



Recommended Operating
and
Capital Improvement Budgets

For the Fiscal Year July 1, 2005 through June 30, 2006

Wake County, North Carolina
Annual Recommended Budget
for Fiscal Year 2006

Board of County Commissioners



Tony Gurley
Vice Chair



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Chairman



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County Attorney: Michael Ferrell

Clerk to the Board: Gwen Reynolds

Deputy County Manager: Joseph K. Durham

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GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

2006 Fiscal Year Recommended Budget

PRIORITIES PARTNERSHIPS PROGRESS



May 16, 2005

Wake County Board of Commissioners:

Each year, the County Manager has the responsibility, and the privilege, of presenting a balanced budget to the Board of Commissioners and the citizens for their consideration. I am pleased to recommend the FY 2006 Wake County Budget for several reasons—its solid fiscal foundation; the coordinated work of County Commissioners, County staff and our many community partners; and our relentless focus on balancing the most important issues as our community grows daily and progresses into the future.

In short, the FY 2006 Recommended Budget reflects Wake County's attention to priorities, partnerships and progress.

In many ways, FY 2005 has been a very good year for Wake County. Our economy has been rebounding. Our tax base has grown along with the population and development. We will meet our budget goals for FY 2005 and have placed ourselves in a strong financial position for our future. And next year, County revenues will increase by \$46.7 million without a tax increase.

At the same time, it is important not to underestimate the demands of population growth and development in Wake County: Sixty-two new people every day; 4,000 to 5,000 new school students every year; and 27 acres of land converted from a natural state to a human-built environment every 24 hours. This growth stretches our infrastructure and our ability to meet the needs of all citizens.

In December 2004, the Commissioners set a number of goals for the year. We are progressing on these fronts, including the Little River Reservoir and open space preservation, mental health reform, an inpatient psychiatric facility and solid waste disposal. In pursuing these

goals, we have engaged our municipalities and community organizations. Perhaps most noteworthy, the Commissioners and the Board of Education are holding joint work sessions to fully understand the issues facing the Wake County Public School System, as well as the options that are available to meet the School System's capital needs.

The demands for funding continue to exceed the available resources, and while we have \$46.7 million in new revenues, there are more than \$25 million in requests that this budget was unable to fund. We must continue to take a long-term view and emphasize setting priorities and developing effective partnerships – this will ensure continued progress for all Wake County citizens.

The recommended Fiscal Year 2006 budget:

- Totals \$805.9 million, a 6.2% increase over the current FY 2005 budget of \$759.2 million. The recommended budget sets a foundation for steady growth and balanced budgets.
- Maintains the existing property tax rate of 60.4 cents per \$100 of valuation.
- Provides additional funds to the Wake County Public Schools, Wake Technical Community College, Human Services and Public Safety.
- Recommends 198 new positions, of which 146 are necessary to operate new facilities, including the Hammond Road Detention Center and new libraries.

Revenues

An overall increase of \$46.7 million is evidence of strong revenue growth. This increase is largely due to the property and sales taxes that account for 72.2% of the General Fund revenues. Growth in these two areas added \$38.1 million of new revenues to the recommended budget. A brief discussion of the major revenue sources follows.

Revenue Growth	
Property Taxes	\$17.8 million
Sales Taxes	20.3 million
Human Services	10.5 million
All Other Areas	-1.9 million
Total	\$46.7 million

Property Taxes

The \$17.8 million increase in property tax revenue is due to new property valuations, given no rate increase. This increase represents a growth of 4.2% over the current budget. The growth in real property has remained steady with a \$3 billion increase in valuation over 2005 and accounts for \$15 million of the revenue increase. The remaining \$2.8 million in new revenue is from increased personal property and vehicle valuation.

Sales Taxes

Sales tax is the County's second largest revenue source and is affected closely by national and regional economies. As the nation has bounced back from recent recessions, the increase in sales tax revenue is a local indicator of strong economic recovery. The sales tax projections for FY 2005 will exceed budget by \$13 million and with growth projected at 5.4% in FY 2006, total sales tax dollars are estimated to reach \$137.8 million.

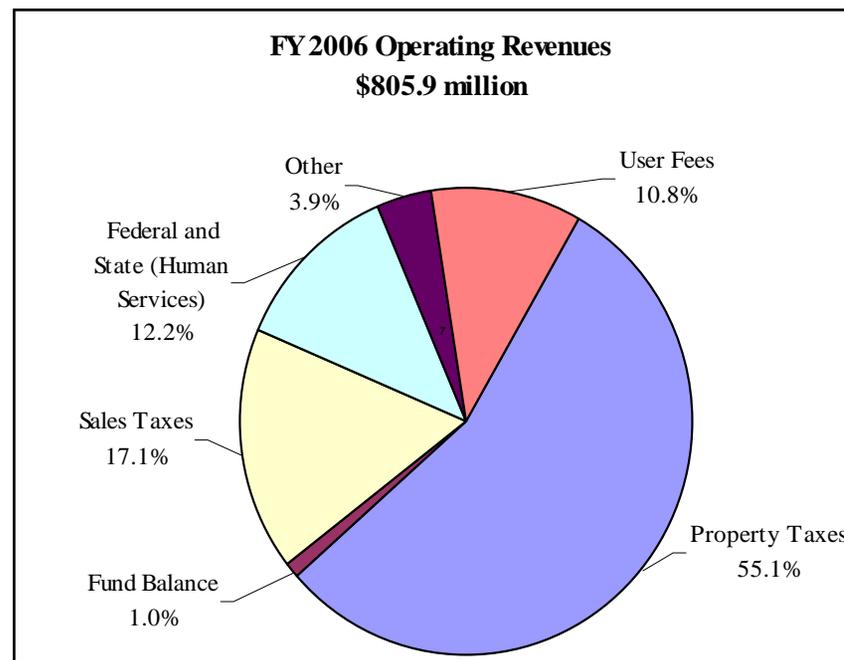
Human Services

Revenue growth due to Human Services activities will add an additional \$10.5 million to the County. Medicaid reimbursements continue

to grow as they have in the past four years. The increase is due to higher levels of contracted activity, specifically in the areas of child mental health and developmental disabilities.

Other Revenue

In all other areas, revenue will decrease by \$1.9 million. Federal, State, and local revenues (grants) not related to Human Services will decrease by \$3.8 million. Revenues from licenses, permits and fees, however, will grow by roughly \$2.0 million.



Expenditures

The first priority when determining the recommended expenditures was to comply with our adopted funding policies and honor prior commitments. The remaining allocation of expenditures is in high priority areas of Education, Human Services and Public Safety while remaining fiscally responsible.

Expenditure Growth	
Transfers to Capital and Debt Funds	\$ 5.9 million
Opening New Facilities	5.1 million
Wake County Schools	12.3 million
Wake Tech Community College	1.3 million
Human Services (net of \$10.5 million in new revenues)	4.6 million
Salaries and Benefit Increases	5.8 million
Transfer to Risk Management	2.1 million
All Other County Expenditures	-0.9 million
Total	\$ 36.2 million

The Board of Commissioners has established that 16.5 cents of the property tax rate is dedicated to capital. The transfer of \$5.9 million to the Capital and Debt Service Funds captures the growth in property tax revenue that will fund debt service on outstanding bond issues and provide cash funding for the County's Capital Improvement Plan (CIP).

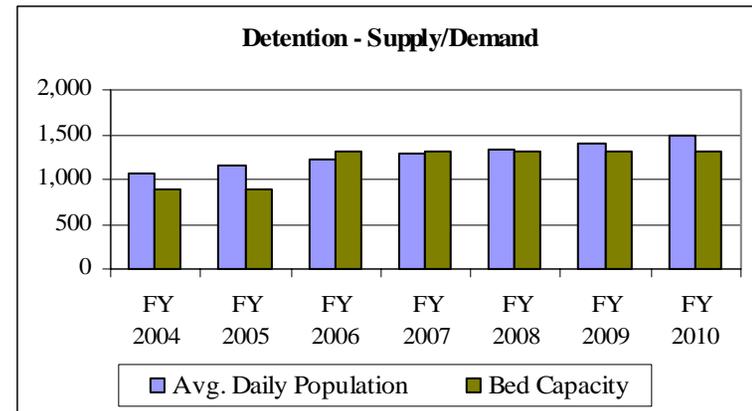
Opening New Facilities

A major cost driver for Wake County is opening new facilities. In the next year, Wake County will open and operate several new facilities, including a detention center, libraries and a park. In addition to these sites, the County will pay for facility costs of a new Public Defender's Office and renovations to the Courthouse and County Office Building.

Hammond Road Annex 1B

The recommended budget for the Sheriff's Office is \$3.7 million

(8.1%) higher than the current budget. A new detention facility on Hammond Road, known as Phase 1B, is driving this growth. The facility is slated to open in March of 2006 and will house an additional 416 inmates. The partial year impact on the budget is \$3 million.



The full year impact to be felt in FY 2007 is \$6.6 million. The expansion of services will allow the Sheriff to deal with a constantly increasing demand for detention space. The new facility will add 112 positions to the Sheriff's staff. Included in this number are seven new medical positions to meet the increased demand and complexity for medical services in the jails. The additional medical staff will help control the rapidly increasing costs of medical care that the jails have experienced in the past two years. In that vein, the Sheriff's Office will add seven additional medical positions in existing facilities, which will help reduce reliance on outside medical professionals and reduce hospitalization.

Libraries

The Library Master Plan developed in conjunction with the Library Commission calls for two new libraries and one expanded library to open in 2006. Cameron Village Library will expand by 8,000 square feet and is projected to open in January 2006. The additional positions needed to staff this branch were added in the current fiscal year to provide adequate time for recruiting and training.

The recommended budget also provides funds to open West Regional Library, a 30,000 square foot facility located in west Cary. This library will open in Spring 2006 and will serve citizens in the steadily growing western portion of the County.

The budget includes new staff for the future Holly Springs Community Library. This library will share a facility with the Town of Holly Springs—a new cultural arts center. Although the library will not open until Fall 2006, the budget includes three new staff members to begin the detailed planning for the library collection and operations.

New or Expanded Libraries	Projected Opening Date	New Square Footage	New Positions
Cameron Village Expansion	January 2006	8,000	None
West Regional Library	Spring 2006	30,000	25.0
Holly Springs Library	Fall 2006	8,000	3.0

Other Facility Openings and Space Needs

- **Parks:** This coming year will see the official opening of Historic Yates Mill County park, a 550 acre historical and environmental park, whose centerpiece is Yates Mill – Wake County’s last remaining gristmill. The Park includes a 16,000 square feet education and research center.
- **Public Defender’s Office:** Wake County will provide 10,000 square feet of space for the new Public Defender and a staff of 35 attorneys and support positions.
- **Wake County Public School System:** The school system will open 395,000 square feet of new space. The majority of this space is in three modular school campuses that address school capacity.
- **Wake County Courthouse and Office Building:** Child Support Enforcement and other court staff will be relocated from the Courthouse to the Office Building to facilitate the Courthouse renovation. This will require the preparation of 25,000 additional square feet.
- **Revenue Department:** Next year, The County will accommodate

35 additional staff to support the revaluation of the property tax base in 2008.

With the additional facilities brought online in 2006, total square footage of County facilities will be 3.437 million feet, an increase of 16% since 2001.

Education

Wake County Public Schools

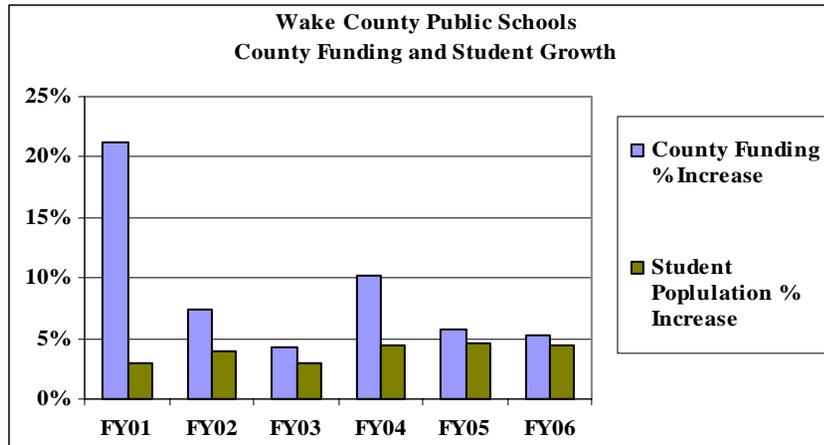
As the County’s population continues to grow at approximately 62 new people per day, the school system is affected by this same growth. The Wake County Public Schools System (WCPSS) Board of Education’s *Plan for Student Success* for FY 2006 is built on a student population estimate of 119,127, a 4.4% growth over the 114,068 students in Fall 2005. The increasing number of students has presented challenges not only to the School’s operating budget, but also to its Plan 2004 school construction plan.

Public Schools Funding	
FY 2005	FY 2006
\$236.4 m	\$248.7m
5.2 % Increase	

For operating needs, the Board of Education requests total funding from the County of \$265.8 million, a \$29.3 million, 12.4% increase. The County’s per pupil funding for FY 2005 is \$2,005 per student (including charter schools for which the County is responsible). The FY 2006 Recommended Budget continues funding at \$2,005 per student, based on an estimated student population of 123,362 (119,127 WCPSS and 4,235 charter students), plus funding for opening new facilities. This brings the total funding in FY 2006 to \$248.7 million, an increase of \$12.3 million or 5.2%.

In addition to direct operating budget support, the debt service related to school construction funded by the County will increase 2.2% (\$2.35 million) to a total of \$107 million.

With the recommended budget for FY 2006, County funding will have increased by an average of 9% over the past six years, while student population growth has averaged less than 4%.



Wake Technical Community College

In November 2005, the voters overwhelmingly approved a \$40 million bond referendum to support the facilities needed by the college to offer its classes and programs. The recommended FY 2006 Capital Improvement Plan allocates \$6.8 million of these bonds. Included in this amount are funds for developing a ten-year master plan for all of Wake Tech’s facilities, for the design and acquisition of a new Public Safety Training Center that will consolidate training currently delivered at 37 different locations to more than 30,000 annual course attendees, and for the New North Campus development.

Community College Funding	
FY 2005	FY 2006
\$11.5 m	\$12.8 m
11.1 % Increase	

In FY 2005, the County reversed a level-funding trend to Wake Tech with a 33.7% increase. The FY 2006 request from the College’s Board of Trustees is \$16.3 million, a 41% increase over FY 2005 funding of \$11.5 million. While this budget recommendation is not able to accommodate the full request, a funding increase of \$1.27 million (11.1 %) is proposed for: salary and benefit increases on the 85.2 FTEs currently funded by the County (\$244,000); a \$280,000 increase to fund plan operations and maintenance costs associated with opening new facilities

and rising utility costs; and an increase of \$750,000 in capital funding to accommodate technology and facility priorities identified by the College.

Maintaining Service Levels: Budget Highlights for Other Departments

In the past five years, the County’s population has grown by over 120,000, leading to increased demand for services. The Recommended Budget adds resources in County departments to keep up with growing demands.

Human Services

The recommended Human Services budget is \$15.1 million greater than the current FY 2005 budget. The spending increase, however, is offset by a revenue increase of \$10.5 million. The department’s increasing cost structure is due mainly to contracts for Medicaid reimbursable services, an \$11.7 million increase.

