July '96	July '97	July '98	July '99	July '00	July '01	July '02	Feb. '03
2.3%	2.2%	1.8%	1.7%	1.5%	1.7%	3.5%	5.6%	4.7%

The Employment Security Commission of North Carolina reports that during the first nine months of 2002, there were 88 business closings and 43 companies had lay offs in Wake County. In 2002, the Employment Security Commission of North Carolina paid the highest amount of monthly unemployment claims in the state to Wake County citizens. Despite the increase in unemployment rate, jobs are still available in Wake County, though the pay per hour is less and the number of hours worked per week has steadily declined for persons accustomed to higher paying full-time jobs.

Federal and State Mandates

WCHS is subject to State and Federal mandate requirements which impacts how the County responds to increases in demands for services.

Community Partnerships

WCHS has intentionally sought to work with more community partners to achieve desired outcomes. Both contractual and informal partnerships require an investment of staff time up front in order to achieve the long-term benefits of efficient and effective resource utilization in our community. The costs are nearly hidden, but very real, as building group consensus requires deliberate attention to community relationships. This seems to slow down the process of change at first, but the end result of increased community capacity will serve residents far better than quick short-lived resolutions to chronic problems.

Mental Health Reform

The intent of the State's Mental Health Reform is for local mental health authorities to provide alternatives to hospitalization whenever possible, expand the capacity of local providers of care and to integrate the target population into the community. The counties and area programs are also expected to make greater use of existing private mental health providers in the community. As a result, the State hopes that the counties and area programs will become assurers of care rather than providers of care. Wake County is committed to maintaining and building upon the strengths and unique opportunities of our combined Human Services agency. Some of those opportunities involve the efficiencies of an integrated organization. Wake County retains the option of integrating MH/DD/SA Local Managing Entity (LME) functions such as contract management, eligibility determination, continuous quality innovation, and case management (accessing services, coordinating services from multiple providers, and monitoring services) with similar functions for health or social services populations. Wake County is developing an approach to human services intake that integrates screening and referral for a wide spectrum of human services needs with a focused assessment of the issue that brought the consumer to services.

Resource Requirements

WCHS funds many of its programs with State and Federal allocations. In cases where individuals are eligible for services, external resources often follow the client, thereby avoiding reliance on local funding.

Human Services

The plan for FY 2004 includes 15 new positions for programs fully funded with State and Federal allocations. The programs cover child and adult mental health services, affordable housing, maternal care, transportation, foster care, and crisis intervention. The total amount in external funds that are leveraged by these services is \$3.2 million.

In FY 2004, Human Services will rely on \$2 million in local funds to meet its Medicaid match obligation, which is increasing at an annual rate of 13%. Additionally, the agency has identified key priorities in the area of Partnership for Educational Success, Communicable Diseases, and Child Protective Services. These priorities will cost \$1.4 million with offsetting revenues of \$400,000 and will require the County to hire 24.7 new positions.

The 39.7 new positions are offset by the elimination of 10 positions in Court Services, a County program that has been contracted out into the provider community. The net increase in staffing for Human Services is 29.7 FTE's.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Youth Development			
Participants in 4-H activities	6,694	6,700	6,800
People trained for youth development profession	41	91	100
Participants in community service projects	1,475	1,044	1,500
Children with day care subsidies	5,345	6,346	6,300
WIC Participants	10,051	11,368	12,400
School nurse referrals leading to treatment	92%	99%	95%
Children kept in school due to immunization	826	618	500
Children kept in school due to health assessment	555	375	300
Clinical Strategies			
Child Health Clinic visits	16,900	18,051	19,315
Women's Health Clinic visits	17,024	17,369	17,716
Prenatal Care Clinic visits	19,703	19,509	20,000
Pregnancy Rates: Age 15-19 (Caucasian)	103.7	36.4	35.0
Pregnancy Rates: Age 15-19 (Other)	128.9	80.7	80.0
Children Receiving preventive health care visits	70.40%	75.40%	78.00%
Infant Mortality Rate	7.2	6.2	6.0

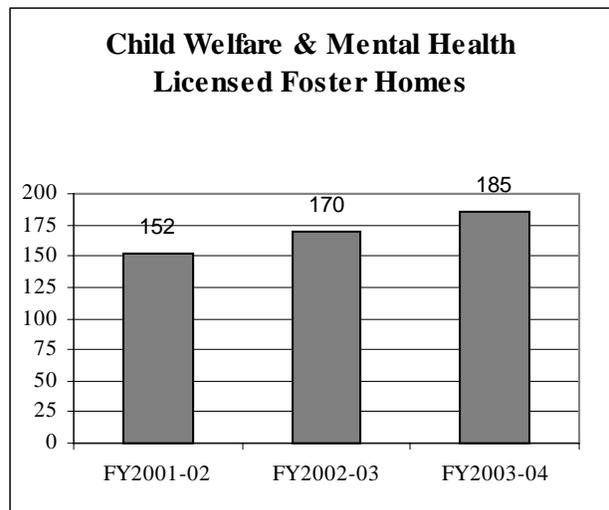
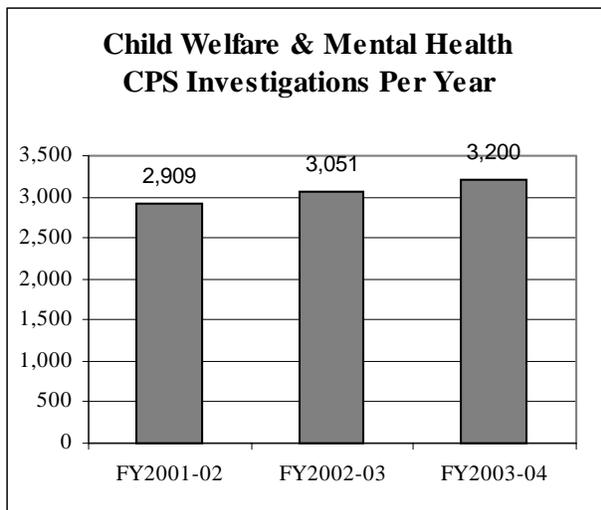
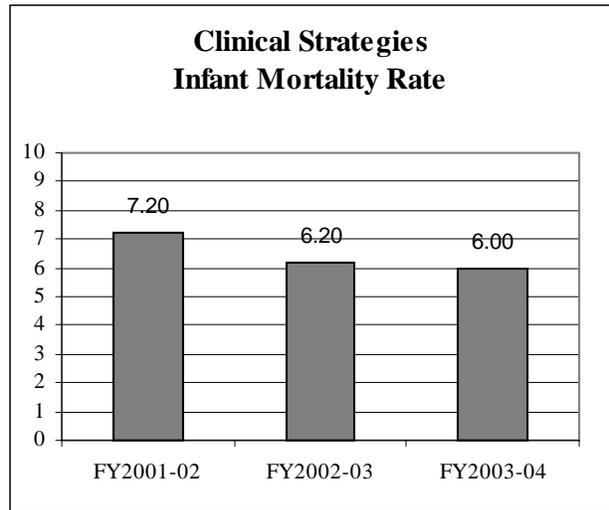
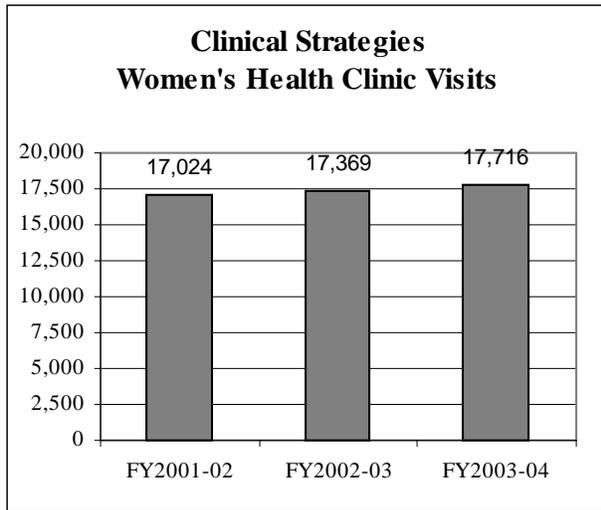
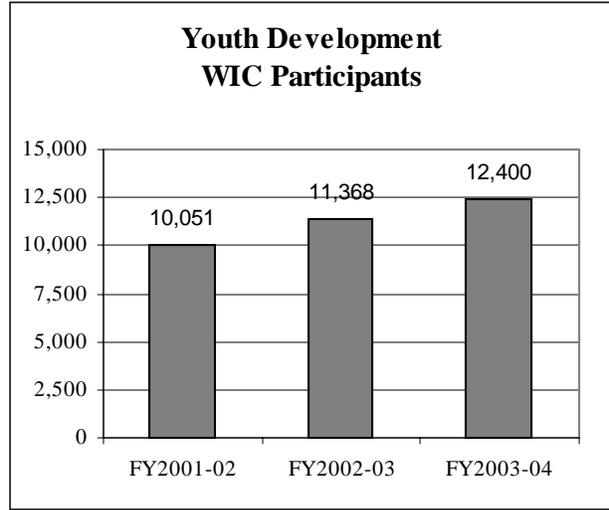
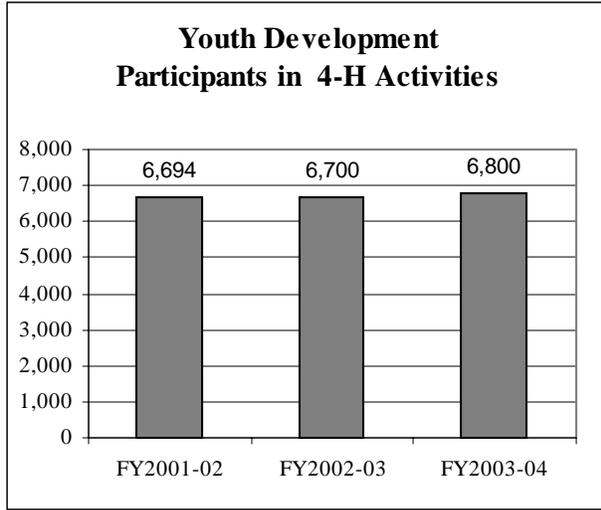
Human Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Infant Mortality Rate: Black/White ratio	2.4	3.5	2.4
Child Welfare and Mental Health			
CPS Investigations per year	2,909	3,051	3,200
Foster children in HS Custody as of June 30	545	563	580
Licensed foster homes as of June 30	152	170	185
Children with MH disorders eligible for CTSP	267	450	500
Adoptions of foster care children	95	60	60
Average length of stay in foster care, months	20	18	20
Foster children placed in family settings	74%	75%	78%
Economic Self-sufficiency			
Child Support Collections	\$24,131,543	\$26,051,965	\$26,600,000
Food Stamp Recipients	27,604	32,343	37,000
Family Medicaid Recipients	29,121	34,425	37,500
Unique county of shelter visitors	1,848	1,796	1,750
Customers served at Joblink Center	19,547	24,173	25,000
Persons leaving Workfirst due to earnings	1,083	1,204	n/a
Families staying off welfare after returning to work	93%	95%	n/a
Telephone calls received at Human Services	630,000	680,000	700,000
Adult Services			
Active adult Medicaid cases	12,590	13,088	13,612
Clients treated by adult community teams	1,550	1,590	1,615
Clients seen at Alcohol Treatment Center	2,914	3,107	3,218
Clients seen at crisis and assessment service	7,317	8,280	7,600
Clients seen at Mental Health Clinic	1,700	1,600	1,500
Clients served with developmental disabilities	1,862	2,052	2,298
People on the developmental disabilities wait list	858	970	792
Reports of disabled adults abused or neglected	965	1,053	1,100

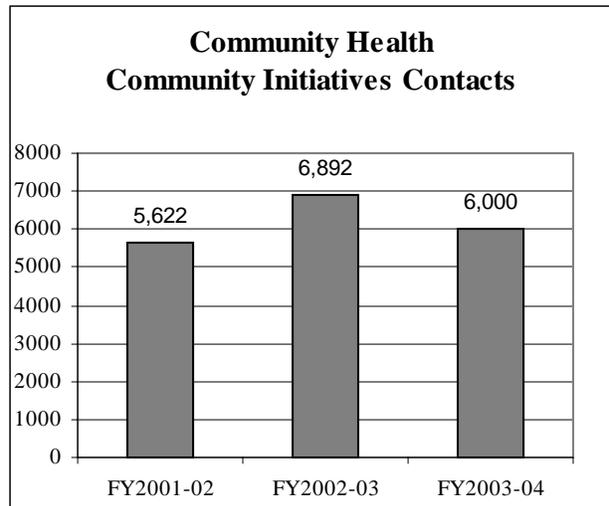
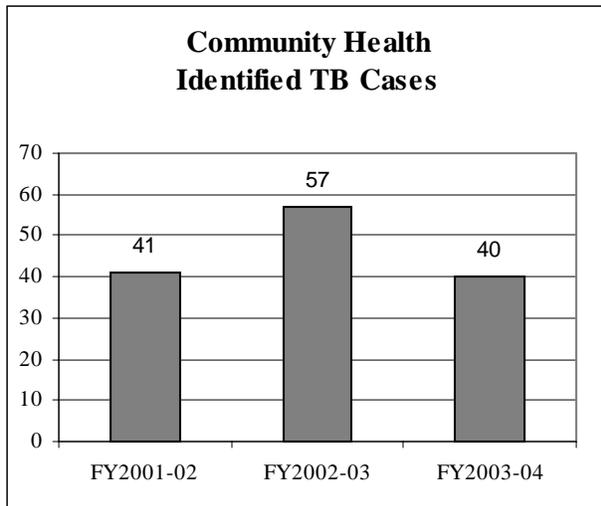
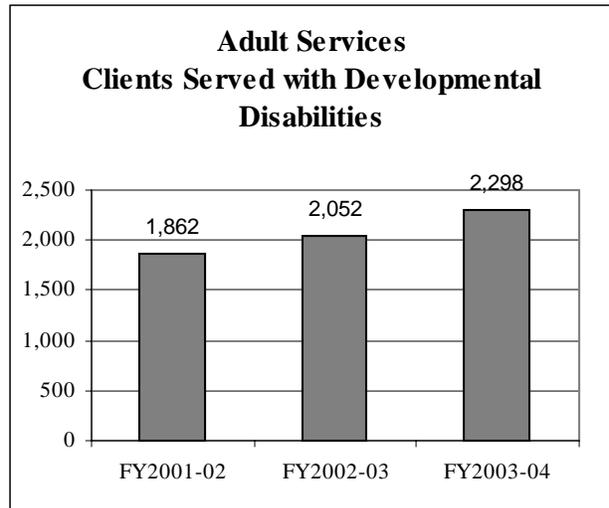
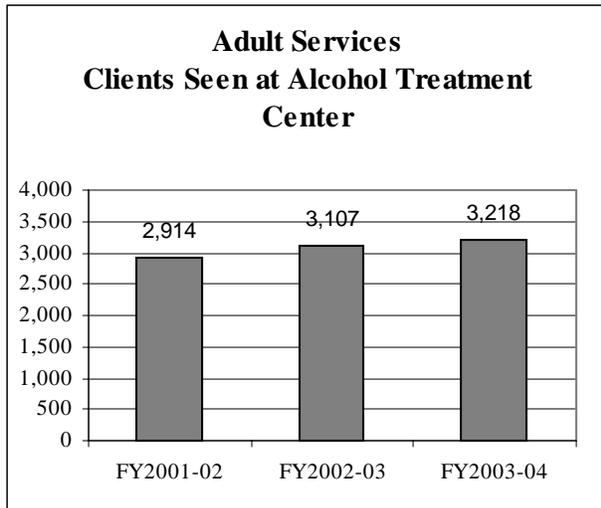
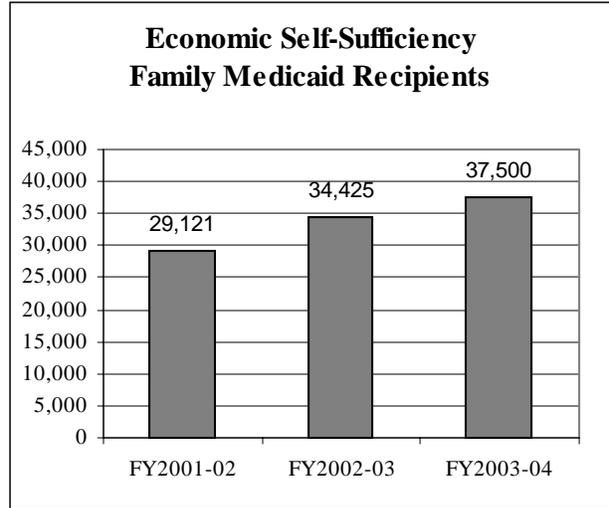
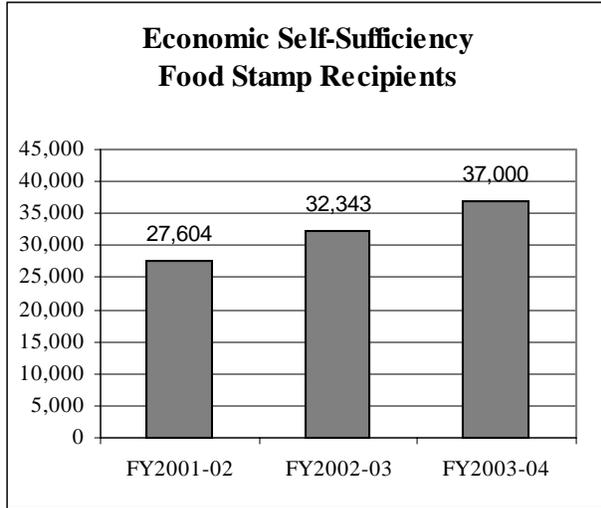
Human Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Aged and disabled home residents monitored	2,000	2,240	2,310
Family care home residents monitored	218	202	195
Care residents receiving case management	140	144	150
Substantiated complaints in adult care homes	158	126	75
Community Health			
Mammogram screenings	195	210	210
Early detection of cancer with mammograms	2	3	3
Identified TB cases	41	57	40
TB cases completing recommended treatment	39	54	38
Incidence rate of syphilis, per 100,000 population	2.9	2.23	1.9
Community Initiatives contacts	5,622	6,892	6,000
Southern Regional Center			
Customer services satisfaction	95%	85%	90%
Number of clients	23,624	23,843	23,800
Number of client visits	61,405	68,176	61,600
Partnership fund raising	\$53,000	\$21,325	\$100,000
Prescription financial assistance obtained	\$920,000	\$500,000	\$500,000
Eastern Regional Center			
Number of customers served	n/a	15,488	15,000
Customer services satisfaction	n/a	97%	90%
Partnership fund raising	n/a	\$22,000	\$25,000
Advisory Comm. work plan items completed	n/a	93%	95%

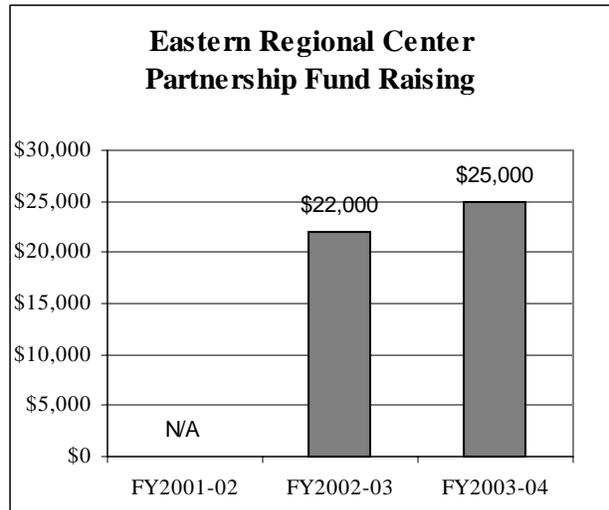
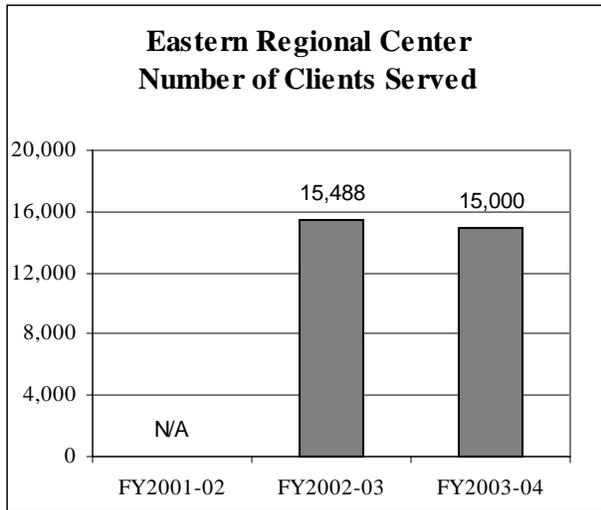
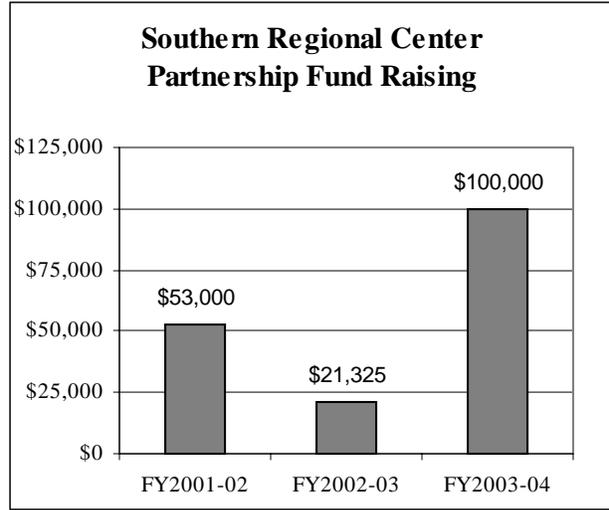
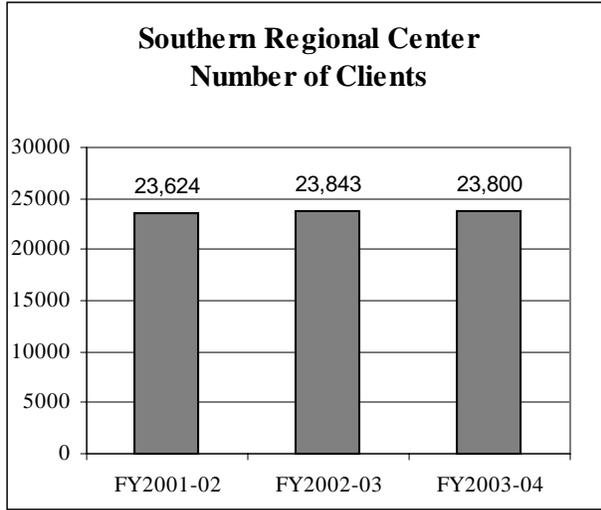
Human Services



Human Services



Human Services



Affordable Housing-Special Revenue Fund

Department Description

Wake County's Housing and Community Revitalization (HCR) Program serves low wealth families by providing housing opportunities and neighborhood improvements. HCR operates with an annual budget of \$3.3 million from the following sources: Federal Community Development Block Grants (CDBG) of \$1,800,000; Federal HOME grants of \$500,000; and, a Wake County allocation of \$1,000,000.

Priorities

Target populations with housing needs were prioritized by representatives from the community and Wake County staff to form the basis of the five-year strategic plan that began in 2000. Identified priority populations are as follows: Extremely low income individuals and families. Individuals and families with special needs. Low income individuals and families. Homeless individuals and families. Moderate income individuals and families.

HCR will address housing and community development needs over the next three years through the following five strategies: 1. Rental housing production 2. Housing rehabilitation 3. Quality child care development. 4. Public facilities improvements in low income neighborhoods or that serve low income individuals and families. 5. Home ownership opportunities linked with infrastructure improvements and neighborhood revitalization strategies.

Highlights

Some of the selected rental housing projects currently proposed or under construction include: *Highland Park*. A proposed 17.7-acre mixed income residential development located at the corner of High House Road and Old Apex Road in Cary. It will contain 110 owner occupied units (80 townhomes and 30 condominiums), 50 family rental units, and 100 apartments for senior citizens. The development also contains community facilities and a fitness center. *Lennox Chase*, a 36 apartment complex in Raleigh. Fifteen of the units will be for tenants whose income does not exceed 35% of the median family income and 21 of the units will be occupied by tenants whose income does not exceed 50% of the median family income. *King's Motel*. Purchase and rehabilitation of the King's Motel. CASA, a not-for-profit partner of Wake County, will administer the facility and house 31 formerly homeless individuals.

Housing and Community Revitalization plans to continue the practice of partnering with developers to increase the stock of affordable housing. For the five-year period that began in 2000, Housing and Community Revitalization hopes to increase the number of units available to very low-income families by at least 250 units. Through this program, low-income families have an affordable way to repair their homes and maintain a safe, healthy and decent lifestyle. This program is funded through the US Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program. HCR also plans to develop new programs aimed at landlords revitalization plans to repair the homes of 90 families between 2002 and 2005.

Housing and Community Revitalization hopes to partner with an agency to open the doors for a quality child-care facility. It will serve approximately 100 children and provide 25 jobs. HCR will attempt to develop a day care center in the Wake Forest target area. The vision for the proposed center is that it be located on the DuBois Campus and that it provide quality childcare to at least 100 under-served children

Affordable Housing-Special Revenue Fund

that live in the Wake Forest area. Community development activities include public facilities improvements and rehabilitation of buildings used for public purpose. These activities are often the cornerstone of neighborhood revitalization efforts. Without adequate infrastructure, it is impossible to build quality affordable housing.

Statistics:

Last year (July 1, 2001 - June 30, 2002) HCR spent \$3.2 million to assist 468 families - 203 families received housing assistance through the production of new units or the rehabilitation of existing units. The average subsidy per family was \$6,882 - for families served with housing the average subsidy was \$13,403 per family. Although approximately \$600,000 was not spent last year, those funds are committed to activities that have been carried out since July 1, 2002.

Currently 4,040 single-family homes are needed in Wake County for families earning from 60% to 80% of the median family income. By 2007, it is estimated that 4,711 single-family homes will be needed.

Currently 25,562 single-family homes are needed in Wake County for families earning less than 40% of the median family income. By 2007, 29,556 units for this population group will be needed.

Medical Examiner

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$0	\$0	\$0	\$0
Operating Expenses	\$173,200	\$250,000	\$200,000	\$200,000
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$173,200	\$250,000	\$200,000	\$200,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Department Description

The Medical Examiner is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. The Medical Examiner determines the cause and manner of death and orders an autopsy if necessary. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. The current medical examiner's function is part of a statewide system; supervised and financed primarily at the State level.

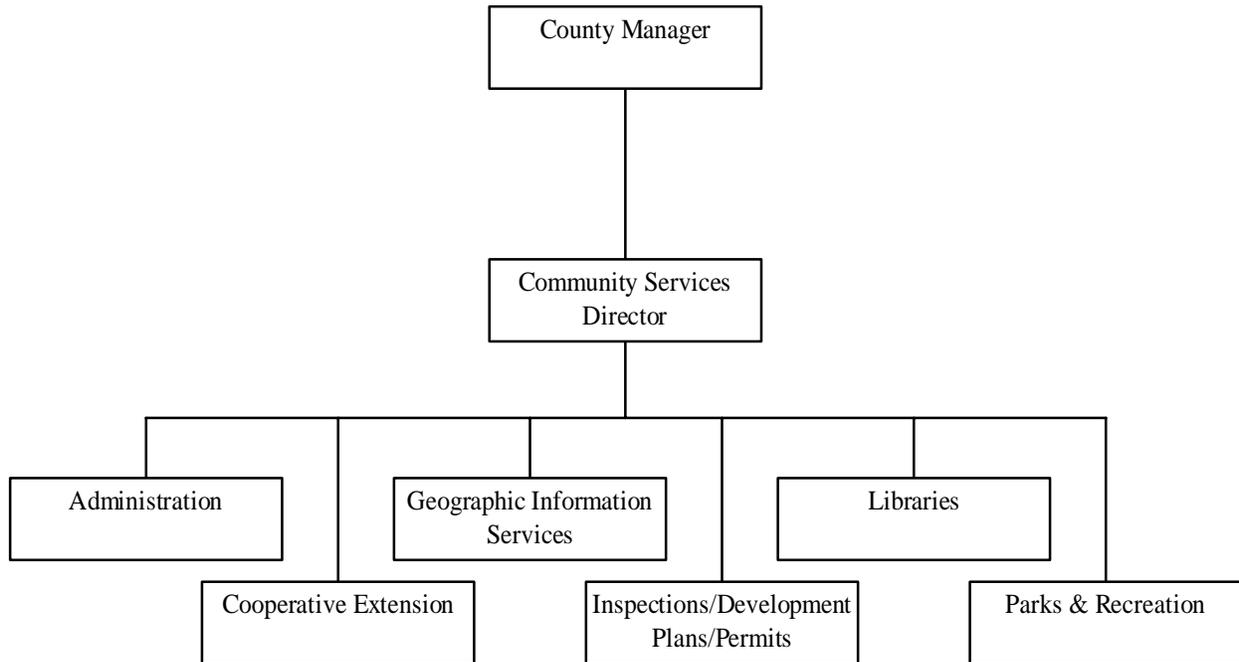
The fee for a medical examiner investigation is \$75.00. Effective January 1, 1999 the fee per autopsy was increased from \$400 to \$1,000 per case. The County pays the fee for medical examinations if the deceased is a resident of the County in which the death or fatal injury occurs; otherwise, the State will pay the fee.

In April 2002, WakeMed notified the County that it would no longer provide Medical Examiner services effective July 1, 2003. The State Medical Examiner in Chapel Hill will have the responsibility to select the Medical Examiner(s) for the County.

Community Services

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Community Services Organization Fiscal Year 2003-2004



Community Services

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$12,226,419	\$12,540,174	\$12,772,906	\$12,772,906
Operating Expenses	\$4,701,045	\$5,128,202	\$5,070,286	\$5,070,286
Capital Outlay	\$33,313	\$11,970	\$43,950	\$43,950
Expenditure Totals	\$16,960,777	\$17,680,346	\$17,887,142	\$17,887,142
Intergovernmental Revenue	\$705,851	\$491,350	\$521,300	\$521,300
Fees & Other Revenues	\$3,379,932	\$3,354,982	\$3,496,948	\$3,496,948
Revenue Totals	\$4,085,783	\$3,846,332	\$4,018,248	\$4,018,248

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	247.50	246.38	247.38	247.38

Department Description

Wake County Community Services administers five divisions: Cooperative Extension, Geographic Information Services, Inspections/Development Plans/Permits, Libraries, and Parks/Recreation/Open Space. The department is dedicated to enhancing the quality of life by promoting health, safety, environmental protection, leisure activities and providing the information and educational opportunities needed by citizens to make sound decisions.

List of Major Services

- Cooperative Extension
- Geographic Information Services
- Inspections/Development Plans/Permits
- Libraries
- Parks/Recreation/Open Space

Cooperative Extension is an educational partnership helping people put research-based knowledge to work to develop healthy youth, families, and communities; promote and improve self-sufficiency; and protect the environment for an improved quality of life. Cooperative Extension achieves its mission through a variety of programs that develop healthy youth, families and communities, promote healthy lifestyle choices, and, provide up-to-date information, which encourages participants to set realistic goals and develop healthy habits.

Geographic Information Services strives to be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions, enabling our customers to accomplish their business objectives. The service has two customer groups. The primary focus is to serve as an internal resource to Wake County agencies. A second focus is to provide extensive mapping-related services directly to other

Community Services

governmental agencies and the public. As a result, internal and external customers drive the division's workload and priorities. Geographic Information Services functions as a clearinghouse/central distributor of geographic information, maintains geographic databases, and provides technical support. The three activities are very integrated in that staff must have the technical infrastructure, expertise, and support in order to provide and maintain the services, databases and capabilities that are needed by our customers.

Inspection/Development Plans/Permits provides for the administration and enforcement of the North Carolina State Building Codes as adopted by the Building Code Council and enforced by State and Local Code Enforcement Officials. It provides staff, training, technology and physical facilities to bring the services closer to the customer. It develops partnerships for the sharing of resources, services and knowledge. It develops education and training programs for staff, internal and external county partners.

This program is mandated by the State of North Carolina. The purpose is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The North Carolina Building Code and North Carolina General Statutes regulate most functions of the inspections section. Records are kept in a manner prescribed by the North Carolina Department of Cultural Resources and are maintained on a software program developed in-house. The County also provides inspections services through inter-local agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon.

All construction plans are reviewed for life safety and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Both residential and commercial plans are being reviewed in each of the four contract municipalities and other satellite locations.