Human Services	
FY 2005	FY 2006
\$220.7 m	\$ 2 3 5 . 8 m
6.8 % Increase	

Also increasing is the County’s match of the total cost of providing services to Medicaid-eligible citizens throughout the County. The County’s liability in this area is projected to increase by \$3.75 million over the amount appropriated for FY 2005. Also, the impact of 27.8 new FTEs increases the budget by \$1 million next year. The additional staff is necessary to maintain service levels in:

- Child Protective Services: 14 FTEs to keep up with investigations and treatment;
- Communicable Diseases: 4 FTEs to address increased cases of tuberculosis and HIV and other sexually transmitted diseases;
- School Health: 4.3 FTEs to provide nurses, keeping up with increased school enrollment; and
- Family and Youth Medicaid, and Food Assistance: 5.5 FTEs to improve program access to eligible citizens.

Public Safety

The FY 2006 Recommended Budget heavily emphasizes public safety and the criminal justice system by maintaining service levels in the area of emergency medical services, fire protection, law enforcement and inmate detention.

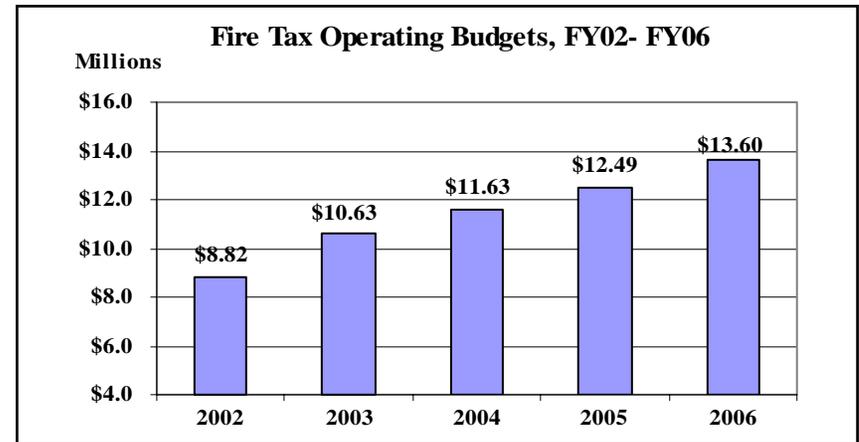
Emergency Medical Services

By using current resources more effectively, and with some additional funding, emergency medical services (EMS) will improve pre-hospital medical care to Wake County citizens. On the recommendation of the EMS Deployment Subcommittee, the budget funds new ambulance units in North Raleigh (the Durant Road service area) and Garner. Current resources will be realigned to better meet service demands in the areas of Brier Creek, downtown Raleigh and Garner. This budget also supports the merger of three EMS squads—Knightdale, Wendell and Zebulon—into a single entity, "Eastern Wake EMS." This will result in more efficient delivery of quality service. Additionally, the budget funds new technologies and equipment, including improvements to computer-assisted dispatch, and a more effective fluid-infusion capability for major trauma patients.

Fire Protection

The Fire Commission, which makes recommendations relating to fire service in the Fire Tax District, unanimously recommends a FY 2006 operating budget that is consistent with the Long Range Plan adopted by the Commissioners in February 2005. Two Fire Commission committees worked jointly to develop the proposal. The committees include several Fire Chiefs, Fire Commission members, and County staff. The Fire Commission's budget completes implementation of the compensation study, does not use fund balance for recurring operating costs, and funds additional staff without a tax increase. Specifically, the budget reduces ongoing capital funding in order to provide 16 new fire-fighters, and additional volunteer compensation, in seven departments. Two municipal departments, Apex and Zebulon, will leverage County investments with new town-funded staff. In addition to new staff, the Fire Tax budget increases funding for turnout gear replacement, and provides for small equipment needs. The reduction in capital funding

will not affect apparatus replacement, but reduces capacity for new projects in the fire capital plan.



Sheriff's Office

In addition to the increases mentioned as part of opening new facilities, the Sheriff will add two County school resource officers in two middle schools: Moore Square Magnet Middle School and Heritage Middle School.

Sheriff's Office Funding	
FY 2005	FY 2006
\$45.3 m	\$49.0 m
8.1 % Increase	

Other increases in the Sheriff's budget include the purchase of 17 vehicles. Ten of these are the second part of a three-year phase-in to provide Courthouse based deputies with vehicles. Five are reserved for deputies whose cars are being serviced, and the last two are for the new school resource officers.

Other County Departments

In addition, the budget funds additional resources for these County departments:

- Environmental Services: Two registered sanitarians to inspect

restaurants and an environmental health specialist to inspect wells, migrant labor camps and mobile home parks;

- **Community Services:** A cost-neutral, half-time position to produce informational brochures and other materials about our Parks system;
- **General Services Administration:** Four cost-neutral positions to support increasing maintenance workload;
- **County Attorney:** A part-time attorney to address increasing volume in juvenile cases;
- **County Manager:** One position to support intergovernmental policy issues with municipalities and the school system, as well as the County's State and Federal legislative agenda;
- **Board of Elections:** Additional 1.4 cost-neutral FTEs to assist with recruiting and training the County's 2,000 precinct officials and continue to insure fair, accessible and accurate elections;
- **Finance:** A cost-neutral part-time position to assist with contracts management; and
- **Information Services:** Two helpdesk technicians to meet increasing demand and an IT engineer to improve network security.

Public Agencies and Memberships

The budget includes various expenditures that are not directly related to services provided by County departments. These include the County's assistance to community agencies and not-for-profit organizations, and the County's membership in regional and national organizations. Recommended funding for public agencies and memberships totals \$2.4 million. The recommended budget is summarized in the following table:

The Healing Place for Women

The recommended budget includes \$125,000 in operating support for the Healing Place, which plans to open a facility for women in December 2005. The Healing Place of Wake County is a non-profit rescue and rehabilitation organization that offers free, long-term, peer-run, 12-step-based residential recovery programs for homeless adults with alco-

hol and drug addictions. The new facility for women will also offer living space for women with dependent children, allowing mothers to go through the recovery program while maintaining custody of their children.

Exploris

Funding for Exploris has been reduced from \$1.355 million to \$1 million. Of that appropriation, \$500,000 will be held in reserve pending a report from the new leadership at Exploris on progress of meeting stated objectives: retiring debt, diversifying public support, increasing fund raising activities to secure new special exhibits and to replace / update existing exhibits.

Agency or Organization	FY 2005	FY 2006	FY 2006
	Funding	Requested	Adopted
Public Agencies:			
The Healing Place of Wake County	\$ 242,750	300,000	242,750
The Healing Place for Women	0	150,000	125,000
Wake County United Arts Council	301,000	421,000	301,000
North Carolina Symphony	34,000	34,000	34,000
Exploris Operation Contribution	1,355,000	1,300,000	500,000
Reserve for Exploris	0	0	500,000
Operating Support for Soccer Center	150,000	150,000	150,000
Mid-Eastern Athletic Conference	0	120,000	120,000
Women's Commission of Wake County	12,500	12,500	12,500
Subtotal: Public Agencies	2,095,250	2,487,500	1,985,250
Memberships	327,653	433,683	433,683
Total	\$ 2,422,903	2,921,183	2,418,933

Employee Pay and Benefits

The County is able to provide excellent, customer-valued services because of the hard work and dedication of roughly 3,500 employees. Our pay system awards salary increases based strictly on performance within market-competitive pay ranges. The recommended pay-for-performance budget for FY 2006 is 4%.

The County provides a comprehensive program of benefits to employees, including a 5% contribution to a 401(k) savings plan, participation in the state retirement system, County-paid life insurance and long-term disability, and recently enhanced optional life insurance and short-term disability programs. All these benefits will remain unchanged in fiscal year 2006. Two other major benefits: health and dental insurance will experience some changes for the upcoming year due to the rising cost of health care and increased utilization by our employees.

For dental insurance, the County will fund the increased cost of \$1.20 per month for employee only subscribers at an annual cost of \$47,000 with minimal increases in dependent coverage.

With respect to health insurance, the County will continue to offer two plans. Only one change will be made to plan benefits and this will be in the area of prescription co-pays. Drug costs represent approximately 20% of total claims cost. To better manage costs the Tier Two drug co-pay will increase from \$25 to \$30 per prescription. Also, the contributions paid by the County and the employee will be revised to reflect an increase of 15% over FY05 projected claims. The County's share of health insurance will increase by 10% or \$2.3 million and will continue to cover 100% of the employee-only level in the Base Plan.

The Premium Plan was established in 2003 and provides greater benefits than the Base Plan. After two years of experience with this plan, it is necessary to re-price the plan as claims costs are significantly exceeding the health insurance contributions. The cost of employee-only coverage in the Premium Plan will increase from \$26 to \$52 per month. While this increase is large, it is in line with the benefits being received by employees choosing this level of coverage.

Balancing rising health care costs between the County and the employee will continue to be a challenge well into the future and will require a long-term strategic approach in a rapidly-changing and somewhat unpredictable environment. The first step in this strategy is the decision to become self-insured for health care, effective FY 2006. The County is currently self-insured for dental and workers compensation. Over the next year, a major priority is to fully develop a long-term strategy regarding the County's health care needs and I will ask employees and retirees to actively participate in this effort to both gain an understanding of the problem and provide input into the solution.

Capital Improvement Plan

The FY 2006-2012 Capital Improvement Plan (CIP) totals \$1.44 billion, with FY 2006 accounting for \$284 million of those expenditures. This seven-year plan invests heavily in education, for both the Wake County Public School System and Wake Technical Community College. The recommended CIP is based on and reflects the priorities of the 2005-2011 Plan. Changes have been made to update timing and cost estimates and to add some new and previously identified projects that align with the County's priorities. The sections below highlight the major changes to this year's Capital Plan.

Plan Highlights

Wake County Public School System

The Commissioners' top goal for 2005 is to work with the school board to develop strategies and an action plan to meet school capital needs over the next four to seven years. To that end, in January, the Commissioners agreed to fully fund the Schools \$550 million Plan 2004 as well as up to \$14.4 million for mobile / modular solutions needed to meet the current challenges that growth presents. These strategies to accomplish the funding include:

- WCPSS continuing to identify savings in Plan 2000 and Phase IIIB;
- Accelerating schools capital fund balance appropriation;
- Issuing \$41 million in two-thirds capacity debt; and
- Utilizing commercial paper to generate short-range debt capacity.

In addition to these strategies, the Capital Improvement Plan proposes an additional \$525 million in additional bond funding for school construction in years 2008 to 2010. The Boards have agreed to a November 2006 referendum to seek approval from the voters to fund the next phase of the schools' capital program.

Inpatient Psychiatric Hospital

Aside from investments in education, the Recommended Budget also provides funding towards an Inpatient Psychiatric Hospital. The Board of Commissioners has dedicated itself to working with partners to develop local psychiatric crisis inpatient beds. As a result of the state's plan for mental health reform, Dorothea Dix is scheduled to close in 2007. The County has developed and is pursuing a multi-faceted strategy to address local inpatient psychiatric needs and to build a continuum of community-based services. We believe that Wake County residents who need short-term, inpatient psychiatric care should have access to that care in their home community. To this end, the budget includes \$10 million towards the development of a 60-bed local inpatient psychiatric unit in collaboration with our community partners. The size of this proposed unit assumes adequate community-based alternatives to hospitalization, hospital diversion and discharge planning services.

Criminal Justice

The Board has also committed to developing a long-term plan for our Courthouse and judicial facilities needs. The recommended budget funds the completion of the new Hammond Road Detention Complex. The new phase will provide an additional 416 inmate beds and will be ready for occupancy next Spring. The plan also provides funds to continue renovating the Courthouse and partial funding for a proposed new criminal courts complex. The long-term plan is that the judiciary will

operate from two facilities: the existing Courthouse and a new Justice Center, both in downtown Raleigh. Finally, the Recommended Budget for Criminal Justice also funds needed improvements in detention security at existing facilities, including maximum security doors for inmate cells and Cameras on the five Public Safety Center housing floors to monitor detainee activity.

Other Capital Elements

The Recommended Budget includes an additional \$450,000 over three years for improvements and maintenance at County Parks and \$3 million in Automation funds for major system replacement (s).

The remaining changes to the Capital Improvement Plan are in the area of Public Safety. The Recommended Budget funds the relocation of generators to newly located emergency shelters at Public School sites. It provides planning funds for the Sheriff's Training Facility, currently located at the former Mt. Auburn School site in Garner. Funds will allow a comprehensive assessment the potential for renovating the current location or for building a new facility. Additionally, the budget includes capital funds for EMS facility improvements in the Knightdale area at one of three location alternatives.

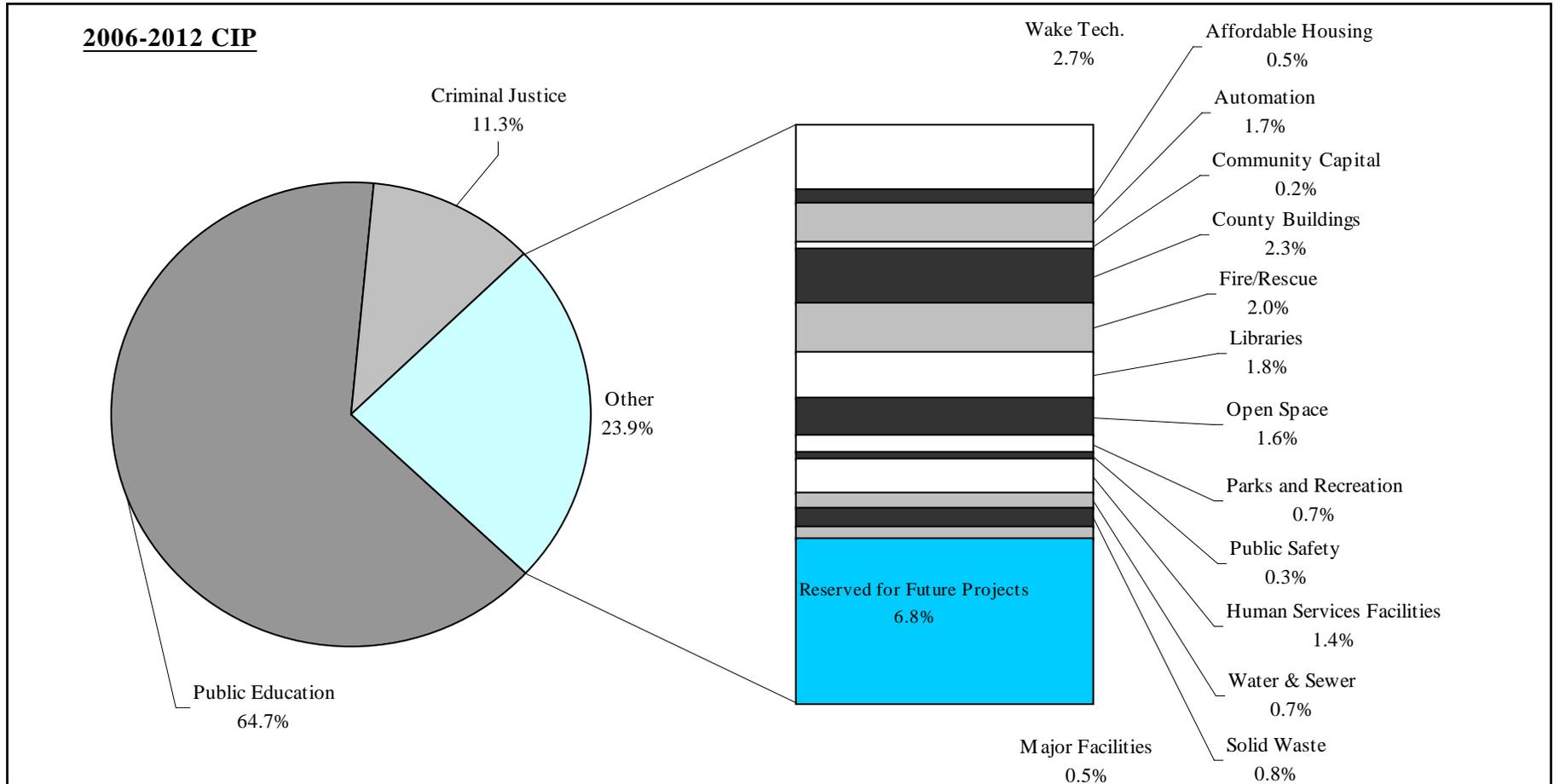
CIP Affordability

We will be able to fund all these projects while still meeting our financial goals. We are proud that we have been able to maintain the highest bond rating from all three rating agencies, and the Recommended Budget supports our commitment to responsible financial management.