Wake County Public Libraries (WCPL) promote the love of reading and foster the pursuit of knowledge among the residents of the county. Libraries provide services in places and at times that are convenient to its citizens. Libraries partner with other agencies in ways that enrich the quality of life in the community. WCPL anticipates and responds to the needs of its customers while creating new generations of readers. Libraries are a vital component of the community.

Wake County Parks, Recreation, and Open Space (PROS) acquires and maintains parks and natural areas that promote environmental and cultural resource stewardship and provide safe recreational and educational opportunities for all county citizens. Through cooperative partnerships, staff works to improve access to all existing and new school campuses for recreational activities and ensure that public expenditures are reaching their fullest potential in meeting community needs. PROS continues to serve in a leadership role in advancing the consolidated open space initiative that all twelve municipalities have agreed to cooperate in achieving. The core business of this PROS falls into five major service delivery areas: Regional Parks; Open Space Preservation; School/Parks; Grant-In-Aid / Technical Services, and Historic Preservation.

Community Services

Business Plan Priorities

Cooperative Extension

As Extension Educators, the main priority is to extend the educational service of North Carolina State University and North Carolina A&T State University to Wake County citizens. Cooperative Extension delivers the latest research-based information that actively involves urban and rural citizens in solving complex and challenging problems within their communities. As the needs of our communities change, so does the work of Extension.

Geographic Information Services

The overarching concern of the division is to ensure that Wake County's geographic information system is available and fully operational for our customers and system users.

Inspections/Development Plans/Permits

Maintain and explore opportunities to enhance quality and efficiencies of current inspections and permit programs. Provide accurate and timely information of all public records as required by N.C. General Statutes. Maintain records in such a manner as to provide access to business partners and the public. Customer Service physical and technological needs - provides efficiencies and convenience in a cost effective manner. Provide an environment of educational opportunities for the design and development community, and maintain a highly trained inspections/permitting staff. Develop administrative and leadership skills in existing and new employees to facilitate program continuity and growth. Provide for development of internal and external partnerships and information sharing systems.

Libraries

The priorities of the libraries are: (1) Services to children; (2) Recreational reading; (3) Being a center of life-long learning; (4) Facilities serve as community centers; and (5) Help bridge the technology gap.

WCPL also participates in long-term planning and makes capital recommendations to maintain the integrity of existing facilities and build out proposed capital building program. These recommendations are presented to the Board of County Commissioners as part of the Libraries' Master Plan.

Parks, Recreation and Open Space

Regional Parks: Remain committed to existing park facilities by offering quality programs and services in well-maintained facilities. This will occur in each of the three fiscal years of this plan. Work cooperatively with the Facilities Design and Construction department for the completion of Historic Yates Mill County Park and the American Tobacco Trail. Move forward with the site master plans at Harris Lake County Park, Blue Jay Point County Park phase III, and community use of school parks.

Open Space Preservation: Complete the Consolidated Open Space Master Plan and have it adopted by County Commissioners; Work towards formalizing the Partners for Open Space and the Environment (POSE) and have this group become a collaborative force in the preservation of open space in the county; Use the proceeds from the 2000 open space bond referendum to leverage state, federal, and other local money for the preservation of open space, moving us towards our goal of protecting 30,000 acres across the county through targeted acquisitions; and Educate the public on the many benefits of open space.

Community Services

School/Parks: Work cooperatively and collaboratively with the Wake County Public School System and municipal partners towards the planning, design and construction of new schools that provide for quality educational and community programs. Work cooperatively with the school system, General Services Administration, municipalities and other nonprofit groups to assure that all the county's school/parks are being programmed, used, and maintained to the highest-level possible.

Historic Preservation: Work with both internal and external agencies towards the preservation of historic Yates Mill. Serve as leaders and advisors in the fields of historic preservation and interpretation and work collaboratively with other historic providers towards the production of a brochure highlighting the historical resources in the county.

Highlights

Cooperative Extension

- Collaborations with over 100 partners to bring positive changes within our community. Partners include federal, state, local entities, non-profits, schools, faith-based as well as organizations within the private business sector.
- In cooperation with these entities, Cooperative Extension has implemented the following programs: ServSafe, an 18-hour Food Safety Certification Course; SyberShop, a CD-ROM for children ages 13-19 focusing on physical activity and healthy eating; After-school programming for middle school aged youth, including the East Wake Youth Initiative (EWYI) and Fuquay Youth Initiative (FYI). Community 4-H clubs; Community-based tobacco prevention initiative; Teen Advisory Council (TAC), an initiative designed to provide meaningful and integrated leadership development programs for both middle school and high school aged youth; Mentoring and peer education; Adolescent pregnancy prevention; and Parenting education and support; Community Voices for Children/ Voces de la Comunidad para los Ninos, a leadership development initiative supporting Hispanic families through training parents with small children.

Geographic Information Services

- Work in GIS continues to ensure that the geographic information system is highly reliable and designed to leverage new technology. Staff is committed to ensuring that the geographic information available through Wake County's system is efficiently updated, current and accurate.
- The division is challenged by continued increase in demand by other agencies and the public for information, products, data, and expertise to meet daily information needs. Staff continues to be involved in enterprise-wide system integration projects.
- The division is involved in the following projects to implement new technology: Implementation of the Land Records/Computer Assisted Mass Appraisal (CAMA) project; Development and implementation of GIS/Land Records integration; Implementing of land use classification standards; Upgrade GIS's servers and implement tighter integration with Information Services' servers and disk storage devices; Redesign and upgrade various applications and databases; Upgrade to new version of Oracle's Relational Database Management System software. Continue integration of GIS data and technology to support emergency dispatch system; and Investigate new global positioning technology (GPS). Provide appropriate GIS information and functionality via the Internet.

Community Services

Inspections/Development Plans/Permits

- Education and training provides tools necessary to enforce building codes and to reduce costs of IDPP for enforcement, the development community and the public at large for construction projects.
- The division will review its business structure and staffing needs. Attrition will soon thin the ranks of a high percentage of experienced and knowledgeable staff requiring for the replacement of line staff and leadership roles.
- The division will continue to apply changes to the building code, enforcing practices mandated by the NC General Statutes that provide guidelines for structural design, life safety and energy efficiencies of all construction

Libraries

- The material collections may need additional investment in the near future to maintain their "Breadth and Depth". Currently, WCPL collections are in good overall condition. The collections reflect the input of \$1.5 million in mid-1990.
- Data demonstrates there are unserved and underserved areas of the county. The system lacks space to house a collection sized to serve the growing population of the county as well as the space that would allow all residents of all ages to pursue lifelong learning activities.
- Funding is not included in the budget for audio books. The library system has requested funding to keep up with reading technology.
- Wake County continues to be able to compete in the world economy because of the literate citizens who make up the community and provide the educated workforce necessary to be competitive in that world economy. Already ranked number one in education by Places Rated Almanac (public library service is an important factor in that rating), the library system would help to maintain that rating and make the county number one in the global market.

Parks, Recreation and Open Space

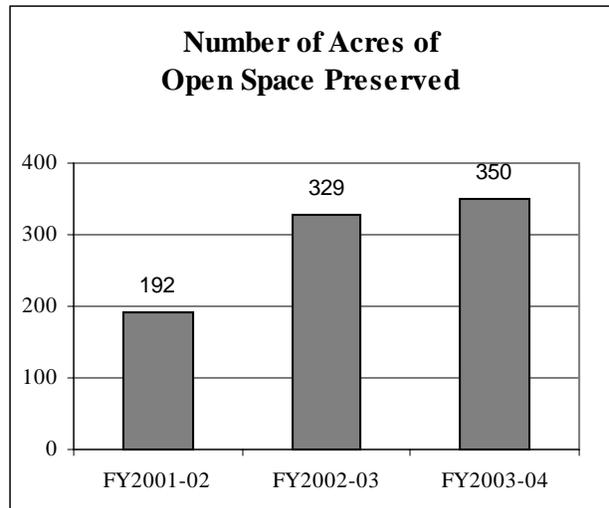
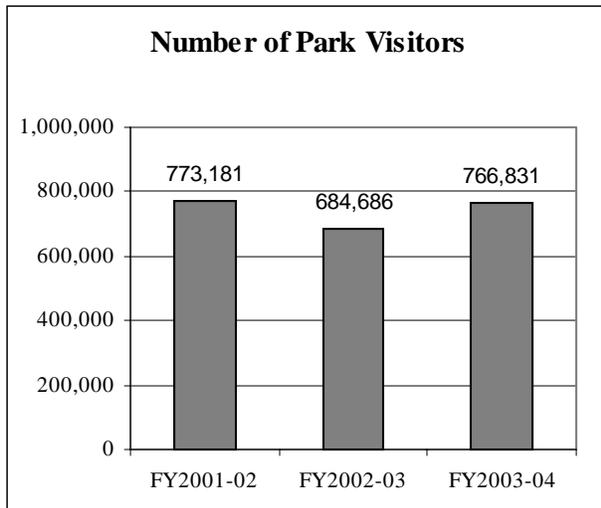
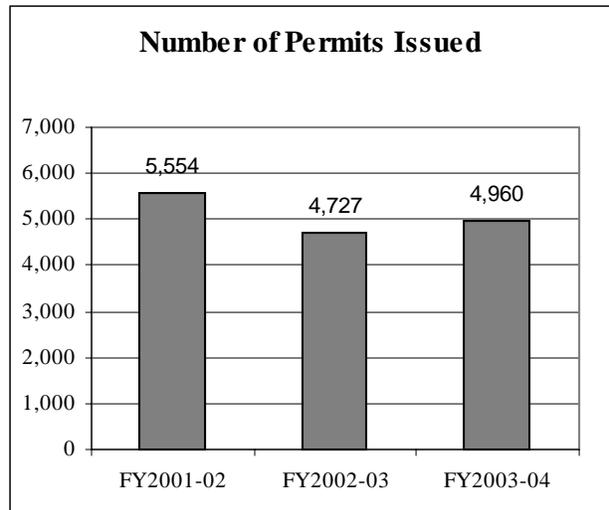
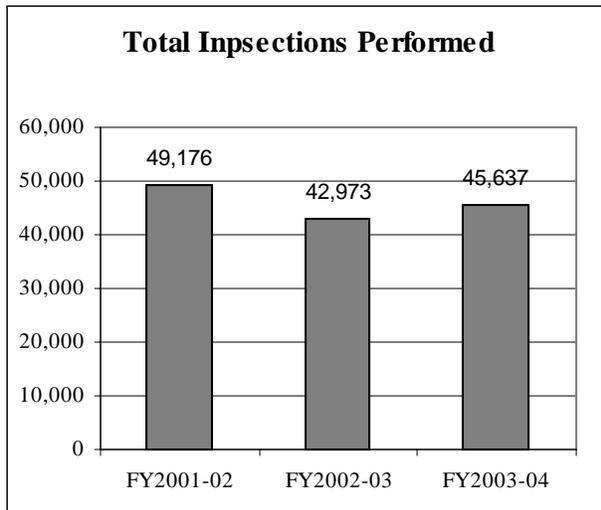
- The American Tobacco Trail opens as a new park. This is a 14-mile linear park accessible to hikers, bicycles, and horseback riding. It will require additional staff for maintenance and repairs. The budget includes an additional park technician and miscellaneous supplies, materials and equipment to operate this new facility.
- In FY2003, the Parks' system entertained an all-time high of almost one million visitors, programmed for more school children and adults than ever before, held more special events, and made plans to open two major new parks.
- Since 1990 Wake County has experienced a population increase of 48.3 percent while during that same ten-year period Wake County Parks, Recreation, and Open Space has experienced a visitation increase of 375% to its County parks as new parks are added.
- The division hosts a number of programs at each of the parks throughout the year. These programs are listed in the Parks' quarterly newsletter as well as on the County's web page. General public program participation for fiscal year 2002 was 67,881. In addition to the general public programs, the staff conducts a considerable number of programs for organized groups such as the Wake County Public School System. Total attendance at these programs in fiscal year 2002 was 23,560.

Community Services

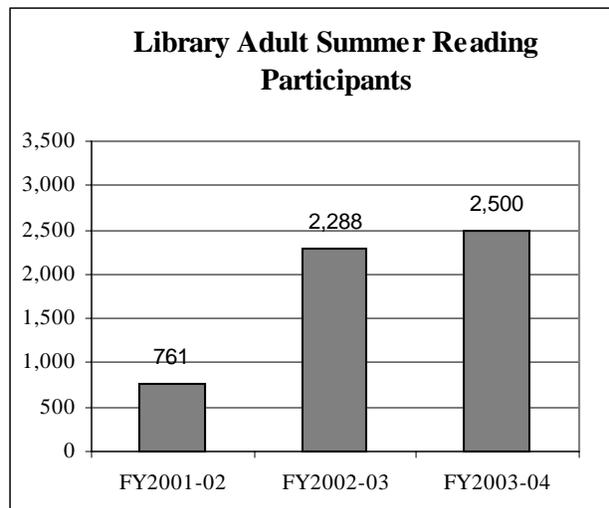
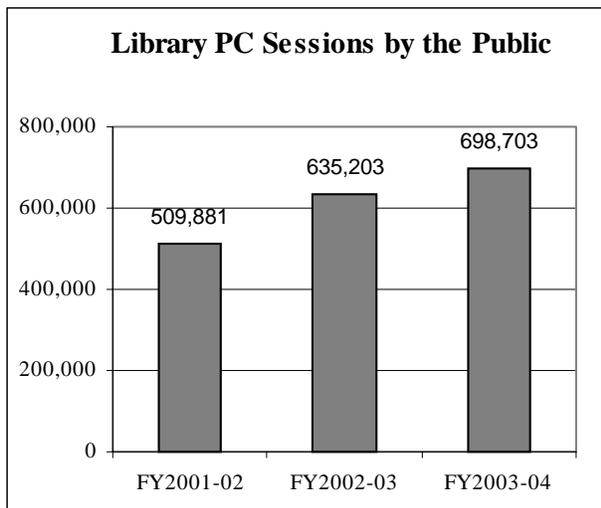
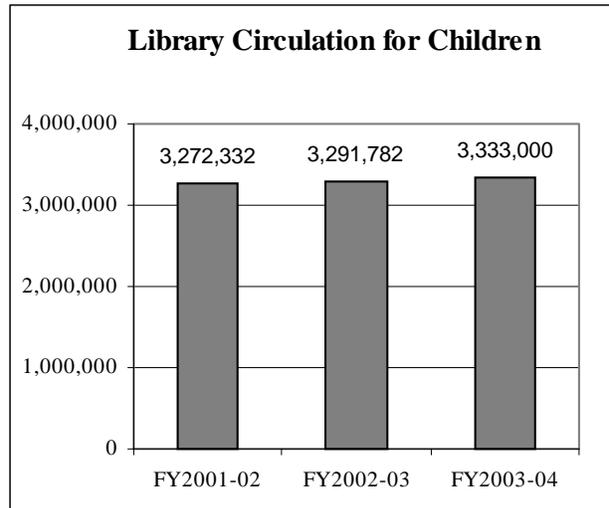
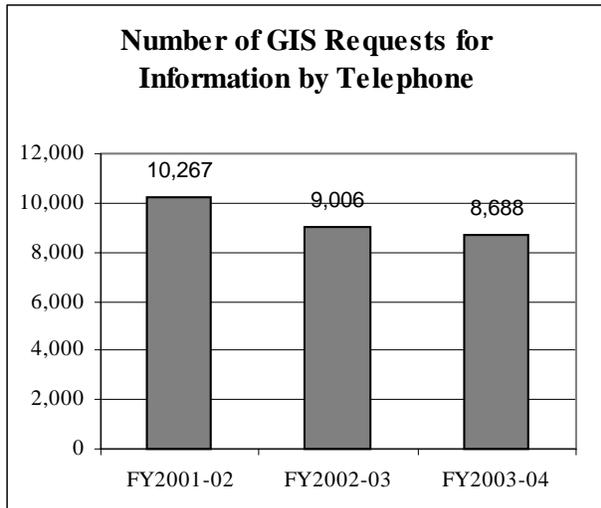
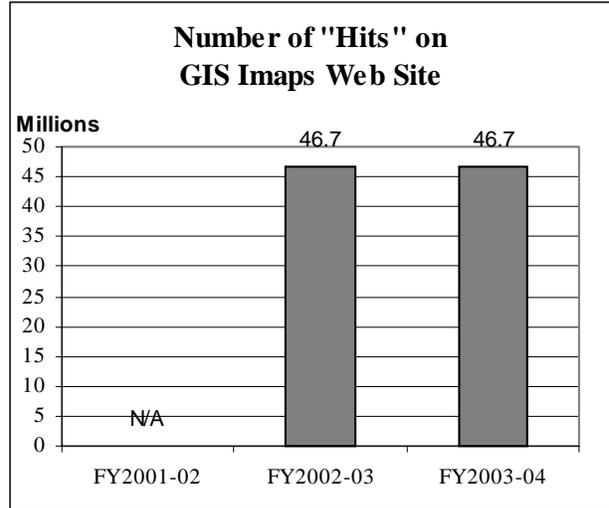
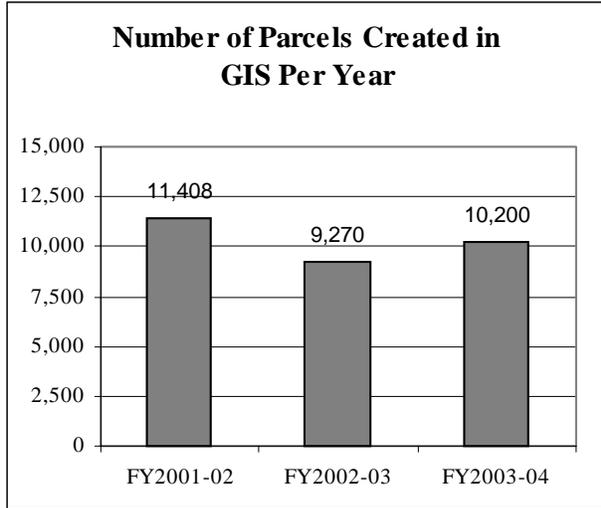
Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
IDDP/Building Inspections			
Total inspections performed	49,176	42,973	45,637
Turnaround for inspections in days	0.94	0.94	0.94
Percentage of inspections failure	33%	31%	36%
Quantity of permits issued	5,554	4,727	4,960
Construction plans reviewed	3,235	2,855	3,000
Customer satisfaction	n/a	n/a	90%
Parks, Recreation & Open Space			
Open Space preserved in acres	192	329	350
Park visitation	773,181	684,686	766,831
School Park projects	19	25	29
Park facility assessment system	n/a	21	24
Construction of American Tobacco Trail	in Progress	Completed	50,000 visits
Construction of Yates Mill County Park	in Progress	under construction	80% complete
Geographic Information System			
Parcels created in GIS per year	11,408	9,270	10,200
“Hits” on GIS’s Imaps web site	n/a	46.7 million	46.7 million
Governmental digital data requests	19	10	16
Public digital data requests	42	14	14
Governmental special projects	99	71	96
Public special projects	52	56	48
Requests for information by telephone	10,267	9,006	8,688
Request for information at counter	5,538	4,421	4,668
Libraries			
Wake Reads Together participants	n/a	5,000	5,500
Child Summer Reading participants	2,487	7,034	9,000

Community Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Libraries			
Child Winter Reading participants	n/a	1,398	1,500
Adult Summer Reading participants	761	2,288	2,500
Circulation, Children	3,272,332	3,291,782	3,333,000
Circulation, Adult	2,875,264	3,166,830	3,275,000
Visits to Libraries by residents	n/a	1,694,169	1,750,000
Volunteer hours	4,028	42,335	43,000
PC Sessions by the public	509,881	635,203	698,703



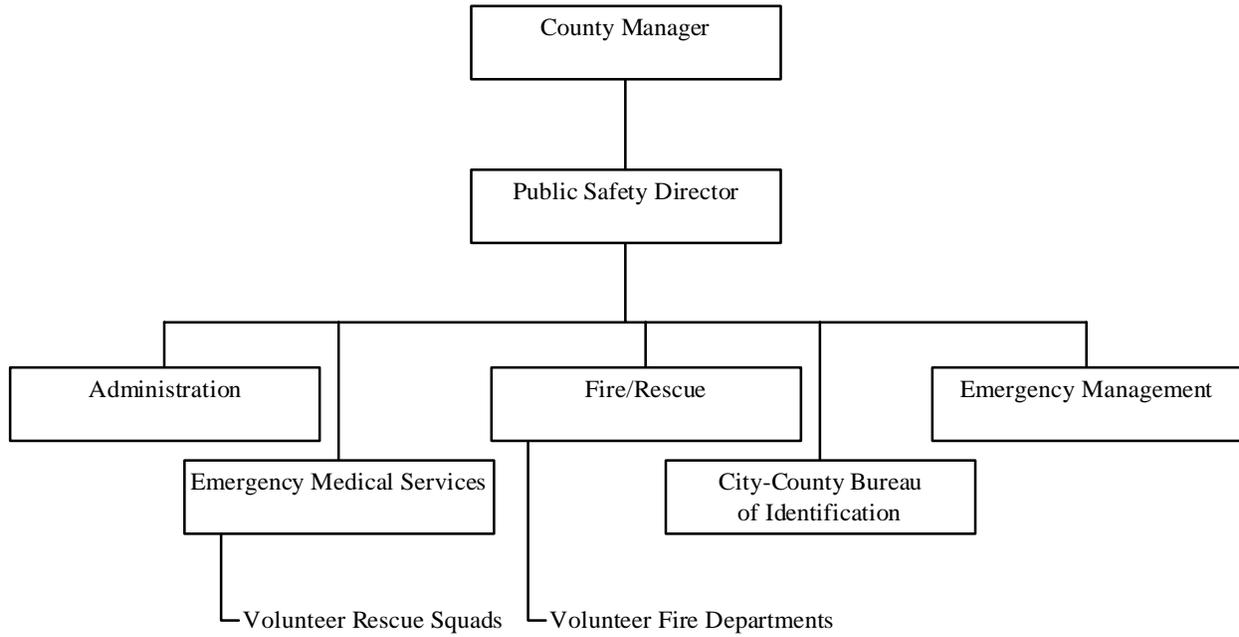
Community Services



Public Safety

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Public Safety Organization Fiscal Year 2003-2004



Public Safety

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$10,927,058	\$11,574,423	\$11,863,294	\$11,863,294
Operating Expenses	\$5,432,956	\$6,215,830	\$7,270,939	\$7,270,939
Capital Outlay	\$108,039	\$408,086	\$207,430	\$207,430
Expenditure Totals	\$16,468,053	\$18,198,339	\$19,341,663	\$19,341,663
Intergovernmental Revenue	\$539,129	\$578,779	\$583,118	\$583,118
Fees & Other Revenues	\$5,214,184	\$6,895,094	\$6,052,741	\$6,052,741
Revenue Totals	\$5,753,313	\$7,473,873	\$6,635,859	\$6,635,859

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	210.00	209.00	209.00	209.00

Department Description

The Public Safety department has four primary service delivery divisions: Emergency Medical Services, Fire/Rescue Services, Law Enforcement (functioning by statute as the City-County Bureau of Identification, or CCBI), and Emergency Management. In addition, the Public Safety department is responsible for general coordination of public safety issues among the county, the municipalities, the criminal justice system, and appropriate outside agencies.

List of Major Services

- Emergency Medical Services (EMS) Division
- Fire/Rescue Division
- City County Bureau of Identification (CCBI)
- Emergency Management Division
- Administration Division

The Emergency Medical Services (EMS) division is responsible for the administration, training and support of EMS operations in the county. These responsibilities include providing basic and advanced life support services, and transporting persons to area medical facilities in emergency situations. EMS services are provided to sick or injured individuals that live, work, visit, or travel through Wake County. The Wake County emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. Beyond responding to calls for emergency dispatches, the EMS division maintains continuing medical education activities and currently oversees billing users of ambulance services, filing insurance claims for Medicare and Medicaid, and marketing the membership/subscription program in the

Public Safety

county. In addition to Wake County EMS, there are eight nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

The Fire/Rescue division has five key program areas: fire/rescue administration, emergency response, fire/rescue training, fire code enforcement/fire prevention, and fire suppression. The division provides 24-hour/365 day a year emergency response staff to assist volunteer fire departments, rescue squads, and local law enforcement agencies. Staff responds to emergency scenes to provide scene management, technical expertise, and fire investigations services. Fire/Rescue staff operates the Fire/Rescue Training Center to provide training in emergency operations and management to career and volunteer firefighters in the county. The division inspects new and existing commercial facilities within the county jurisdiction, contracting municipalities, and in all public school buildings countywide. The division also administers, monitors and supports all fire protection and emergency service contracts with 19 fire protection providers throughout the county, and serves as a liaison between Wake County government and the rural departments to provide system-wide planning and coordination. The Fire/Rescue division also provides personnel for fire suppression services for several rural fire districts and coordinates countywide HAZMAT services. Through a collaborative arrangement with contracting agencies, the division provides weekday staffing for fire and emergency response in the Rolesville, Western Wake and Stony Hill fire districts.

The City County Bureau of Identification (CCBI) provides identification services to County law enforcement agencies with partial funding support from the City of Raleigh. CCBI services vary from managing and circulating arrest information, investigating crime scenes, photographing evidence, to laboratory analysis of suspected illegal drugs, administering "Breathalyzer" chemical tests for alcohol, maintaining criminal fingerprint cards, and giving expert court testimony. Customers of these services include law enforcement agencies, the judicial system, attorneys, the general public, and other governmental agencies. CCBI investigation services include responding to crime scenes to identify, photograph, collect and analyze physical evidence, preparing evidence and developing crime scene videos, diagrams, courtroom exhibits and computer graphs for court. CCBI prepares and analyzes latent fingerprints, tire and shoe tracks, and glove impressions against those of suspects. The division also completes computerized entry of latent prints for comparison with state files via an automated fingerprint identification system, and analyzes unknown controlled drug substances in the drug lab. Staff also testify as experts in court on all findings. In addition to criminal identification and investigation services, CCBI offers fingerprint and photograph services to civilians for various licensing, job requirements and legal mandates.

The Emergency Management division coordinates and plans for emergencies that occur in Wake County, including each of its municipalities. Through emergency response and preparedness training, the division responds to emergencies on a 24-hour basis. These response efforts are focused on maintaining the continuity of fire, law enforcement, EMS/rescue, and municipalities in emergency situations. Activities may include maintaining readiness of 9-1-1 telephone system/dispatch, emergency radio systems, coordinating efforts in an emergency operations center, evacuating persons from homes or businesses whose lives or property are threatened by an emergency situation, and giving informed recommendations on emergency protective actions and emergency response procedures. Key program areas involve the Harris Nuclear Power Plan and the county's homeland defense programs and public safety communications projects.

The Administration division manages and directs the implementation of policies and activities necessary to achieve broad public safety goals for Wake County. The division also controls detention costs through criminal justice planning efforts with various community partners.

Public Safety

Business Plan Priorities

Emergency Medical Services

- Staff recruitment and retention
- Continuing medical education
- Resource deployment options
- Achievement and maintenance of "model system" status
- Accreditation
- Integration of CAD and 800 MHz systems into EMS operations

Fire/Rescue

- Fire code enforcement
- Emergency response to major incidents and fire origin and cause investigations
- Management services in support of contractual fire services
- Staff support of Wake County Fire Commission
- Fire and rescue training
- Fire suppression personnel agreement management.

CCBI

- Forensic crime scene investigation.
- Latent fingerprint examination
- Arrestee processing and chemical breath tests for alcohol.
- Laboratory services (includes forensic drug testing)
- Identification services for civilians (fingerprinting, backgrounds checks).
- Investigation support for local law enforcement agencies (line-ups, mug shots, computerized criminal histories).

Emergency Management

- Domestic Preparedness Program
- Metropolitan Medical Response System
- Volunteer "Citizens Corp" program for Wake County
- Municipal Partner Planning and Exercise Program
- Facilitator/technical-manager role in 800 MHz radio system development
- "Automatic vehicle location" (AVL) system design

Highlights

Emergency Medical Services

- Established a full-time EMS System Medical Director for Wake County on January 1, 2003.
- Received NC EMS "Model System"
- Implemented a new fee schedule for services that mirrors categories of care by Medicare definition.
- Began a new, County-wide electronic patient care reporting (PCR) system
- Implemented an automated scheduling program for EMS personnel.
- Implemented "hot/cold" (emergency/non-emergency) response program dispatch

Public Safety

- Additional funds are included in EMS for the purchase of a new vehicle as part of reorganizational effort. This initiative will allow staff supervisors to improve on-scene efforts of field staff and better manage part-time staff resources.

Fire/Rescue

- Completed a USFA study of fire investigation services in Wake County
- Initiated fire station and fire truck deployment/location study
- Completed study of compensation of part- and full-time firefighters, and received Fire Commission approval of implementation strategy
- In partnership with Progress Energy, improved Fire/Rescue Training Center

CCBI

- Continued action steps in achievement and maintenance of field-agent response time goal of less than one hour for 70% of requests for service
- Initiated a continuing-education/workshop program for technical staff
- Reorganized latent/technical services system
- Maintained 100% admission of proffered evidence in criminal prosecutions
- Funding is included in the budget to purchase 4 additional vehicles for City County Bureau of Identification agents. The purchase of additional vehicles will reduce response times.

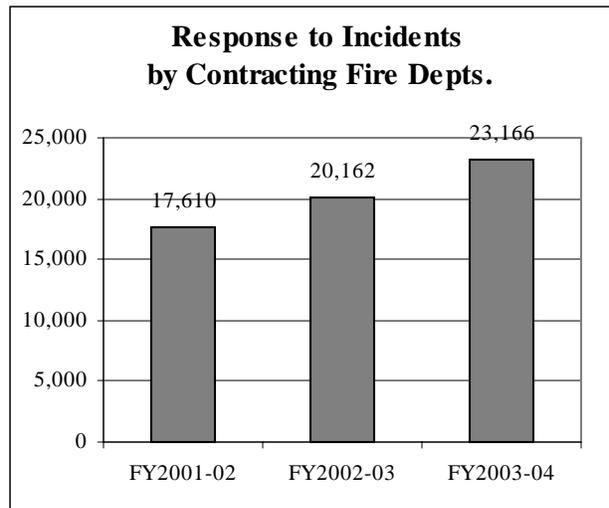
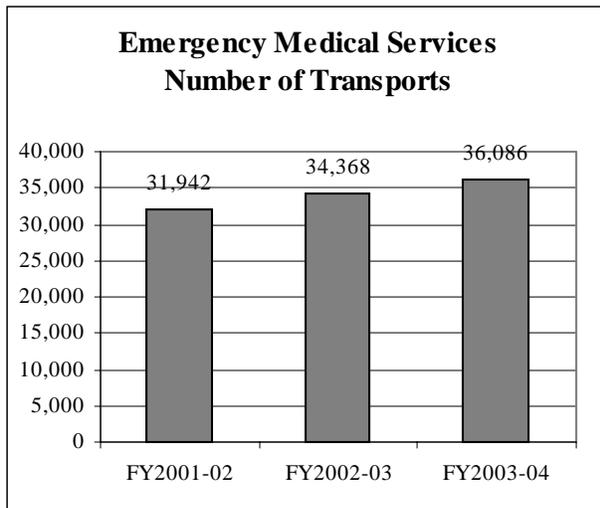
Emergency Management

- Completed technical acquisition activities for pager/monitor section of 800 MHz radio project
- Completed 800 MHz radio "system configuration" at Motorola test facility
- Maintained Metro Medical Response System on time, on track and within budget
- Started installation of 800 MHz radio infrastructure with antenna construction at Hammond Road site.