- Debt funding comprises 80% of the total plan funding, while cash and other sources comprise the remaining 20%. A proper balance of debt and cash funding provides the County flexibility to address unanticipated needs and adjust the capital plan as new projects are identified. The cash component of the capital program significantly contributes to the County's financial integrity.
- Part of the debt financing included in this budget assumes that we will hold bond referenda next fall to support public schools. Because the County maintains the highest credit rating, General Obligation

gation bonds remain the most inexpensive form of debt financing for our citizens. Bond funding also allows the County to spread the cost of capital projects over time, so that both current and future citizens have a share in paying for these facilities that will serve us long into the future.

- We have committed to maintaining a debt service fund balance that is no less than 19% of the future year's debt service payments. The recommended budget achieves this measure of fiscal health.



Priorities, Partnerships, Progress

As with all budgets, the FY 2006 Recommended Budget reflects the County's priorities in the next fiscal year and beyond. Next year, Wake County will collect \$46.7 million in new revenue without a tax increase. Of this amount, 32% will go to Human Services, 29% will go to education, 11% to opening new facilities, and the remainder will go to maintaining service levels provided by other County departments.

Long-term planning is a fundamental activity for a financially healthy organization. Significant growth in revenue has helped put Wake County in a strong financial position, but it is long-term planning that allows us to take full advantage of these resources and use taxpayer dollars efficiently. A prime example of the need for long-term planning is the new facilities opening next year. The new detention center on Hammond Road, new libraries and other facilities will cost \$5.1 million in FY 2006. The full cost of these facilities, however, will not be felt until FY 2007 when full-year operations will cost roughly \$9.8 million. An updated operating and capital financial planning model is included in the budget document for your review.

Our long-term approach to financial planning will continue. In the next year, County staff working with the Board of Commissioners will address several strategies for maintaining the County's strong financial condition. These include:

- Prioritize roughly 250 services on a countywide basis; this will facilitate short-term and long-term budget decisions.
- Develop a long-term plan for employee health coverage and analyze its impact on the County's Risk Management Fund.
- Continue to analyze the impact of changes in the mental health system.
- Analyze the cost-effectiveness and community value of such detention alternative programs as Pre-Trial Release; Free the People, and Electronic Monitoring.
- Partner with the school system to develop the next phase of the schools' capital plan.

Evaluate capital budget scenarios, including future property tax rate

increases, to meet expected infrastructure needs for schools, courtrooms and jails, Wake Technical Community College, Open Space, Parks and Libraries.

By progressing in these and other service areas, Wake County will continue to be recognized nationally as a great place to live, work, conduct business, earn an education and enjoy a high quality of life. The many challenges related to rapid growth will not go away, but by setting priorities and building partnerships, we will make significant progress toward our goals.

Respectfully submitted,



David C. Cooke
County Manager

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ADOPTION OF FISCAL YEAR 2006 OPERATING AND CAPITAL BUDGETS

Agenda Item Title:

Adoption of Fiscal Year 2006 Operating and Capital Budgets

Specific Action Requested:

That the Board of Commissioners adopts the FY 2006 budget ordinances

Item Summary:

On May 16, 2005, the County Manager presented a recommended fiscal year 2006 General Fund budget totaling \$805,939,000, and budgets for other capital and operating funds.

On June 6, 2005, the Board of Commissioners held a public hearing and on June 13, 2005, the Board of Commissioners conducted a budget work session.

At the budget work session, the Board of Commissioners amended the recommended budget as follows:

- Decrease recommended appropriation to Wake County Public School System by \$ 3,300,000 and hold this amount in reserve.
- Increase appropriation to Wake County Public School System by \$ 2,857,000.
- Adjust the appropriation for the Mid-Eastern Athletic Conference tournament to \$200,000.

The attachments include all ordinances to implement the fiscal year 2005 operating and capital budgets as amended on June 13, 2005. The totals of each fund are:

Fund	Amount
General Fund	\$ 808,796,000
Debt Service	123,826,000
Revaluation Reserve	1,045,262
911 Fund	1,232,400
Risk Management	26,958,800
Solid Waste Management	21,085,249
Fire Tax District Fund	17,603,178
Major Facilities Fund	24,929,000
Affordable Housing Fund	3,883,463
Capital Improvement Fund	125,582,481

FISCAL YEAR 2006 BUDGET ORDINANCE

Operating Budget Ordinance for Fiscal Year 2006

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, 2005 and ending June 30, 2006:

General Government

Board of Commissioners	\$ 458,294
County Manager	1,162,850
County Attorney	1,091,318
Board of Elections	2,508,245
Budget & Management Services	548,776
Facilities Design & Construction	941,680
Finance	2,341,949
General Services Administration	22,905,530
Human Resources	1,470,492
Information Services	8,242,404
Planning	1,443,841
Register of Deeds	2,800,313
Revenue	4,460,604
Community Services	20,057,146
Environmental Services	8,101,201
Human Services	235,807,941
Public Safety	28,219,800
Education:	
Wake County Public Schools:	
Current Expense	245,139,744
Capital Outlay	<u>3,128,256</u>
Total	248,268,000
Community Use of Schools	410,000

Wake Technical Community College:	
Current Expense	11,613,000
Capital Outlay	1,161,000
Sheriff	48,991,816
Non-Departmental:	
Medical Examiner	200,000
Membership Agencies	433,683
Public Agencies	2,065,250
Non-Departmental Services	793,291
Reserve for Salary and Benefit Increases	5,864,576
Reserve for Future Appropriations	3,300,000
Transfers:	
Transfer to Capital Projects Fund	24,517,000
Transfer to Debt Service Fund	114,008,000
Transfer to Revaluation Reserve	975,000
Transfer to Risk Management	3,133,000
Contingency	<u>500,000</u>
Total General Fund Appropriation	\$ 808,796,000

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Ad Valorem Taxes	\$ 443,670,000
Sales Tax	137,811,000
Tax Penalties and Interest	1,375,000
Lease/Rental Vehicle Tax	2,200,000
Payment in Lieu of Taxes	1,148,000
Real Property Transfer (Excise) Tax	8,500,000

FISCAL YEAR 2006 BUDGET ORDINANCE

Other Taxes	1,250,000
Federal Shared Revenues	13,318,274
State Shared Revenues	93,023,451
Local Shared Revenues	3,165,299
Licenses and Permits	3,955,409
Charges for Services	86,779,461
Investment Earnings	77,210
Miscellaneous	560,613
Transfers from Other Funds	1,022,870
Appropriation Fund Balance	<u>10,939,413</u>
 Total General Fund Revenue	 808,796,000

Thirty percent (30%) of the proceeds from the local half-cent sales and use tax authorized 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 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 Debt Service Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006 for the purpose of paying debt service commitments:

Debt Service Principal, Interest and Fees	\$120,421,772
Reserved for Future Debt Service	3,404,228
	<hr/>
Total Debt Service Fund Appropriation	\$123,826,000

Section 4: It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Transfer from General Fund – Ad valorem	\$ 95,271,000
Transfer from General Fund – Sales Tax	18,737,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District	472,000
Interest Income	8,355,000
	<hr/>
Total Debt Service Fund Revenue	\$ 123,826,000

Section 5: The following is hereby added as an appropriation in the Revaluation Reserve Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006 for the purpose of conducting a revaluation of real property within Wake County:

Revaluation Expenses	\$1,045,262
	<hr/>
Total Revaluation Reserve Fund Appropriation	\$1,045,262

Section 6: It is estimated that the following additional revenue will be available in the Revaluation Reserve Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Transfer from General Fund	\$975,000
Investment Income	70,262
	<hr/>
Total Revaluation Reserve Fund Revenue	\$1,045,262

Section 7: The following is hereby appropriated in the 911 Special Revenue Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006 for the purpose of maintaining an Emergency 911 system in Wake County:

Emergency 911 Recurring Expenses	\$1,232,400
	<hr/>
Total 911 Special Revenue Fund Appropriation	\$1,232,400

FISCAL YEAR 2006 BUDGET ORDINANCE

Section 8: It is estimated that the following revenue will be available in the 911 Special Revenue Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

911 Surcharge	\$1,232,400

Total 911 Special Revenue Fund Revenue	\$1,232,400

Section 9: The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Operating Expenses	\$21,085,249

Total Solid Waste Enterprise Fund Appropriation	\$21,085,249

Section 10: It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Disposal and License Fees	\$19,172,209
Intergovernmental Revenue	951,500
Miscellaneous	274,500
Interest Income	460,000
Fund Balance Appropriated	227,040

Total Solid Waste Enterprise Fund Revenue	\$21,085,249

Section 11: The following amount is hereby appropriated in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Risk Management Expenses	\$26,958,800

Total Risk Management Internal Service Fund Appropriation	\$26,958,800

Section 12: It is estimated that the following revenue will be available in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Transfer from the General Fund	\$3,133,000
Investment Earnings	150,000
Appropriation from Fund Balance	1,899,894
Employee/Employer Contributions	21,720,906
Other Sources	55,000

Total Risk Management Internal Service Fund Appropriation	\$26,958,800

Section 13: The following fee schedules are hereby amended to cover costs associated with service delivery:

Inspections, Development Plans, and Permits:	
Work Already Begun Without a Permit	New rates will be twice the cost indicated on the standard permit fee schedule.
Administrative and Consultative Fees	\$60
Re-inspection	\$60
Modular Units and Dwellings Moved On	Subject to current schedule for Single Family Dwellings
Demolition Permit	\$60

FISCAL YEAR 2006 BUDGET ORDINANCE

Planning:	
Zoning Applications	
Special Use Permits	\$375
Appeals	\$250
Sign Permits	\$50
Site Plan Review – Simple	\$100
Site Plan Review – GU/SUP	\$800
Subdivision Reviews	
Preliminary	\$1,000
Exempt	\$100
Minor	\$200
Final Review	\$300
Construction Plan	\$275
Letter of Credit	\$400
Hardship Variance	\$200
Road Inspection	\$100
Environmental Safety:	
Swimming Pool Permit Fee	\$275
New Fee for Field Consultation on Expanding Onsite Wastewater System	\$100
Remove Acreage Cap on Sedimentation and Erosion Plan Review Fee	20 Acres Cap Removed
Remove Acreage Cap on Sedimentation and Erosion Land Disturbance Fee	20 Acres Cap Removed
Stormwater Plan Preparation and Review Fee	\$400
Review of Stormwater Plan Re-submittals	\$150
Flood Certification Verification	\$50
Flood Certification Review	\$50
Well Permitting Fee	\$400
Public Safety:	
EMS Special Event Fee	\$105/hr per ambulance \$50/hr additional charge if 2 or more ambulances are requested
Revenue Department:	
Decal fee paid by municipalities	Elimination of 25 cents fee per decal

Section 14: 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, 2005, 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	\$352,584,824	1.9261 cents	67,912

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, \$67,912, for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax, including a tax collection rate of two-tenths of one percent to be paid to Wake County for collecting the 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 15: 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 15-C 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 transfer amounts from the salary and benefits reserve to individual departmental appropriations following adoption of the budget in order to properly classify salary and benefit amount within departments.
- C) He may not transfer any amounts between funds except as provided in Section 15-D.

FISCAL YEAR 2006 BUDGET ORDINANCE

- D) He may transfer amounts from the Risk Management Internal Services Fund for departmental losses, damages, premiums, or liabilities.
- E) He may not transfer from the General Fund contingency or emergency reserve appropriations.

Section 16: 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 17: 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 and Resolutions of October 6, 2003. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

Section 18: 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, 2005 payroll.

Section 19: 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, seventy-four billion, fifty-five million dollars (\$74,055,000,000), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.5%.

Section 20: 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 21: Operating funds encumbered by the County as of June 30, 2005 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2005 are hereby appropriated to this budget.

Section 22: Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2005, are designated for future year expenditures on white goods programs and are hereby appropriated to the enterprise fund budget.

Section 23: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED this the 20th day of June 2005.

FISCAL YEAR 2006 BUDGET ORDINANCE

Capital Improvement Plan 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 County Capital Projects Fund for the construction and acquisition of capital assets for the fiscal year beginning July 1, 2005:

Automation	\$ 7,214,000
Community Capital Projects	500,000
County Building Improvements	6,109,000
Criminal Justice	14,868,000
Human Services Facilities	4,178,000
Libraries	14,082,000
Open Space	3,000,000
Parks and Recreation	1,250,000
Public Safety	1,310,000
Transfer to Affordable Housing Fund	1,000,000
Water/Sewer	380,000
	<hr/>
Total County Capital Projects Appropriation	\$ 53,891,000

Section 2: It is estimated that the following revenues will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2005:

Bonds: Authorized	\$ 22,082,000
Capital Fund Balance Appropriation	5,733,000
Transfer In: Ad Valorem Tax	24,517,000
Transfer In: Fire Capital Reimbursement	896,000
Water/Sewer Loan Repayments	663,000
	<hr/>
Total County Capital Projects Revenue	\$ 56,891,000

Section 3: The following amount is hereby appropriated in the Fire Capital Projects Subfund of the County Capital Projects Fund for the fiscal year beginning July 1, 2005:

Fire Expenditures	\$ 2,695,481
Reimbursement to the County Capital Projects Fund for 800 MHz Radios	896,000
	<hr/>
Total Fire Capital Appropriation	\$ 3,591,481

Section 4: It is estimated that the following revenue will be available in the Fire Capital Projects Subfund of the County Capital Projects Fund for the fiscal year beginning July 1, 2005:

Transfer In: Fire Tax District Fund	\$ 3,591,481
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Section 5: The following amount is hereby appropriated in the Major Facilities Capital Trust Subfund of the County Capital Projects Fund for the fiscal year beginning July 1, 2005:

Major Facilities Expenditures	\$ 900,000
Carolina Mudcats Restaurant Loan	139,000
	<hr/>
Total Major Facilities Capital Trust Subfund Appropriation	\$ 1,039,000

Section 6: It is estimated that the following revenue will be available in the Major Facilities Capital Trust Subfund of the County Capital Projects Fund for the fiscal year beginning July 1, 2005:

Hotel/Motel & Prepared Food and Beverage Tax	\$ 1,000,000
Loan Repayments	25,000
Interest Income	14,000
	<hr/>
Total Major Facilities Capital Trust Subfund Revenue	\$ 1,039,000

FISCAL YEAR 2006 BUDGET ORDINANCE

Section 7: The following amount is hereby appropriated in the Education Capital Projects Fund for the Wake County Public School System for the fiscal year beginning July 1, 2005:

Wake County Public Schools Plan 2004	\$ 60,096,000
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Section 8: It is estimated that the following revenues will be available in the Education Capital Projects Fund for the Wake County Public School System for the fiscal year beginning July 1, 2005:

Bonds: Authorized and Unissued	\$ 41,000,000
Capital Fund Balance Appropriation	19,096,000
	<hr/>
Total Education: WCPSS Revenue	\$ 60,096,000

Section 9: The following amount is hereby appropriated in the Education Capital Projects Fund for Wake Technical Community College for the fiscal year beginning July 1, 2005:

Ten-Year Master Plan	\$ 290,000
401 North Campus Buildings	1,000,000
Chapanoke Road Property	2,400,000
Furnishings	1,250,000
General Repairs and Renovations	125,000
Holding Hall Renovation	155,000
Individual Learning Center Relocation	680,000
Mechanical and Electrical Projects	380,000
Re-Roofing Projects	505,000
Technical Ed. Building Renovations	30,000
	<hr/>
Total Education: Wake Technical Community College Appropriation	\$ 6,815,000

Section 10: It is estimated that the following revenues will be available in the Education Capital Projects Fund for Wake Technical Community College for the fiscal year beginning July 1, 2005:

Bonds: Authorized	\$ 6,815,000
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Section 11: The following amount is hereby appropriated in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2005:

Solid Waste Expenditures	\$ 150,000
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Section 12: It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2005:

Solid Waste Capital Fund Balance	\$ 150,000
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Section 13: The Finance Director is hereby directed to maintain within the County Capital Projects Fund, the Education Capital Projects Funds, the Fire Capital Projects Funds, the Major Facilities Capital Projects Fund and the Solid Waste Capital Projects Fund sufficient specific detailed accounting records for each capital project authorized.