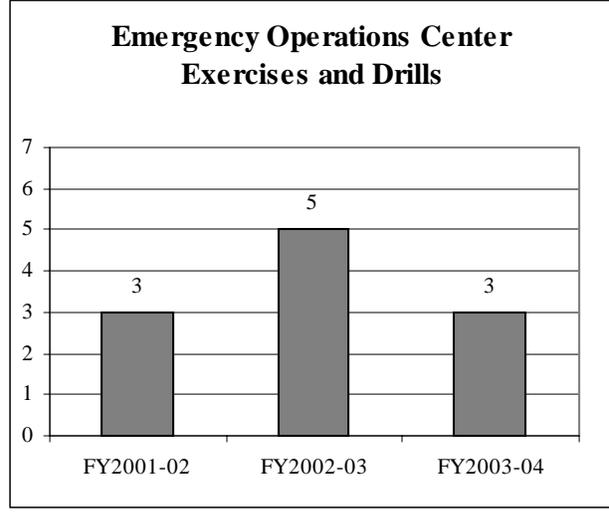
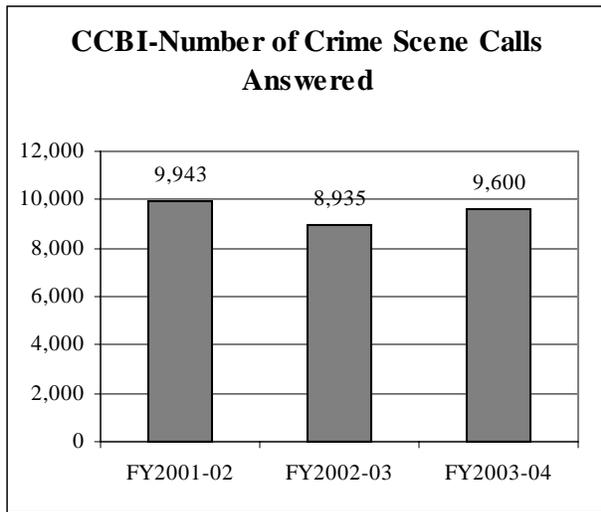
Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
EMERGENCY MEDICAL SERVICES			
90% Response time for an ambulance (Wake Co.)	12:45 min	13:53 min	11:59 min
90% Response time for an ambulance (all Wake Co. responders)	14:10 min	14:37 min	11:59 min
Number of Transports	31,942	34,368	36,086
Rate of Cardiac Survival (Utstein model)*	10%	22%	27%
FIRE/RESCUE			
Percent of Fire Incidents in Inspectable Occupancies not caused by a condition in violation of State Code	n/a	7.10%	10%
Percent of Fire Training Center Students that scored below 70% on pre-test and above 70% on post test	n/a	100%	95%

Public Safety

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Number of Fire and Medical Incidents responded to by contracting Fire Departments	17,610	20,162	23,166
CCBI			
Response Time from Officer Request to CCBI agent arrival	within 1 hour 57.8% of time	within 1 hour 67.7% of time	within 1 hour 65% of time
Percentage of Time Agent Evidence is admitted at trial	92.6%	97.7%	95.2%
Number of Crime Scene calls answered	9,943	8,935	9,600
EMERGENCY MANAGEMENT			
Ratings Percentage of Emergency Management Programs, Plans, and/or Procedures above average	90%	91%	90%
Emergency Operations Center Exercises and Drills	3	5	3
*The Utstein Model measures success of cardiac arrest survival to discharge home for patients in ventricular fibrillation. This is the accepted standard in pre-hospital medicine.			



Public Safety



Wake County Volunteer Fire Departments-Special Revenue Fund

Description

Wake County contracts with nineteen fire departments to provide fire protection and emergency services in the unincorporated areas of the county. Fourteen of the fire departments are incorporated nonprofit organizations while five are municipal fire departments. The fire departments provide fire suppression, medical first responder, rescue, and fire prevention services in various districts. They also respond to incidents involving the release of hazardous materials, motor vehicle accidents with persons injured, and searches for missing or lost persons. The fourteen incorporated nonprofit organizations use volunteer firefighters supplemented with paid staff for fire protection and emergency services. The volunteer firefighters donate their time and efforts to the safety of Wake County citizens. They do this by responding to emergency calls and attending numerous training sessions. By maintaining public protection classifications, the fire departments save county property owners annually on fire insurance premiums. To pay for these services, the Board of Commissioners levies a fire tax on appropriate real and personal property in a single fire tax district. The fire service tax rate is \$0.10 for fiscal year 2003-04, no increase in the rate. Of the \$0.10 tax rate, seven and one-half cents support operating budgets and two and one-half cents support capital improvements.

Highlights

- The Apex fire department will utilize additional funding to provide stipends for volunteer coverage at Station #2 near New Hill. The department is currently providing 24/7 protection in the unincorporated area of the Hipex fire district from this station with volunteers.
- Hopkins and Stony Hill fire departments will receive funding for part-time personnel for greater staffing availability to improve response times.
- Funding is provided to begin implementation of a pay and classification plan proposed for adoption in an effort to standardize pay and classification practices among the various contracting departments.
- Completion of a station location and fire apparatus study is expected to be completed in early fiscal year 2003-2004. The results of this analysis will lead to a master plan for capital needs for the fire service delivery system of the contracting agencies.

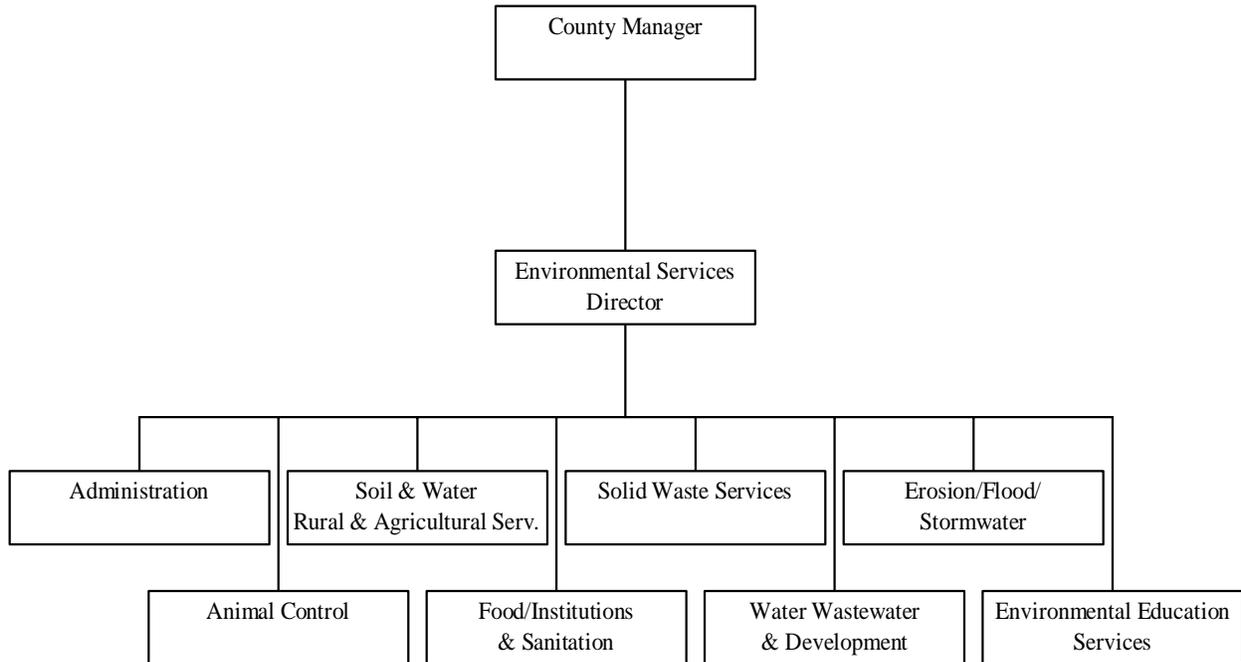
Wake County Volunteer Fire Departments-Special Revenue Fund

Fire Services	FY2001-02 Final Appropriation	FY2002-03 Final Appropriation	FY2003-04 Adopted Appropriation
Apex	\$330,782	\$361,649	\$431,282
Bay Leaf	\$703,453	\$946,866	\$1,002,636
Durham Highway	\$538,851	\$702,125	\$712,141
Fairview	\$619,598	\$770,785	\$785,166
Falls	\$177,386	\$202,019	\$269,565
Fuquay-Varina	\$652,688	\$955,788	\$960,010
Garner	\$722,407	\$817,631	\$854,636
Holly Springs	\$200,368	\$228,342	\$267,415
Hopkins	\$223,941	\$261,202	\$374,091
Knightdale	\$608,435	\$972,261	\$987,906
Morrisville	\$511,981	\$521,196	\$544,073
Rolesville	\$318,909	\$271,947	\$262,997
Six Forks (Merged with Bay Leaf FY2003)	\$233,796	\$0	\$0
Stony Hill	\$282,933	\$392,877	\$499,261
Swift Creek	\$296,814	\$333,491	\$365,561
Wake Forest	\$237,427	\$237,427	\$241,740
Wake-New Hope	\$721,724	\$737,999	\$837,064
Wendell	\$647,112	\$744,229	\$833,956
Western Wake	\$346,475	\$559,276	\$582,851
Zebulon	\$222,288	\$234,091	\$244,478
Department Totals	\$8,597,368	\$10,251,201	\$11,056,829
Capital and Improvements		\$382,112	\$150,000
Compensation study implementation			\$360,625
Toner & voice pager maintenance		\$0	\$3,225
NC Forestry			\$58,000
Other Total	\$0	\$382,112	\$571,850
County Capital Appropriation Total	\$3,312,632	\$3,519,000	\$3,652,900

Environmental Services

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Environmental Services Organization Fiscal Year 2003-2004



Environmental Services

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$4,925,357	\$5,179,533	\$4,949,361	\$4,949,361
Operating Expenses	\$1,123,722	\$2,000,318	\$1,778,346	\$1,778,346
Capital Outlay	-\$270	\$92,272	\$19,500	\$19,500
Expenditure Totals	\$6,048,809	\$7,272,123	\$6,747,207	\$6,747,207
Intergovernmental Revenue	\$99,221	\$671,150	\$392,000	\$392,000
Fees & Other Revenues	\$1,764,677	\$1,863,038	\$2,055,465	\$2,055,465
Revenue Totals	\$1,863,898	\$2,534,188	\$2,447,465	\$2,447,465

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	110.50	106.00	106.00	106.00

Department Description

As Wake County continues to grow, environmental and public health issues regarding water quality and quantity, air quality, and solid waste are becoming increasingly important concerns to citizens across the community. With the long-term vision of ensuring that future generations enjoy the same levels of environmental quality and public health that current citizens enjoy, the Environmental Services department is dedicated to implementing the adopted environmental stewardship agenda through a combination of proactive efforts such as research, education, and regulatory programs.

Since its inception in 1998, the Environmental Services department represents a consolidation of several services from other departments across the organization to better address environmental health and safety, solid waste, and water quality issues.

At present, the Environmental Services department has seven divisions.

- **Food, Institution and Sanitation.** The goal of this program is to ensure that services ranging from child care to food service are provided in facilities that are safe, properly maintained and meet sanitation standards. This division performs review of facility plans to ensure "built in" sanitation and sanitation inspections in operating facilities to ensure continued sanitary operations.
- **Animal Control.** The goal of this program is to ensure that rabies and other diseases are not spread, to prevent public safety problems from animals, to shelter stray, abandoned or unclaimed animals, and to provide pet adoption opportunities.
- **Solid Waste Management.** The goal of this program is to manage the flow of solid waste in Wake County in an environmentally appropriate manner, to provide leadership to reduce, reuse and recycle solid waste and to encourage new businesses and markets for recycled goods.
- **Keep America Beautiful.** The goal of this program is to educate people in Wake County to develop environmentally ethical attitudes and behavior.

Environmental Services

- **Water, Wastewater and Development.** The goals of this program are to ensure that on-site water and wastewater systems are healthy and sustainable and that surface waters are not contaminated.
- **Soil and Water Conservation District.** The goal of this program is to conserve natural resources and improve productivity of farmland.
- **Erosion, Flood and Stormwater.** The goals of this program are to ensure that land disturbing activities do not result in accelerated erosion and sedimentation, that properties are appropriately protected from flooding.

These functional areas are in the process of being integrated more closely into three main outcome areas:

- **Water quality,** combining the on-site water and wastewater, Soil and Water Conservation District and erosion, flood and stormwater programs.
- **Environmental Health and Safety,** combining Food, Institution and Sanitation with Animal Control, mobile home inspections and the swimming pool program. A new air quality program has been added to this division, including support for an Air Quality Task Force.
- **Solid Waste Management,** incorporating Keep America Beautiful into the division (Solid Waste services are supported by an enterprise fund and are summarized in the subsequent section of the budget document).

The reorganization of divisions is focused on improving the coordination and collaboration between services with common issues. This collaborative approach is needed to make the best use of staff talents. It provides flexibility to the department to respond to changes in service demands and is aimed at achieving operational efficiencies.

Environmental Education is a common element within all Environmental Services program and in Community Services, primarily in its Parks, Recreation and Open Space and Cooperative Extension divisions. A comprehensive approach to environmental education is currently being developed.

List of Major Services

- Food, Institution and Sanitation Services
- Animal Control Services
- Solid Waste Management
- Keep America Beautiful
- Water, Wastewater and Development Services.
- Soil and Water Conservation Services
- Erosion, Flood and Stormwater Services

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

- Implement adopted growth and environmental initiatives in a timely manner in order to protect and enhance the environment and public health.

Environmental Services

- Enact a comprehensive approach to researching and securing alternative funding sources in order to implement a greater number of initiatives and efficiently manage monetary resources.
- Effectively integrate department information systems with state and local applications so data will be easily available to citizens and customers at their own time and place.

Water Quality

- Reduce the incidence of soil erosion, sedimentation, and flooding to protect or improve the water quality of Wake County. The recently completed Watershed Management Plan identified sediment as the county's most serious water pollutant and that sedimentation related to urban development activity is the county's main source of this pollution.
- Minimize the potential for adverse environmental impacts from the operation of on-site wastewater and groundwater systems and treatment of associated residuals.
- Ensure the quality of groundwater resources in non-municipal areas where wastewater treatment facilities exist.

Environmental Health and Safety

- Improve the countywide pet overpopulation and shelter adoption services and continue to decrease the euthanasia of abandoned or stray animals.
- Minimize the incidents of food-borne illness, communicable diseases and injury with a particular emphasis on inspections of restaurants, ensuring that facilities are designed with "built-in sanitation" considerations, and providing the educational resources to facility managers.
- Ensure that the public is protected from incidences of disease and accidents at public swimming pools with existing pool inspections and pool construction plan reviews.
- Minimize the likelihood of outbreaks of infectious diseases, such as West Nile Virus, and ensure the safety and environmental health of migrant labor camps and mobile home parks.

Highlights

- Continue to improve the business-planning framework of the department in FY2004 by focusing on the departmental and divisional level. The business plan for FY 2003-04 was developed at the program level in FY2003. This provided staff the opportunity to better prioritize activities, look for opportunities to collaborate with others, and develop more precise targeting of service delivery efforts. The next iteration of the business planning effort will emphasize the integration and coordination of distinct areas in the achievement of shared outcomes and objectives.
- Enact a comprehensive approach to researching and securing alternative funding sources in order to implement a greater number of initiatives and efficiently manage monetary resources. In FY2004, the attainment of at least six alternative funding sources will be targeted for support of growth and environmental initiatives.

Water Quality

- Implement key priority aspects of the recently adopted Watershed Management Plan with an emphasis on integrating service delivery effort for greater cumulative impact and targeting of priority watersheds as they relate to the main sources of pollution identified in the plan.
- Begin to formulate a groundwater management plan through the findings of the groundwater sustainability study. This study analyzed the dynamics of groundwater recharge, the impacts of man-made

Environmental Services

impervious surfaces, the quantity of groundwater and the measures that might be considered to protect wellheads from pollution.

- Work closely with the Department of Community Services Building Inspections division to closely monitor lot changes and additions in order to ensure that they don't jeopardize the integrity of current or proposed septic tank system. Because the most suitable lands for on-site systems have, in large part, already been developed, land developers have begun to develop lots on land that is marginally suitable for on-site systems because of their size and limited suitable soils. Problems have occurred in the past regarding additions, decks, swimming pools, when areas reserved for backup drainage fields have been compromised.
- In the Watershed Management Plan, it was suggested that a management entity be considered to ensure proper operation and maintenance of existing septic tanks. Based on a pilot study of existing septic systems, the department will be pursuing additional funding sources as well as forming partnerships with the Raleigh Board of Realtors and others to distribute public information on proper use and maintenance of wells and septic systems. The public awareness campaign information will be provided in written form with either a DVD or videotape.

Environmental Health and Safety

- In FY2004, the department will complete a joint planning initiative with the Wake County Society for the Prevention of Cruelty to Animals (SPCA). The goal of the joint partnership is to develop a county-wide plan for improving pet overpopulation, decreasing the incidents of owner relinquished turnover of pets, increasing adoptions of sheltered animals, and strengthening the linkages between animal-oriented organizations throughout the county. In addition, the Wake County Animal Shelter and Control services are focused on increasing citizen access to enforcement and shelter services by extending hours of service.
- The percent of restaurant and lodging sanitation inspection is expected to increase from 80 percent in FY2003 to 90 percent in FY2004. This continued improvement of inspection percentage is due to prior year investments in automation technology, improved management of workload through geographic information systems, and the full integration of additional staff resources originally provided in FY2002.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
ENVIRONMENTAL HEALTH & SAFETY			
Animal Control			
Total Enforcement Calls	5,738	7,081	7,444
Percent of Emergency Calls Responded in Same Day	85%	88%	90%
Total Animals Impounded	7,763	8,714	9,933
Animal Adoption Rate	27.9%	24.7%	28.0%
Animal Euthanasia Rate	64.9%	63.2%	64.0%
Animal Reclaim Rate	5.6%	5.6%	7.0%

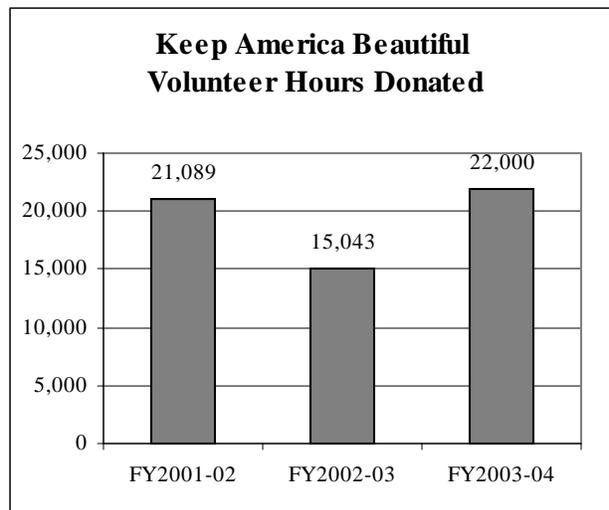
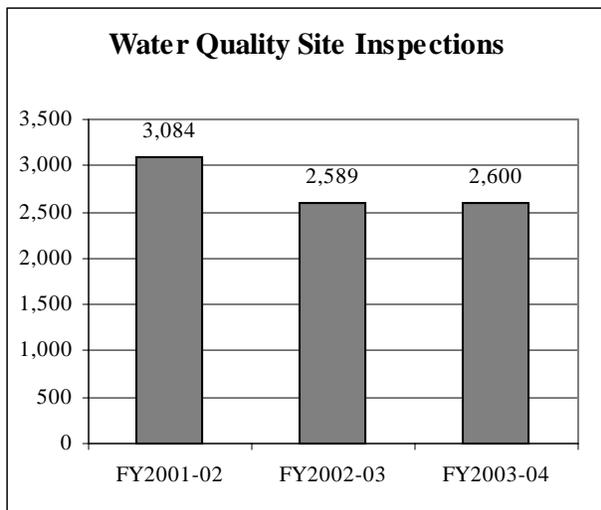
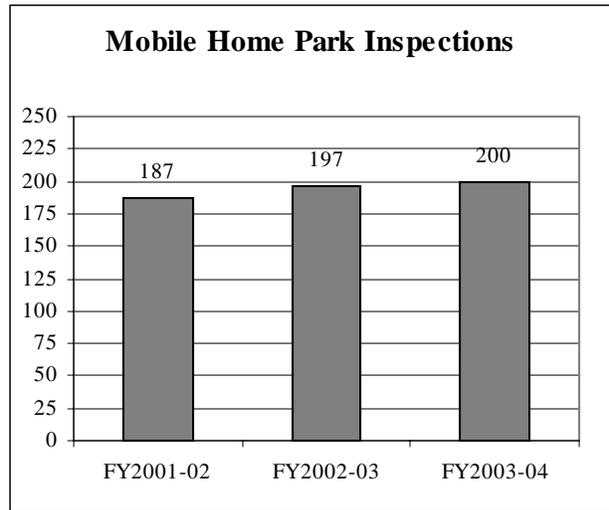
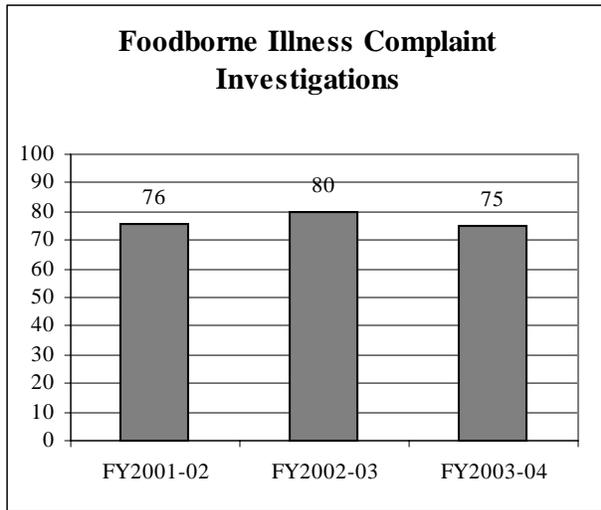
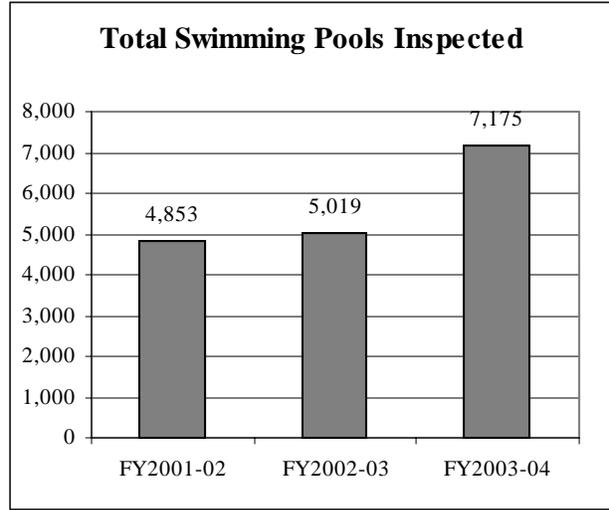
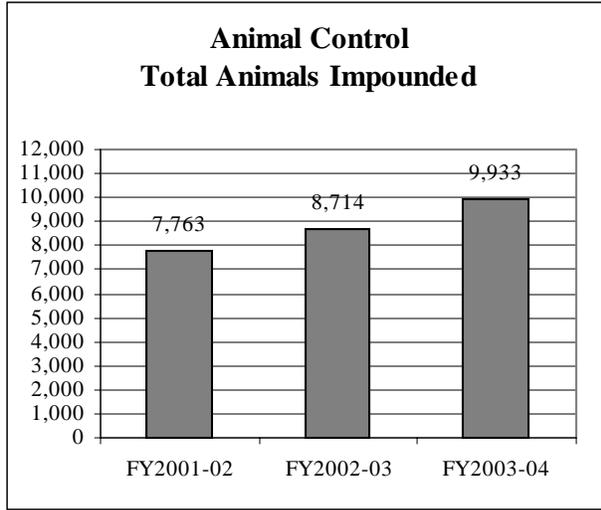
Environmental Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Plan Review & Recreation Sanitation			
Swimming Pools Inspected	4,853	5,019	7,175
Swimming Pools Reinspected	1,344	917	1,040
Pool Plans Submitted	58	47	52
Food, Institution, & Sanitation			
Facility Inspections Performed	7,732	7154	8150
Temporary Food service Permits Issued	n/a	397	425
Foodborne Illness Complaint Investigations	76	80	75
Food service Managers Trained	110	105	110
Lead Investigation Cases	17	1	5
Vector Control/Mobile Home Parks/Migrant Labor Camps			
Mobile Home Park Inspections	187	197	200
Mobile Home Park Water Samples	63	89	100
Migrant Labor Inspections	67	57	57
Migrant Labor Water Samples	68	58	60
Mosquito/Rodent Complaints	74	146	192
Mold and Mildew Complaints	n/a	18	54
WATER QUALITY			
Erosion, Flood & Stormwater			
Plan Reviewed	21	198	200
Plans Approved	130	133	136
Site Inspections	3,084	2,589	2,600
Flood Studies Approved	23	12	14
Pre-Construction Meetings	112	267	270
Water and Wastewater Development Services			
Average Turnaround Time for Permits (days)	19	21	10

Environmental Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Water and Wastewater Development Services			
Onsite Permit Applications	1,847	1,779	1,700
Final Operational Permits	2,223	1,662	1,700
Onsite Complaints	601	752	670
Soil and Water Conservation			
New Acres Under Land Management (Planning)	1,671	1,320	1,500
Nutrient Management Acres Applied	530	391	800
Feet of Streams Restored	0	11,000	10,000
Environmental Consultants Assisted	180	183	180
Buffers Applied (acres)			
Wells and Groundwater Protection			
Permit Applications (residential domestic)	802	780	750
Well Installation Inspections	811	725	715
Groundwater Samples	652	534	650
Package Plant Inspections	18	13	30
KEEP AMERICA BEAUTIFUL			
Cleanup Events	1,340	1,642	1,650
Pounds of Litter and Debris Collected	204,380	118,580	112,000
Miles of Streets, Roads, Highways Cleaned	480	496	500
Volunteer Hours Donated	21,089	15,043	22,000
Community Outreach Presentations	18	23	25
Attendees of Outreach Presentations	1,829	2,050	3,500
Trees Planted	546	570	700

Environmental Services



Solid Waste-Enterprise Fund

Division Description

The Solid Waste Management division implements the directives from the Wake County Environmental Services Strategic Plan, Wake County governments' 10-Year Comprehensive Solid Waste Management Plan, and Federal, State and Local directives. The County's solid waste management services are provided through the operations of twenty (20) staffed long-term facilities, fifty-one (51) un-staffed drop-off sites that are open year round, and thirty to forty (30-40) seasonally operated drop off sites each year. The activities are supported through an enterprise fund, generating revenue through (1) tipping fees at the landfills for municipal solid waste (MSW) and construction and demolition debris (C&D) disposal, (2) tipping fees at the MSW transfer station, (3) the annual residential waste reduction fee, (4) the sale of recycled material, and (5) State, Federal and private grants that are periodically obtained for various services and equipment. Through utilization of competitive bidding with the public and private sectors, Wake County continues to provide the highest level of solid waste management services available at the greatest value to our community.

The Solid Waste Management division (the SWMD) is organized in several service areas that include landfill and transfer station operations, enforcement, convenience centers, land clearing and inert debris (LCID), waste collectors licensing, multi-material collection, recycling programs, household hazardous waste collection, commercial waste reduction, and public education and marketing.

Landfill Operations

Solid Waste Management operates, through contractors, three disposal facilities: 1) North Wake Sanitary Landfill, a lined, Subtitle D landfill facility for the disposal of municipal solid waste, 2) North Wake Construction & Demolition (C&D) landfill, an unlined landfill that accepts only C&D waste; 3) Feltonville C&D landfill, also an unlined facility that accepts only C&D waste.

Transfer Station

The SWMD operates, through a contractor, the South Wake Transfer Station at the South Wake solid Waste Management facility for the efficient and convenient collection and transportation of municipal solid waste for disposal. The Transfer Station accepts solid waste generated in the southern part of the county and transfers that waste to the North Wake Sanitary Landfill.

Enforcement

The SWMD is responsible for administering and enforcing the Wake County Solid Waste Ordinance and the Wake County Junked and Abandoned Vehicle Ordinance. In addition, the SWMD ensures that all contractors comply with facility permit requirements and State & Federal environmental regulations.

Convenience Centers

The SWMD provides disposal and recycling services to residential customers without charging a tipping fee through eleven (11) convenience centers located throughout the county. A unique aspect of these facilities is that they are open 12 hours per day, 364 days per year. A contractor provides full-time staff, equipment, collection and transportation services, and recycled material marketing for each location.

Solid Waste-Enterprise Fund

Land Clearing and Inert Debris (LCID)

The division administers permitting, licensing and inspection of LCID landfills as part of the Solid Waste Management Ordinance, with authority and responsibility to regulate and control "demolition-landscape landfills" in Wake County delegated by the State of North Carolina General Statutes.

Waste Collectors Licensing

Administration of the annual privilege licensing of all commercial Solid Waste Collectors operating in Wake County is also part of the division's services as required in the Solid Waste Management Ordinance. Services include annual license renewal for Commercial and Municipal Solid Waste Collectors operating in Wake County.

Multi-Material Collection

The Solid Waste Management division provides two recycling centers for handling materials that are prohibited from disposal in the landfills. One facility is located at the North Wake Solid Waste Management facility and one is at the South Wake Solid Waste Management facility. Services include receiving and handling scrap tires; lead acid batteries, used oil, corrugated cardboard, and white goods. These materials are processed and sent to recycling centers. Residents and businesses utilize these facilities to recycle material that is not accepted by municipal recycling programs.

Recycling

The Division pursues recycling initiatives through a number of programs including: school Igloo recycling facilities, Christmas wrap-up program, and telephone book recycling.

Household Hazardous Waste

The SWMD also provides residential households with a permanent household hazardous waste (HHW) management facility located at the North Wake Municipal Solid Waste Management facility off Durant Road. The permanent HHW facility opened in June 1996, and holds two collection events per month.

Commercial Waste Reduction

According to past studies, 70 percent of the waste stream in Wake County is characterized as material from the business sector. Implementing recycling and waste reduction techniques in business environments help to preserve our natural resources, extend the life of landfills, and promote recycling markets.

Public Education & Marketing

The division also provides public education services with a focus on educating the citizens of Wake County about programs, services and issues and the importance of environmental protection. One of the primary goals of the education efforts is to implement marketing and public relations campaigns that support the success of new recycling, waste reduction programs and services.

List of Major Services

- Facilities and Operations
- Recycling Program Planning and Development
- Education and Outreach
- Administration
- Strategic Planning and Policy Development

Solid Waste-Enterprise Fund

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The highest priorities for Fiscal Years 2004 and 2005 include the following:

1. Develop and implement Wake County Government Model Environmental Program as the champion of sustainable business principles in the Triangle region. Areas of focus include waste reduction and recycling, product stewardship, procurement, progressive supply chain management, high performance facilities, and a comprehensive education/awareness program.
2. Amend the County Solid Waste Ordinance - Private Hauler Licensing section to increase education and enforcement of the rules and regulations resulting in significantly reduced illegal dumping and roadside litter throughout Wake County.
3. Facilitate countywide collaboration with schools, state and municipalities regarding waste and recycling services, product stewardship, procurement and other environmental programs.
4. Integrate waste and recycling collection services throughout the incorporated and unincorporated areas for improved efficiencies, reduced costs, unified services and control of materials collected.
5. Develop and implement comprehensive Marketing/Communications Plan to educate and inform all residents, businesses and schools in Wake County.

Highlights

The following section identifies key outcomes that the SWMD is focused on achieving within the next three years.