Section 14: The Finance Director is directed to report annually on the financial status of each capital project and on the total revenues received.

Section 15: The capital projects funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

Section 16: The County Manager, or his designee, is authorized to transfer appropriations between elements within a 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.

FISCAL YEAR 2006 BUDGET ORDINANCE

Section 17: The County Manager shall distribute copies of this Capital Projects Ordinance as appropriate.

ADOPTED this the 20th day of June 2005

FISCAL YEAR 2006 BUDGET ORDINANCE

Fire District Special Revenue Fund 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, 2005 and ending June 30, 2006:

Ad valorem taxes	\$16,178,178
Fund balance appropriation	1,425,000
	<hr/>
Total Fire Tax District Special Revenue Fund Revenue	\$ 17,603,178

Section 2: The following amount is hereby appropriated in the Fire Tax District Special Revenue Fund for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

Contracted Service	\$12,982,783
Other Operating Expenses	\$621,914
Transfer to Debt Service Fund	\$472,000
Transfer to Fire Tax District Capital Fund	\$3,526,481
	<hr/>
Total Fire Tax District Special Revenue Fund Appropriation	\$17,603,178

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, 2005, 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 estimated total valuation of property for the single special fire tax district, for the purpose of taxation, sixteen billion, four hundred seventy one million dollars, five hundred thirty six thousand, six hundred twenty five dollars (\$16,471,536,625) which is 100% of the total assessed property tax valuation, and upon a collection rate of 97.2% and upon a collection fee of 2.5%.

Section 4: There is no tax levied in the following fire tax districts: Alert, Bayleaf/Six Forks, Durham Highway, Falls, Furina, Garner, Hipex, Holly Springs, Hopkins, Morrisville, Rolesville, Stony Hill, Swift Creek, Ten Ten, Wake New Hope, Wakelon, Wakette, Wendell Holmes, Western Wake.

Section 5: Effective date of this amending ordinance is July 1, 2005.

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

ADOPTED this the 20th day of June 2005.

FISCAL YEAR 2006 BUDGET ORDINANCE

Major Facilities Fund Ordinance

BE IT ORDAINED by the Wake County Board of Commissioners, that the following budget ordinance for the Major Facilities Fund is hereby adopted:

Section 1: It is estimated that the following revenues will be available to fund those projects described in Section 2:

Occupancy Tax	\$ 11,340,000
Prepared Food & Beverage Tax	<u>13,589,000</u>
 Total	 \$ 24,929,000

Section 2: The following amounts are appropriated for projects and administration of the tax collection efforts:

City of Raleigh Hold-back from Occupancy Tax Proceeds	680,000
Town of Cary Hold-back from Occupancy Tax Proceeds	549,990
Allocation to the Greater Raleigh Convention & Visitors Bureau	2,997,200
Allocation to the City of Raleigh for Discretionary Projects	1,000,000
Debt Service on Five County Stadium	991,000
Allocation for Construction of the New Convention Center	8,763,621
Operating Support for the Centennial Authority	1,444,376
Debt Service on the RBC Center Construction	5,208,422

Reserve for Future Projects	1,546,521
Transfer to General Fund, Admin. Fee for Occupancy Tax	340,200
Transfer to General Fund, Admin. Fee for Prepared Food & Beverage Tax	407,670
Transfer to County's CIP Fund for Discretionary Projects	<u>1,000,000</u>
 Total	 \$ 24,929,000

Section 3: The Finance Director is hereby directed to maintain within the Major Facilities Fund sufficient specific detailed accounting records for each project authorized and to report annually on the financial status of this Fund.

Section 4: In the event that the actual proceeds from the tax levy of the occupancy and food/beverage taxes exceed the appropriated amount, the actual net proceeds as distributed according to the enabling legislation shall constitute the appropriation from said levy.

Section 5: Copies of this ordinance shall be filed with the County Manager and Finance Director.

ADOPTED this the 20th day of June 2005.

FISCAL YEAR 2006 BUDGET ORDINANCE

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	\$ 2,831,910
Program Income	51,553
Transfer from the County's CIP Fund	1,000,000
Total	<u>\$ 3,883,463</u>

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

Fiscal Year 2006 HOME Program	\$ 989,513
Fiscal Year 2006 CDBG Program	1,842,397
Affordable Housing Activities	1,051,553
Total	<u>\$ 3,883,463</u>

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 will become part of a multi-year special revenue fund for affordable housing projects, which include Community Development and HOME grants, State and County affordable housing programs funded in previous years.

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

ADOPTED this the 20th day of June, 2005.

READER'S GUIDE TO THE BUDGET

Purpose

This budget book summarizes all public service programs provided by County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2005, to June 30, 2006 ("fiscal year 2006").

For each department and fund, summary information is provided on expenditures, revenues and staffing. Data is provided for: FY 2004 actual results; the FY 2005 budget, both adopted and current as of March 31, 2005; and FY 2006 adopted budget. A sample of the format is provided below.

Process and Policies

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

Sample Fund Summary Format:

Operating Budget Departmental and Fund Summaries

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$				
Operating Expenses					
Capital Outlay					
Expenditure Totals	\$	0	0	0	0
Intergovernmental Revenues	\$				
Fee & Other Revenues					
Revenue Totals	\$	0	0	0	0
Number of FTEs		0.00	0.00	0.00	0.00

READER'S GUIDE TO THE BUDGET

Budget Highlights

In this section are revenue and expenditure summaries for the total County budget and an overview of revenues, expenditures, staffing and County organization.

Education

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

Capital Improvement Plan

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

BUDGET PROCESS

Multi-year Business Planning Process

Wake County's multi-year business planning process emphasizes strategic planning and target-oriented service delivery efforts. In 2002, all departments developed a three-year (2004 to 2006) business plan that incorporates strategic thinking and continuous improvement. The business plan identifies what the department wants to accomplish, how it intends to achieve these accomplishments, the costs and revenues associated with specific plans and the measures that determine whether 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 the business plans provide a multi-year roadmap for resource needs and successful management of service delivery, they are an integral part of the budget process. The business plans were updated in December 2004 and included the department's prioritization of services.

Business plans will be updated and refined again beginning in late summer, marking the beginning of planning and evaluating service demands and performance and becoming the foundation for the FY 2006 County budget.

Formulation of the County Manager's Proposed Budget

The annual budget process commences in the fall of the preceding year, with the distribution of the budget manual and the development of the budget calendar. The calendar establishes the time lines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

Department requests are based on Budget Instructional Manual guidance. Each request must relate to the organization's program objectives in preparing cost estimates. 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. These requests were received and compiled by the budget staff. Due to revenue constraints, departments were encouraged to develop proposals to trade or shift expenditures rather than seeking additional funding.

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.

Board of Commissioners Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act*, the Board of 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, and 911 Special Revenue Fund) and expendable trust funds are budgeted under project ordinances spanning more than one fiscal

BUDGET PROCESS

year and are controlled by project. Project appropriations continue until the projects are complete.

County Manager's Authorization

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

Budget Implementation

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

BUDGET CALENDAR FOR FISCAL YEAR 2006

Date	Budget Activity
October 19, 2004	Budget Instruction Manual distributed to departments Budget Kickoff with Extended Management Team
December 17, 2004	Departmental Business Plans updated
September to December 2004	CIP Review—Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
February 2, 2005 and February 18, 2005	Departments submit FY 2006 Operating Budget Requests
May 2005	Board of Education and Wake Technical Community College submit formal budget requests
May 16, 2005	Formal presentation of FY 2006 Recommended Budget and Capital Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 6, 2005	Public Hearing on Operating Budget, annual Capital Plan and any proposed fee or tax changes
June 13, 2005	Special Budget Work Session with Board of Commissioners
June 20, 2005	Adoption of FY 2006 Operating Budget and Capital Improvement Plan at regular Board of Commissioners meeting

FUND STRUCTURE

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

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

Governmental Fund Types

General Fund

The general fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes and federal and state grants. The primary expenditures are for education, human services, public safety, environmental, cultural, recreational and general governmental services.

The general fund is first subdivided into functional areas (e.g., general government or public safety) and then further divided into individual departments or divisions (e.g., finance department or fire/rescue division).

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: Sewer Districts Fund, Employment and Training Fund, Special Tax Districts Fund, Revaluation Reserve Fund, Community Development Fund, Major Facilities 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: County Capital Improvements Fund, Wake County Public Schools Capital Projects Fund and Wake Technical Community College Capital Projects Fund.

Proprietary Fund Types

Enterprise Fund

The enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has one enterprise fund: the Solid Waste Management Fund.

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.

BASIS OF BUDGETING AND BASIS OF ACCOUNTING

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

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

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.

The governmental funds (General Fund, Special Revenue and Capital Projects Funds) are also presented on a modified accrual basis in the combined financial statements in the Comprehensive Annual Financial Report (Financial Statements). The accounting records for the County's enterprise and internal service funds are reported on a full accrual basis of accounting. Under this basis of accounting, revenues are recognized in the period earned and expenses are recognized in the period incurred. The Financial Statements present the status of the County's finances on the basis of generally accepted accounting principles (GAAP). In most cases, GAAP presentation conforms to the County budget presentation.

Exceptions are as follow:

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

FINANCIAL POLICIES

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

The financial condition of the County must be maintained at the highest level to assure resources are available to meet the community's ever-changing needs. 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.

Reserves

The County shall maintain a total General Fund balance of at least fifteen percent (15%) and an unreserved fund balance of at least 8% of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income. Any unreserved 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.

Capital Improvements

The County adopts a seven-year Capital Improvement Plan (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. Typically, capital expenditures included as a project in the Capital Improvement Plan 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.

Debt Policies

Debt policies, along with annual debt service information, are found in the Debt Service Fund section that follows the General Fund.

USER FEE POLICY

Background

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

Purpose

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

Provisions

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

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

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 significantly 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.
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

USER FEE POLICY

be accomplished without 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.

LONG-RANGE PLANNING

The County's leadership and management believe that a long-range approach to budgeting provides the foundation for effective annual operating budgets that support the County's long-range goals and objectives. The three major components to the County's long-range planning efforts are the:

- Board of Commissioners' Goals
- Departmental Business Plans (see page 3) and
- Long-range Financial Planning Model (see pages 329 – 341).

The Board of Commissioners goals are incorporated into departmental business plans that serve as the driver for the base year of the financial planning model.

Board of Commissioners' Goals

On December 6, 2004 the Board of Commissioners adopted 14 goals that will be the Board's priorities over the next year. These goals do not cover all of the initiatives or services the County has responsibility for or is involved in achieving. Instead these goals identify the primary issues that will require the Board of Commissioners action and/or leadership and are of significant importance to the community. Staff has taken the Board's goals and identified the major steps that need to be accomplished in order to achieve the goals.

1. School Capital Needs

Work with the school board to develop strategies and an action plan to meet school capital needs over the next four to seven years.

Wake County's population growth has resulted in a steady increase in the number of students entering the public school system. This growth in the student population has caused the school system to make additional requests for funds from the County to address their capital needs. The Wake County Board of Commissioners and the Board of Education have been holding regular joint work sessions in an attempt to fully understand the issues facing the Wake County Public School System and Wake County Government as well as the options that are available to meet the school systems capital needs.

2. Little River/Open Space

Complete Little River Reservoir land acquisition and accelerate progress for open space acquisitions in approved watersheds and corridors.

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 consist of the construction of a water-supply reservoir within the Little River Watershed with a potential yield of 17 million gallons of water per day. The primary goals of the Little River Reservoir project are to:

- Assist municipalities of Knightdale, Raleigh, Wake Forest, Wendell, and Zebulon in providing additional water-supply resources required to meet drinking-water needs of current and future Wake County residents.
- Acquire approximately 2,000 acres of land for the water-supply reservoir and 200-foot buffer area.
- Foster the partnerships necessary for the long-term consolidation of operations and management of water and sewer systems in Wake County.

The County is also focused on acquiring properties within four critical watersheds, identified stream corridors and other areas of rural scenic and historical value. These areas include properties within the Falls Lake, Lake Jordan, Swift Creek and Little River watersheds, 40 miles of stream corridors within these watersheds, and the Mark's Creek area of Wake County. In November 2005, a \$26 million bond referendum for the acquisition of open space was approved.

3. Solid Waste Disposal

Decide on a long-term strategy for solid waste disposal, by working in partnership with all municipalities.

In order to ensure long-term disposal as part of the County's comprehensive solid waste system, the Solid Waste Management Division initiated a process in August of 2003 wherein the County and

LONG-RANGE PLANNING

municipal managers agreed to collaborate and conduct an extensive evaluation to determine the best long-term disposal option for the County and its municipal partners. The governing bodies of all jurisdictions formally resolved to adopt an Interlocal Agreement to that end. The Agreement directed a Manager's Solid Waste Committee and a Technical Committee to facilitate the decision-making process and make recommendations. The Manager's Committee would collectively recommend to their respective boards and councils the best course of action to securing long-term disposal for residents and businesses.

In November the Managers Committee conducted interviews with the four private sector firms vying for a 25-year contract for long term solid waste disposal for Wake County. The Technical Advisory Committee (TAC) is presently drafting the Final Evaluation Report of the proposals.

4. Mental Health Reform

Work with local legislative delegation on implementation plan for mental health reform, and specifically identify strategies and action plan for in-patient hospital beds.

In 1999, the State Auditor's Office recommended:

- A shift from institutional to community based services;
- A uniform benefit package for all state residents;
- Specialized services for targeted populations of persons with serious and persistent mental illness, dual diagnosis of mental illness and substance abuse, and geriatric, child and adolescent clients; and
- Reorganization of area programs to local management entities.

In 2001 the General Assembly mandated these recommendations. As a result the County created a "Strategic Local Business Plan for the Redesign of Mental Health, Developmental Disability, and Substance Abuse Services" and submitted it to the state in 2003. This designated Wake County Human Services as the Local Management Entity for implementation of mental health reform.

Local Mental Health Reform proposes changes in service delivery,

including:

- A shift from the role of provider to assessor of services;
- Greater involvement and responsiveness to consumer needs; and
- The development of a local continuum of care for services, emphasizing treatment in the least restrictive community environment.