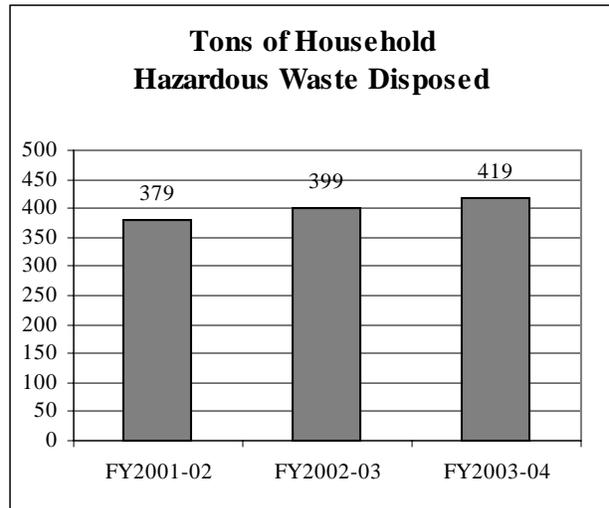
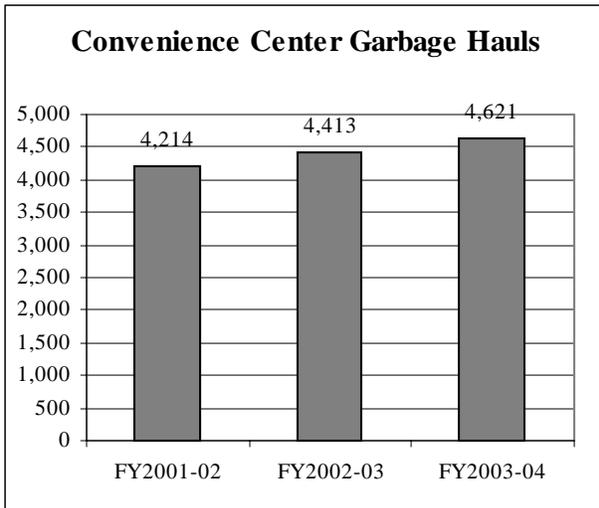
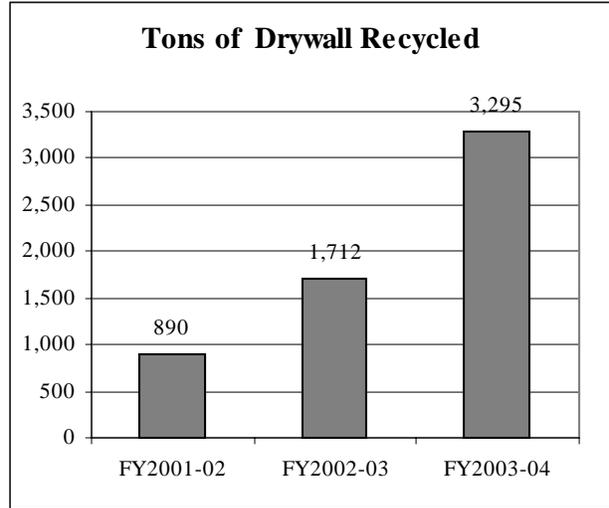
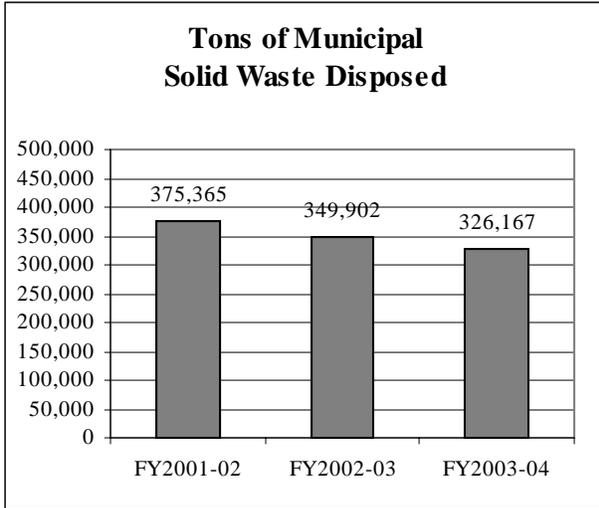
- Development of Wake County Government Model Environmental Program
- Adoption of a comprehensive waste reduction, recycling and education program for all county facilities
- Adoption of an expanded environmentally preferred products purchasing program through product stewardship and procurement policies
- Adoption of a Construction and Demolition Recycling/LEED Building Program in all County-funded capital projects
- License Private Haulers and Expand/Update Permitting Program
- Update, amend and implement the hauler licensing program in the Solid Waste Ordinance
- Monitor Land Clearing and Inert Debris (LCID) facilities ensuring proper disposal, extending disposal capacity and reporting requirements
- Reduce illegal dumping and increase litter prevention by enforcing regulations, educating the public and providing convenient services
- Increase recycling throughout the county to 25%
- Extend the life of all County Landfills by educating residents, businesses and institutions to increase their recycling and waste prevention practices
- Collaborate with municipalities to unify countywide system of materials, collection and schedules
- Evaluate operations (services, equipment, collection, materials, staffing) at county convenience centers to increase efficiency and implement full integration of materials and services
- Evaluate a full scale materials recycling facility (MRF) to process recovered recyclables

Solid Waste-Enterprise Fund

- Require private residential haulers to provide recycling services in the unincorporated areas
- Evaluate and implement comprehensive Wake County Public School System (WCPSS) Recycling Program
- Education and Outreach
- Collaborate with municipalities on countywide marketing/communications plan to educate and provide outreach all residents, business and schools
- Implement solid waste/recycling curriculum at targeted WCPSS and develop plans to expand into all Public and Private Schools
- Develop County Website as a clearinghouse and direct link to all municipal, private and non-profit solid waste/recycling organizations for residents, businesses, schools, contractors, non-profits and all other public agencies.
- Assure long-term (25-year) disposal capacity located within a reasonable haul distance
- Develop agreements with municipalities for long-term waste disposal
- Evaluate transfer stations as needed to provide cost -effective delivery of waste to the designated disposal facilities
- Finalize preparation to begin accepting waste at South Wake Landfill in FY2008
- Finalize preparation for closure/post-closure at North Wake Landfill in FY2008

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Tons of Municipal Solid Waste Disposed	375,365	349,902	326,167
Tons of Construction & Demolition Waste Disposed	144,822	81,301	26,034
Tons of Household Hazardous Waste Disposed	379	399	419
Tons of Newspaper Recycled	0	3	3
Tons of Glass Recycled	570	570	570
Tons of Drywall Recycled	890	1,712	3,295
Tons of Mixed Paper Recycled	2,295	2,236	2,236
Tons of Aluminum Cans Recycled	52	44	44
Gallons of Used Oil Recycled	30,001	30,891	30,891
Convenience Center Recycling Hauls	781	758	758
Convenience Center Garbage Hauls	4,214	4,413	4,621
Multi-Material Scrap Tire Hauls	861	835	835
Cost Per Ton of MSW Disposed	\$9.6	\$11.8	\$17.4

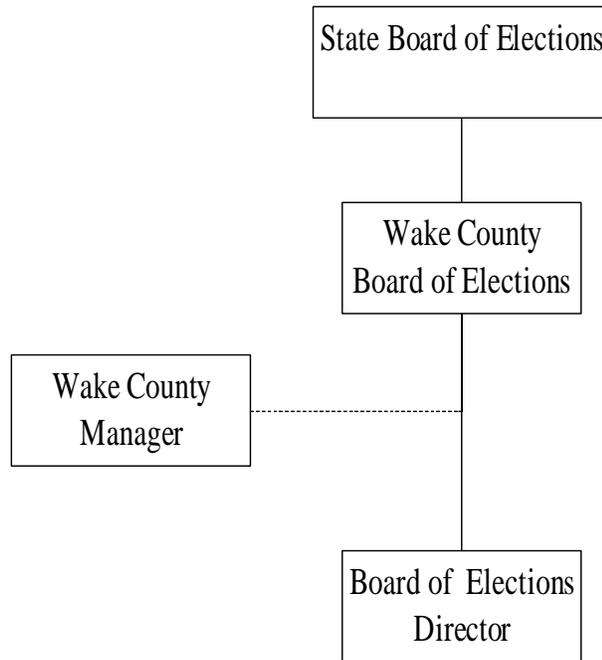
Solid Waste-Enterprise Fund



Board of Elections

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Wake County Board of Elections Fiscal Year 2003-2004



Board of Elections

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$962,927	\$1,155,322	\$1,248,029	\$1,248,029
Operating Expenses	\$457,403	\$978,228	\$1,133,665	\$1,133,665
Capital Outlay	\$88,377	\$99,975	\$0	\$0
Expenditure Totals	\$1,508,707	\$2,233,525	\$2,381,694	\$2,381,694
Intergovernmental Revenue	\$10,000	\$14,300	\$0	\$0
Fees & Other Revenues	\$339,023	\$0	\$226,288	\$226,288
Revenue Totals	\$349,023	\$14,300	\$226,288	\$226,288

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	15.00	15.00	15.00	15.00

Department Description

The Board of Elections maintains the integrity of elections and ensures accuracy of voting results. Its mission is to make the election process inclusive for all eligible voters wanting to vote.

The Board of Elections maintains the voter registration records for the County pursuant to the requirements of federal and state statutes. It conducts all federal, state, county and municipal elections. The staff processes voter registrations, answers citizens' questions, and provides information on polling site locations and dates of scheduled elections.

The agency conducts regularly scheduled elections, special elections as required for constitutional amendments, bond referenda, and other called elections. Precinct officials are recruited and trained by the staff. The Board of Elections is responsible for establishing precincts and polling places. To ensure compliance with campaign finance laws, staff confers with candidates, officials, and political action committees.

List of Major Services

- Register candidates for public office
- Register eligible voters
- Manage voter precincts on election days
- Report results of elections
- Survey population patterns and voter participation for suitable voting sites

Business Plan Priorities

- Comply with statutory changes required by federal and state legislation.

Board of Elections

- Conduct elections in compliance with election laws in a courteous, accurate and efficient manner.
- Process all voter transactions in a timely and accurate manner, complying with reporting requirements set forth by the State and National Voter Registration Act.
- Reduce citizens' wait time at polling sites.
- Increase voter turn-out by administering new laws for "no excuse" absentee voting.

Highlights

Accomplishments in FY2002-03

- The primary election, normally held in May, was delayed as a result of the legal challenge of the re-drawing of legislative districts in North Carolina. The primary election was held on September 10, 2002 eliminating the second primary. The general election was held as usual.
- The Board of Elections staffed four one-stop voting satellite sites for the primary elections and eight one-stop sites for the general election. These sites were in addition to the one-stop site required by law at the Board of Election's office.
- Voter cards were mailed to all voters updating Congressional, North Carolina House, and Senate districts.
- Processed 50,000 undeliverable cards pursuant to National Voter Registration Act (NVRA).

Key Issues for FY2003-04

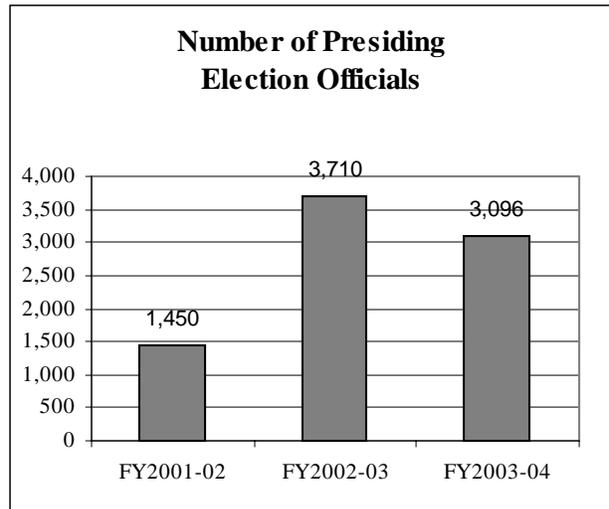
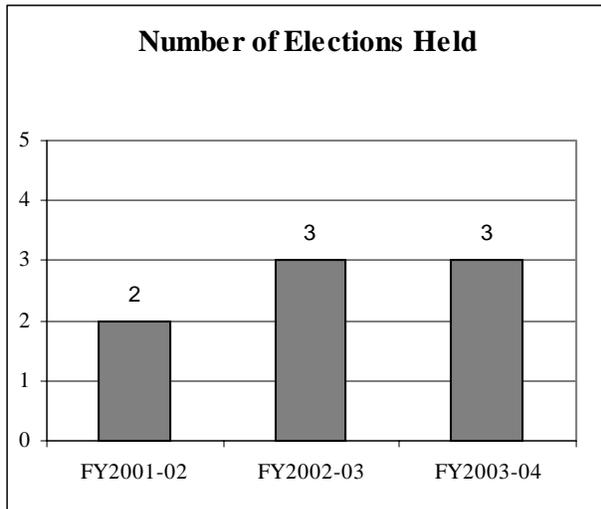
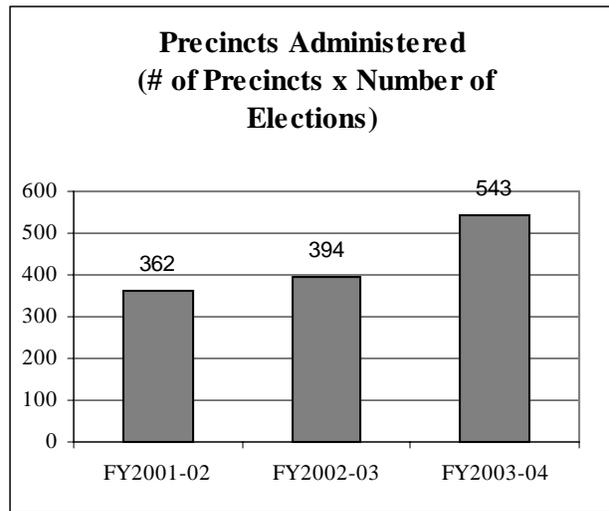
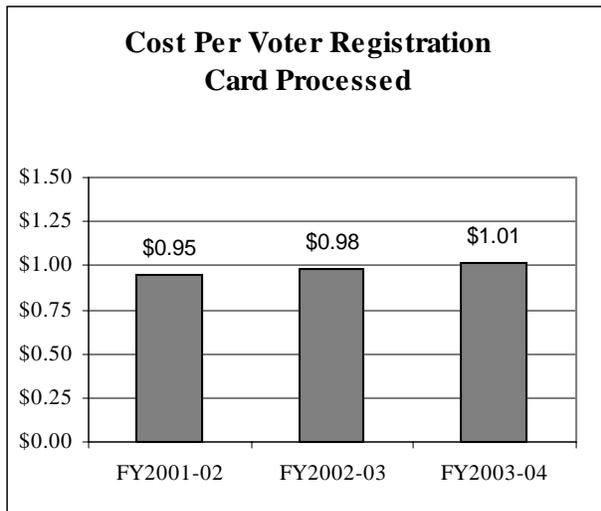
- A goal of the Board of Elections is to reduce wait time at the poll. One way to help accomplish this goal is to reduce precinct size to under 3,000 registered voters. Due to a statutory freeze on creating new precincts, no additional precincts could be created.
- The United States Congress enacted the "Help America Vote Act" (HAVA) in 2002, and the North Carolina General Assembly passed legislation to make the state HAVA compliant. This legislation impacts funding required for all elections.
- Continue to test Direct Record Equipment (DRE's) for voting. By 2006, all counties must have one piece of voting equipment per precinct to allow disabled voters to vote unassisted. Wake County's current optical scan does not meet this requirement.
- Redistricting for North Carolina House and Senate.
- Conduct two elections. One election will cover the City of Raleigh, Town of Cary, Wake County Board of Education, Wake County Bond Referenda, and the City of Raleigh Bond Referendum. Another election will cover municipal elections for Apex, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Rolesville, Wake Forest, Wendell, Zebulon, and any run-off elections from the Raleigh, Cary or Board of Education elections.
- Staff and operate one-stop sites for the upcoming elections in Cary, Knightdale, Garner and Wendell.
- Conduct primary 2004 election and possible June runoff election.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Complaints as a percent of votes cast	0.50%	0.50%	0.50%
Precincts with more than 3,000 votes	25	30	n/a*
Time required to electronically transmit results	.5 hr.	1 hr.	.5 hr.

Board of Elections

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Cost per voter registration card processed	\$0.95	\$0.98	\$1.01
Precincts administered (# of precincts x number of elections)	362	394	543
Elections held	2	3	3
Presiding election officials	1,450	3,710	3,096
Voter registration cards processed	159,000	462,564*	552,000**

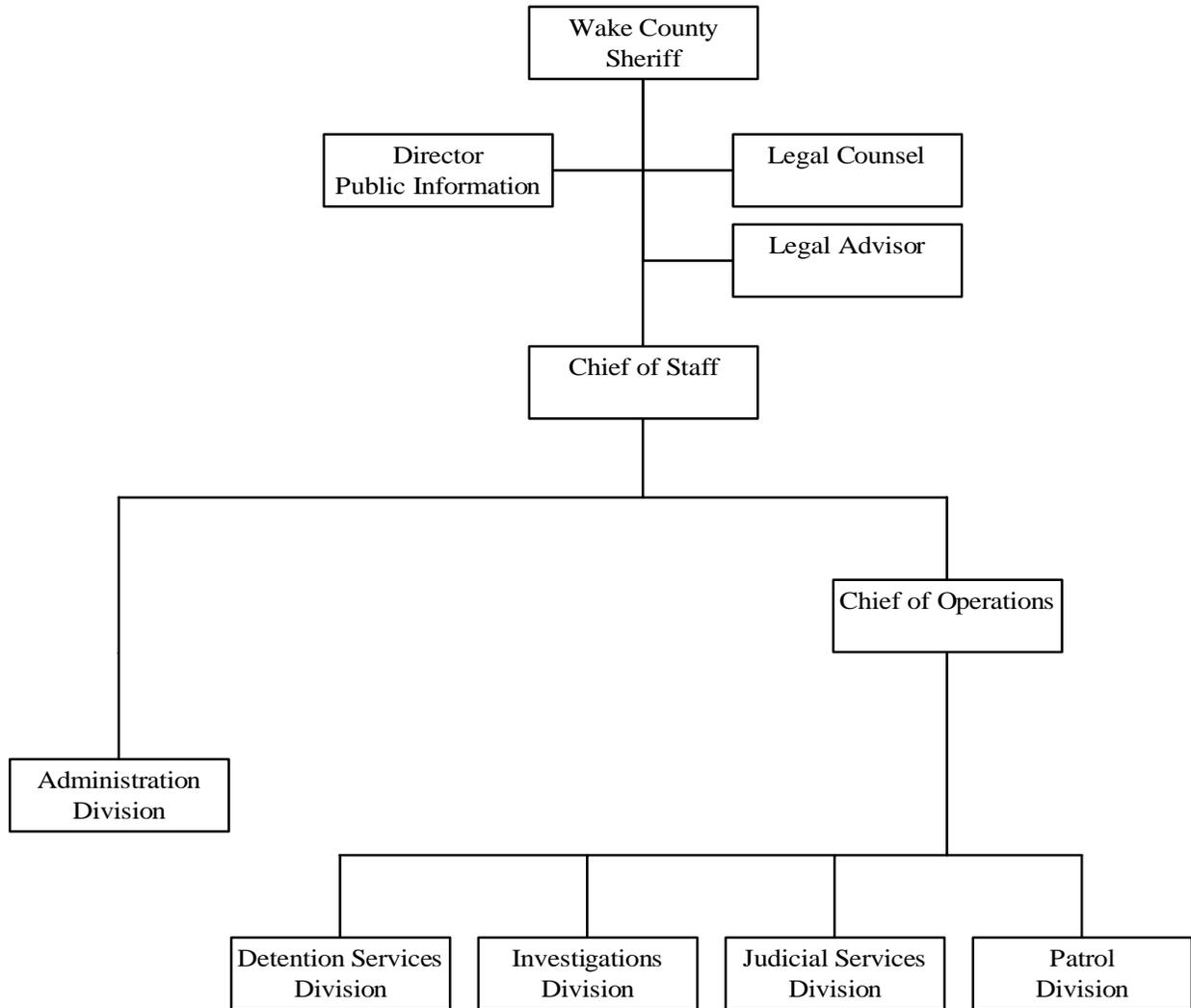
* Statutory freeze on creating new precincts in effect **Redistricting



Wake County Sheriff

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**Office of the Sheriff Organization
Fiscal Year 2003-2004**



Office of the Sheriff

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$26,402,935	\$28,414,004	\$32,056,502	\$32,056,502
Operating Expenses	\$6,279,166	\$7,713,760	\$8,254,044	\$8,254,044
Capital Outlay	\$522,263	\$476,240	\$83,981	\$83,981
Expenditure Totals	\$33,204,364	\$36,604,004	\$40,394,527	\$40,394,527
Intergovernmental Revenue	\$445,976	\$861,745	\$905,166	\$905,166
Fees & Other Revenues	\$2,851,145	\$2,901,500	\$2,830,338	\$2,830,338
Revenue Totals	\$3,297,121	\$3,763,245	\$3,735,504	\$3,735,504

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	567.00	578.00	648.00	648.00

Department Description

Philosophy of the Sheriff: "Serving the citizens is a privilege and not a right. It is our duty to serve all of the citizens of this County to the best of our ability, and serving these citizens is and will always be the purpose of our organization."

The Office of Sheriff is a constitutional office in North Carolina. The Sheriff is an official elected by the people of Wake County and is the chief law enforcement officer for the county government. The Sheriff has jurisdiction throughout the county including both the incorporated and unincorporated areas and provides primary law enforcement for the unincorporated areas of the county. As the chief law enforcement officer for the County, the Sheriff provides requested assistance and support to other local law enforcement departments and to State and Federal law enforcement agencies.

List of Major Services

- Law Enforcement.
- Safety and Security in the Wake County Schools.
- Detention and Incarceration of Inmates Sentenced or Awaiting Trial.
- Service of Judicial Process.
- Courthouse Security.
- Other Miscellaneous Duties.

Law Enforcement. The Sheriff's direct law enforcement duties include patrolling, responding to civil disaster events, preventing crime, serving domestic violence protection orders, investigating violations of the law, and apprehending law violators. The Sheriff also provides radio communications, evidence, and property control services related to the administration of law enforcement activities and transports all per-

Office of the Sheriff

sons involuntarily committed to a mental health institution located outside Wake County.

Safety and Security in the Wake County Schools. The Sheriff has the responsibility of providing school resource officers for high schools and middle schools in the unincorporated areas of the county. Additional school resource officers are also provided for middle schools in the City of Raleigh and the Town of Wake Forest. These school resource officers are a vital element in the safety and security of students, faculty and staff at Wake County Public Schools.

Detention and Incarceration of Inmates Sentenced or Awaiting Trial. The Sheriff is responsible for keeping and maintaining two separate detention facilities: the Public Safety Center Detention Facility and the Hammond Road Detention Annex. The Sheriff also transports prisoners to and from court appearances, to the various units of the North Carolina Department of Correction across the state, and to and from other County Sheriff's Offices in the state. Medical care for the inmates is provided by a full-time physician employed by the Sheriff, a full-time nursing staff on duty twenty-four hours a day, and through contract with external medical providers.

Service of Judicial Process. The Sheriff, as the enforcement arm of the North Carolina General Court of Justice, is responsible for serving civil and criminal process issued by the courts. The service of this process includes arresting persons and bringing them before the courts, the seizure and sale of personal and real property to satisfy court judgments, and the eviction of tenants to return possession of premises to landlords.

Courthouse Security. The Sheriff is responsible for courtroom security in the twenty-one district and Superior Courtrooms in Wake County. Courtroom security includes the physical security of the courtroom, the personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances. In addition to courtroom security, the Sheriff is responsible, in coordination with General Services Administration, for the physical security of the entire courthouse.

Other Miscellaneous Duties. A number of other duties have been imposed as statutory duties of the Sheriff. These duties include: issuing pistol purchase permits and concealed handgun carry permits, registering sexual offenders and predators residing in Wake County, registering video poker games located within the County, and issuing parade and picketing permits for the unincorporated areas of the County.

Business Plan Priorities

- Fully implement Hammond Road Phase 1A to alleviate overcrowding in Public Safety Detention Center. This will require 68 additional detention personnel to staff the opening of the new detention space.
- Enhance the Office's investigative services to respond to the increase in credit card fraud by adding two additional investigators.
- Develop strategies to reduce average number of days in custody despite a continued decline in the cases eligible for pre-trial release and a continued increase in the County's unemployment rate.
- Reduce received to arrived response time.
- Increase patrol coverage and reduce officer/citizen ratio in unincorporated areas.

Office of the Sheriff

- Increase traffic safety.
- Expand and enhance inter-agency cooperation with and between Wake County law enforcement and public safety agencies and with state and federal law enforcement agencies.
- Terrorism, gang, and street level drug activity planning and preparation.
- Expand and enhance Crime Prevention to include community outreach and involvement.
- Implement Citizens' Well Check program for senior and disabled citizens.
- Implement K9 Team.
- Implement Special Response Team to respond to school emergencies, high risk crisis events, and to provide additional emphasis in high crime areas.
- Begin transition from VHF to 800mhz radio communications system.
- Staff the Southern Regional Center with investigators.
- Reduce the cost of inmate medical care.

Highlights

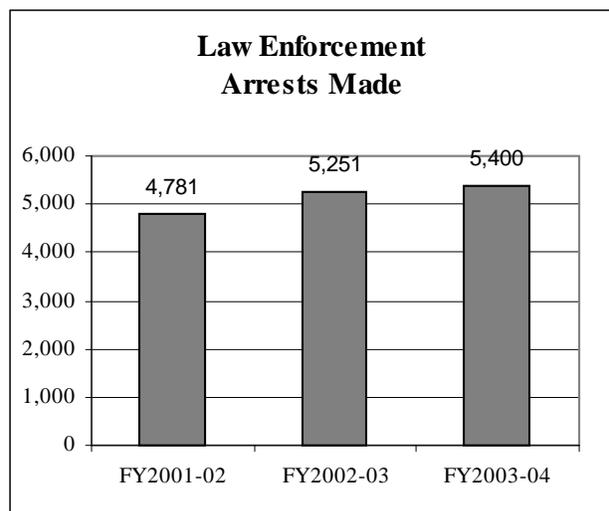
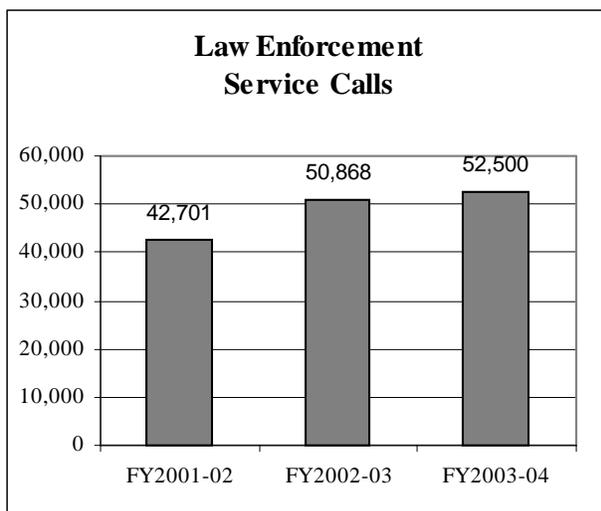
- Reduced response time (call received to unit arrived) by 48% to 8.09 minutes.
- Increased arrests by 9.8%
- Maintained an overall clearance rate for criminal investigations of 37.6%
- Reduced the backlog of Judicial Process and the number of days from “receipt” to “service”.
- Fully implemented and operated the Federal "Cops in Schools" grant by training and deploying an additional 15 School Resource Officers in Wake County, the City of Raleigh, and the Town of Wake Forest.
- Designed and implemented a fair, objective, and efficient hiring process to ensure the best selection of employees today and in the future.
- Filled all existing enforcement officer, detention officer, and tele-communicator vacancies for the first time in over ten years. All law enforcement officers and a number of the detention officers hired were certified, experienced, and professional officers.
- Studied and analyzed utilization of manpower and reorganized the department to achieve a greater work efficiency with existing staff.
- Transferred six investigators to the Eastern Regional Center for quicker response and more efficient use of time.

Issues on the Horizon include:

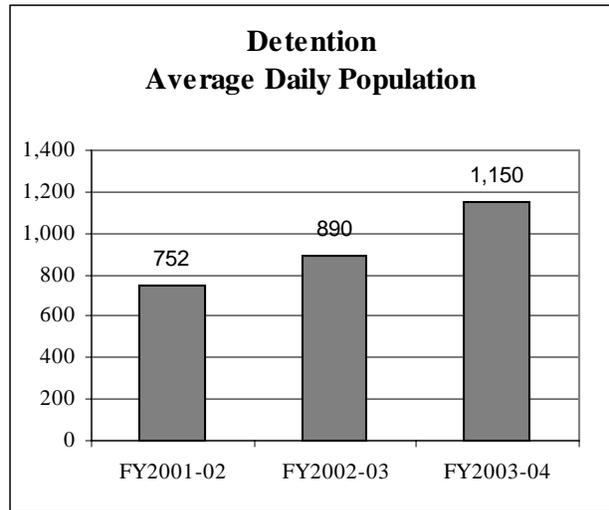
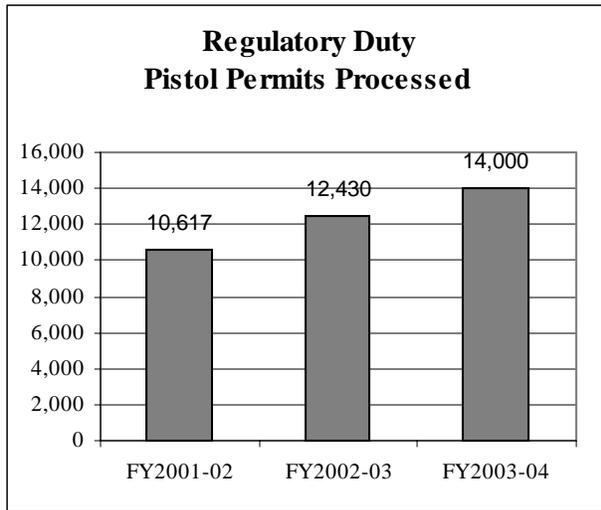
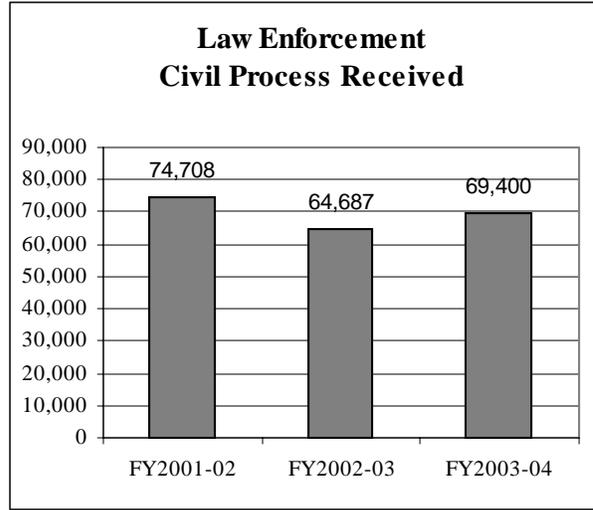
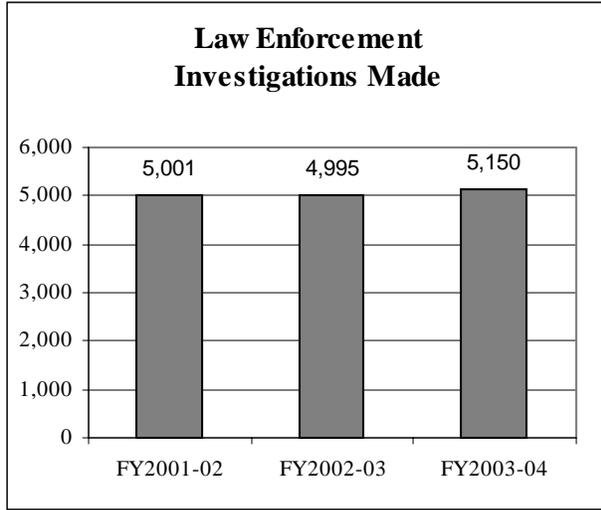
- Plan and prepare for implementation of Hammond Road Phase IB to begin construction in FY '04.
- Plan and prepare for relocation of Sheriff's Training Center from Mount Auburn to its future location.
- Expand and enhance the K9 and Special Response Teams.
- Integrate computerized data systems and migrate public information to internet platform.
- Develop a contingency plan to meet statutory requirement to transport involuntarily committed persons.
- Maintain competitive starting salaries to recruit quality law enforcement and detention officers.
- Address salary compression to remain competitive with other law enforcement agencies and retain qualified professional law enforcement and detention officers.