State implementation of mental health reform includes the recommendation to decrease institutional services statewide by closing Dorothea Dix and John Umstead Hospitals, and combining those services in a new, smaller psychiatric hospital in Butner. State hospital downsizing has begun by moving consumers from adult chronic inpatient units to community settings with funds following the client. So far the County has successfully transitioned clients from the Wright, Clark and Huey buildings at Dorothea Dix to community settings.

In accordance with State plans, by 2007, Dorothea Dix will decrease total beds from 395 to 239. Wake County's total bed day allocations will decrease from 111 beds to 61 beds. Local Management Entities are expected to develop services to serve consumers in their community, including preventing admissions or shortening lengths of stay. Acute admissions – generally less than 14 days duration – will occur, but are intended to be cared for in local psychiatric inpatient units.

The Public Consulting Group (PSG) reviewed Wake County's use of Dorothea Dix in 1999-2000. PGC concluded Wake County could support a local psychiatric inpatient unit of 40 beds but economies of scale – and current use of out of county inpatient admissions – support a more cost effective adolescent unit of 20 beds. Current admissions to Dorothea Dix and the County ATC demonstrates the need for 10 secure or locked detoxification or crisis beds for substance abusers and persons dually diagnosed with substance abuse and mental illness.

Human Services staff is proposing that a 60 bed local inpatient psychiatric unit be created to replace the beds at Dorothea Dix and to

LONG-RANGE PLANNING

provide acute hospitalizations for adolescent and adult residents of Wake County.

5. Urban County Leadership

Take leadership role in establishing a forum/series of meetings for the largest and urbanizing Counties to discuss common issues and promote common legislative agendas around: Schools, Transportation and Open Space.

In North Carolina the larger, more urban counties are faced with similar challenges brought about by a rapidly growing population. Often these challenges are not the same as those faced by the non-urban counties and as a result situations arise where all the counties in the state cannot reach consensus on legislative agendas because of a lack of mutual interest or conflicting interest.

6. Citizen Awareness

Implement strategies to increase citizen awareness of Wake County services.

As the population in Wake County continues to grow, and as the demand for County services continues to rise, the need for improving communication with the public is even more important. It is the County's responsibility to provide the residents of Wake County information about the services that are available to them as well as accurate and timely information regarding the issues that the County is facing. In order to achieve these goals the County will continue the communication efforts that have been successful in the past as well as implement new initiatives during the year 2005.

7. Institute a countywide volunteer celebration and recognition event and award the Larry B. Zieverink "Volunteer-of-the-Year" Award.

8. Attract new investment and create new jobs, while continuing to work with the Wake County Economic Development program and all municipal Chambers of Commerce.

9. Develop multi-year business and financial plan for fire service in the unincorporated area and the Town of Wendell (Fire Tax Dis-

trict).

10. Develop and arrive at consensus on courthouse and criminal justice long-term capital plan.

11. Continue business-like approach to budget discussion and long-term financial planning and arrive at consensus on priorities of services and programs.

12. Continue to work with the Capital Area Metropolitan Planning Organization to identify and implement transportation strategies to address the needs of Wake County and municipalities.

13. Simplify and update the County's subdivision, zoning, and other ordinances to reflect current policies and initiatives (unified development ordinance).

14. Reconfirm the County's approach to how development should occur in the unincorporated areas and evaluate the County's criteria for extraterritorial jurisdiction expansion for municipalities.

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TOTAL REVENUES BY FUND

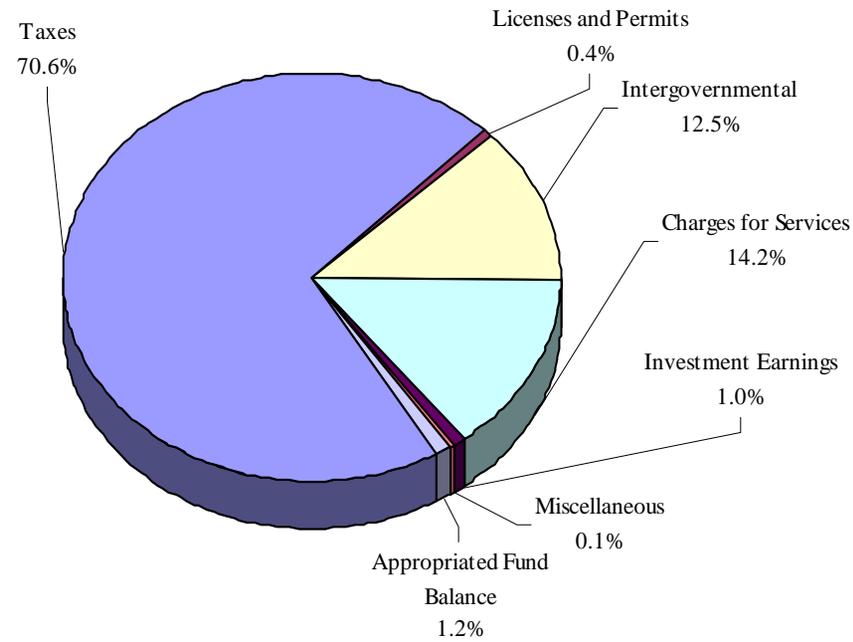
Total Revenues by Fund

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
General Fund	\$	722,288,746	746,860,000	759,212,065	808,796,000
Debt Service Fund		114,844,259	118,385,708	118,385,708	120,421,772
Special Revenue Funds					
Affordable Housing		4,628,327	3,959,833	4,272,039	3,883,463
Fire Tax District		15,608,181	16,105,437	16,242,293	17,603,178
Revaluation Reserve		1,000,217	975,000	975,000	1,045,262
Major Facilities		22,161,269	22,602,000	22,602,000	24,929,000
Emergency 911		1,123,702	1,219,722	1,219,722	1,232,400
Risk Management Internal Service Fund		19,063,836	21,078,140	21,101,534	26,958,800
Solid Waste Enterprise Fund		20,040,119	17,457,400	20,766,126	21,085,249
Total Revenues	\$	920,758,656	948,643,240	964,776,487	1,025,955,124
Less Interfund Transfers		(106,615,580)	(119,871,220)	(119,871,571)	(121,705,870)
Total Revenues all Funds, Net of Interfund Transfers	\$	814,143,076	828,772,020	844,904,916	904,249,254

TOTAL REVENUES BY SOURCE

Total Revenues by Source

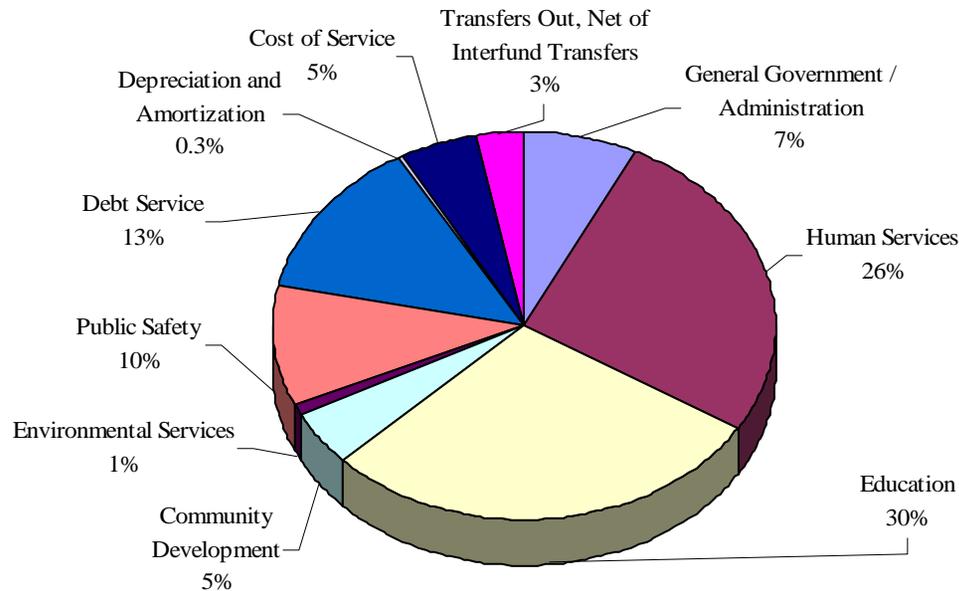
		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Taxes	\$	580,295,091	593,383,930	593,467,047	638,021,178
Licenses and Permits		2,543,490	2,676,700	2,676,700	3,955,409
Intergovernmental		100,971,384	106,306,034	117,334,406	113,186,434
Charges for Services		113,263,700	109,445,360	107,924,773	128,051,529
Investment Earnings		3,963,262	2,773,859	2,873,859	9,112,472
Miscellaneous		1,633,114	965,990	1,032,639	835,113
Bond Proceeds and Premiums		11,473,035	-	-	-
Appropriated Fund Balance		-	13,220,147	19,595,492	11,087,119
Total Revenues by Source	\$	814,143,076	828,772,020	844,904,916	904,249,254



EXPENDITURES BY USE

All Funds

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
General Government / Administration	\$ 50,700,782	58,791,710	57,334,880	66,213,221
Human Services	211,348,992	219,732,899	224,868,789	239,587,404
Education	232,710,000	246,315,000	248,315,000	261,452,000
Community Development	41,113,718	38,374,372	39,116,167	42,247,276
Environmental Services	7,398,698	8,137,506	8,386,248	8,101,201
Public Safety	74,577,125	81,497,931	87,611,696	91,347,293
Debt Service	106,177,468	118,301,708	118,301,708	120,337,772
Depreciation and Amortization	2,250,930	1,457,728	1,457,728	2,673,000
Cost of Service	35,226,930	35,284,835	38,530,720	44,718,606
Transfers Out, Net of Interfund Transfers	25,747,493	20,878,331	20,981,980	27,571,481
Total Operating Expenses	\$ 787,252,136	828,772,020	844,904,916	904,249,254



SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

General Fund

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Operating Revenues				
Taxes	\$ 541,695,802	554,446,442	554,446,442	595,954,000
Licenses and permits	2,541,490	2,676,700	2,676,700	3,955,409
Intergovernmental	96,883,471	102,711,754	113,484,920	109,507,024
Charges for services	78,687,095	76,804,770	72,762,300	86,779,461
Investment earnings	163,554	67,151	67,151	77,210
Miscellaneous	1,380,991	798,712	798,361	560,613
Total Operating Revenues	721,352,403	737,505,529	744,235,874	796,833,717
Operating Expenses				
General administration	48,525,916	56,139,733	54,585,508	63,533,096
Human services	206,915,178	215,773,066	220,596,750	235,703,941
Education	232,710,000	246,315,000	248,315,000	261,452,000
Community development	17,678,177	18,126,943	18,868,738	20,057,146
Environmental services	7,398,698	8,137,506	8,386,248	8,101,201
Public safety	62,118,268	67,783,752	73,771,821	77,211,616
Debt service	-	-	-	-
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	-	-	-
Distributions	-	-	-	-
Total Operating Expenses	575,346,237	612,276,000	624,524,065	666,059,000
Revenues Over (Under) Expenditures	146,006,166	125,229,529	119,711,809	130,774,717
Other Financing Sources (Uses)				
Transfers in	936,343	563,220	563,571	1,022,870
Transfers out	(134,891,000)	(134,584,000)	(134,688,000)	(142,737,000)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(133,954,657)	(134,020,780)	(134,124,429)	(141,714,130)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	12,051,509	(8,791,251)	(14,412,620)	(10,939,413)
Fund Balance at Beginning of Year	142,798,515	154,850,024	154,850,024	140,437,404
Fund Balance at End of Year	\$ 154,850,024	146,058,773	140,437,404	129,497,991

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Debt Service Fund

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for services	-	-	-	-
Investment earnings	3,023,224	2,156,708	2,156,708	8,355,000
Miscellaneous	-	-	-	-
Total Operating Revenues	3,023,224	2,156,708	2,156,708	8,355,000
Operating Expenses				
General administration	-	-	-	-
Human services	-	-	-	-
Education	-	-	-	-
Community development	-	-	-	-
Environmental services	-	-	-	-
Public safety	-	-	-	-
Debt service	102,442,858	118,301,708	118,301,708	120,337,772
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	84,000	84,000	84,000
Distributions	-	-	-	-
Total Operating Expenses	102,442,858	118,385,708	118,385,708	120,421,772
Revenues Over (Under) Expenditures	(99,419,634)	(116,229,000)	(116,229,000)	(112,066,772)
Other Financing Sources (Uses)				
Transfers in	100,348,000	116,229,000	116,229,000	115,471,000
Transfers out	-	-	-	-
Bond proceeds and premiums	11,473,035	-	-	-
Total Other Financing Sources (Uses)	111,821,035	116,229,000	116,229,000	115,471,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	12,401,401	-	-	3,404,228
Fund Balance at Beginning of Year	39,601,655	52,003,056	52,003,056	52,003,056
Fund Balance at End of Year	\$ 52,003,056	52,003,056	52,003,056	55,407,284

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Special Revenue Funds

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Operating Revenues				
Taxes	\$ 38,599,289	38,937,488	39,020,605	42,067,178
Licenses and permits	-	-	-	-
Intergovernmental	3,362,026	2,804,280	3,049,486	2,727,910
Charges for services	268,232	217,787	134,670	323,953
Investment earnings	191,962	-	-	70,262
Miscellaneous	21,187	115,778	182,778	-
Total Operating Revenues	42,442,696	42,075,333	42,387,539	45,189,303
Operating Expenses				
General administration	1,192,558	975,000	975,000	1,045,262
Human services	4,433,814	3,959,833	4,272,039	3,883,463
Education	-	-	-	-
Community development	23,435,541	20,247,429	20,247,429	22,190,130
Environmental services	-	-	-	-
Public safety	12,458,857	13,714,179	13,839,875	14,135,677
Depreciation and amortization	-	-	-	-
Debt service	-	-	-	1,113,000
Miscellaneous	-	-	-	-
Cost of service	-	-	11,160	60,420
Distributions	-	-	-	-
Total Operating Expenses	41,520,770	38,896,441	39,345,503	42,427,952
Revenues Over (Under) Expenditures	921,926	3,178,892	3,042,036	2,761,351
Other Financing Sources (Uses)				
Transfers in	2,079,000	2,079,000	2,079,000	2,079,000
Transfers out	(5,007,108)	(5,965,551)	(5,965,551)	(6,265,351)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(2,928,108)	(3,886,551)	(3,886,551)	(4,186,351)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(2,006,182)	(707,659)	(844,515)	(1,425,000)
Fund Balance at Beginning of Year	12,468,450	10,462,268	10,462,268	9,617,753
Fund Balance at End of Year	\$ 10,462,268	9,754,609	9,617,753	8,192,753

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Solid Waste Fund

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	2,000	-	-	-
Intergovernmental	720,972	790,000	800,000	951,500
Charges for services	17,999,299	15,726,900	18,331,900	19,172,209
Investment earnings	463,817	400,000	500,000	460,000
Miscellaneous	230,794	51,500	51,500	274,500
Total Operating Revenues	19,416,882	16,968,400	19,683,400	20,858,209
Operating Expenses				
General administration	874,680	1,334,801	1,432,196	1,191,539
Human services	-	-	-	-
Education	-	-	-	-
Community development	-	-	-	-
Environmental services	-	-	-	-
Public safety	-	-	-	-
Debt service	3,734,610	-	-	-
Depreciation and amortization	2,250,930	1,457,728	1,457,728	1,560,000
Miscellaneous	-	-	-	-
Cost of service	13,638,791	14,464,871	17,676,202	18,058,710
Distributions	-	-	-	-
Total Operating Expenses	20,499,011	17,257,400	20,566,126	20,810,249
Revenues Over (Under) Expenditures	(1,082,129)	(289,000)	(882,726)	47,960
Other Financing Sources (Uses)				
Transfers in	623,237	-	-	-
Transfers out	(3,938,000)	(200,000)	(200,000)	(275,000)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(3,314,763)	(200,000)	(200,000)	(275,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(4,396,892)	(489,000)	(1,082,726)	(227,040)
Fund Balance at Beginning of Year	29,090,679	24,693,787	24,693,787	23,611,061
Fund Balance at End of Year	\$ 24,693,787	24,204,787	23,611,061	23,384,021

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Risk Management Fund				
	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	-	-	-	-
Intergovernmental	4,915	-	-	-
Charges for services	16,309,074	16,695,903	16,695,903	21,775,906
Investment earnings	120,705	150,000	150,000	150,000
Miscellaneous	142	-	-	-
Total Operating Revenues	16,434,836	16,845,903	16,845,903	21,925,906
Operating Expenses				
General administration	258,012	342,176	342,176	443,324
Human services	-	-	-	-
Education	-	-	-	-
Community development	-	-	-	-
Environmental services	-	-	-	-
Public safety	-	-	-	-
Debt service	-	-	-	-
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	21,588,139	20,735,964	20,759,358	26,515,476
Distributions	-	-	-	-
Total Operating Expenses	21,846,151	21,078,140	21,101,534	26,958,800
Revenues Over (Under) Expenditures	(5,411,315)	(4,232,237)	(4,255,631)	(5,032,894)
Other Financing Sources (Uses)				
Transfers in	2,629,000	1,000,000	1,000,000	3,133,000
Transfers out	-	-	-	-
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	2,629,000	1,000,000	1,000,000	3,133,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(2,782,315)	(3,232,237)	(3,255,631)	(1,899,894)
Fund Balance at Beginning of Year	13,323,950	10,541,635	10,541,635	7,286,004
Fund Balance at End of Year	\$ 10,541,635	7,309,398	7,286,004	5,386,110

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

All Funds

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Operating Revenues				
Taxes	\$ 580,295,091	593,383,930	593,467,047	638,021,178
Licenses and permits	2,543,490	2,676,700	2,676,700	3,955,409
Intergovernmental	100,971,384	106,306,034	117,334,406	113,186,434
Charges for services	113,263,700	109,445,360	107,924,773	128,051,529
Investment earnings	3,963,262	2,773,859	2,873,859	9,112,472
Miscellaneous	1,633,114	965,990	1,032,639	835,113
Total Operating Revenues	802,670,041	815,551,873	825,309,424	893,162,135
Operating Expenses				
General administration	50,851,166	58,791,710	57,334,880	66,213,221
Human services	211,348,992	219,732,899	224,868,789	239,587,404
Education	232,710,000	246,315,000	248,315,000	261,452,000
Community development	41,113,718	38,374,372	39,116,167	42,247,276
Environmental services	7,398,698	8,137,506	8,386,248	8,101,201
Public safety	74,577,125	81,497,931	87,611,696	91,347,293
Debt service	106,177,468	118,301,708	118,301,708	120,337,772
Depreciation and amortization	2,250,930	1,457,728	1,457,728	2,673,000
Miscellaneous	-	-	-	-
Cost of service	35,226,930	35,284,835	38,530,720	44,718,606
Distributions	-	-	-	-
Total Operating Expenses	761,655,027	807,893,689	823,922,936	876,677,773
Revenues Over (Under) Expenditures	41,015,014	7,658,184	1,386,488	16,484,362
Other Financing Sources (Uses)				
Transfers in	106,615,580	119,871,220	119,871,571	121,705,870
Transfers out	(143,836,108)	(140,749,551)	(140,853,551)	(149,277,351)
Bond proceeds and premiums	11,473,035	-	-	-
Total Other Financing Sources (Uses)	(25,747,493)	(20,878,331)	(20,981,980)	(27,571,481)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	15,267,521	(13,220,147)	(19,595,492)	(11,087,119)
Fund Balance at Beginning of Year	237,283,249	252,550,770	252,550,770	232,955,278
Fund Balance at End of Year	\$ 252,550,770	239,330,623	232,955,278	221,868,159

REVENUE HIGHLIGHTS

Property Tax

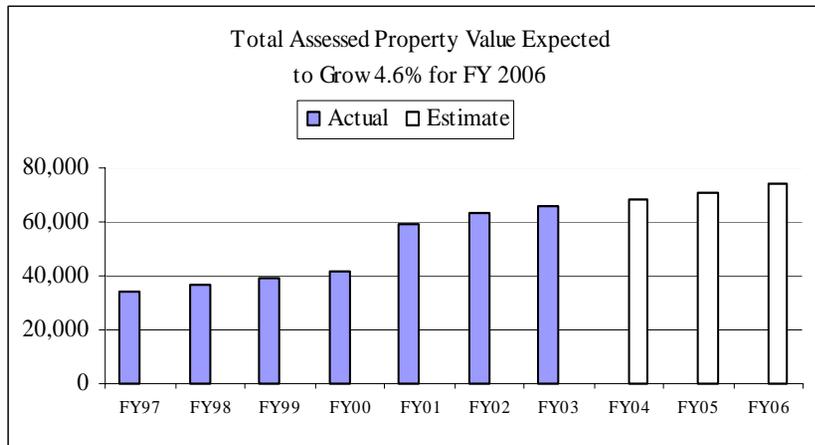
The property tax is levied against real and personal property not exempt from taxation. For FY 2006 the general property tax rate is \$.604 per \$100 assessed valuation. The overall increase in the valuation of property is projected to increase by 4.6 percent. Each component of the property tax base is discussed below.

Composition of Tax Base FY 2006 Estimates

Real Property	\$59.40 billion
Business Personal Property	\$4.36 billion
Public Service	\$3.45 billion
Motor Vehicles	\$6.85 billion

The County's property tax collection rate continues to be one of the highest in the state, at 98.8 percent of the levy collected. One cent on the general fund property tax rate generates approximately \$7.3 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 FY01. The real estate portion of the FY06 tax base is estimated to increase by 4.7 percent compared to the FY04 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 increase by 2.3 percent in FY06.

All registered vehicles are included in the motor vehicles portion of the tax base. Values are adjusted annually. The growth rate of 3 percent in FY 2006 is consistent with the previous years.

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 occurred in FY05. While a slight decrease is projected in FY05, the FY06 valuation is expected to increase by .4 percent.

Sales Tax

Wake County's second largest revenue source is sales tax receipts. Total sales tax revenue for FY06 is estimated to be \$137.8 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. There are no restrictions as to how receipts from the one-cent local option sales

REVENUE HIGHLIGHTS

tax can be used within the county budget.

Revenue from the one-cent sales tax for the FY05 budget year is projected to be \$11 million more than estimated. One-cent sales tax revenue in FY06 is estimated to grow by six percent to \$70.3 million.

Sales Tax

Sales Tax	FY 2005 Est.	FY 2005 Proj.	FY 2006
Article 39 (1967)	\$55.4 million	\$66.3 million	\$70.3 million
1/2 cent Article 40 (1983)	\$19.8 million	\$20.2 million	\$21 million
1/2 cent Article 42 (1986)	\$19.8 million	\$19.9 million	\$20.7 million
1/2 cent (excludes unprepared food) Article 44 (2002)	\$22.7 million	\$24.3 million	\$25.8 million

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 FY05, revenue from these two taxes is estimated to be slightly more than budgeted. Revenue from these two half-cent sales taxes for FY06 is projected to grow by four percent over the current year estimate. The amount required by state statute for school capital is transferred to the capital projects fund.

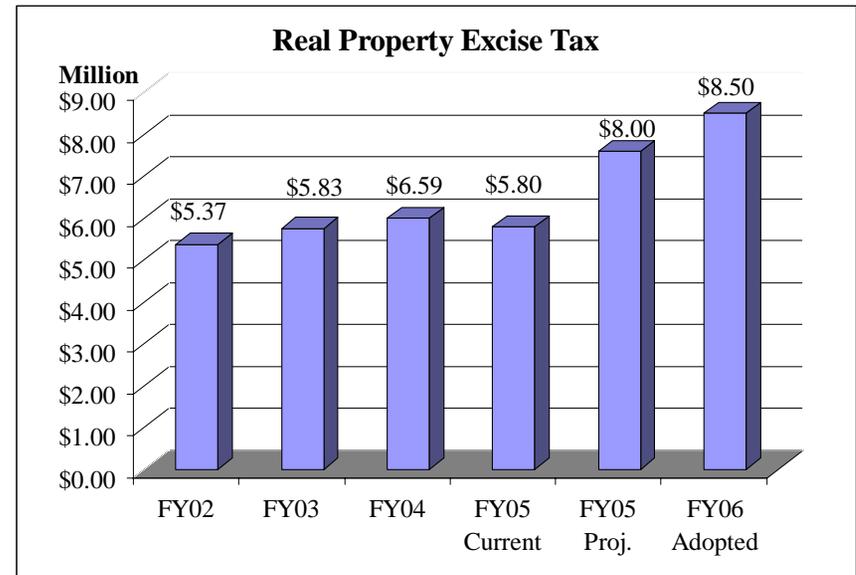
Article 44 of the N.C. General Statutes authorizes counties to levy a one-half cent sales tax. This sales tax authorization replaces state reimbursements made because of the repeal of previously authorized property taxes. This tax is levied on purchases as is the other local option taxes with one exception: 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. The FY05 amount is estimated at \$24.3 million with 6 percent growth expected in FY06.

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 Excise Tax

State statutes provide for counties to collect an excise tax, on transfers of real property. The tax levied on each recorded deed is \$2.00 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY06 budget reflects an 6.25 percent increase over the FY05 projected.



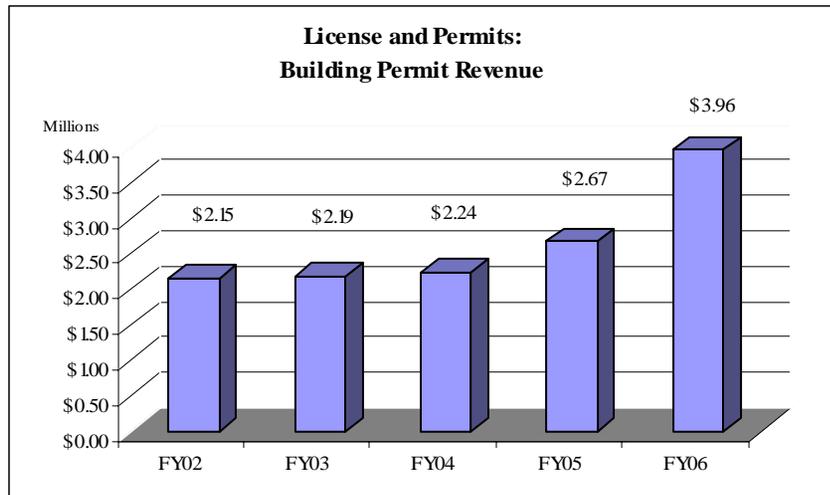
REVENUE HIGHLIGHTS

Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.2 million dollars from this revenue source in FY06.

Beer and Wine Excise Tax

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75% of the amount collected; for fortified wine, local governments receive 22% of the proceeds; and for wine, local governments receive 62% of the tax proceeds. The amount budgeted is \$650,000 based on state estimates of a 2% increase.



Licenses and Permits

The largest revenue source in this category is from building permits. For FY06, revenue is projected to increase by about 45% based on the anticipation of increased building activity. The building permit fee

structure is consistent with the Board-adopted User Fee Policy as it provides full recovery of costs of the building inspection program.

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 \$1.3 million less than the current FY05 budget. The amount budgeted in FY 2006 for Human Services federal and state grants is \$99.1 million. The decrease is due mainly to reduced funding for Child Day Care Subsidies and Early Intervention programs.

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 User Fee Policy.

Human Services Fees and Charges

The Human Services department receives 38% of its revenues from fees and charges for services, with \$59.9 million projected for FY06. Approximately \$47.4 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.

Sheriff Fees

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, and providing investigative reports. Other fees collected by the Sheriff

REVENUE HIGHLIGHTS

include jail fees from the Federal government for housing detainees awaiting trial in Federal Court. Projected revenues from serving civil process papers will be substantially higher than the amount currently projected in the FY 2005 budget. This is due to an increase in the rate collected by the Sheriff's Office for providing this service, from \$5 to \$15 per papers served. This additional \$600,000 in revenues will be offset by reduction in reimbursements from the State for housing convicted inmates. Due to the opening of several new state prisons, there is no longer a need for the prisoners to be housed in the County jail.

Community Services

The Inspections, Development Plans and Permits division assesses fees to user of its development services. Fees include permit and inspection fees for construction and renovation work. As outlined on the "Fee Changes" page, the FY06 budget includes one new fee (for demolition permits) and several fee changes. Most fee changes are to increase fee recovery. However, the increased fee for work begun without a permit is designed to encourage individuals to responsibly obtain permits in a timely fashion.

Emergency Medical Services Fees

Charges for Emergency Medical Services are assessed when paramedics transport patients for any medical reason. Fee amounts are based on services provided and applicable mileage, and are based on the Medicare Reimbursement Schedule. The County contracts with an EMS billing firm to collect all current and delinquent fees. County staff and EMS stakeholders worked with the billing firm to improve revenue estimates for FY 2006. The adopted budget anticipates total subscription revenue to reach \$1.23 million. In addition to EMS fees, the subscription program provides revenue for Wake EMS and the contracted squads. The subscription fee will remain at \$60 per household. Wake EMS is projected to collect almost \$5.7 million, and the contracted squads are projected to collect a total of \$5.5 million.

Environmental Services Fees

The department provides services that assist developers in meeting their regulatory obligations. These regulations are meant to protect the environment from harmful effects of development. The department intends

to recover its costs for providing these service through the imposition of fees and charges. In that vein, Environmental Services will implement the following fee changes in FY 2006: Increase the existing swimming pool permit fee from \$235 to \$275. Implement a new fee for field consultation on expansions of onsite wastewater systems, \$100 per visit. Remove the cap on sedimentation and erosion plan reviews, currently capped at 20 acres. Same removal of cap for sedimentation and erosion disturbance fee. Increase the fee for stormwater plan preparation and reviews, from \$200 to \$400. Increase the fee for review of first time re-submittals of stormwater plans from \$76 to \$150. Implement new fees for flood certification verification and flood certification review, \$50 for each. Increase the well permitting fee from \$350 to \$400.

Planning Fees

The budget includes increased fees associated with various subdivision reviews and zoning applications. The fee increase brings these services closer to cost recovery, and in line with what comparable North Carolina jurisdictions charge for similar services. The increases are shown on the table at the end of this section.

Register of Deeds Fees

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. Due to increasing interest rates, fees related to mortgage refinancing are not expected to increase. Other fees are expected to increase slightly.

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 transferred from other County funds to the General Fund for various purposes. The Solid Waste Enterprise Fund will transfer \$75,000 to the General Fund as reimbursement

REVENUE HIGHLIGHTS

for indirect costs associated with supporting the activities of the Solid Waste Management division. Funds totaling \$747,870 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.

Appropriated Fund Balance

The County regularly budgets appropriated fund balance in the General Fund equal to 2% of non-education, non-capital expenditures to serve as the "margin of error." It is anticipated that this reduction in fund balance will not be needed as either realized revenue will exceed estimates or actual expenditures will be less than budget. Fund balance has also been used to re-appropriate grant funds received but not yet expended. In addition to these items, the FY 2006 budget includes an appropriation of fund balance of \$2,857,000 for increasing funding to the Wake County Public Schools.