Office of the Sheriff

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Law Enforcement			
Service calls	42,701	50,868	52,500
Response time (received to arrival)	16.73	n/a	n/a
Response time (dispatched to arrival)	n/a	9.1	8.1
Reports filed	6,523	6,974	7,200
Investigations made	5,001	4,995	5,150
Investigations cleared	n/a	37.60%	41.10%
Arrests made	4,781	5,251	5,400
Warrants, Summons, Orders for Arrest	9,943	9,219	9,750
Civil process received	74,708	64,687	69,400
Execution and judgments collected	\$2,323,865	\$2,502,437	\$2,502,000
Regulatory Duty			
Concealed handgun permits processed	n/a	1,042	1,100
Pistol permits processed	10,617	12,430	14,000
Sex offenders registered	n/a	79	85
Detention			
Average daily population	752	890	1,150



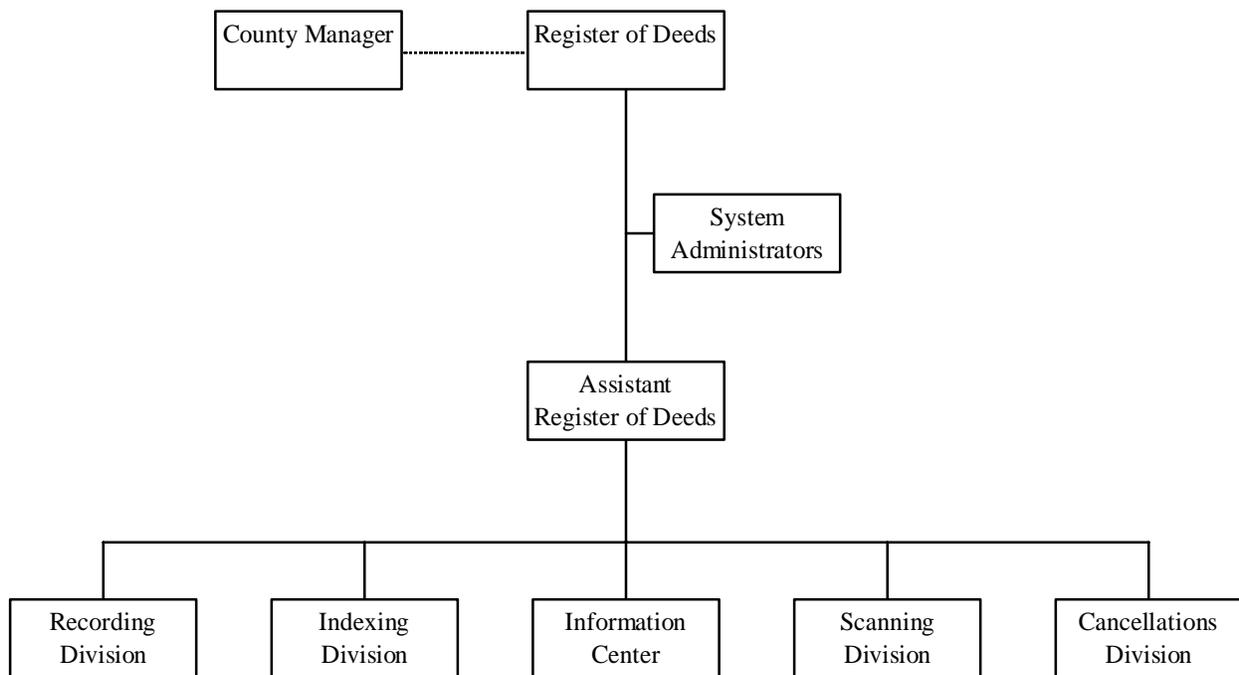
Office of the Sheriff



Register of Deeds

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Register of Deeds Organization Fiscal Year 2003-2004



Register of Deeds

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$1,368,242	\$1,555,796	\$1,636,491	\$1,636,491
Operating Expenses	\$460,609	\$687,268	\$769,763	\$769,763
Capital Outlay	\$41,776	\$219,140	\$70,600	\$70,600
Expenditure Totals	\$1,870,627	\$2,462,204	\$2,476,854	\$2,476,854
Intergovernmental Revenue	\$5,369,106	\$5,750,000	\$6,000,000	\$6,000,000
Fees & Other Revenues	\$4,689,368	\$5,375,000	\$6,395,000	\$6,395,000
Revenue Totals	\$10,058,474	\$11,125,000	\$12,395,000	\$12,395,000

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	28.00	34.00	34.00	34.00

Department Description

The Wake County Register of Deeds office is a customer-driven recording agency that ensures that all documents and maps presented for recordation are cashiered, imaged, indexed, and returned to the customer in the most efficient, accurate, economical, and timely manner.

List of Major Services

- Recording
- Scanning
- Indexing
- Cancellations
- Information services
- System administration

Business Plan Priorities

First and foremost, the Wake County Register of Deeds strives to provide efficient customer service by applying the latest technology to handle increasing volume and changing business requirements.

The Wake County Register of Deeds office is bound by statute to make recorded documents available via a temporary or permanent index within 24 hours. Documents must be fully indexed on the permanent index within 30 days of the initial recordation. At the same time, the indexing unit strives for a margin of error of less than one percent. After documents are fully indexed, they are mailed out to the customer within two days.

Register of Deeds

Highlights

Currently ongoing projects include 1) an upgrade of our internal workflow software and hardware and 2) a backfile conversion to digitize and index recorded documents from 1950 to 1973.

The upgrade is intended to enhance the existing cashiering, scanning, indexing, and administrative modules by improving functionality and speeding throughput. At present, the tentative completion date for the upgrade is March 10, 2003. The backfile project entails scanning and indexing all records between the years of 1950 and 1973 with the end goal of providing 50 + years of online data. By providing this information online, foot traffic in the office should be reduced, freeing up valuable space in the public work areas. Since the backfile project will be worked into the regular workload, progress on the project will be dependent upon the daily volume of new recordings.

The volume of activity of the Wake County Register of Deeds is entirely customer-driven. Since the Register of Deeds is primarily a recorder of real estate transactions, the explosive growth of population in Wake County has translated into more recordable documents. Wake County is among the fastest growing counties in the nation and has seen a steady increase in population since the 1990s. According to the Wake County Planning Department/Informed Decisions, Inc., the population in Wake County is expected to grow by 71,338 by 2005. We fully expect the upward trend in population growth to correlate with an increase in recorded documents.

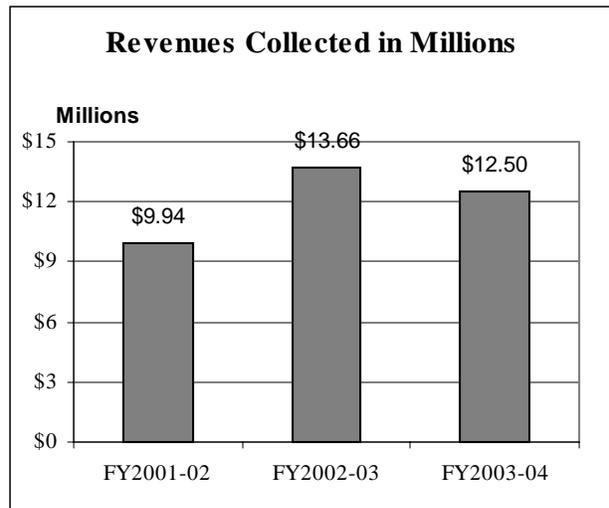
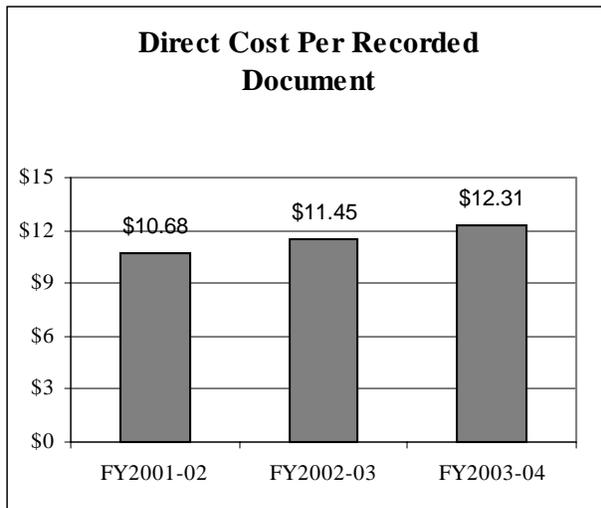
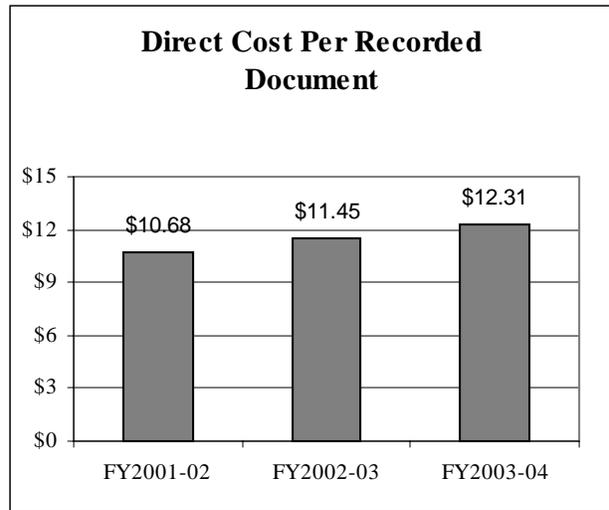
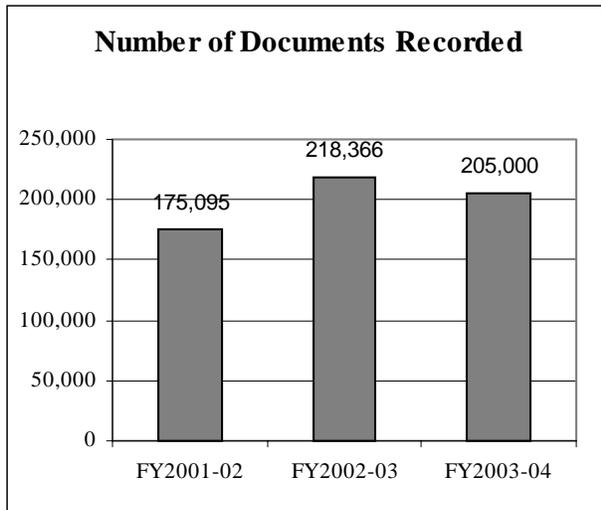
At the same time, changes in the economy, particularly shifts in the mortgage interest rates, affect the demand for Register of Deeds services. With the recent drop in interest rates, the office has experienced tremendous growth in recordings of deeds, deeds of trusts, and cancellations.

At the time the online imaging system was implemented in 1999, the office was the first Register of Deeds office in North Carolina to offer online retrieval of recorded documents. Since that time, other enhancements to service delivery have been implemented through online services such services as a marriage license application via the web. Furthermore, in the summer of 2002, a new web application featuring a more intuitive layout and enhanced search capabilities was placed into operation.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Percent of documents recorded and placed on a temporary or permanent index within 24 hours	100%	100%	100%
Percent of documents recorded, scanned, indexed and returned to the recorder within 3 days	100%	100%	100%
Number of documents recorded	175,095	218,366	205,000
Direct cost per recorded document	\$10.68	\$11.45	\$12.31
Revenues collected	\$9,941,279	\$13,660,685	\$12,500,000

Register of Deeds

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
UCC's recorded (decrease 7-1-02 UCC fixture files recorded only)	7,244	1,412	1,500
Cancellations	62,695	88,896	65,000



Education

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Wake County Public School System

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Current Expense	\$189,860,385	\$192,706,217	\$211,703,771	\$211,703,771
Charter School Current Exp.	\$4,669,215	\$5,894,302	\$6,997,743	\$6,997,743
Capital Outlay	\$0	\$4,399,481	\$4,998,486	\$4,998,486
Community Use of Schools	\$410,000	\$410,000	\$410,000	\$410,000
Debt Service	\$68,711,000	\$82,694,059	\$91,870,430	\$91,870,430
Expenditure Totals	\$263,650,600	\$286,104,059	\$315,980,430	\$315,980,430

Department Description

The Wake County Public School System (WCPSS), the second largest in North Carolina, provides regular and special instructional programs for children in kindergarten through high school. The WCPSS provides early intervention programs for pre-kindergarten age children. School bus transportation, food service, counseling, athletic programs, and other operations support the instructional programs. The school system currently operates 80 elementary, 26 middle, 16 high schools, and six special/optional schools.

The Wake County Board of Education provides for the governance of the school system, consistent with policies and regulations enacted by the State Board of Education. The Wake County Commissioners provide funding for the construction and maintenance of school facilities, through the operating budget appropriation and in the capital improvement plan appropriations. Other voluntary funding by the Board of Commissioners includes appropriations for more instructional and non-instructional personnel, salary supplements, and other operating support.

In 2003-04 the school system expects an enrollment of 108,034 an increase of 3,661 students over 2002-2003, or a 3.5 percent increase. In 2002-2003, 3,134 students were enrolled in charter schools and an additional 810 students are estimated by the WCPSS to attend these alternative schools in 2003-2004. The legislation providing for charter schools requires that WCPSS remit to each of the charter schools the local current expense per pupil funding for those students residing in Wake County.

During the 2001-02 budget discussions, the Board of Commissioners and the School Board agreed to jointly create the *Citizen Advisory Committee for Appropriate Funding of Public Education* (CAC). The specific purpose of this committee was to review the financial, organizational, and operational effectiveness of the school system and determine the appropriateness of Wake County funding to ensure adequate progress toward the establishing goal of having 95 percent of Wake County students achieve at or above grade level. This committee released its finding in Spring 2003. Many of the recommendations of this committee have been aligned with the Board of Education's funding request.

The total request by the Board of Education to the County Commissioners was \$231,000,000, an increase of \$28,000,000 over the 2002-03 funding level. By agreement, the Board of Education increased the amount of fund balance appropriated in 2002-03 by \$10,000,000. The budget proposed by the Board of Education included a request to fund this \$10,000,000, plus new initiatives and other general funding

Wake County Public School System

increases. Of the \$28,000,000 requested by the Board of Education, this budget includes \$20,700,000 to supplement other unrestricted revenues within the WCPSS budget. When these funding sources are combined, there is sufficient funding to pay for all initiatives identified by the Board of Education in their budget proposed to the Board of Commissioners.

Goal

By 2003, 95 percent of all students tested will be at or above grade level as measured by North Carolina End-of-grade testing at grades three and eight.

Priorities

Reduce the gap between all students' actual achievement and their potential achievement.

- Secure and allocate resources to accelerate the learning of students at all achievement levels who are not reaching their full potential.
- Use effective and efficient operations to maximize instructional time.
- Reinvent the magnet program to keep all schools strong.

Recruit, develop and retain quality employees whose vision, potential, and abilities support leaving no child behind.

- Provide a competitive compensation package for employees.
- Ensure that the district has an adequate pool of high quality substitute teachers.
- Use systematic processes for getting feedback from staff about job satisfaction, working conditions, and support systems.
- Make more time available for teachers to teach and to grow professionally in order to improve achievement of all students.
- Support and expand the recruitment and training of mentors.

Broaden public support for the school system.

- Develop and implement a system-wide strategic communications plan.
- Develop and implement individual work plans in alignment with the systemwide communications plan.
- Communicate system initiatives to all employees.
- Standardize systemwide internal communications processes and procedures.

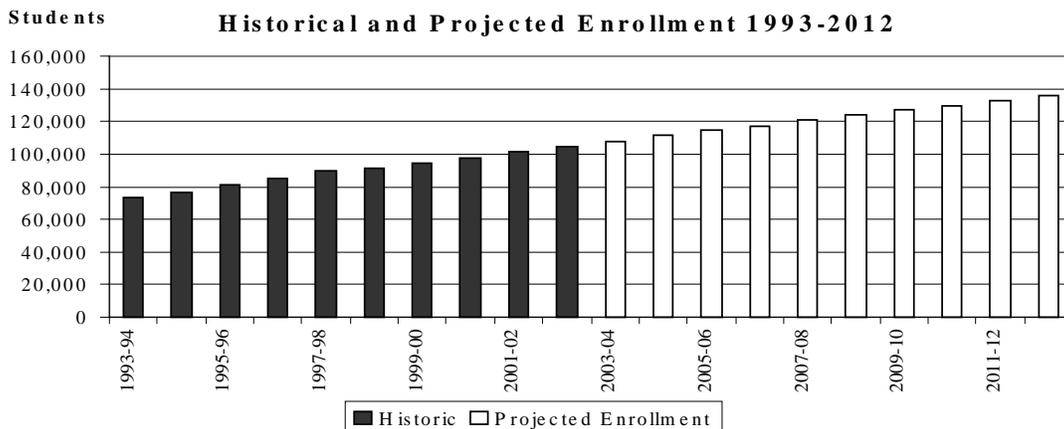
Manage growth and diversity to keep all schools strong.

- Educate and engage the community in growth management discussions.
- Provide maximum utilization of facilities.
- Promote a student population for every school that fosters high academic performance for all.
- Secure appropriate funding to provide and maintain adequate facilities.
- Strive to reduce the number of involuntary student moves while maintaining opportunities for choice.
- Secure appropriate funding to provide and maintain adequate facilities.
- Strive to reduce the number of involuntary student moves while maintaining opportunities for choice.
- Create programs and calendars that support achieving a long-term vision.

Wake County Public School System

Highlights

- Two new schools open in 2003-04 with their own base student population - Holly Springs Middle and Holly Ridge Elementary. These facilities were completed and opened in 2002-03, but were used to house student bodies from other schools while those other schools were extensively renovated.
- In 2004-05, seven new schools will open (Turner Creek Elementary, Carpenter (as 9th grade center for Green Hope High School), Heritage Middle Year Round, Forestville Road Elementary, Knightdale High School, Highcroft Elementary, and Wake Forest Elementary School (the student population for this school was permanently moved to a different campus).
- One new charter school will open (K-2) with a projected enrollment of 140 students. Existing charter schools are projected to expand enrollment. The school system is projecting a total of 810 new students in charter schools. Based on more recent information, the number of students in charter schools is estimated to be 3,571, an increase of 437 students, but 373 students less than projected. Funding included in this budget is based on charter school enrollment of 3,571 students. If the number of new students in charter schools exceeds 3,571 students, the County will appropriate additional funds to WCPSS to pay the County per pupil amount for the enrollment that exceeds the projected number of students.
- Projected WCPSS student enrollment is 108,034 students, an increase of 3,661 students.
- The following initiatives identified by the Citizen Advisory Committee align with the Board of Education's budget proposal:
 - Increase diversity through magnet school program
 - Restructure the Division of Instructional Services to consolidate and better align reporting relationships and related responsibilities
 - Transfer psychological services and create a Department of Intervention and Prevention
 - Eliminate the option for additional payrolls and checks issued over a 12-month period for 10- and 11-month employees.
 - Establish and maintain a 100 percent budget rating from the North Carolina Department of Instruction, maximizing state funding of WCPSS transportation.
 - Add one half-time instructional resource teacher in each middle school
 - Expand the English as a Second Language teachers to serve base schools
 - Expand Project Achieve
 - Expand Special Education Reading
 - Outsource substitute teacher hiring
 - Implement recruitment/retention of teachers strategies.



Wake County Public School System

Performance Measurement

ABC Performance Results Summary					
	1998	1999	2000	2001	2002
Number of Schools in ABCs Program	101	102	112	117	117
Schools of Excellence	5	8	9	30	52
Schools of Distinction	35	39	55	53	37
Schools of Progress (meets expected growth)					14

Schools of Excellence -90 percent or more of the scores achieved by the students in a school on mandated tests are in levels III or IV, and if the school exceeds expected growth requirements.

Schools of Distinction - If 80-89 percent of the scores on mandated tests are in levels III or IV, and if the school meets expected growth targets.

Schools of Progress - If 60-79 percent of the scores are in levels III or IV and if the school meets expected growth targets.

WCPSS Achievement Levels Over Time Percentage of Students at Levels III and IV							
Reading							
Grade	1997	1998	1999	2000	2001	2002	2003
3	75.3	79.3	80.4	83.1	85.3	87.6	89.0
8	83.3	86.4	87.1	88.7	90.6	91.4	92.2
Math							
Grade							
3	76.8	75.4	77.1	80.0	84.0	87.1	93.5
8	79.0	83.2	83.8	85.7	86.9	88.3	88.6

Level 1 - Insufficient mastery of knowledge and skills to be successful at next grade level.

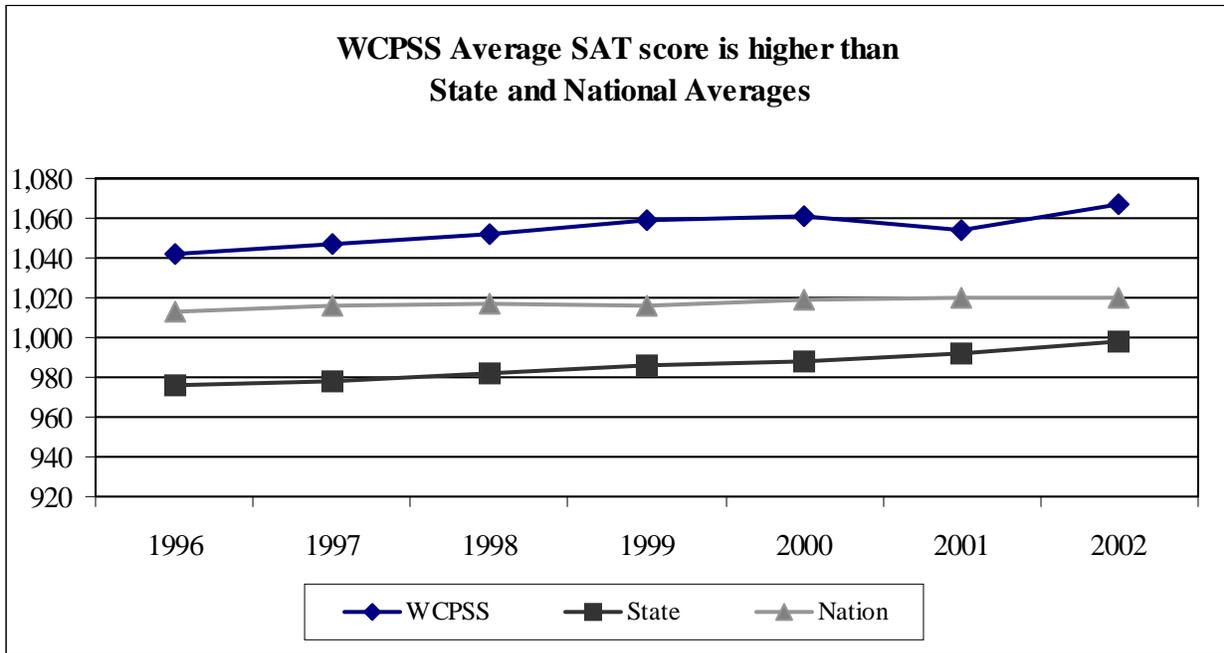
Level 2 - Inconsistent mastery of knowledge and skills and minimally prepared to be successful at the next grade level.

Level 3 - Consistently demonstrates mastery of grade level subject matter and skills and are well prepared for next grade level.

Level 4 - Performs in a superior manner clearly beyond that required to be proficient at grade level work.

Note: End of grade tests are designed to measure student achievement of the knowledge and skills of the NC standard course of study for students in grades 3 through 8.

Wake County Public School System



Wake Technical Community College

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Current Expense	\$8,495,000	\$8,495,000	\$8,600,000	\$8,600,000
Capital Outlay	\$105,000	\$105,000	\$0	\$0
Debt Service	\$1,458,046	\$1,668,150	\$3,571,879	\$3,571,879
Expenditure Totals	\$10,058,046	\$10,268,150	\$12,171,879	\$12,171,879

Department Description

Wake Technical Community College (Wake Tech) is part of the North Carolina Community College System. The mission of the college is to provide education and training for the workforce. Curriculum programs in more than 115 vocational, technical and college transfer specialties offer two-year associate degrees, one-year diplomas, or single-semester certificates. Continuing education programs include training for public service officers (law enforcement, fire protection, and rescue services), high school equivalency classes, in-service training for public school teachers, and noncredit courses for personal and professional development.

Wake Tech serves all of Wake County through four primary campuses: (1) the main campus on U.S. Highway 401 South near Fuquay-Varina; (2) the Health Sciences campus adjacent to Wake Medical Center; (3) the Adult Education Center on Capital Boulevard, which is also home to the basic skills curriculum and the English as a Second Language (ESL) program; and (4) the Business and Industry Center in Cary, which provides customized employee training for businesses, and assistance to displaced workers. Wake Tech also offers its curriculum at dozens of sites across the County, including high schools, senior citizens centers and other community facilities.

Priorities

- Ensure that Wake County's citizens have the knowledge and skills to succeed in their careers.
- Promote economic development in Wake County through educational partnerships with business and industry.
- Maximize use of existing facilities and develop needed facilities to serve Wake County's rapidly-growing population.

Highlights

- With enrollment approaching 50,000, the college was able to enhance facility utilization by expanding hours of operation and scheduling classes more efficiently. Demand on resources has prompted the college to expand 7 a.m. classes beyond those offered in 2000. Wake Tech's utilization rates rank among the highest in the North Carolina Community College System.

Wake Technical Community College

- Acquired a facility in Zebulon for operation of the Eastern North Carolina Plastics Center in a consortium with five other community colleges, responding to an increased need for skilled workers in local businesses.
- Initiated programs at the Business and Industry Center, located in Cary, to assist displaced workers affected by the economic downturn.
- Opened a new parking lot at the south end of campus and increased bus service to relieve overflow parking conditions. The lot serves multiple purposes as a training facility for law enforcement driving skills and motorcycle safety classes.
- At June 30, 2002, Wake Technical Community College's local current expense fund balance was approximately \$5 million. Finance staff of the college estimate that this fund balance will be reduced by \$2 million in FY2003. The Board of Trustees have asked Wake County for funding totaling \$10,213,400, of which \$892,500 is for capital outlay. Since the college maintains more fund balance than is necessary, college and County staff have agreed that the fund balance can be used for capital outlay and other one-time expenses. Consequently, the FY2004 County budget maintains the same level of appropriation to Wake Technical Community College for three consecutive years. It must be noted that this strategy can only be maintained for a few years before the fund balance is depleted to an appropriate level.

FY2004 Adopted Capital Budget

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FY2004 Adopted Capital Improvements

SECTION 1. INTRODUCTION

Wake County has a proud legacy of long-term planning and provision of outstanding facilities for its citizens. Over the past twenty years, Wake County has accommodated ever-increasing population growth through prudent renovations of existing facilities and investments in new facilities in anticipation of future needs. Continuing this tradition of excellence, it is important to approach today's capital improvements with an understanding of how they will affect the quality, quantity, and efficiency of services delivered in the future. While growth is a by-product of a healthy and vibrant economy, capital facilities and adequate infrastructure provide a foundation for growth.

When thinking about the capital improvement program, it is often difficult but necessary to look beyond year-to-year operating issues, and focus on laying the groundwork for successful delivery of services for future generations of Wake County citizens. Today's capital improvements will influence the quality and quantity of public services delivered over the next ten to twenty years. The key components of Wake County's capital improvement program (CIP) are that it is 1) long-term oriented, 2) anticipates future needs, and 3) supports good stewardship of existing facilities.

The primary goal of the capital program is to ensure that quality services continue to be delivered to the Wake County citizens in a timely and efficient manner. The County ensures the delivery of effective and efficient services through investments in renovations and new capital improvements that preserve the integrity of facilities, maintain the quality of current fixed assets, and provide new services when needed.

SECTION 2. FUNDING OVERVIEW

Parameters and Policies

Three years ago, Wake County initiated a new capital funding program with an increased emphasis on debt financing in order to expand the County's ability to support capital projects. There are two fundamental strategies that are key to the success of this program: 1) dedicating a funding stream specifically to capital, and 2) converting from a cash funding basis (pay-as-you-go) to a more debt-based financial plan.

Dedicating annual revenue streams for a capital program requires a great deal of fiscal discipline. It also is essential for the success of the long-term capital program and to deliver quality services to the current and future residents of Wake County. This means setting aside a percentage of the property and sales tax proceeds each year to fund current and future capital payments. The dedicated stream of revenue is critical to the integrity of the capital financial model as it assures that funds are available to pay for additional debt service payments. Funding is set aside each year in a debt service fund to pay for current year debt service payments and new debt service as it is incurred in the future years of the CIP planning period. A major part of the debt-based strategy was initiated when the citizens of Wake County passed bond referenda in November 2000 to support the use of general obligation bond funding of schools, jail facilities, and open space.

The initial capital financing strategy dedicated 18.5 cents of the tax rate and a percentage of the sales tax receipts to the capital program. This sales tax percentage is based upon legislation codified in the North Carolina General Statutes. In fiscal year 2002-2003 the property tax rate dedicated to the capital program was reduced from 18.5 cents to 17.5 cents to support operating expenditures. Starting in fiscal year 2004, interest earnings from all funds will be dedicated to the capital program in exchange for lowering the property tax rate dedicated to capital to 16.5 cents. Since debt service payments and investment earnings are

FY2004 Adopted Capital Improvements

both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. These recent changes will not compromise the integrity of the debt service fund as Wake County continues to recognize that paying off the debt is a financial obligation of the County which cannot be ignored.

The second principle of the financial model, converting cash to debt, means that the capital plan relies more heavily on debt financing rather than on pay-as-you-go (cash) funding. Although there is a stronger commitment associated with meeting debt service payments in comparison with cash-based decision making, not meeting the capital infrastructure needs poses a larger risk to the long-term prosperity of the community. Combined with the County's AAA bond rating, general obligation bonds usually provide the lowest interest rate and therefore represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers assume proportionate shares of the cost and benefits of the facilities.

Current Funding Assumptions

The Wake County CIP for the period 2004 to 2010 assumes that there will be bond referenda every three years starting in the fall of 2003. In the Fall of 2003, Wake County will hold bond referenda for public schools (currently anticipated to be \$450 million) and libraries (\$30 million). The City of Raleigh plans to hold a referendum on parks and recreation in the fall of 2003 and the Town of Cary recently passed a recreation referendum in the amount of \$30 million.

In 2006, Wake County plans to hold referenda for schools, open space (\$20 million), libraries (to complete the current master plan, \$20 million), and parks and recreation (\$10 million). Finally, in 2009, Wake County referenda are planned for schools, and possibly Open Space, while also financing future criminal justice needs.

Financial Model Basics

The financial model is the mechanism that links the dedicated funding sources (property tax and sales tax revenue streams) with school and county capital expenditures and debt service payments over a seven-year horizon. Three fundamental principles maintain the fiscal integrity of the financial model: 1) maintaining a debt to cash ratio between 75-80% (debt) to 25-20% (cash); 2) maintaining a minimum end-of-year balance in the debt service fund of 19% of the subsequent year's debt service payment, and 3) maintaining positive end-of-year balances in the school and county capital project accounts in any of the seven years of the plan.

The current seven-year CIP proposes \$1.3 billion dollars of total expenditures with \$934 million in debt financing, \$236 million of cash payments, and \$133 million in other cash funding sources (fire tax district revenues, water/sewer fund balance, federal grants...etc). The resulting financial model is consistent with the three minimum principles outlined above. This compliance is demonstrated by the following: 1) debt to cash over the seven year period is 79% (debt) to 21% (cash), 2) the remaining balance in the debt service fund reaches its limit of 24% in 2011, and 3) the County capital projects fund balance reaches a low of \$2.4 million in fiscal year 2009.

The capital improvement budget for FY2004 totals \$81.8 million, with \$13.5 million funded through bond financing, \$28.2 million through other financing sources (fire tax district, water/sewer fund balance, solid waste closure reserves...etc), and \$40 million in pay-as-you-go funds.

FY2004 Adopted Capital Improvements

At this point in the development of the 2004 to 2010 CIP, the addition of any new capital project requires a trade-off with an existing CIP project or an infusion of new monies.

SECTION 3. PRIORITIES AND PROCESS

Working Assumptions

The basic working assumptions framing whether expenditures constitute capital consideration are as follows:

- The planning horizon for the County capital improvements extends seven years.
- The County incorporates current and future capital needs in a systematic manner through both comprehensive master planning processes and critical needs expressed in the annual budget process.
- A capital project is a facility or project that costs more than \$100,000 and generally takes more than 12 months to complete.

Investment Priorities

Both during the development of element-by-element needs and in the analysis of the CIP as a whole, seven key priorities help frame whether projects are included in the CIP.

1. The first priority of CIP investments is to ensure life, safety, and basic environmental concerns. Investments in building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.
2. Investments that provide operating expense savings such as energy-saving investments in buildings, or building libraries instead of leasing space provide long-term benefits in terms of operating costs to the County.
3. The third priority consists of investments that maintain the integrity of current capital assets such as roof replacements, or major building systems life cycle replacement initiatives, and space renovations that improve service delivery.
4. Improving existing facilities and infrastructure to meet emerging needs and higher levels of service provide the fourth highest priority in terms of funding in the current CIP. Items in this category include investments in the 800-megahertz radio communication system, a backup emergency communication center, and installation of generators at Fire/Rescue and emergency medical services (EMS) stations.
5. Without expanding the County's existing role, investments in adding new facilities based on already approved plans comprise the fifth level of funding priority in the current CIP. These types of investments include new libraries, detention facilities, regional parks, community school parks, affordable housing, regional centers, open space preservation, Fire/Rescue stations, and school construction.
6. Expanding the County's service delivery role with investments in facilities or infrastructure represents the next highest priority for funding in the CIP. No funding is provided for these types of investments in the current seven-year CIP.
7. Finally, funding allocations that serve to match contributions by partners to support community infrastructure is the last priority of funding for the current CIP. The community capital projects fund represents this type of leveraged investment for community development and improvement.

Process

The long-term capital improvement program in Wake County is developed through four steps:

- 1) Comprehensive needs assessment and facility planning
- 2) Project prioritization on element-by-element basis
- 3) In-depth cost estimation and funding capacity analysis
- 4) Diligent project management and implementation

FY2004 Adopted Capital Improvements

These fundamental steps are explained below.