Non-General Fund Revenues

Debt Service Fund

Debt service fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and from the Major Facilities Fund to fund debt service on Five-County Stadium. In addition, interest income from the General and Debt Service funds is an additional funding source.

Affordable Housing

The major revenue sources for this fund are: Community Development Block Grant funds administered by the U.S. Department of Housing and Urban Development; an annual transfer of \$1 million from the Capital Projects Fund; and program and interest income resulting from fund activities.

Major Facilities

A special revenue fund has been established to account for the proceeds from a 6% tax on occupancy sales at hotels, motels and guest houses, and from a 1% tax on sales of prepared food and beverage. Revenue

from these taxes are projected to grow at a rate of 5% and 7% respectively in Fiscal Year 2006 over the current year levels, to \$11.3 million for occupancy and \$13.6 million for prepared food and beverage. Proceeds from the taxes support tourism activities in the County such as the construction of stadiums, convention facilities, museums and parks. Proceeds from these two taxes represent 100% of the fund's revenues.

Emergency 911

The sole source of revenue is from a twenty-five cent surcharge fee on telephone bills within the County.

Revaluation Reserve

The sources of income for the Revaluation Reserve are an annual transfer from the General Fund and interest earnings on the unexpended cash in the fund.

Fire Tax District

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County. A ten-cent property tax is levied on all residential and commercial property in the unincorporated areas to fund both operating and capital needs of the district.

Solid Waste

Solid waste operations in Wake County are accounted for in an enterprise fund, segregating the fund from reliance on property taxes. The revenues that support solid waste operations come from tipping fees, household fees, recycling proceeds, grants and interest income. The tipping fee rate in Fiscal Year 2006 is set at \$29.50 a ton for disposal of waste at the land fill, and at \$33.50 a ton for disposal at a transfer station. The household fee is set at \$20 per household per year. These two sources of revenue represent 90% of the funds total revenues.

Risk Management

The revenues of this fund are comprised of transfers and charges from other funds to finance the countywide expenses for: health and dental insurance, worker's compensation, auto and general liabilities claims and insurance.

FEE CHANGES

	FY 2005 Current Budget	FY 2006 Adopted Budget
Inspections, Development Plans, and Permits:		
Work Already Begun Without a Permit	Follows Standard Permit Fee Schedule	New rates will be twice the cost indicated on the standard permit fee schedule
Administrative and Consultative Fees	\$46	\$60
Re-inspection	First re-inspection per trade at no cost, subsequent re-inspections \$46	\$60 for all re-inspections
Modular Units and Dwellings Moved On	Subject to land use and trade inspections	Subject to current schedule for Single Family Dwellings
Demolition Permit	No fee currently charged	\$60
Planning:		
Zoning Applications		
Special Use Permits	\$300	\$375
Appeals	\$150	\$250
Sign Permits	\$46	\$50
Site Plan Review – Simple	\$46	\$100
Site Plan Review – GU/SUP	\$150	\$800
Subdivision Reviews		
Preliminary	\$800	\$1,000
Exempt	\$85	\$100
Minor	\$170	\$200
Final Review (per sheet)	\$225	\$300
Construction Plan	\$200	\$275
Letter of Credit	\$250	\$400
Hardship Variance	\$100	\$200
Road Inspection	\$92	\$100

FEE CHANGES

	FY 2005 Current Budget	FY 2006 Adopted Budget
Environmental Safety:		
Swimming Pool Permit	\$235	\$275
Field Consultation on Expanding Onsite Wastewater System	No fee currently charged	\$100
Remove Acreage Cap on Sedimentation and Erosion Plan Review	20 Acres Cap	20 Acres Cap Removed
Remove Acreage Cap on Sedimentation and Erosion Land Disturbance	20 Acres Cap	20 Acres Cap Removed
Stormwater Plan Preparation and Review	\$200	\$400
Review of Stormwater Plan Resubmittals	No fee for first resubmittal and \$76 for subsequent resubmittal	\$150
Flood Certification Verification	No fee currently charged	\$50
Flood Certification Review	No fee currently charged	\$50
Well Permitting Fee	\$350	\$400
Public Safety:		
EMS Special Event Fee	\$75 per hour per ambulance	\$105/hr per ambulance \$50/hr additional charge if 2 or more ambulances are requested
Revenue Department:		
Decal fee paid by municipalities	25 cents per decal	Elimination of 25 cents fee per decal

EXPENDITURE HIGHLIGHTS

Community Services

The Community Services budget includes funding to open and operate West Regional Library, a new 30,000 square foot facility that will open in West Cary in late Spring 2006. The budget also includes partial staffing for the future Holly Springs Community Library, which will open in fall 2006. For more information on these two new library facilities, please see the Capital Improvement Plan portion of this book.

The budget also includes increased funding for Parks, Recreation and Open Space; specifically, funding is provided for an additional half-time graphic artist to produce brochures and other informational materials about the County's Parks. Also, the budget provides increased funds for temporary and seasonal staff at parks countywide.

Education

School Operating Expense: The Board of Education requested an increase of \$29.8 million from \$236.4 million in FY 2005 to \$266.2 million in FY 2006. Included in this budget is an appropriation of \$248.2 million to support the Wake County Public School System's (WCPSS) operating budget, a 5 percent increase, totaling \$11.8 million.

Wake Technical Community College: The Wake Technical Community College's Board of Trustees requested \$16.3 million in operating funds, a 41% increase over the FY 2005 budget of \$11.5 million. The County currently funds 85.2 FTEs and \$244,000 is funded to increase salary and benefits for those positions. An additional amount of \$280,000 is funded to maintain plant operations and maintenance costs associated with opening new facilities and rising utility costs. Finally, \$750,000 is included to fund capital priorities identified by the College. This will increase total funding to Wake Tech to \$12,774,000, an 11.1 percent increase over FY05.

Environmental Services

The budget for FY 2006 includes expansions for two registered sanitarians to perform inspections of food establishments and one environmental health specialist to perform groundwater monitoring, especially for wells and for migrant labor and mobile home park on-site wastewater systems. These expansions are driven by an increase in the demand for services, matching the overall population growth in the

County. The increase in costs is offset by increased revenues, as the budget includes additional fee revenue from a higher volume of activity in these areas, especially in the inspections of on-site waste water systems.

General Services Administration (GSA)

Ten new full-time positions are planned for GSA in FY 2006. Three positions are created by converting temporary/contracted services dollars to permanent positions for a Customer Service Representative for the GSA request center; a Locksmith position in Security to meet the more advanced service needs of the lock shop; and an Equipment Operator position in the landscape maintenance program to more effectively meet landscaping standards and improved quality control on turf and plant beds. One new position is created in Fleet Services to serve as shop foreman, head a new program for roadside service calls, administer warranty work and reimbursements, and maintain the Fleet Information System. Six positions are created in the Physical Plant division to address needs associated with facility growth over time, the addition of more 24 hour and extended operation facilities in FY 2006, increases over time in facilities with life safety sprinkler systems, and to meet increased 2nd shift service demands. Positions will be added in the General Trades, Plumbing, and 2nd Shift sections of the division. Lastly, contract dollars, rather than additional personnel, are provided in the HVAC and Electrical sections to address maintenance needs.

Human Services

Expenditures in Human Services are projected to increase \$15.1 million over the current FY 2005 budget, for a total of \$235.8 million. The increase is driven mainly by Medicaid services for eligible mental health patients, projected to be \$11.7 million higher than the current year's budget. The growth will be felt in large part during FY 2005, since these costs will come in higher than projected for the current year.

The County's contribution to the Medicaid program, a 5.5% match, is projected at \$18.1 million in FY 2006, a \$3.1 increase or 20% over the current year. Enrollment in the program has grown 15% a year on average for the last 6 years. The projection for FY 2006 exceeds the 15% growth due to underestimating the expenditure in FY 2005.

EXPENDITURE HIGHLIGHTS

Other increases will be experienced in personnel costs as result of lower vacancy rates. Human Services has dramatically decreased their number of open positions in FY 2005 thereby reducing the level of lapsed salaries experienced in prior years. The department's vacancy adjustment for FY 2006 has been reduced by \$1.25 million, increasing the expenditure by that amount. Personnel costs are also increasing by approximately \$1 million due to the addition of 27.8 positions. These positions are intended to help Human Services keep up with the increase in demand for services. They include 14 positions in Child Protective Services, 4.3 in the School Health Nurse program, 4 positions in Community Health and 5.5 in Medicaid enrollment. Cost increases will be offset by lost reductions associated with loss of funding from State and Federal grants supporting activities in child day care and early intervention.

The Medicaid services for eligible mental health patients are funded by pass-through dollars from the State division of Medical Assistance, producing a \$11.7 million increase in revenues. Increase in revenues associated with the Local Managing Entity for mental health accounts for \$1.8 million in additional revenues. Some of the new positions mentioned above also draw down \$.7 million in additional revenue.

Information Services

The budget funds additional support for desktop services and network security. Funding for maintaining the County's Oracle, Domino, and SQL database environments is continued. Also, costs associated with public safety data communication have been shifted to such user departments as the Sheriff's Office and Public Safety.

Office of the Sheriff

The Sheriff's budget increases by \$3.7 million in FY 2006. The opening of a new jail on Hammond Road, planned for March of 2006 drives the increase in costs. The expansion requires the addition of 112 positions, employed for an average of six months in the coming fiscal year. The \$3 million expansion includes payroll and benefits, supplies and materials and equipment to begin operations. On-going costs for the jail expansion will have a full year impact in FY 2007 of \$7.1 million. The Sheriff will also receive seven new medical positions to help control the cost of outside purchased medical services. The cost of these

positions is offset by savings in the use of hospitalization and contracted medical providers.

Another \$.7 million in costs increases are due to expansions in law enforcement, including the purchase of 17 new patrol vehicles. Ten of the new vehicles are the second phase of a 3-year program to provide vehicles to judicial deputies, giving them the ability to rotate assignments in the field. Two vehicles are associated with the addition of two new school resource officers. The remaining five vehicles are scheduled as replacement vehicles, to minimize the impact of down time when regularly assigned patrol cars are being repaired.

Public Safety

By using current resources more effectively, and with some additional funding, emergency medical services (EMS) will improve pre-hospital medical care to Wake County citizens. On the recommendation of the EMS Deployment Subcommittee, the budget funds new ambulance units in North Raleigh (the Durant Road service area) and Garner. Current resources will be realigned to better meet service demands in the areas of Brier Creek, downtown Raleigh and Garner. This budget also supports the merger of three EMS squads—Knightdale, Wendell and Zebulon—into a single entity, "Eastern Wake EMS." This will result in more efficient delivery of quality service. In the Emergency Management Division, the budget funds the Local Emergency Response Team, the effectiveness of which will be evaluated during the fiscal year. In Criminal Justice Planning, additional funds are included for pre-trial diversion programs. In the next year, the Public Safety Department, along with its partners, will analyze the community value, efficiency, and effectiveness of these programs.

Salaries, Wages, and Benefits

The cost of salaries and benefits, 34 percent of the non-education operating budget, totals \$187.7 million. This includes a reduction of \$5.9 million to avoid budgeting for positions while vacant. Pay-for-performance increases are budgeted at \$4.6 million for an average of four percent increase. The County cost of health insurance will increase 10% requiring an additional \$2.3 million to cover the costs of active employees as well as retirees. Dental insurance premiums are up minimally at an additional cost of \$47,000.

REQUESTS NOT FUNDED

COMMUNITY SERVICES **\$538,242**

Parks - Additional staff and operating funds - 6.5 FTEs
 Parks - Increased funding for seasonal/pooled salaries
 Parks - Land Stewardship Program
 Libraries - Additional staff for Cameron Village Regional Library

COUNTY MANAGER **\$50,000**

Public Information - 1 FTE

ENVIRONMENTAL SERVICES **\$126,194**

Environmental Health - Restaurant Inspectors - 2 FTEs
 Water Quality - Land Stewardship Program - 1 FTE
 Cooperative Extension - Increased funding for temporary staff

GENERAL SERVICES ADMINISTRATION **\$39,800**

Master Mechanic for Fleet Division - 1 FTE

HUMAN RESOURCES **\$65,775**

Additional staff - Human Resource Consultant

HUMAN SERVICES **\$1,594,242**

Family & Youth Success- Child Protective Services - 9 FTEs
 Clinical Strategies -
 Maternal Health Clinic - 1 FTE
 Maternal Women's Preventive Health - 1 FTE
 Child Health Clinic - 1.5 FTEs
 Dental Health Clinic - 2 FTEs
 Women's Health Clinic - 1 FTE
 Community Health - Laboratory 2 FTEs
 Economic Self-Sufficiency -
 Adult Medicaid - 3 FTEs
 Child Support Enforcement - 8 FTEs
 Family & Child Medicaid/Food Assistance - 5.5 FTEs
 Health Check - 1 FTE

INFORMATION SERVICES **\$414,119**

Additional staff - 5 FTEs

PUBLIC SAFETY **\$1,036,755**

Criminal Justice Planning:
 Alternative Detention Programs
 Emergency Management:
 Community Emergency Response Team - 0.5 FTE
 EM standards improvement
 Fire/Rescue:
 Breathing air system
 Emergency Medical Services:
 Van conversion to 4WD for response capability
 Training Specialist - 1 FTE
 Replacement cost of Mass Casualty Response Vehicle
 10 Paramedics

NON-DEPARTMENTAL **\$502,250**

Exploris (\$300,000)
 Healing Place for Men (\$57,250)
 Healing Place for Women (\$25,000)
 Wake County United Arts Council (\$120,000)

WAKE TECHNICAL COMMUNITY COLLEGE **\$3,495,256**

WAKE COUNTY PUBLIC SCHOOL SYSTEM **\$14,943,000**

TOTAL REQUESTS NOT FUNDED **\$22,805,633**

PERSONNEL SUMMARY (BY FUND)

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
General Fund				
General Government				
County Commissioners	3.00	3.00	3.00	3.00
County Manager	11.00	11.00	11.00	12.00
County Attorney	10.00	10.00	10.00	10.70
Board of Elections	14.20	14.20	14.60	16.00
Budget & Management Services	7.00	7.00	7.00	7.00
Facilities Design & Construction	9.00	9.00	9.00	10.00
Finance	28.50	29.50	29.50	30.10
General Services				
Administration	7.00	7.00	7.00	8.00
Central Services	21.00	21.00	21.00	22.00
Field Services	27.00	30.00	30.00	31.00
Fleet	12.00	12.00	12.00	13.00
Physical Plant	46.00	46.00	46.00	52.00
General Services Total	113.00	116.00	116.00	126.00
Human Resources	21.00	21.00	21.00	21.00
Information Services	60.50	60.50	64.50	67.50
Planning Department	20.00	20.00	20.00	20.00
Register of Deeds	35.00	35.00	38.00	38.00
Revenue Department	62.00	62.00	62.00	62.00
General Government Total	394.20	398.20	405.60	423.30
Community Services				
Administration	4.00	4.00	4.00	4.00
Geographic Information Services	20.00	20.00	20.00	20.00
Inspections, Development Plans and Permits	33.00	33.00	33.00	34.00
Libraries	165.50	170.50	170.50	198.50
Parks, Recreation and Open Space	25.00	27.00	27.00	27.50
Community Services Total	247.50	254.50	254.50	284.00
Environmental Services	96.00	98.00	98.00	101.00
Human Services	1,667.70	1,674.70	1,716.30	1,744.10

PERSONNEL SUMMARY (BY FUND)

	FY 2004	FY 2005	FY 2005	FY 2006
	Actual	Adopted	Current	Adopted
		Budget	Budget	Budget
Public Safety				
EMS	116.00	122.00	122.00	122.00
Fire/Rescue	22.00	21.00	21.00	21.00
CCBI	61.00	63.00	63.00	63.00
Emergency Management	7.00	7.00	7.00	7.00
Administration	3.00	4.00	4.00	4.00
Public Safety Total	209.00	217.00	217.00	217.00
Office of the Sheriff				
Detention	274.00	274.00	273.00	392.00
Law Enforcement	374.00	374.00	380.00	382.00
Office of the Sheriff Total	648.00	648.00	653.00	774.00
Subtotal General Fund	3,262.40	3,290.40	3,344.40	3,543.40
Other Funds				
Affordable Housing	8.50	8.50	7.50	7.50
Risk Management Internal Service Fund	3.00	4.00	4.00	4.00
Solid Waste Enterprise Fund	10.00	15.00	15.00	14.00
Capital Area Workforce Development	9.55	9.55	13.55	13.55
Subtotal Other Funds	31.05	37.05	40.05	39.05
Total Positions All Funds	3,293.45	3,327.45	3,384.45	3,582.45
Increase from Current to Adopted				198.00

PERSONNEL SUMMARY (BY FUND)

Department Position Count (FTEs)

Position changes in the adopted FY 2006 budget include:

Board of Elections—Net Change +1.4 FTEs

Add 1.4 FTEs as Election Specialists to assist with recruiting, training, and maintaining the records on Wake County's 2,000+ precinct officials, plus obtaining polling places and guaranteeing that precincts are accessible. The new FTEs will also develop training materials for staff and precinct officials to ensure that elections continue to be fair, accurate and accessible.