1) Comprehensive needs assessment and facility planning is often undertaken through a 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.

Recent Master Plans include the following:

- Public Schools Long-Range Building Programs (Plan 2000 & Plan 2004)
- Criminal Justice Master Facility Plan (completed in 1999 and includes detention facilities and judicial facilities; updated in 2003 extends through 2015)
- Emergency Communications Systems Improvement Study (Completed in 1996, extends through 2010)
- Wake County Facility Master Plan (completed in 1999 extends through 2007)
- Affordable Housing Task Force Plan (completed in 1999 updated 2003)
- Water and Sewer Plan (completed in 1998 extends thru 2025)
- Parks and Recreation Plan (completed in 2002 extends for ten years)
- Libraries Plan (completed in 2002 extends for ten years)
- Open Space Plan (completed in 2002)
- Facility Assessment Plans for Existing EMS and Fire (completed 2002)
- Solid Waste Ten Year Plan (completed in 2000; currently updating to extend through 2013)
- Drafting Master Plans for EMS and Fire (will be completed in summer 2003)

2) Element-by-element prioritization occurs first and foremost in the master planning process. Adjustments are made, as necessary, on an annual basis through technical needs assessments of long-term needs and timing requirements. In some cases, staff and technical teams revisit the original master plans to compare the base assumptions of the plans against the actual needs for renovations and new facilities. For example, the timing of building the planned 416-bed jail on Hammond Road was delayed over two years because of an unusual reduction in inmate population. The timing for projects is also reviewed by technical teams of users such as the Court Facility Space Planning Committee, Facility Planning Committee, or by the County's senior management team. The Board of Commissioners also reviews and adjusts the priorities of projects through the annual budget process.

3) Cost estimation and funding capacity analysis: On an annual basis, staff from Budget and Management Services and Facilities Design and Construction conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, the Department of Budget and Management Services revisits the funding capacity available in the seven-year capital horizon. This planning process culminates in the development of a draft CIP that is reviewed by County senior management team members and the Board of Commissioners.

4) Diligent project management and implementation: Wake County and the School System have traditionally excelled in the area of project implementation and management. Computerized project management systems and experienced project managers assure successful development of all capital projects. In addition to completing projects in a timely manner and realizing efficiencies through careful project bidding, selection, and overview, Wake County builds high-quality facilities that ensure efficient building operations and low maintenance costs over the useful life of the asset.

Annual Capital Budget Versus Seven-Year Capital Program

When reading the FY2004 capital budget it is important to understand the relationship between the capital improvement budget (CIB) and the capital improvement program (CIP). The capital improvement budget

FY2004 Adopted Capital Improvements

(CIB) represents the financial commitment to fund expenditures in the first year of the seven-year program. The CIB is comprised of capital budget appropriations approved by the Board of Commissioners in the 2004 annual budget. The remaining six years of the seven-year capital improvement program represent a plan for future capital projects and appropriations. While the six-year planning period (2005-2010) is based in detailed project plans and financing strategies, its adoption does not appropriate funds by the Board of Commissioners. In some cases, the cost figures in the six planning years of the CIP reflect projections of construction costs that will be further refined as design, engineering, and cost studies are completed closer to project funding in the capital budget. A comprehensive presentation of the project, goals, and funding of the seven-year CIP is provided in a separate 2004 to 2010 Capital Improvement Program document.

SECTION 4. EXPENDITURE OVERVIEW

This section provides an overview of the distribution of FY2004 capital expenditures and a summary of the activities in each functional area.

FY2004 CAPITAL BUDGET SUMMARY

The capital budget for FY2004 totals \$81.8 million and provides funding to continue projects already underway and to begin new projects. Some of the capital projects in which funds will be invested include:

- Wake County Public Schools (\$19.7 million),
- Constructing and renovating Libraries (\$8.7 million),
- Parks and Recreation development (\$4.9 million),
- Loan funds for the development of additional affordable housing (\$1.3 million),
- Ongoing emergency communications projects such as the 800 megahertz radio communications project and backup communications center (total of \$9 million),
- Constructing and renovating Fire and EMS stations and funding for Fire apparatus (\$4.4 million),
- Capital investments in community-based projects (\$500,000),
- Continued land acquisition efforts in the Little River area (\$2.9 million),
- Security and building renovations (\$6.7 million),
- Technology improvements (\$2.5 million).

FUNCTIONAL ELEMENT HIGHLIGHTS

The capital budget contains 15 functional elements. Each of the elements has various capital projects that are focused on achieving complementary long-term program goals. For example, the Criminal Justice element includes both judicial and detention facilities because the goals of expeditious adjudication and effective and efficient detention are necessary foundations of an effective County criminal justice system. Similarly, capital investments in stations and equipment constitute the Fire and EMS element, resulting in improved response times and an overall improvement in public safety in Wake County. In addition to targeting investments on long-term program goals, the 15 categories of functional elements also facilitate collaboration and coordination of facility planning efforts among different departments and agencies. Comprehensive presentations of each of the function elements are provided in the 2004-2010 Capital Improvement Program document.

FY2004 Adopted Capital Improvements

The following sections provide summaries of the capital appropriations in the capital budget for FY2004.

Public Education

The current seven-year plan includes \$897 million to improve school facilities. Of the \$500 million Plan 2000 bond funds, all bonds have been sold. Of the \$550 million Plan 2000 building phase, all but \$23.4 million has been appropriated.

Plan 2000 funds include two funding elements: bond funds and pay-as-you-go funds. The pay-as-you-go funds include interest earnings, state capital building funds, and capital fund balance. All projects included in this building program are scheduled for completion by 2006. An additional \$450 million in bond funds is currently estimated in the next building phase (Plan 2004).

Two of the pay-as-you-go sources of revenue are from the critical needs funds from the North Carolina Department of Public Instruction and the Public School Capital Building Program. Included in the \$550 million Plan 2000 building program is \$7.3 million from critical needs funds. The Public School Capital Building fund included \$14.5 million, of which the County has received more than \$5 million. To date, \$3.97 million of the critical needs funds have been received. The State has frozen the remaining \$3.23 million in critical needs funds, with the future availability of these funds unknown. In addition, one year of the Public School Capital funding has been confiscated by the State of North Carolina to balance their FY2003 budget. There is the potential that the Board of Commissioners may need to consider reducing the total amount of funds for the Plan 2000 building program because of these reductions made by the State. At that time of this publication, the total impact is not known.

Project accomplishments through 2003 include:

- Seven of the 14 new schools are complete or nearly complete
- Twenty of the thirty-five major renovation projects are complete or nearly complete
- Forty-three of the sixty-one system wide improvement projects are complete or nearly complete.
- Numerous other smaller projects complete
- Construction on-going for six new schools to open in 2005 (with the net of one additional elementary school, funded by an earlier building program to also open in 2005)
- Major renovations at nine schools to be completed in 2004

The Wake County Public School System uses new facilities to house students from existing schools when the renovations of an existing school is so extensive (or unable to be phased) that it is not feasible for the students to remain at the existing school. For the upcoming school year, new schools opening will house the student populations of existing schools as follows:

New School Building	School Being Renovated
Cedar Elementary	Kingswood Elementary
Salem Middle	Apex Middle

During 2003, Holly Ridge Middle accommodated the students from Fuquay Varina Middle and Holly Ridge Elementary housed the Apex Elementary school population. Holly Ridge Elementary and Middle will open in August 2003 to its own base student population.

FY2004 Adopted Capital Improvements

The student population of East Cary Middle School will permanently move to Reedy Creek Middle at the beginning of the 2003-04 school year. The East Cary facility will be renovated during 2003-04 and will open in 2004-05 as a 9th grade center for Cary High School. This school will serve as a ninth grade center for two years until new high school facilities are constructed to relieve crowding at Cary High.

In 2004-05 Carpenter Village Elementary will open as a ninth grade center for Green Hope High School. As is the case for Cary High, this ninth grade center will be in use for two years until new high school space can be constructed. For the 2006-07 school year, Carpenter Village will open as a new year round elementary school.

County Building Improvements

Two main categories of projects comprise the building improvements element of the CIP: Security Improvements and County Building Renovations. The FY2004 capital budget appropriation for County Building Improvements totals \$6.7 million (\$500,000 for security improvements and \$6.2 million for building renovations). In 1995, a comprehensive plan for improving the security of Wake County facilities was completed that outlined a six-phase plan for upgrading security infrastructure. To date, security improvements have been installed in over 60 percent of the County building space. After conducting an update of the security plan, following the terrorist attack on September 11th 2001, the County is expediting the remaining phases of the original security improvement project. Some of the main initiatives in the accelerated plan involve installing integrated perimeter alarm monitoring, access control, intercoms, and closed circuit television (where appropriate).

Wake County government is responsible for over 125 buildings and 3.1 million square feet of building space. Because a number of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. County building renovations planned for FY2004 total \$6.2 million and include the following projects:

- Mezzanine Level County Office Building: Solicit bids, award contracts and complete renovations and modular workstation reconfiguration for Information Services.
- Fifth Floor County Office Building: Complete renovations for Planning and GIS.
- Life Safety Improvements: Complete final testing and final Raleigh Inspections approvals of Wake County Office Building fire sprinkler system (installed and permitted in phases over past five years); Replace elevator lobby partitions with appropriately rated wall systems.
- Energy Saving Projects: Complete design and construction associated with lighting fixture replacements in select areas of Public Safety Center, Human Services Sunnybrook and Human Services Inner City buildings.
- Human Services Sunnybrook: Solicit bids, award contracts and complete stages 1 and 2 of two-year renovation project.
- Human Services Inner City: Award contracts and complete planned renovations.
- Garland Jones Building: Complete design and begin construction required to relocate vital records function from Sunnybrook.
- Cornerstone: Complete design and renovation to convert part of the facility to a transitional housing program.
- Facility Signage Improvements: Conduct a review of the County's interior signage system to identify any bilingual signage issues governed by State or Federal regulations; Begin replacing selected exterior signs, which need repair/refurbishment and are not consistent with County sign standards.

FY2004 Adopted Capital Improvements

These investments in building security and renovations ensure the quality of the County's long-term assets is preserved and that safe, accessible, and efficient facilities are provided to the citizens of Wake County.

Community Capital Projects

In fiscal year 2002, the Board of Commissioners established a Community Capital Projects fund to support capital investments in projects that address critical countywide community issues. This fund provides a structured framework to help Wake County develop the nongovernmental capacity to mobilize community resources. To accomplish this goal, projects are reviewed and selected to receive funding through a competitive and analytical process. The 2004 capital budget appropriates the third installment of \$500,000 for community capital projects. During the first year of the program, the initial requests for funding were received in December 2001, and in April 2002, the Board of Commissioners selected the following projects to receive funding as noted:

- **Food Runners Collaborative:** The County has committed to funding \$250,000 per year over five year (through FY2006) to support the construction of an 18,000 square foot commercial kitchen facility (total County support is \$1,250,000). The capital initiative is supported by an aggressive fund raising campaign with over \$1.5 million sought from non-governmental sources. The facility will be located near the State Farmers' Market and will double the current food recovery levels and double the number of clients served by the operations of Meals on Wheels and the Inter-Faith Food Shuttle. In addition, the kitchen facility will serve as a vocational training site for homeless individuals.
- **Alice Aycock Poe Center for Health Education (Poe Center):** \$500,000 of funding support to construct a parking lot and creating a learning playground on land adjoining the current Poe Center (total County support is \$500,000). This capital initiative is accompanied by a goal of achieving approximately \$3 million in nongovernmental funding contributions. The shared parking lot and the learning playground are part of a comprehensive capital plan focused on increasing the number of program participants at the Poe Center. The goals of the initiative include expanding the number of participants from 50,000 to 100,000 a year through extended hours, new exhibits, and more diverse programs.

Staff will work with representatives of Food Runners and the Poe Center to monitor key project activities and assure that milestone date for completion are met. Verification of compliance will be consistent with the terms and conditions of the executed funding agreements between the County and each of the two parties.

Regional Governmental Centers

The primary goals of developing regional governmental centers are to: 1) Increase accessibility, availability, and efficiency of government services to citizens of the County, 2) Reduce transportation costs for customers traveling to receive governmental services, and 3) Reduce travel time and transportation costs for staff providing services to specific regions of the County. With the East Regional Center scheduled to open in the fall of 2002, no new capital investments are planned for regional center construction in FY2004. \$25,000 has been included to conduct a comprehensive analysis of the need to design and build a new Crisis Assessment Services Center.

Public Libraries

The FY2004 allocation for libraries capital totals \$8.7 million and includes beginning the projects listed below. \$3.2 million of the total is comprised of pay-as-you-go funding for renovations of Cameron Village Regional Library, while the remainder is dependent on the approval of a \$30 million bond referendum in the fall of 2003.

FY2004 Adopted Capital Improvements

West Regional: Finalize site acquisition, design work and award construction contract(s) for a building containing 30,000 square feet.

Holly Springs Branch: Finalize site acquisition, schematic design and preliminary site planning for a building containing 8,000 square feet.

Northeast Regional: Begin site search and land acquisition (7-8 acre site) for a future building containing 22,000 square feet.

Leesville Branch: Begin site search and land acquisition activities for a 3-4 acre site for a future building containing 8,000 square feet.

Cameron Village Regional: Complete renegotiation of long-term (at least 20 years) lease for two stories containing a total of 36,000 square feet of library space in Cameron Village; Locate 20,000 square feet of space for temporarily relocating existing library during renovation and expansion of regional library; Finalize construction documents and award contract(s) for temporary space and regional library renovations.

North Hills Branch: Finalize build versus lease comparison and proceed with site search (three acre parcel), if build option is determined to be best long-term alternative; Complete site planning and schematic design for new building containing 8,000 square feet; Otherwise pursue long-term facility lease (if lease option selected).

Parks & Recreation

The FY2004 appropriation for Parks and Recreation totals \$4.9 million, mostly comprised of pay-as-you-go funding (\$600,000 of the total is grant-based). The funds support the implementation of the Parks Master Plan that was accepted by the Board of Commissioners in 2002. Consistent with the County's defined role in the Master Plan, the following projects are included in the FY2004 capital budget:

Facility Improvements

Initiate highest priority facility improvements identified in the annual park facility assessment report; anticipate expending \$250,000 on these improvements.

Community School Parks

Based on determination of facility needs, participate in joint land acquisitions and planning with school system and potentially other partners for four (4) new community school park projects; planned expenditures total \$800,000. Complete construction of school park improvements at Ballentine Elementary, Holly Springs Elementary, Creech Road Elementary, Carpenter Village Elementary, Highcroft Elementary, and Turner Creek Elementary. Complete joint facility needs assessment and planning for potential community school parks at Holly Springs and Panther Creek High School sites and Brier Creek Elementary; possibly partner with school system and others to meet defined parks and recreation facility needs at these sites.

Yates Mill County Park

Complete construction of Phase III, including boardwalks and decks associated with the pond. Commence construction Phase IV, which includes the Education and Research Center (\$1,500,000).

FY2004 Adopted Capital Improvements

American Tobacco Trail

Complete design and commence construction of Phase II, including approximately two miles of trail, trail-head, and rest room facilities (\$600,000 contingent on grant funding approval).

Southeastern County Park

Begin land acquisition in the southeastern part of the county for a future regional park site (\$1.8 million).

Harris Lake County Park

Update master plan and solicit proposals for design services.

Open Space Preservation

Based upon the recently adopted Wake Open Space Plan, priority real property within the highest ranked subwatersheds in the County have been identified and will be targeted for preservation as open space in FY2004. Approximately 30,000 acres have been identified through this process. The following properties are currently being evaluated for potential acquisition in FY2004 with funds remaining from the successful bond referendum in November 2000: Barham Farm - 100 acres of Farmland Preservation/Greenway Easement in Little River Watershed; Lake Wheeler/Benson Properties - 300 acres of floodplain in Swift Creek Watershed; Francis Property - 127 acres adjoining Neuse River. In addition, a comprehensive list of highest ranked parcels in priority one watersheds is being compiled to be considered for acquisition in accordance with the recommendations in the Wake Open Space Plan. It is anticipated that Phase 2 of a detailed multi-year land acquisition plan will be finalized and approved by the Board of Commissioners in the summer of 2003. The seven-year CIP includes funding support of \$6 million in pay as you go cash (spread over FY2005 and FY2006) and \$20 million in bond funds via a referendum proposed for fall 2006. Conservation/greenway easements proposed in the original Phase 1 Open Space Plan will continue to be pursued along the Little River (north of Mitchell Mill State Park), along the Neuse River (south of Poole Road) and upstream of Falls Lake near the previously acquired Hosley Farm.

Criminal Justice

The two related programs comprising the criminal justice element of the capital budget are judicial and detention facilities. Detention security improvement are included as part of the detention facilities plan. The FY2004 capital budget includes an appropriation of \$11.5 million for criminal justice. \$8.5 million is for the construction of detention facility Phase 1B of the Hammond Road complex. The remaining funds are for judicial renovations (\$2.5 million) and detention security (\$550,000). The FY2004 investments in criminal justice capital support the following projects:

Detention

Jail 1B (416 bed facility): Complete new code analysis of previously prepared construction drawings; solicit bids, award construction contract(s) and begin construction.

Detention Security

Complete replacement of detention intercom systems at Public Safety Center; Begin replacing door and panic alarm controls at Public Safety Center.

Judicial

- Finalize site analysis, building programming, and preliminary site planning for future Courts Annex (146,162 square feet) and parking deck (750 spaces).
- Initiate the following projects in the existing Courthouse:

FY2004 Adopted Capital Improvements

- First Floor: Complete design and construction documents for traffic disposition court.
- Fifth Floor: Complete upfit of control core for elevators, elevator lobby, public toilets and public access; complete preliminary design plans for conversion of floor to a new technology/ceremonial courtroom and two standard trial courtrooms.
- Eleventh Floor: Complete design and renovation of approximately 6200 square feet of floor space for Clerk's Civil Division.
- Finalize multi-year implementation plan and cost projections for upgrading and expanding courthouse life safety and fire protection systems; Secure local code officials approval of plan.

Fire & Emergency Medical Services (EMS)

The projects currently in the capital budget for this element address issues such as Fire and EMS coverage areas, response times, renovations, and installation of back-up power generators for EMS and Fire stations. These needs were identified in studies conducted by Wake County during the late 1990s. Currently, the County is developing a long-term strategy and capital plan for providing Fire and EMS facilities to identify and prioritize the needs for facility renovations and new construction.

In FY2004, investments totaling \$3.6 million to focus on the following fire facilities and equipment capital:

Stony Hill Headquarters Station: Complete construction and open new combination Fire/EMS facility by end of second quarter.

East Garner Area Station: Finalize site evaluation and acquire land needed for prototype fire station; complete design work, award construction contract and begin construction.

Master Planning process, review with Fire Commission and obtain approval from Board of Commissioners; incorporate master plan recommendations into capital plan as appropriate.

Fire Facility Assessments: Complete Phase I of life safety and code improvements identified in the February 2003 report based on available funding; prepare bid package and obtain bids from contractors for remainder of Phase I improvements.

Emergency Communications Improvements: Purchase and place into operation all 800 MHz radios and pager units as planned.

Hopkins Fire Station: Complete renovation of existing facility to add sleeping quarters, showers and restrooms.

Emergency Medical Services (EMS) (\$726,000)

Stony Hill EMS: Complete construction and open new combination Fire/EMS facility by end of second quarter.

EMS Renovations at Fuquay-Varina Fire Stations #1 and #2: Complete renovation of these two fire stations to add space for EMS vehicles and crew.

EMS Facility Assessments: Complete 80 percent of life safety, code improvements and emergency generator improvements as identified in the February 2003 report; prepare bid package and obtain bids from contractors for remainder of Phase I improvements.

Master Plan for EMS Facilities: Complete master planning process, review with Wake Rescue Squad Association and obtain approval from Board of Commissioners; incorporate master plan recommendations into capital plan as appropriate.

FY2004 Adopted Capital Improvements

All projects addressing Fire capital in this element are supported with dedicated capital funding transfers from the Fire Tax District. The \$726,000 of EMS projects in the Public Safety element are supported exclusively with funds from the general County capital program.

Emergency Communications

The Emergency Communications element is comprised of three projects concerning emergency radio communications, computer aided dispatching, and back-up emergency communications. All of these initiatives are interconnected and comprise key components of the infrastructure needed to effectively handle public safety communications in emergency situations. In FY2004, \$9 million will be allocated to emergency communications to support the completion of the radio communications project (\$8 million) and to support the construction of the backup communications center.

The radio communication (800MHz) project consists of the following major components:

- Constructing and providing radio towers,
- Installing microwave equipment,
- Establishing in-building amplification capacity,
- Purchasing a paging system and portable units.

In FY2004, portable radios will be delivered and programmed. Mobile units and antenna systems will be installed in vehicles along with desktop units in buildings. In-building amplification system needs will be identified for key facilities and equipment installed as necessary. Control system electronics will be fully installed and tested. Dispatch console equipment and monitors will be installed at the following locations: Raleigh/Wake Main ECC; Raleigh/Wake Back-up ECC; Wake Emergency Operations Center; System Management Office in Wake Office Building. Extensive testing, coverage verification and training will be completed during the last two quarters of FY2004.

Negotiation of the terms and conditions of an interlocal agreement between Wake County and Cary, which will allow Cary to migrate to the County 800 MHz system is expected to be completed early in FY2004. If the agreement is executed, design work to expand the system to 18 channels will be done. A contract would then be finalized with the radio system contractor for manufacturing and installing the equipment needed for the expansion.

Computer Aided Dispatch

Plans for FY2004 include purchasing and installing the Fire/EMS voice alerting system. Assistance will also be provided to the various municipalities that are implementing remote CAD workstations. No new appropriations are needed for CAD in FY2004.

Back-up Emergency Communications Center

In the FY2004 capital budget, \$1 million is targeted for the Back-up Emergency Communications Center. Execution of an interlocal agreement between Wake County and Raleigh to jointly develop and fund the fully equipped facility is anticipated. Completion of building construction and installation of equipment for the back-up facility would then be completed. Operational testing and training would begin in FY2004, but not be fully completed. These final project activities would be planned to coincide with the completion of the 800 MHz radio system improvements project.

FY2004 Adopted Capital Improvements

Affordable Housing

Population growth has pushed housing prices beyond the means of thousands of Wake County families. Recent studies reveal that the demand for affordable rental units exceeds the supply by approximately 27,000 units (Karnes Research Company, 1999). With the average sales price of \$215,512 for a new home in the County in 2001 and the average price of an existing home of \$182,512, the demand for first homes affordable to low and moderate income families (those making \$35,000 to \$48,000/year) exceeds supply by approximately 7,000 units. Without County investment in producing additional units of affordable housing, increasing numbers of people who work in Wake County will be forced to live elsewhere. County investment in apartments and single-family homes is used to leverage additional federal, state, and private funds for constructing affordable housing.

In FY2004, the County will appropriate \$1.37 million to the affordable housing element in the capital budget. These funds will support low-interest loans to developers who build affordable rental units and single-family homes for first-time buyers. The new units are developed on infill lots or small subdivisions throughout the County. The loans made to developers of affordable rental units will be repaid to the County over a 2-30 year period. The funds used to develop single-family houses are returned as the houses are resold over a 1-10 year period.

County Automation

Since the automation program's inception six years ago, the County has consolidated investments into three categories: 1) computer equipment, 2) enterprise network, and 3) business applications. In the computer equipment category, the Information Services Department is responsible for identifying and analyzing replacement personnel computer (PC) needs, as well as other automation network accessory needs (such as network printers and plotters). Enterprise network improvements comprise the on-going work of refining the current County network and continue the move to a managed, server based technical infrastructure within Wake County government. The third area of automation capital activities includes investments in business applications. These investments provide technology enhancements to the daily operations in specific service delivery areas. The investments often involve efficiency gains from improved work processes, data collection, information processing, analysis, and reporting.

An appropriation of \$2.5 million is planned for FY2004. Of the FY2004 total, \$1 million will be used to fund the replacement of computer equipment. A new appropriation of \$1 million is needed to improve the County's network infrastructure and to continue to move the organization to a managed server environment. Finally, \$500,000 of the total appropriation will be used for business applications improvements in FY2004.

FY2004 improvements include the completion of the Property Tax System rewrite, including the CAMA/Land Records Database project and initiation of the related Land Integration project which links other data systems that deal with land related activities (e.g. Building Permits & Inspections, Environmental Permits & Inspections, Geographic Information Services, Register of Deeds, Public Safety etc.) to the common land records database. The purpose of this effort is twofold: one, to ensure that land related data is kept up to date and is available to all who need it and two, to improve the business processes surrounding land related activities in the community to provide a higher level of service to the customers of these processes.

In addition, the GIS Upgrade Project will be completed which involves upgrading the system to the latest releases of mapping (ArcGIS) and database (Oracle) software to support the work being done on the land integration project mentioned previously and to provide greater usability of the data.

FY2004 Adopted Capital Improvements

Key business application projects planned for FY 2004 include: revisions to the Mental Health Information System based on new State rules, providing access to permits and inspections data in the field, improving the content and functionality of both the external website and internal employee portal, and pursuing consumer records automation in the Human Services department. Investigation of upgrades to both the Finance and Human Resource systems will also occur during the period with implementation planned for FY 2005

In FY2004, the Public Facilities Database project will be completed involving the use of the prototype established in the Public Use Facilities Database project completed in FY 2003 to include property, leases, easements and facility assets managed by Wake County government.

Technical infrastructure improvements will be made in the areas of server upgrades and database licensing upgrades for the Oracle, SQL and Domino environments, security software upgrades, disaster recovery (completion of network redesign and testing), network upgrades (building wiring and router upgrades), and support for the GIS application upgrade.

Computer equipment replacements will place a particular emphasis on the needs in General Services Administration, Inspections, Library and Sheriff's work units.

Little River Land Acquisition

The Little River Reservoir was first designated as a future source of high quality drinking water in a 1986 assessment of water supply alternatives to meet the needs of eastern Wake County. The project as currently planned will eventually consist of the construction of a water supply reservoir within the Little River Watershed with a potential yield of 17 million gallons per day. Wake County, with financial assistance from five municipalities, has assumed responsibility for funding and completing the initial land acquisition phase of the reservoir project. In 1995, Wake County entered into an interlocal agreement with Knightdale, Wake Forest, Wendell, Zebulon, and Raleigh for the purchase of property needed for the project. To complete the land acquisition phase of the reservoir project, the County is focused on acquiring approximately 180 parcels consisting of approximately 2,000 acres to accommodate the reservoir construction and provide for the 200-foot buffer area. In FY2004, \$2.9 million will be appropriated to acquire an additional 370 acres consisting of 27 parcels and 7 dwellings.

According to the 1998 Water/Sewer plan, the reservoir is scheduled for completion in 2025. After the completion of the land acquisition phase, several independent intermediate steps are needed to complete the Little River Reservoir project including: a) identifying an operation and management entity for the reservoir and water treatment and distribution facilities, b) the transfer of land rights to the operating entity, c) the permitting of the reservoir and design of the facility, and d) the construction and operation of the reservoir.

Water and Sewer

Projects eligible for County funding from this element are generally in one of the following three categories: 1) Wake County Water and Sewer Plan implementation, 2) infrastructure development in Research Triangle Park, 3) water quality and watershed management initiatives. The first category is comprised of studies and projects that facilitate the consolidation of water and sewer utility systems in accordance with the 1998 Wake County Water and Sewer Plan. Also included in the water/sewer element are investments for utility service connections to support the economic development of RTP, thus providing jobs for our citizens and enhancing Wake County's tax base.

FY2004 Adopted Capital Improvements

A combination of water/sewer fund balance appropriations (\$940,000) and loan repayments (\$726,000) will be used to support the total appropriation of \$1.66 million in the FY2004 capital budget.

Water Sewer Plan Implementation

Work continued in accordance with the 2002 interlocal agreement for collaborative engineering studies of alternatives for the development of regional wastewater treatment facilities in the western area of the county. The participating jurisdictions included Apex, Cary, Fuquay-Varina, Holly Springs, Morrisville, and Wake County. The interlocal agreement stipulates that each of the jurisdictions will share in the cost and actively participate in evaluating the alternatives for meeting long-term regional wastewater treatment needs for western areas of the County. The study will be completed in FY2004 and will provide recommendations on facility size, location, construction costs, institutional/management alternatives and suggested timeline for implementing the recommended solution(s). In addition, the County will continue to encourage municipal discussions and studies regarding the feasibility for more utility mergers with the Raleigh and Cary water/sewer systems.

RTP Infrastructure Development

During FY2004, 11,900 feet of water line will be constructed to serve nine sites and 15,600 feet of sewer line will be extended to serve four sites. The construction of I-540 will require the relocation of approximately 1,000 feet of water line and 500 feet of sewer. The expansion of Biogen, Inc. will necessitate the construction of an additional 4,000 feet of sewer. In addition, new appropriations are included to support onsite utility extensions in the Wake County portion of RTP.

Water Quality / Watershed Management

The Watershed Management Task Force completed its work assessing the condition of various watersheds and identifying future management strategies. The future strategies and jurisdictional responsibilities for the watershed management efforts are generally outlined in the published watershed management plan and are being further refined by County Environmental Services staff.

Solid Waste

The seven-year capital plan includes an investment in the capital budget of \$7.7 million in FY2004 at various solid waste facilities. The North Wake C&D landfill will close near the end of FY2003 and \$444,634 is identified for that project. The C&D landfill at Feltonville is expected to close in FY2004 at a cost of approximately \$1.9 million. In addition, the North Wake Subtitle D landfill will be closed out in phases beginning in FY2004 (\$4.8 million). Phase II and the final closure of the facility are expected to occur in FY2006 and FY2009, respectively, depending upon waste tonnages. The total cost of the North Wake Subtitle D landfill closure projects is estimated to be \$12.5 million. These activities are supported by closure reserves that were part of the tipping fee structure throughout the life of the landfill.

Plans for a new landfill in southern Wake County have been completed and a permit for the construction has been issued by the State. Land on which the new landfill is permitted to be constructed is currently owned by Wake County. Although construction of the new landfill is a viable alternative, staff is evaluating various other options for long-term (25 years) disposal of solid waste. It is anticipated that a report of the various options considered, along with specific recommendations on the proposed long-term solution(s), will be presented to the Board of Commissioners in FY2004.

FY2004 Adopted Capital Improvements

FY2004 Capital Budget Appropriations	
Wake County Capital Projects	FY2004 Appropriation
Wake County Public Schools	\$19,662,804
Libraries	\$8,674,670
Parks and Recreation	
Yates Mill Pond County Park	\$1,500,000
Park Facility Improvements	\$250,000
American Tobacco Trail	\$600,000
Regional County Parks	\$1,847,046
Community School Parks	\$800,000
Little River Land Acquisition	\$2,900,000
Water and Sewer	
Water Sewer Plan Implementation	\$500,000
RTP Off-site Economic Development	\$666,390
RTP On-site Economic Development	\$500,000
Emergency Communications	
Radio Communications (800 MHz)	\$8,003,514
Back-up Communications Center	\$1,169,680
Fire and Emergency Medical Services (EMS)	
EMS Facilities	\$725,971
Fire Facilities and Equipment	\$3,652,900
Criminal Justice	
Judicial Facilities	\$2,485,181
Detention Facilities	\$8,560,053
Detention Security	\$548,977
Community Capital Projects	\$500,000
County Building Improvements	
Security Improvements	\$500,000
Building Renovations	\$6,241,954
Regional Centers/New Human Services	\$25,000
Affordable Housing	\$1,370,000
County Automation	\$2,500,000
Solid Waste	\$7,699,634
TOTAL CAPITAL APPROPRIATIONS	\$81,883,774

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Business Plans and Budgeting

Introduction

In FY2003, Wake County initiated an organizational effort to develop business plans. These multi-year plans provide blueprints for service delivery for each department. In sum, the business plans identify what a department wants to accomplish, how the organization is going to do it, what resources are required, and what measure will determine if the outcomes are being accomplished. Through a number of essential elements (see section below), the plans achieve a number of goals, including:

- Defining strategies for outcome achievement,
- Aligning actions with intentions,
- Identifying necessary resources,
- Providing accountability for service management,
- Keeping the organizational focus on the future in the midst of a constantly changing environment.

The business plans are not a long-term strategic or facilities plan, nor are they short-term annual budget documents. Rather, business plans are three-year service plans that consider the long term with intermediate goals and multi-year targets for on-going functions.

From a budgeting perspective, business plans do provide a solid foundation for linking budget resources to outcome goals and results. The multi-year, outcome-oriented framework that defines business plans provides a strong environment for departmental development of high quality budget requests and organizational evaluations of budget needs and management recommendations.

Key Elements of Plans

There are ten (10) fundamental elements to a business plan in Wake County.

1. **Statement of Purpose:** Reflects a holistic statement about what the group aims to achieve.
2. **Scope of Business Plan:** Defines the cluster of activities that are closely related to specific outcomes.
3. **Desired Outcomes:** Clearly states, in measurable terms, an inventory of what is to be accomplished and when.
4. **Service Priorities:** Reflects the priority ranking of activities in the plan using criteria that reflect the organization, department, and operating context of the respective business.
5. **Status Report:** Describes the current conditions and identifies key issues and changes in the internal and external operating environment in which the business operates.
6. **Demand Analysis:** Refers to key statistics driving demand for the organization's main services. Common data include trends in demographic, economic or environmental conditions.
7. **Approached to Achieving Outcomes:** Outlines a specific set of strategies that will achieve the desired outcomes.
8. **Performance Measures:** Provides a set of continuous service indicators that allow a business to know if progress is being made toward output objectives and outcome goals.
9. **Milestones of Service Accomplishments:** Commit the business to measurable service accomplishments at set intervals of time.
10. **Resources Required:** Identify the capital and operating resources needed over a three-year period to accomplish the stated outcomes and outputs.

Example of Business Plan

All the business plans are available in their entirety on the Internet on Wake County web site at the following location: <http://www.wakegov.com/general/businessplans/>. A copy of the business plan for animal

Business Plans and Budgeting

control enforcement service is attached to illustrate the context and format of the business planning framework.

ANIMAL CONTROL ENFORCEMENT SERVICES PLAN (Example)

STATEMENT OF PURPOSE

Enforcement Mission

The mission of the Wake County Animal Control Program is to protect and promote the health, safety and welfare of people and pets throughout the County by enforcing the North Carolina Rabies Law and providing basic services required to enforce the Wake County Animal Control ordinance.

How is the Mission Achieved?

At a basic level, animal control services protect the health, safety, and welfare of citizens primarily by enforcing the North Carolina Rabies Law. This law, set forth in GS 130A -184 thru GS 130A- 200, requires that animal control services provide, at a minimum, at least one countywide rabies vaccination clinic per year. In addition, if an animal bites a person, the offending animal is required to be confined for ten days in a place designated by the county, and if it tests positive for rabies, the county ensures that the exposed person(s) receive post-exposure rabies treatment.

Beyond the State rabies law, communities ensure additional levels of animal control services through local ordinances. The Wake County Board of Commissioners adopted the Wake County Animal Control Ordinance in 1980 to ensure that its citizens and pets receive a basic level of countywide public health and safety protection. Beyond the basic rabies animal bite response required by the State, the Wake County ordinance ensures that additional basic emergency services are provided including responding to calls for dangerous animals, evictions, animal fighting, cruelty, drug raids, automobile accidents, animal cruelty/abuse, and injured animals. The combination of rabies services and additional emergency services comprises what could be considered the first category of services that focuses primarily on protecting the fundamental health and safety of Wake County citizens and pets.

In addition to the basic, level 1, category of services for rabies and emergencies, the Wake County Animal Control Program provides a 2nd category of services that includes responding to calls regarding animals running at large and responding to incidents regarding animal neglect (when the life of the animal is in jeopardy). The vast majority of calls in the second category relate to running at large incidents, which focus on a secondary level of public and pet protection compared to the first level of emergency services. According to the County ordinance, running at large applies to any animal that is not on the property of its owner. If the owner is known (through animal identification) a warning or citation is issued. When there is no identification and its home cannot be identified, the animal is impounded at the Wake County shelter. The animal control program also offers to travel to households and impound unwanted animals relinquished by owners for reasons of sickness, old age, and behavior problems. Owner relinquishment of animals is included in the second category because it prevents the likelihood that unwanted animals ending up as strays.

Finally, the Wake County animal control program provides a 3rd category of service that involves responding to public nuisance calls such as animals destroying property, barking dogs, and other general citizen complaints regarding pet ownership responsibilities. This category of enforcement services is focused primarily on customer service and addressing quality of life issues in the community.

Business Plans and Budgeting

Of the twelve (12) municipalities in the county, all but four (4) have adopted the Wake County Ordinance. The municipalities of Raleigh, Cary, Garner and Holly Springs adopted more stringent ordinances for a variety of reasons including to ensure a higher level of response to quality of life complaints for citizens in their jurisdictions. Each of the four municipalities has an independent animal control enforcement operation that is provided within the city police departments.

Wake County Government Role

Throughout the State, the enforcement of the rabies law is achieved through a variety of methods. Some counties contract with humane organizations, some locate the program within the public health department and some have it as a part of the police department or public works departments. Since its inception, Wake County Government has provided animal control enforcement services within the framework of its public health and environmental services departments because of the fundamental public health and safety responsibilities associated with service delivery. As such, there has never been an attempt to privatize the program.

STATUS REPORT

Service Providers

As of February 2003, the five (5) animal control agencies in the county are provided by Wake County Government, Raleigh, Cary, Garner, and Holly Springs. The Wake County Animal Care and Control Program enforces the Wake County Ordinance in all of the unincorporated areas of the county and in 8 municipalities (excluding Raleigh, Cary, Garner and Holly Springs). These municipalities enforce its individual animal control ordinances with separate, independent animal control enforcement agencies.

Countywide Status

A comprehensive report on the status of animal control demand, level of service, and cost efficiency is not available due to the lack of data currently possessed regarding service delivery in Raleigh, Cary, Garner, and Holly Springs.

Wake County Service Area (unincorporated area and 8 municipalities)

From fiscal year 2001 to 2002, the level of demand for the total number of dispatches regarding three categories of enforcement services has remained relatively level, going from 6,821 in 2001 to 6,771 in 2002 (see chart below).

¹ There are also two (2) animal shelters in Wake County, one operated by Wake County and one operated by the Society for the Prevention of Cruelty to Animals (SPCA) of Wake County. A total of 16,332 animals were impounded within the two shelters in 2002. Raleigh, Cary and Garner Animal Control contract with the SPCA to house the animals they impound through their programs and the county reimburses these municipalities for the sheltering costs charged by the SPCA.

Business Plans and Budgeting

Chart 1. Demand for Services (in Wake County area of jurisdiction)

	2001	2002	Growth
Level 1 (emergencies)	966	1,085	12%
Level 2 (strays and turnovers)	4,375	4,137	-5%
Level 3 (public nuisances)	1,480	1,549	5%
TOTAL DISPATCHES	6,821	6,771	-1%

Level 2 calls involving stray and owner-relinquished animals comprised the largest share of the demand for services at 61% in 2002. The fastest growing categories of demand for services were comprised by Level 1 emergencies (12% growth) and Level 3 public nuisance calls (5% growth).

The level of service delivered is best reflected in the response times by category of service. The Wake County animal control program strives to reach the following response time goals:

- Level 1 Emergencies: 100% of calls responded to in same day
- Level 2 Strays and owner turnovers: 90% of calls responded to in 2 days or less
- Level 3 Public nuisance calls: 90% of calls responded to in 3 days or less

As reflected in Chart 2, the Wake County animal control program narrowly missed its goal for Level 1 emergency responses in 2002 at 99.8%. However, significant improvement has been made since the performance goals were established in early 2002.

Chart 2. Level of Service (response times in Wake County area of jurisdiction)

	Goals	2001	2002
Level 1 (emergencies)	100% same day	76.8%	99.8%
Level 2 (strays, turnovers & neglect)	90% 2 days or less	84.0%	89.0%
Level 3 (public nuisances)	90% 3 days or less	84.0%	90.0%

According to response time standards established in the League of California Cities' "How-To Guide for Assessing Effective Service Levels", the Wake County animal control level of response time service is currently rated as a medium service level program.

From a financial perspective, the Wake County Animal Control Program is supported entirely by Wake County Government funding sources (primarily property taxes). The cost of providing the enforcement program was \$484,801 in fiscal year 2002. This cost supports a staff of 6 field officers, one field supervi-

Business Plans and Budgeting

sor, one dispatcher, and 50% of the cost associated with an animal control division director and an administrative supervisor. The total cost for enforcement services salary and benefits was \$397,659 in 2002. The remaining \$87,142 supported other operating costs such as equipment, vehicle leases, fuel, and supplies.

Dividing the total costs (\$484,801) by the number of dispatches (6,771) reveals that the cost per call was \$71.60 for the program in fiscal year 2002. Applying this method of allocation to 2002 cost data, Chart 3 reflects the cost per category of service provided: Level 1 (77,686), Level 2 (\$296,208) and Level 3 (\$110,908).

Chart 3. Cost by Enforcement Service Category (in Wake County area of jurisdiction)

2002 Total Cost (\$484,801)	2002 Dispatches	2002 Cost Per Call	Cost by Service Category
Level 1 (emergencies)	1,085	\$71.6	\$77,686
Level 2 (strays turnovers)	4,137	\$71.6	\$296,208
Level 3 (public nuisances)	1,549	\$71.6	\$110,908
TOTAL	6,771	\$71.6	\$484,801

It is significant to note that general fund revenues in the form of property taxes or sales taxes support the majority of cost to run the Wake County enforcement program. In fact, a total of \$11,770 was received in revenues in the form of citation fees in 2002. Moreover, only a small number of dispatches involve activities that warrant citations. With only \$11,770 provided in cost for service revenues, the Wake County animal control enforcement services program operated at almost 98% reliance on general fund tax revenue sources.

Key Findings

In summary, the **key findings** from the status report are as follows:

Demand for services: While the quantity of the demand may have hit a plateau around 7,000 calls, the type of call is shifting from strays and turnovers to emergencies and public nuisances (based on data from past two years). As the total population of Wake County grows and the housing density continues to increase as the county becomes more urbanized, it is expected that the incidents of public nuisance calls will grow at the faster rate than the other categories.

Level of service: At this time, the current Wake County enforcement program is considered a medium level of service program. With the introduction of performance management and geographic information systems approaches to providing enforcement services, the Wake County animal control program should continue to improve the effectiveness of service delivery in the near future.

Cost of services: Wake County Animal Control Services answered 6,771 dispatches in fiscal year 2002 at a average cost of approximately \$72 per call with no cost recovery mechanism in place. Since 1980, Wake County has provided all three levels of animal control enforcement services in the unincorporated areas

Business Plans and Budgeting

and under contract with 8 municipalities at no direct cost to service recipients. The provision of all three levels of services in 2002 cost all Wake County taxpayers \$484,801.

STRATEGIC PRIORITIES AND DESIRED OUTCOMES

Based on the key findings from the status report, the following comprise the strategic priorities for the Wake County animal control enforcement efforts over the next three years.

Strategic Priorities

1. **Establish full cost recovery contracts for all Level 2 and Level 3 calls in 2005.** This will most likely involve the development of a standard level of service based on a universal base level of service for each category of service (agreed upon by each participating municipality and the County), and then the development of a reimbursement system on an average number of calls per capita per category. Finally, the cost recovery reimbursement contracts would be based on prior year's actual figures for calls.
2. **Improve effectiveness and efficiency of countywide service delivery by examining the cost and benefits of consolidating animal enforcement into one agency.** Assuming that all 5 enforcement agencies share the mission to provide services at all three levels in the County, establish a staff-based committee to research and make recommendations regarding the effectiveness, efficiency, and implementation steps necessary to establish a countywide enforcement program.
3. **Reduce the costs of enforcement in the long term** by organizing a committee with the charge of identifying ways to reduce the problems of strays and owner turnovers. The reduction of these types of incidents will reduce the total number of service calls, improve response times for other calls, and will decrease the number of animals impounded.

Desired Outcomes

Level 1 Emergencies Category:

- Reduce the number for post exposure treatments related to domestic animal bites.
- Ensure that 100% of Level 1 emergency calls are responded to in the same day
- Improve the efficiency of emergency response service delivery

Level 2 Animal Turnover and Stray Pickup Category:

- Reduce number of animal turnovers
- Reduce number of stray animals
- Maintain response time of 2 days or less for 90% of Level 2 calls
- Improve the efficiency of Level 2 response services
- Develop full cost recovery contracts for all participating municipalities in Level 2 services in fiscal year 2005 (starting July 2004).

Level 3 Public Nuisance Category:

- Reduce number of public nuisance incidents through education approach
- Maintain response time of 3 days or less for 90% of Level 3 calls
- Develop full cost recovery contracts for all participating municipalities in Level 3 services in fiscal year 2005 (starting July 2004).

Efficiency of Enforcement Services

- Improve efficiency of enforcement response service delivery
- Decrease the cost per call for all levels of enforcement service

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Customer Service

- Ensure baseline level of customer service is achieved (develop baseline)
- Retain competent enforcement staff that is highly trained and nationally certified in animal control

APPROACHES TO IMPROVING STATUS QUO

Status Quo Operation

Currently, the Wake County Animal Control Program has 7 officers that cover 670 square miles in the county. The staff is composed of 6 field officers and 1 lead animal control officer. They impound approximately 7,200 animals each year. The field operation has limited resources to spend on education, however, every opportunity is taken to give educational information on an individual basis as well as in formal presentations. The officers are assigned areas in the county and respond to calls Monday - Friday from 8:30AM - 5:15 PM. Currently, there is one officer on-call for emergencies such as animal bites and injured animals after regular work hours and on weekends.

Risk of Not Changing Status Quo

If the enforcement program continues to operate as is (without additional geographic information approach and with the same staffing levels, hours of operation, and equipment), the response times and level of service will deteriorate. The increase in response times would result simply due to the increased transportation times associated with traffic congestion. With the continued increase in population density as well as a likely increase in demand for service associated related to the rise in general population (and number of pets), maintaining and improving response times will be extremely challenging with the status quo operation. The cost of personnel associated with increased demand for service after 3 pm and on weekend calls will also continue to rise in the future.

Proposed Changes

1. **Complete study of enforcement improvements from countywide perspective.** Wake County should take the lead with all municipalities to form a committee to implement a countywide study (with municipalities) to determine the best overall response to animal control issues within all jurisdictions. The current system of 5 separate animal control agencies that operate within the county leads to customer (citizen) confusion and does not appear to be the most effective or efficient manner of delivering enforcement service countywide.
2. **Complete study to reduce incidents of stray animals and owner-surrenders.** Wake County should lead a committee with municipalities to study ways to reduce the costs of enforcement in the long term by reducing the number of stray animals and owner turnovers. The reduction of these types of incidents will reduce the total number of service calls, improve response times for other calls, and will decrease the number of animals impounded.
3. **Establish full cost recovery contracts for all Level 2 and Level 3 calls in 2005 (starting July 2004).** Wake County Animal Control Program will implement new service contracts with municipalities to recover the costs associated with call responses for service delivery in non-emergency situations (Level 2 and Level 3 services). In developing contracts for cost recovery, Wake County will meet with participating municipalities to discuss the cost recovery framework and to agree on the desired level of service requested by the community.
4. **Shift in employee work schedules to provide longer hours of enforcement service availability.** In Fiscal year 2004, the Wake County field operation team will experiment with various work schedules

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to increase the ability to respond to calls received after 3PM. Currently, approximately 33% of the requests for service are received after 3 PM. Staggered shifts will be tested to determine the impact on response times and to see if there is a need for more officers in the field after 5Pm and on weekends. If the extended hours result in a significant improvement in response times, then a request for additional resources may be made to provide extended coverage on a more permanent basis in fiscal year 2005. This will result in an increase in FY 05 of \$100,332 to cover two positions and the necessary equipment to handle these additional hours of service.

5. **Investment in new vehicles with additional kennel capacity.** As part of a more comprehensive effort to improve service delivery, animal control management plans to target the use of two new vehicles designed specifically for animal control in fiscal year 2006. These vehicles have a carrying capacity of 6 kennels (versus the current pickup trucks with 2 kennels). The new vehicles will be used in western areas of the county with the longest travel distances in order to realize the greatest improvement in response times (Fuquay-Varina, Apex, and Morrisville). Because of the additional capacity and the climate controlled storage environment, the vehicles will decrease the number of trips to the shelter and thus allow staff to remain in the field longer. This will translate directly to responding to more calls on a daily basis and consequently to reducing response times. In addition to improvements in service delivery, the 6-kennel vehicles will provide a completely contained area for the animals, thereby lowering the potential of disease spreading across kennels while in transit to the shelter which in turn increases the quality of animals available for adoption. Climate-controlled units also reduce the risk of animals dying due to heat exhaustion in transit, which is a serious threat during the summer months.

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ENFORCEMENT SERVICES FINANCIAL SUMMARY

Revenue and Cost Summary for Wake County Animal Control Enforcement Program

	FY2003	FY2003	FY2004	FY2005	FY2006
	Actual	Budget	Budget	Budget	Projection
REVENUES					
Donations	\$155				
Citations	11,770	12,000			
TOTAL REVENUES					
COSTS					
Direct Personnel Cost	\$297,811	\$299,838			
Direct Operating Cost	\$66,662	\$82,069			
Allocated Admin. Cost	\$120,328	\$139,737			
TOTAL COST	\$484,801	\$521,644			

PERFORMANCE MEASURES

	FY2002	FY2003	FY2004
	Actual	Estimate	Projection
Level 1 Emergencies			
Number of Routine Emerg. Calls	1,019	942	
Number of Special Emerg. Calls	5	4	
Number of Evictions	28	28	
Routine Em. Same Day Response Rate	85%	90%	
Special Em. Same Day Response Rate	100%	100%	
Eviction Same Day Response Rate	100%	100%	
Level 2 Strays and Turnovers			
Number of Stray Pickup Calls	3,646	4,050	
Number of Owner Surrender	491	574	
2 Day Response Rate for Stray Calls	89%	91%	

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	FY2002	FY2003	FY2004
	Actual	Estimate	Projection
Level 3 Public Nuisances			
Number of Public Nuisance Calls	1,549	1,456	
3 Day Response Rate for P. Nuisance	87%	90%	
Cost Efficiency			
Cost Per Call	\$71.6	\$73.6	
Customer Service			
Developing Baselines in FY2004			

Wake County Facts

Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, and raise a family in the United States. Located in the east central section of North Carolina, Wake County's 627,846 residents can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either directions.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, education opportunity, environmental quality and community quality-of-life. A well-rounded combination of business and industry, higher education, historic preservation, arts and culture, and trees, greenways and lakes offers Wake County residents a quality lifestyle with excellent job and educational opportunities, whether they prefer rural or urban settings.

Wake County's contains twelve municipalities including the City of Raleigh, which is the state capital and county seat. The County is governed by the seven-member Wake County Board of Commissioners, who are elected at large to serve four-year terms. Terms are staggered so that, every two years, three or four Commissioners are up for election. Under their direction, the County Manager oversees the daily provision of services to citizens ranging from health programs and other human and social services to parks and recreational opportunities, land use planning and zoning responsibilities, law enforcement and public safety, solid waste disposal and recycling, and libraries.

The outstanding universities and medical facilities in this area provide research and learning opportunities whose benefits extend throughout the world. Three major universities, including North Carolina State University in Wake County, Duke University in Durham County and the University of North Carolina-Chapel Hill in Orange County, have reputations among the finest teaching and research schools in the country.

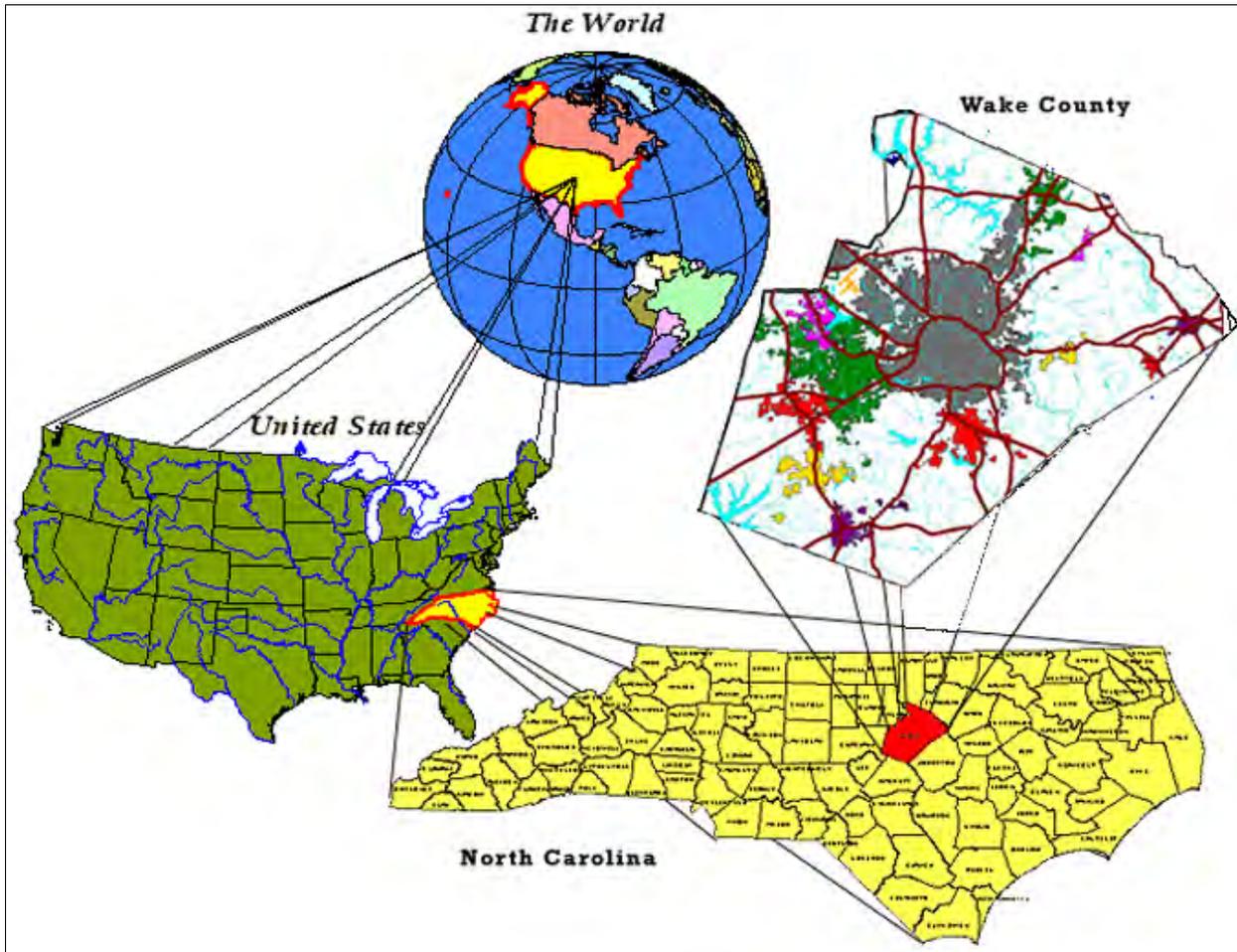
Wake County's largest employers include the State of North Carolina, International Business Machines Corporation, the Wake County Public School System, Wake Medical Center, North Carolina State University, Glaxo-Wellcome, Rex Healthcare, SAS Institute, MCI WorldCom, and the City of Raleigh. The Raleigh-Durham International Airport serves nearly 9 million people a year.

Recreation and leisure services range from lakes to parks, to the North Carolina Symphony and North Carolina Museum of Art, both located in Raleigh. Wake County is home to the Carolina Mudcats, a double-A affiliate of the Colorado Rockies baseball team. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, which began playing its first season in 1997 and is now playing in a new entertainment and sports arena.

Wake County Facts

Wake County	
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 860 miles
County Seat	Raleigh
County Population*	627,846
Municipalities	Population
Apex	20,212
Cary	94,536
Fuquay-Varina	7,898
Garner	17,757
Holly Springs	9,192
Knightdale	5,958
Morrisville	5,208
Raleigh	276,093
Rolesville	907
Wake Forest	12,588
Wendell	4,247
Zebulon	4,046
Unincorporated areas of Wake County	169,204
*As of 2000 Census	627,846 Total Population

Wake County Facts



According to the most recent census 2000 data; Wake County Population continues to change, we have become a more urban, and ethnically diverse county. With a population of 627,846, reflecting a growth of 48.3 percent over the last ten years, Wake County is the second largest county (after Mecklenburg) in North Carolina. It is also the second fastest growing county (after Johnston County) among North Carolina counties. The County has experienced a significant growth in the Hispanic population between 1990 and 2000, from 5,396 in 1990 to 33,985 in 2000, a 529.8 percent increase.

Wake County Facts

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)
1991	438,221	63,475
1992	450,385	66,343
1993	459,544	69,547
1994	486,158	72,643
1995	512,944	76,032
1996	538,131	80,646
1997	556,853	84,757
1998	575,696	90,098
1999	592,218	92,865
2000	627,846	94,353
2001	653,058	97,583
2002	678,651	101,397

(1) North Carolina State Data Center

(2) North Carolina Department of Public Instruction. Final-Average Daily Membership

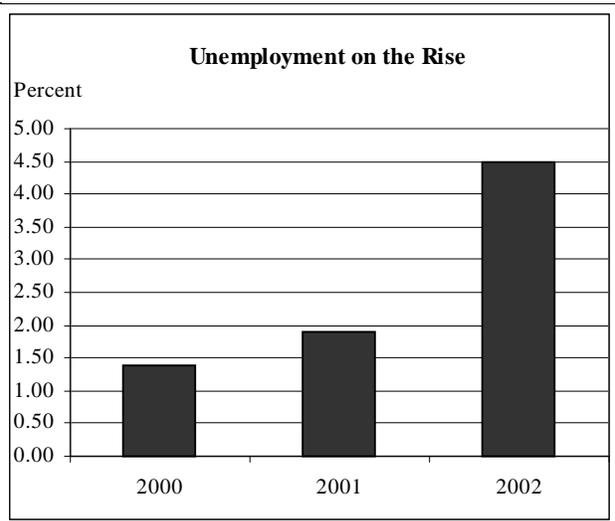
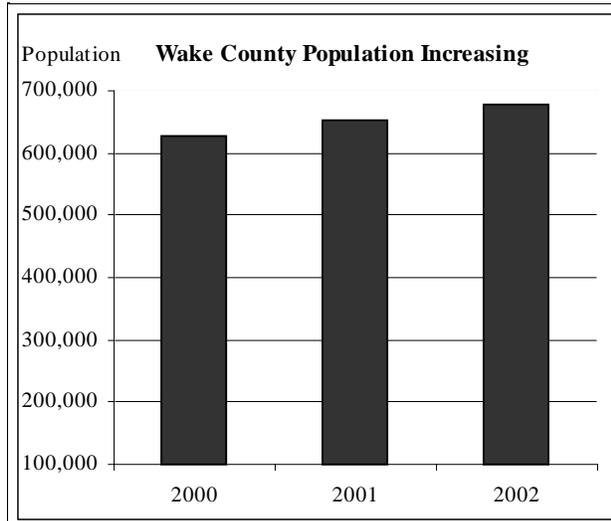
Fiscal Year Ended June 30	Unemployment Rate (3)	Per Capita Income (4)
		Nominal Dollars
1990	2.8%	20,658
1991	3.7%	21,565
1992	4.6%	23,706
1993	3.7%	24,880
1994	2.7%	25,816
1995	2.5%	27,502
1996	2.2%	28,858
1997	1.8%	29,384
1998	1.6%	33,780
1999	1.4%	35,759
2000	1.4%	36,581
2001	1.9%	Not Available
2002	4.5%	Not Available

(3) North Carolina Employment Security Commission

(4) North Carolina State Data Center

Wake County Facts

Wake County Ten Largest Taxpayers	2002 Assessed Valuation	Tax Levy
Carolina Power and Light Company	\$1,994,374,203	\$11,248,271
Bellsouth Telephone Company	377,832,803	2,130,977
N.C. Eastern Municipal Power Agency	366,559,553	2,067,396
Weeks Realty LP	265,134,563	1,495,359
SAS Institute Inc.	224,899,733	1,298,919
Cisco Systems Inc.	182,769,999	1,030,823
CVM Associates LP	170,805,503	963,343
Highwoods Realty LTD Partnership	143,525,681	809,485
Public Service Company of NC Inc.	129,434,287	730,009
Cisco Systems Capital Corp.	117,596,602	665,679
Total	\$3,972,932,927	\$22,440,261



Wake County Strategic Plan

Introduction

The Wake County Strategic Plan adopted in FY2000, outlines the key priorities for Wake County Government. The County believes these activities are consistent with its organizational values and critical to achieving its mission and vision. The content of this document was developed by the County Management Team during their Fall 1998 and Spring 1999 retreats.

The six *focus areas* presented herein do not capture all of the activities that will be undertaken by County Departments. Rather, the focus areas represent the County's priorities for organizational improvement, to which significant resources will be devoted. Because the priorities are interrelated, improvement in the County's overall effectiveness will require progress in every area.

The *focus area* categories below are broad enough to allow each County Department to make a contribution. More specific improvement needs are defined in the *goals* and *objectives* under each *focus area* later in this document. Also *outcome indicators* are given for each *objective*. The *outcome indicators* are examples of how the County will measure its success in achieving an *objective*.

1. RESPONSIBLE PLANNING FOR GROWTH

To enable continued growth, the County must anticipate infrastructure and service needs.

2. TECHNOLOGY & AUTOMATION

To maximize organization productivity, the County must invest in new technologies that improve communication and service delivery.

3. COLLABORATION & PARTNERSHIPS

To maximize effective use of resources and deliver integrated service solutions, the County must engage in internal and external collaborative efforts and partnerships.

4. QUALITY, COST-EFFECTIVE SERVICE DELIVERY

To improve cost-effectiveness and citizen satisfaction, the County will open some services to competitive bidding.

5. COMMUNICATION

To help citizens and employees better understand the goals and current issues of Wake County government, the County must employ more effective and timely communication methods.

6. WORKFORCE DEVELOPMENT

Because providing quality services requires a quality workforce, the County must identify ways to recruit diverse, qualified employees, train them for high productivity, and retain them.

Wake County Strategic Plan

WAKE COUNTY'S MISSION, VISION & VALUES

MISSION

To ensure the delivery of quality public services and to improve the economic, educational, social, and physical quality of the community, we are committed to service excellence and embrace new approaches to more effectively and efficiently meet the ever-changing needs of our customers.

VISION

“Wake County will be a great place to live, work, learn, and play.”

It will be a place where people are self-sufficient, enrich their lives, respect nature, appreciate their heritage, participate in government, and plan for a better tomorrow.

VALUES/GUIDING PRINCIPLES

Customer Service

Teamwork

Professionalism and Integrity

Openness

Leadership

Continuous Improvement

FOCUS AREA 1

RESPONSIBLE PLANNING FOR GROWTH

Wake County will ensure that as the county's population continues to grow, that the County, in collaboration with others, has a comprehensive plan in place to ensure that the growth occurs in a sustainable, orderly fashion, that the infrastructure and services are in place to accommodate growth and the quality of the environment is maintained.

Goals relating to Focus Area 1 - Responsible Planning for Growth:

1.1 To have a Land Use Plan that encourages most development in and around areas with urban services, encourages the development of communities, an attractive urban form, and encourages the maintenance of open space.

OBJECTIVES

A. Update the Land Use Plan by preparing area plans for Knightdale, Raleigh and Wendell Urban Service Areas.

Wake County Strategic Plan

OUTCOME INDICATOR:

Preparation of area plans for Knightdale, Raleigh and Wendell Urban Service Areas.

B. Prepare transitional development standards for roads, water and sewer service in Urban Service Areas.

OUTCOME INDICATOR:

Preparation of transitional development standards for water and sewer service in Urban Service Areas.

1.2 To acquire and maintain a system of natural areas, open spaces, recreational facilities and historical sites.

OBJECTIVES

A. Implement various portions of the 1998 Parks Master Plan.

OUTCOME INDICATOR:

Continue private fund raising efforts for the restoration of Yates Mill.

B. Develop and foster partnerships throughout the county for the acquisition of land and development of recreation facilities.

OUTCOME INDICATOR:

Each park project that is identified in the capital improvement schedule will be examined carefully in order to identify all potential stakeholders and partners. These individuals and groups will be asked to join the project as either a maintenance, programming partner or as a financial partner.

C. Continue to provide “proactive” planning for recreational facilities by seizing opportunity for new facilities when they materialize.

OUTCOME INDICATOR:

Working with various community leaders, other municipalities, non-profit groups, etc. Staff will respond to various requests for new and expanded service in a innovative and creative fashion.

D. Build public awareness of Parks, Recreation and Open Space.

OUTCOME INDICATOR:

Through outreach programs to schools and civic groups, educate people as to the role parks, recreation and open space has in their lives.

E. Complete land acquisition for six new School/Parks and leverage construction money as much as possible with other interested parties.

OUTCOME INDICATOR:

The Parks and Recreation Department, Facilities Design and Construction Management Department and the school system will purchase the six sites in fee simple ownership and will work with various partners to

Wake County Strategic Plan

bring in as many different groups as possible who can share in the financial expenses of park development.

1.3 A Library System plan that will enable the County to offer quality library service in a cost-effective way.

OBJECTIVES

A. Develop the book collection to meet the reading needs of the population in scope of content and in number of volumes.

OUTCOME INDICATOR:

Circulation to increase from 9.4 items per capita to 13 items per capita.

B. Provide adequate facilities to house this collection, enable the public to access it and the information contained within in a comfortable facility located a reasonable traveling distance from the citizens place of residence.

OUTCOME INDICATOR:

.5 square feet per capita and a facility located within five miles or ten minutes travel time of 90% of the residents of the county.

C. Identify the services to be provided that promote the love of reading and foster the pursuit of knowledge. Identify the infrastructure needs of staff and facilities necessary to provide those services.

OUTCOME INDICATOR:

That children entering school in Wake County are ready to learn to read and that children in Wake County are able to read at grade level.

1.4 A Human Services Agency that will promote a healthy and safe place to live, grow and work; enhance the ability of families and individuals to become self-sufficient to their greatest ability; and ensure quality care for those individuals unable to achieve self-sufficiency.

OBJECTIVES

A. Women and families will have healthy, planned births.

OUTCOME INDICATOR:

Percentage in increase in women receiving adequate prenatal care.

Reduction in the infant mortality rate.

Decrease in the percentage of low birth weight babies.

Increase in the percent of mother with good nutrition.

Reduction in short-interval births

Reduction in the percentage of positive drug urine screens in pregnant Wake County Human Services Clients.

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B. Families will support their children's successful development.

OUTCOME INDICATOR:

Percentage increase in the number of children who pass or progress in their developmental screens.

Improvement in immunization rates.

Increased percentage of children enrolled in child care centers with an AA or better rating.

C. People will have safe, affordable housing.

OUTCOME INDICATOR:

Percentage decrease of low-income households spending more than 30% of their income on housing.

Increased percentage of Wake County Human Services clients who secure and maintain housing.

D. Individuals, families and communities will have improved physical and behavioral health.

OUTCOME INDICATOR:

Decrease in communicable disease incidence rates.

Decrease in STD and HIV incidence rates.

Decrease in use of alcohol, tobacco and other drugs.

Decrease in the number of alcohol-related traffic deaths.

Decrease in adult suicide and homicide rates.

Decrease in mental health symptoms among Wake County Human Services clients.

Decrease in non-medically necessary days in psychiatric hospitals among Wake County Human Services clients.

E. Children and vulnerable adults will not experience abuse and neglect.

OUTCOME INDICATOR:

Reduction in the rates of abuse, neglect, physical and sexual abuse and exploitation.

Reduction in the re-abuse rates among children.

Reduction in the re-abuse rates among adults.

Of the number of women who come to Wake County Human Services for protection, reduction in the number who are re-abused.

F. Children removed from their parents will have a permanent home.

OUTCOME INDICATOR:

Increase in the children permanently placed in a home within 12 months.

Decrease in the percentage of children reentering foster care within 12 months of returning to permanent home.

Decrease in the percentage of children who have been in more than one placement.

G. Children will be ready for school.

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OUTCOME INDICATOR:

Percentage increase in the number of children entering school with required physical exam and immunizations completed.

Decrease in the percentage of children entering school with an unidentified hearing or vision problem.

H. Children and youth will be successful in school.

OUTCOME INDICATOR:

Percentage increase in school attendance.

Decrease in the number of children performing below grade level on end-of-grade tests.

Decrease in the drop-out rates.

Decrease in the suspension rates.

Increase in the percentage of Wake County Human Services youth entering post-secondary institutions.

I. Youth will make healthy decisions.

OUTCOME INDICATOR:

Percentage decrease in the teen pregnancy rate.

Decrease in the juvenile crime rate.

Reduction in recidivism for juvenile crime.

Decrease in the teen suicide rate.

Decrease in the use of alcohol, tobacco and drugs among youth.

Decrease in HIV and STD rates for youth.

Of youth who drop out of school, increase the percentage gainfully employed within six months.

J. Parents will financially and medically support their minor children.

OUTCOME INDICATOR:

Increase in child support collection rates.

Increase in the number of children gaining access to medical insurance.

Reduce the number of emergency room visits for children.

For clients of Child Support Enforcement, improve average household income.

Increase the number of children with no untreated average household income.

K. People will find and maintain employment.

OUTCOME INDICATOR:

Percentage increase in the number of Human Services clients seeking employment assistance that get jobs.

Percentage increase in the number of Human Services clients seeking employment assistance who keep jobs for more than 120 days.

Increase in the percentage of Human Services clients who earn at or above the self-sufficiency standards for North Carolina.

Increase in the percentage of Human Services clients who increase their income in 12 months.

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L. The elderly and individuals with severe, chronic disabilities will live as independently as possible.

OUTCOME INDICATOR:

Percentage increase of the facilities which meet licensing standards and maintain compliance with regulations.

Increase in the percentage of Human Services clients obtaining safe, stable housing.

Of those Human Services clients who choose to work, increase the percentage who obtain work.

1.5 A Water and Sewer plan that will: guide growth in and around municipalities, provide services at the most economical rates, provide a common level of service and protect the environment.

OBJECTIVES

A. Assist in the completion of the Raleigh-Garner merger.

OUTCOME INDICATOR:

Successful completion of the Raleigh-Garner merger.

B. Facilitate the process of bringing a water line from Harnett County to serve Fuquay-Varina and Holly Springs.

OUTCOME INDICATOR:

A water line from Harnett County designed to serve Fuquay-Varina and Holly Springs.

1.6 Address environmental issues and regulatory requirements that affect the county.

OBJECTIVES

A. Prevent and reduce the spread of disease and negative impacts of environmental hazards.

OUTCOME INDICATOR:

Percentage of stray animal population reduced through public education and enforcement and percentage reduction in unvaccinated dogs and cats.

B. To reduce, manage and dispose of wastes.

OUTCOME INDICATOR:

Reduce total solid waste disposal in Wake County.

C. To conserve natural resources.

OUTCOME INDICATOR:

Implementation of a program that encourages environmental actions throughout Wake County government that follows the Environmental Policy and demonstrates leadership to citizens and businesses.

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D. To conserve, protect and improve surface and groundwater quality by developing a comprehensive plan for addressing all existing and projected water quality concerns in Wake County by 2003.

OUTCOME INDICATOR:

Implementation of a comprehensive program addressing existing and projected surface water and groundwater quality problems in Wake County by 2003.

E. To increase the number of environmentally educated citizens whose attitudes and behavior result in understanding, commitment, informed decisions and responsible action toward the environment.

OUTCOME INDICATOR:

Improvement in the annual Photometric Index.

1.7 A plan to encourage an adequate supply of low and moderate income housing.

OBJECTIVES

A. Increase the number of families who purchase their first home.

OUTCOME INDICATOR:

Success in increasing the number of families who purchase their first home.

B. Increase the supply of affordable rental units.

OUTCOME INDICATOR:

Success in increasing the supply of affordable rental units in Wake County.

C. Increase the number of affordable housing units located near public schools.

OUTCOME INDICATOR:

Success in increasing the number of affordable housing units located near public schools.

D. Improve the existing stock of affordable housing by rehabilitating substandard owner and renter occupied units.

OUTCOME INDICATOR:

Success in improving the existing stock of affordable housing by rehabilitating substandard owner and renter occupied units.

E. Provide services necessary to help families obtain and maintain affordable housing.

OUTCOME INDICATOR:

Success in providing the services necessary to help families obtain and maintain affordable housing.

F. Improve the physical, public infrastructure of low income communities over the next five years.

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OUTCOME INDICATOR:

Success in improving the physical, public infrastructure of low income communities over the next five years.

1.8 Create a favorable climate for the recruitment of new businesses and the retention and growth of existing businesses.

OBJECTIVES

A. Encourage local governments in Wake County to eliminate development regulations and processes that unnecessarily hinder economic development.

OUTCOME INDICATOR:

Number of development regulations and processes eliminated that unnecessarily hinder economic development.

B. Partner with the Greater Raleigh Chamber of Commerce to maintain a GIS based industrial sites inventory.

OUTCOME INDICATOR:

A GIS based industrial sites inventory that is current.

1.9 Ensure the delivery of the highest quality of professional service in emergency medical response, law enforcement investigations, fire/rescue response, planning, training and readiness for emergencies.

OBJECTIVES

A. Take the lead in interagency planning to continue developing countywide collaborative emergency response capability, standard approach and joint planning.

OUTCOME INDICATOR:

Preparation of a contingency plan to ensure the continuation of Public Safety service in the event of a volunteer non-profit's failure to provide service.

B. Provide a timely response and appropriate level of service.

OUTCOME INDICATOR:

Provision of a recognized level of fire protection to all county citizens by having a minimum countywide 9s Insurance Services Office rating.

C. Follow up on the recommendations made by the EMS Task Force.

OUTCOME INDICATOR:

Preparation and adoption of a five and ten year implementation plan.

D. Continue to work towards achieving the recommendations of the 1994 Wake County Fire Study.

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1.10 A Transportation Plan which enhances mobility through a balanced transportation system.

OBJECTIVES:

A. Assist in the completion of the regional model for the new thoroughfare plan.

OUTCOME INDICATOR:

Completion of the regional model for the new thoroughfare plan.

B. To assist in the planning and implementation of the regional rail project.

OUTCOME INDICATOR:

Completion of the planning for the regional rail project.

C. To participate in the advocacy for additional Federal and State transportation funding through the Greater Raleigh Area Chamber of Commerce.

OUTCOME INDICATOR:

Success of the Greater Raleigh Area Chamber of Commerce in gaining additional Federal and State transportation funding.

D. To have more input into the State Transportation Improvement Program through the TAC.

OUTCOME INDICATOR:

Adoption of a State Transportation Improvement Program that meets the needs identified by Wake County Government.

E. To ensure that air quality issues do not hinder the implementation of transportation improvements by preparing an interim thoroughfare plan.

OUTCOME INDICATOR:

Preparation of an interim thoroughfare plan that addresses air quality issues.

F. To coordinate roads, storm water and development standards in urban services areas through transitional standards for Urban Service Areas.

OUTCOME INDICATOR:

Creation of transitional standards for Urban Service Areas.

G. To have a Human Services Transportation Plan that meets the needs of the identified population.

OUTCOME INDICATOR:

Creation of a Human Services Transportation Plan.

1.11 To prepare an six year Capital Project Plan.

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OBJECTIVES

A. Identify projected capital needs and associated costs.

OUTCOME INDICATOR:

Completion of an six year Capital Project Plan by December 31, 2001.

B. Review and update Design Guideline Specifications and Space Standards for Wake County Government.

OUTCOME INDICATOR:

Completion of the Design Guideline Specifications and Space Standards for Wake County Government.

C. Conduct a comprehensive facility space needs analysis (including the evaluation of existing facilities which are owned or leased by Wake County Government) and develop an eight-year comprehensive Facility Master Plan with annual funding estimates.

OUTCOME INDICATOR:

Completion of an eight year comprehensive Facility Master plan with annual funding estimates.

D. Update the County's facility management software system with the goal of providing design consultants critical data in advance of design.

OUTCOME INDICATOR:

Completion of an update of the County's facility management software system.

E. Develop a move management policy and procedures that will be executed through the facility management software system.

OUTCOME INDICATOR:

Completion of a move management policy.

F. Identify and incorporate the capital needs and capital project plans of the twelve municipalities, the School System, Triangle Transit Authority and any not-for-profit or state agency that is planning capital facilities in Wake County into the planning and analysis of the County's Capital Improvement Plan.

OUTCOME INDICATOR:

Identification and incorporation of other agency capital projects plans into the planning and analysis of the County's Capital Improvement Plan.

1.12 To have an Open Space Plan.

OBJECTIVES

A. The Open Space Advisory Committee will propose plans for the remaining stream corridors outside of Raleigh's jurisdiction.

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OUTCOME INDICATOR:

Successful creation of plans for the remaining stream corridors outside of Raleigh's jurisdiction.

FOCUS AREA 2

TECHNOLOGY/AUTOMATION

County automation and technology will be focused on deployment of business applications and electronic communications over the next three years. Emphasis will be placed on the management and stability of the network foundation in place required to support these applications.

Goals relating to Focus Area 2 - Technology/Automation:

2.1 Identify and deploy business systems automation and applications that increase service effectiveness and/or employee productivity.

OBJECTIVES

A. Implement the recommendation of the Human Services Technology Plan.

OUTCOME INDICATORS:

Establish business automation unit within the Department of Human Services and clarification of roles and responsibilities with the Information Services department as it relates to business applications deployment. Implementation of projects identified in the Service Integration Plan; master client index, common intake registration and screen and referral process.

B. Implement the plan to migrate the Geographic Information Systems GDS software to the ESRI family of spatial and graphic software products.

OUTCOME INDICATOR:

Smooth transition to the ESRI products and increased users and usage of GIS facilities in the work place.

C. Implementation of the Public Safety Technology Plan.

OUTCOME INDICATORS:

Reduced detainee jail time.

Decreased emergency response times.

Increased cross agency communication and cooperation.

D. Implement digital document storage and retrieval for official records within the Register of Deeds Office and automate the business process associated with the recordation of official records.

OUTCOME INDICATORS:

Increased Register of Deeds worker capacity for recording of documents.

Increased public access to official records both in the office and over the Internet.

Reduced office traffic.

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E. Implementation of the Environmental Services Technology Plan.

OUTCOME INDICATORS:

Creation of a single integrated data systems that handles scheduling and work process functions.
Increased Environmental Services worker productivity, cross function communication and customer service.

F. Comprehensive, integrated land records system accessible to all interested parties that eliminates duplicate processing and data acquisition.

OUTCOME INDICATORS:

Reduced work load for data acquisition functions.
Increased cross agency communication, coordination and cooperation.
Public access of land record information, reducing in office and telephone traffic.

G. Implement the Library Technology Plan.

OUTCOME INDICATORS:

Increased public access to the Internet, to library resources and general government information.
Centralized reference material that increases access and reduces cost.

2.2 To promote electronic communication among county employees, community partners, service and product providers that provides rapid communications and exchange of information.

OBJECTIVES

A. E-mail, calendaring, intranet and Internet access for County employees.

OUTCOME INDICATORS:

Flatter, broader internal communication. Increased productivity by reduced meeting and scheduling time.
Better informed, inter-networking savvy workforce.
Increasing use and postings to reference and bulletin boards.
Increased traffic on major network "arteries".

B. Increase electronic communication with suppliers, service providers, partners, community and taxpayers.

OUTCOME INDICATORS:

Reduced mail.
Increased response time.
Reduction in office and telephone traffic.

C. Enhanced use of web site for both informational and interactive business transactions.

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OUTCOME INDICATOR:

Reduced office and phone traffic, increased “off hours” access and increased web use.

2.3 Through the use of electronic networking reduce the number of paper forms, file copies, instruction manuals, reference documents and informational bulletins as well as the need for courier services.

OBJECTIVES

A. Publish reference, policy and procedure manuals in electronic form.

OUTCOME INDICATORS:

Reduced publishing costs.

Reduced distribution delays

Reduced clerical support time.

Increased use and availability of reference and policy materials.

B. Leverage County Internet to eliminate administrative paper forms.

OUTCOME INDICATORS:

Reduced clerical support time.

Reduced printing, publication, handling and storage of forms.

Increased timeliness of internal services and data exchange.

C. Increasing the use of the Publication Network (General Services).

OUTCOME INDICATOR:

Reduced printing costs.

Increased timeliness of printing documents

2.4 To maintain a current, reliable, robust infrastructure.

OBJECTIVES

A. Operate, monitor, backup and keep current the network and processor platforms of the County.

OUTCOME INDICATORS:

Networks that are never down.

Data systems capable of recovering from abnormal interruptions and events.

B. Provide telephone, help desk and on site desktop support for hardware and County standard software problems.

OUTCOME INDICATOR:

Employees will receive quick and useful assistance.

C. Provide, coordinate and assist in training all County personnel in the effective use of technology.

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OUTCOME INDICATORS:

Reduced problem calls to the help desk.

Reduced downtime.

Increased self help and creative use of technology for improved efficiency in the workplace.

2.5 Update the Wake County Strategic Information Plan

OBJECTIVES

A. Review and update the Strategic Information Plan every two years.

OUTCOME INDICATOR:

Published business technology plans and strategic technical architecture.

2.6 Ensure century compliance for all data systems and operational readiness to assure business continuity through the century change.

OBJECTIVES

A. Inventory, assess and re-mediate computer systems and non-traditional imbedded chip equipment.

OUTCOME INDICATOR:

Continuation of County services and functions through the century change with minimal disruption to the operation and function of those systems.

B. Communicate issues and status of century readiness program.

OUTCOME INDICATORS:

Broad understanding and acceptance of responsibility for assuring a smooth transition to the next century for all County business units.

Confidence in the ability of Wake County to smoothly make the transition.

FOCUS AREA 3

COLLABORATION AND PARTNERSHIPS

Wake County Government will actively pursue collaborative partnerships to open communication and provide for the exchange of information and creative thinking with other agencies. Wake County will pursue cooperative agreements with others where opportunities exist for jointly pursuing common goals which may improve services to customers, eliminate duplication of services and maximize effective use of resources and improve cost effective service delivery.

Goals relating to Focus Area 3 - Collaboration and Partnerships

3.1 Wake County Government will continue to look internally for collaboration and partnering efforts between departments to provide enhanced service to the public and internal clients.

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OBJECTIVES

A. Identify and assess the effectiveness of existing collaborative and partnering efforts.

OUTCOME INDICATOR:

Number of internal collaborative and partnering efforts identified in monthly department reports.

B. Expand collaborative efforts between departments to eliminate duplication of services where appropriate.

OUTCOME INDICATOR:

Number of new or expanded internal collaborative and partnering efforts identified in monthly department reports.

C. Improve and expand volunteer opportunities.

OUTCOME INDICATOR:

Increase in the number of volunteer hours provided to Wake County Government

3.2 Wake County Government will continue to look for collaboration and partnership opportunities with other governments, non-profits, the faith community and the private sector to improve the quality and efficiency of service provided to the public.

OBJECTIVES

A. Identify and assess the effectiveness of existing collaborative and partnering efforts.

OUTCOME INDICATOR:

Number of external collaborative and partnering efforts identified in monthly department reports.

B. Expand partnership efforts with state and local governments, non-profits and the private sector.

OUTCOME INDICATOR:

Number of new or expanded external collaborative and partnering efforts identified in monthly department reports.

C. Provide enhanced service delivery and eliminate service duplication through collaboration and partnering with outside agencies when appropriate.

OUTCOME INDICATOR:

Number of services that have been improved and number of service duplications that have been eliminated through collaboration and partnering as identified in the monthly department reports.

3.3 Wake County Government will continue to look for collaboration and partnership opportunities with the Wake County Public School System.

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OBJECTIVES

A. Pursue a longer-range program of land acquisition of school sites so the County can get ahead of the need for land.

OUTCOME INDICATOR:

Holding quarterly meetings between Wake County Government staff, Wake County Public School System staff and staff from appropriate municipalities to plan and review parcels of land under consideration as possible school sites.

B. Encourage the maximum use of public facilities by designing County school facilities for multiple purposes so that facilities can be used during off hours and seasons and enter into cooperative agreements to share the facilities.

OUTCOME INDICATOR:

Number of joint use projects successfully planned and number of projects implemented.

FOCUS AREA 4

QUALITY/COST EFFECTIVE SERVICE DELIVERY

Wake County will focus on customer service and cost effectiveness. In evaluating the most effective and cost effective way to provide County services, we will use a competitive process in which private and not-for-profit organizations will be encouraged to compete with County departments.

Goals relating to Focus Area 4 - Quality/Cost Effective Service Delivery

4.1 Departments will use a variety of management tools to continually assess services provided to their customers, including benchmarking, performance measurement and customer surveys.

OBJECTIVES

A. To determine the true demand for services currently provided.

OUTCOME INDICATOR:

Number of departments that identify the demand for the services they provide.

B. To measure customer satisfaction of services provided.

OUTCOME INDICATOR:

Number of departments that measure customer satisfaction.

C. Identification of services that customers desire that are not currently being provided and services that are currently being provided that are not desired.

OUTCOME INDICATOR:

Number of departments that identify services customers would like for their department to provide or no

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longer provide.

4.2 Wake County Government will have an accurate and meaningful inventory of services provided and the cost of providing these services.

OBJECTIVES

A. Each department will identify the services and activities they provide.

OUTCOME INDICATOR:

Number of departments that identify the services and activities they provide.

B. The cost for providing these services will include all departmental budgeted costs plus county-wide overhead.

OUTCOME INDICATOR:

Number of departments that identify the total cost (direct and indirect) for providing their services.

4.3 All departments will have a current three year competition plan. The competition plans will identify the current method services are being provided and will identify all viable alternative methods for service delivery. All services that are put out for bid will follow established guidelines to ensure that a “level playing field” exists for the County and all potential private service providers.

OBJECTIVES

A. All new services will have a service delivery philosophy/strategy/approach identified.

OUTCOME INDICATOR:

Number of new services that have a delivery philosophy/strategy/approach identified.

B. All departments will follow their established competition plans and report the results of their efforts.

OUTCOME INDICATOR:

Number of departments that follow their competition plans.

C. Departments electing not to compete a service shall have a business plan for the service which will ensure continued quality/cost effective service delivery. A clear description of performance measures will be identified in the business plan and systematically reported to the Competition Committee for review.

OUTCOME INDICATOR:

Number of departments who submit a business plan for services not competed to the Competition Committee for review.

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FOCUS AREA 5

COMMUNICATION

Wake County will: keep citizens informed about County programs, services and projects; provide citizens with a better understanding of their County government; keep employees informed about the issues and goals of the County, and to make them more aware of and familiar with the activities of other departments; help people form a common image about Wake County.

Goals relating to Focus Area 5 - Public Education and Communication

5.1 Improve County employee awareness of County issues and activities.

OBJECTIVES

A. Communicate weekly with employees.

OUTCOME INDICATOR:

Percentage of the time Insights is published weekly.

B. Provide employees the opportunity to communicate directly with County management.

OUTCOME INDICATOR:

Number of events provided for employees to interact with the County Manager.

5.2 Provide understanding of services and programs available and how to access them. Provide the necessary information and opportunities for citizens to participate in local decision making.

OBJECTIVES

A. Communicate with county residents through a variety of means, including news releases, information pieces included in car tax bills, citizen newsletters and presentations.

OUTCOME INDICATOR:

Number of news releases and media events published or coordinated by Public Information; number of citizen newsletters published yearly; number of special presentations made or assisted.

B. Provide opportunities for citizens to have input in the decision making process.

OUTCOME INDICATOR:

Number of times the County provides public forums or other opportunities for feedback.

C. Provide public information during times of emergency.

OUTCOME INDICATOR:

Percentage of time effective public information is provided during times of emergency.

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5.3 Promote County services and programs locally and nationally.

OBJECTIVES

A. Have available educational information/programs for presentation at civic and school functions promoting Wake County services and programs.

OUTCOME INDICATOR:

Availability of educational information/program materials for presentations.

B. Receive local, state and national recognition for County programs and projects.

OUTCOME INDICATOR:

Number of award applications completed each year and the number won; also the number of articles published in local, state and national publications.

C. Increase the amount of information the public can access through the Internet.

OUTCOME INDICATOR:

Increase in the amount of information available on County Web pages.

D. Assist in establishing a County Logo that will be used to help the public readily identify county operations and facilities

OUTCOME INDICATOR:

Successful adoption and implementation of a County Logo.

FOCUS AREA 6

HUMAN RESOURCES

Wake County Government is committed to having a workforce that is highly skilled and diverse in order to provide the highest quality of County services.

Goals relating to Focus Area 6 - Human Resources

Provide a framework that allows the County to attract/retain highly skilled employees.

OBJECTIVES

A. Continue implementation of the County's Compensation System and identify any refinements or improvements.

OUTCOME INDICATORS:

Number of employee pay transactions.

Average number of working days for processing employee.

Number of salary surveys conducted/completed.

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Number of position actions.

Average number of working days for processing position actions.

Number of consultations with managers on compensation issues.

Number of refinements identified or made.

B. Manage the County's Benefits and Wellness Programs

OUTCOME INDICATORS:

Number of employee benefit changes handled.

Number of new employee enrollment sessions.

Number of participants as a percentage who rated new employee enrollment sessions as effective/beneficial.

Number of wellness activities.

Number of inquiries/consultations about benefits.

Number of benefit claims issues.

C. Promote positive employer/employee relations.

OUTCOME INDICATORS:

Number of participants attending/participating in recognition programs.

Number of grievances processed.

Number of policies written or revised.

Number of consultations with managers and employees on employee relations issues.

Number of participants in semi-annual blood drives.

6.2 Provide opportunities for employees to develop the technical, analytical, and decision making skills necessary to best serve their customers.

OBJECTIVE

A. Provide training opportunities.

OUTCOME INDICATORS:

Number and type of training opportunities.

Number of participants as a percentage who rated development training as effective/beneficial.

6.3 Provide a recruitment program that supports the County's operational needs and commitment to diversity.

OBJECTIVES

A. Refer applicants in a timely manner.

OUTCOME INDICATOR:

Average working days for applicant referrals.

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B. Recruit a diverse workforce representative of the labor force of the community we serve.

OUTCOME INDICATOR:

Total number of vacancies.

Number of web site hits.

Responses to Jobline.

Applications received (% minority, % female).

Number of job fairs participated in.

The County Management Team is in the process of further reviewing and refining the Strategic Plan as presented here.

Basis of Budgeting

Wake County 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 three broad fund types and six generic fund categories:

GOVERNMENTAL FUND TYPES

General Fund - The general fund is the general 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 federal and State grants. The primary expenditures are for education, human resources, public safety, environmental, cultural and recreational and general governmental services.

The general fund is first subdivided into functional areas (ex: general government or public safety) and then further divided into individual departments or divisions (ex: finance department or fire/rescue division). Each departmental section provides background information on the service orientation; including a description of all the program areas that department is responsible for, a description of the department's main service objectives, performance measures and progress, key issues for the next fiscal year, and highlights of the current fiscal year. The department's budget is presented in the following format:

Budget Summary	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services				
Operating Expenses				
Capital Outlay				
Expenditure Totals	\$0	\$0	\$0	\$0
Intergovernmental Revenue				
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0
Position Count				
	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	0.00	0.00	0.00	0.00

In this budget, capital outlay refers to vehicles, equipment, improvements, software, and furniture purchased by the county that cost less than \$100,000 and have an expected life of more than one year. Items in excess of \$100,000 with a useful life of more than 10 years are included in the County's capital improvement program.

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 eight special revenue funds: the Sewer Districts Fund, the Employment and Training Fund, the Special Tax Districts Fund, the Revaluation Reserve Fund, the Com-

Basis of Budgeting

munity Development Fund, the Farmland Preservation Fund, the Federal Emergency Management Act (FEMA) Fund, and the 911 Special Revenue Fund. The 911 Special Revenue Fund was established pursuant to State law [G.S. 159-26(b)(2)], which mandates that 911 revenues and expenditures be accounted for in a special revenue fund.

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 (other than those financed by proprietary funds, certain special assessments, or trust funds). The County has four capital project funds within the governmental fund types: the Capital Improvements Fund, the School Capital Project Fund, the Water, Wastewater, and Flood Control Capital Project Fund and the State School Bond Fund. The State School Bond Fund was established during to account for capital outlay expenditures for schools that are funded by State bonds issued in 1997.

PROPRIETARY FUND TYPES

Enterprise Funds - The enterprise funds are used to account for operations (a) 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; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The County has one enterprise fund: the Solid Waste Fund. The Solid Waste Construction Fund is consolidated with the Solid Waste Fund for financial reporting purposes.

Internal Service Fund - The County has one internal service fund, the Risk Management Fund, which accounts for the insurance needs (both purchased insurance and self-retained risks) of all County departments.

FIDUCIARY FUND TYPES

Pension Trust Fund - The Pension Trust Fund accounts for the Law Enforcement Officers' Special Separation Allowance enacted by State legislature.

Expendable Trust Fund - The Major Facilities Fund is used to account for assets held in accordance with an interlocal agreement between the County and the City of Raleigh for the construction of certain major facilities.

Agency Funds - Agency funds are used to account for assets held by the county as an agent for individuals, private organizations, other governments, and/or other funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The County maintains three agency funds: the Municipal Tax Fund, which collects and disburses the taxes for municipalities in the County; the Human Services Fund, which accounts for moneys deposited with county departments for the benefit of certain individuals; and the Fines and Forfeitures Fund, which accounts for moneys received from the Court System for disbursement to the Wake County Public School System.

Basis of Budgeting

FUND ACCOUNTING

The accounts of the County 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.

BASIS OF ACCOUNTING

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

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 unmatured principal and interest on general long-term debt, which are recognized when due).

The governmental funds, the expendable trust fund, and agency funds are also presented on a modified accrual basis in the combined financial statements in the Comprehensive Annual Financial Report (CAFR). 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.

Those revenues susceptible to accrual are sales taxes collected and held by the State at year-end on behalf of the county and investment earnings. Intangibles tax and sales and services are not susceptible to accrual because generally they are either not available or not measurable until received in cash.

BUDGETARY CONTROL & AMENDMENTS

In compliance with the North Carolina Local Government Budget and Fiscal Control Act, the Board of County Commissioners adopts an annual 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 and pension trust funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (Sewer Districts, Employment and Training, Community Development, Farmland Preservation, 911 Special Revenue Fund, and FEMA 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.

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 County Commissioners, except for certain transfers from the Risk Management Internal Service Fund. Revisions that alter the total appropriations of any fund must be approved by the Board of County Commissioners. Annual appropriations lapse at the end of the budget year.

Basis of Budgeting

As required by North Carolina statutes, the county maintains encumbrance accounts under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in the governmental funds in order to reserve that portion of the applicable appropriation. Encumbrances outstanding at year-end represent the estimated amounts for the expenditures ultimately to result if unperformed contracts in process at year-end are completed.

Encumbrances are recognized during the year, but outstanding encumbrances at the end of the year do not constitute expenditures and are either charged to an appropriation in the following year or the contractual commitment is canceled. These encumbrances are reported as reservations of fund balance since the commitments will be honored through subsequent years' budget appropriations.

Glossary of Budget Terms

Allocate:

To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.

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.

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.

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 which 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. It is legally required to have a balanced budget in North Carolina.

Bond:

A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue:

The sale of government bonds as a means of borrowing money.

Bond Rating:

A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher 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.

Glossary of Budget Terms

Budget Message:

A written overview of the proposed budget from the county manager to the Board of Commissioners which discusses the major budget items and the county's present and future financial condition.

Capital Budget:

A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than 10 years.

Capital Improvement Program:

A long-range plan 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 which cost 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 in which revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

Character of Expenditure:

The broadest classification of expenditures used to describe the nature of goods and services purchased, such as operating expenses.

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.

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.

Deficit:

An excess of expenditures over revenues or expense over income.

Efficiency measure:

Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of 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 (ex: Solid Waste Fund).

Glossary of Budget Terms

Expenditure:

The costs of a program or capital project.

Fiscal Year:

A 12-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, 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:

Money which remains unspent after all budgeted expenditures have been made.

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.

Grants:

A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (ex: van purchases for transportation program).

Indirect Costs:

The component of the total cost for a service which is provided by another department or division (ex: auditing).

Intergovernmental Revenues:

Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

Internal service Fund:

A fund which accounts for the provision of services to county departments by other county departments on a cost reimbursement basis.

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.

Glossary of Budget Terms

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.

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 which 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.

Outcome measure:

Measurement used to determine the extent to which the intended purpose of a program is achieved.

Performance Measure:

A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

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.

Personal Services:

Expenditures for salaries and fringe benefits.

Property Tax Rate:

The rate at which property in the County is taxed to produce revenues sufficient to cover necessary government activities.

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.

Glossary of Budget Terms

Reserve:

An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue:

All funds that the county government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

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 (ex: 911 Fund).

Subobject of Expenditure:

The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

Transfer in/out:

Shifting money between different funds.

Trend:

A pattern that emerges from multiple years of data.

User Fee:

A charge assessed each time a customer uses a county service for which fees are charged.

Workload indicator:

Measurement used to reflect the quantity of services or effort.