Community Services—Net Change +29.5 FTEs

Add 25 new positions to support the Spring 2006 opening of West Regional Library in West Cary.

Add 3 new positions to develop Holly Springs Community Library, which will open in fall 2006.

Add 0.5 FTE to increase a part-time Graphic Artist to full time. This position produces brochures and other informational material about the County Park system.

Add 1 new Plans and Permits Technician due to increased permitting activity.

County Attorney—Net Change +0.7 FTE

The County Attorney will add a part-time attorney. The position is needed to address increasing workload in juvenile cases.

County Manager—Net Change +1 FTE

The County Manager's Office will expand by one position, an Assistant to the Manager for Intergovernmental Affairs. This position will focus on inter-local efforts with municipalities, and monitor state and federal legislation and programs.

Environmental Services—Net Change +3.0 FTEs

Add 2 registered sanitarians to perform inspections of eating establishments. Add 1 environmental health specialist to perform well inspections and inspections of migrant labor camps and mobile home parks. All three additions are driven by increased demand for inspections.

Facilities Design and Construction and Solid Waste

Net Change - 0 FTE

FD&C – Net Change +1.0 FTE. Transfers one position from the Solid Waste Enterprise Fund to the General Fund for management of Solid Waste capital projects. Management of these capital projects has been assigned to Facilities Design and Construction for several years. The General Fund will increase by one position and the Enterprise Fund will decrease by one position.

Finance—Net Change +.6 FTEs

Add 0.6 FTE to support contracts administration. No additional funds are provided, because the department will reallocate its current budget for temporary staff to cover the increased FTE count.

General Services Administration—Net Change +10.0 FTEs

Ten new full-time positions are planned for GSA in FY 2006. Three positions are created by converting temporary/contracted services dollars to permanent positions for a Customer Service Representative for the GSA request center; a Locksmith position in Security to meet the more advanced service needs of the lock shop; and an Equipment Operator position in the landscape maintenance program to more effectively meet landscaping standards and improved quality control on turf and plant beds. One new position is created in Fleet Services to serve as shop foreman, head a new program for roadside service calls, administer warranty work and reimbursements, and maintain the Fleet Information System. Six positions are created in the Physical Plant division to address needs associated with facility growth over time, the addition of more 24 hour and extended operation facilities in FY 2006, increases over time in facilities with life safety sprinkler systems, and to meet increased 2nd shift service demands. Positions will be added in the General Trades, Plumbing, and 2nd Shift sections of the division. Lastly, contract dollars, rather than additional personnel, are provided in the HVAC and Electrical sections to address maintenance needs.

PERSONNEL SUMMARY (BY FUND)

Department Position Count (FTEs) (cont'd)

Human Services—Net Change +27.8 FTEs

Add 4.0 Child Protective Services case workers to meet a growing demand for investigations. Add 10.0 positions to manage the treatment of children and families under investigation for abuse and neglect, also in response to growing demand. Add 4.3 School Nurse FTE's to keep up with the growth in enrollment at Wake County Public Schools. Add 4.0 positions in Community Health to deal with the increased incidence of communicable diseases, such TB, HIV, and other sexually transmitted diseases. Add 5.5 FTE's in Medicaid and Food Assistance enrollment to improve access to these entitlements.

Information Services—Net Change +3 FTEs

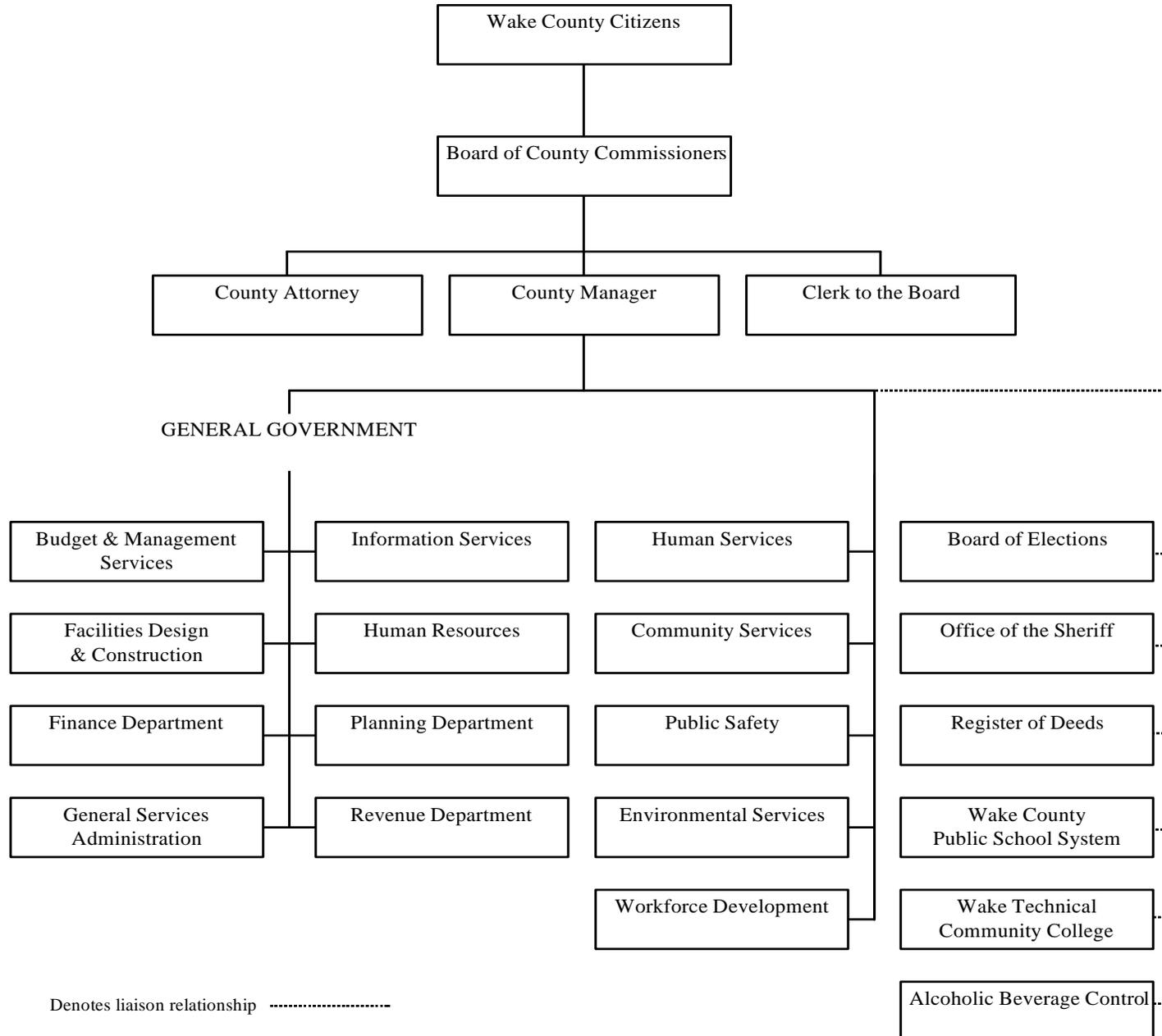
The budget funds three additional positions in Information Services. One position is an IT Engineer that will focus on security initiatives and desktop management. The position is needed to address the increasing workload, which has grown beyond the capacity of the two FTEs currently assigned to security. The department will also receive two Helpdesk FTEs for technical support in mission critical applications. One technician will focus on such public safety applications as CAD, patient care reporting, and 800 MHz. The second technician will focus on such telecommunications needs as cellular support, PDAs, and billing.

Office of the Sheriff—Net Change +121 FTEs

Add 112 positions in response to the opening of the new detention facility on Hammond road, scheduled to open in March 2006. Add 7 medical personnel to meet the increased demand for medical services in the existing detention facilities and to reduce hospitalization and the use of contracted medical service providers. Add 2 School Resource Officers to serve at the two new middle schools opening in August 2005.

TOTAL POSITION CHANGE: +198.0 FTEs

WAKE COUNTY GOVERNMENT FISCAL YEAR 2006 ORGANIZATIONAL CHART



GENERAL FUND REVENUE SUMMARY

Description	FY 2004 Actual Revenues	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget	Change from FY 2005 Current
TAXES					
Ad Valorem	\$ 412,135,262	425,826,442	425,826,442	443,670,000	4.2%
Sales Tax	116,508,678	117,530,000	117,530,000	137,811,000	17.3%
Penalties & Interest	2,370,166	1,375,000	1,375,000	1,375,000	0.0%
Lease/Rental Vehicle Tax	1,770,222	2,000,000	2,000,000	2,200,000	10.0%
Payments in Lieu of Taxes	1,145,399	20,000	1,140,000	1,148,000	0.7%
Real Property Transfer (Excise) Tax	6,586,405	5,800,000	5,800,000	8,500,000	46.6%
Other Taxes	1,179,670	1,895,000	775,000	1,250,000	61.3%
Taxes Subtotal	541,695,802	554,446,442	554,446,442	595,954,000	7.5%
FEDERAL SHARED REVENUES					
Human Services	4,811,145	5,612,296	6,402,188	6,965,776	8.8%
Public Library	0	0	28,750	0	-100.0%
Public Safety-Other	465,523	2,523,676	6,380,752	5,939,898	-6.9%
Public Safety Sheriff	970,676	595,490	1,018,495	412,600	-59.5%
Environmental Services	232,060	523,500	523,500	0	-100.0%
Federal Shared Subtotal	6,479,404	9,254,962	14,353,685	13,318,274	-7.2%
STATE SHARED REVENUES					
Public Library	490,375	483,000	483,000	483,000	0.0%
Human Services/Other than 1571	61,359,878	64,180,468	69,111,297	66,765,563	-3.4%
HS/FED 1571	20,639,176	21,399,471	21,716,014	21,765,716	0.2%
HS/State 1571	1,094,995	1,729,093	1,729,092	1,840,917	6.5%
Public Safety, Other	347,891	345,455	345,455	342,915	-0.7%
Environmental Services	10,185	0	0	0	n/a
Other	0	2,216	377,086	1,000,000	165.2%
ABC 5 Cent Bottle	170,820	175,340	175,340	175,340	0.0%
Beer & Wine	736,529	637,500	637,500	650,000	2.0%
State Shared Revenues Subtotal	84,849,849	88,952,543	94,574,784	93,023,451	-1.6%

GENERAL FUND REVENUE SUMMARY

Description	FY 2004 Actual Revenues	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget	Change from FY 2005 Current
LOCAL SHARED REVENUES					
Human Services	1,062,321	1,127,749	1,176,251	783,299	-33.4%
Board of Alcohol Control	4,148,333	3,140,000	3,165,000	2,165,000	-31.6%
Local Contributions-Other	343,562	236,500	215,200	217,000	0.8%
Local Shared Revenues Subtotal	5,554,216	4,504,249	4,556,451	3,165,299	-30.5%
LICENSES AND PERMITS					
Beer & Wine Licenses	50,000	\$50,000	50,000	50,000	0.0%
Marriage Licenses	160,000	\$165,000	165,000	165,000	0.0%
Building Permits	2,331,490	\$2,461,700	2,461,700	3,740,409	51.9%
Licenses and Permits Subtotal	2,541,490	2,676,700	2,676,700	3,955,409	47.8%
CHARGES FOR SERVICES					
Public Health	11,067,723	9,367,735	9,413,378	9,860,461	4.7%
General Services Admin.	1,514,351	1,550,450	1,550,450	1,550,500	0.0%
Mental Health	42,089,710	42,262,299	38,003,849	49,690,578	30.8%
Public Safety	6,048,050	6,247,360	6,304,061	7,695,084	22.1%
Social Services	201,597	157,618	157,618	222,801	41.4%
Sheriff	3,988,855	3,159,500	3,159,500	3,067,000	-2.9%
Community Services	484,185	474,938	474,938	1,044,017	119.8%
Planning/Development Services	1,081,057	632,302	632,302	731,958	15.8%
Libraries	608,519	539,000	539,000	568,750	5.5%
Parks & Recreation	100,376	101,663	101,663	111,640	9.8%
Human Services Fees Transportation	259,910	447,947	462,033	523,167	13.2%
Other	1,535,155	979,606	1,079,156	1,866,269	72.9%
Environmental Services	503,807	1,952,481	1,952,481	1,222,358	-37.4%
Bureau of Identification	776,661	775,000	775,000	775,000	0.0%
Register of Deeds	6,619,288	6,475,000	6,475,000	6,175,400	-4.6%
Tax Collection Fees	908,702	821,450	821,450	844,450	2.8%
Rental/Lease Income	363,553	379,975	379,975	356,546	-6.2%
Vending Income	535,598	480,446	480,446	473,482	-1.4%
Charges for Services Subtotal	78,687,097	76,804,770	72,762,300	86,779,461	19.3%

GENERAL FUND REVENUE SUMMARY

Description	FY 2004 Actual Revenues	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget	Change from FY 2005 Current
INVESTMENT EARNINGS					
Interest on Investments	163,554	\$67,151	67,151	77,210	15.0%
Investment Earnings Subtotal	\$163,554	\$67,151	\$67,151	77,210	15.0%
MISCELLANEOUS					
Sale of Material & Fixed Assets	1,076,662	650,386	650,386	537,933	-17.3%
Other	153,710	148,326	147,975	22,680	-84.7%
Miscellaneous Subtotal	1,230,372	798,712	798,361	560,613	-29.8%
OTHER FINANCING SOURCES					
Capital Leases	150,384	0	0	0	
Appropriated General Fund Balance	0	8,791,251	14,412,620	10,939,413	-24.1%
Other Financing Sources Subtotal	150,384	8,791,251	14,412,620	10,939,413	-24.1%
TRANSFERS					
Interfund Transfers	936,343	563,220	563,571	1,022,870	81.5%
Transfers Subtotal	936,343	563,220	563,571	1,022,870	81.5%
TOTAL REVENUE	\$ 722,288,511	746,860,000	759,212,065	808,796,000	6.5%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget	Change from FY 2005 Current
General Government					
Board of Commissioners	\$ 417,451	443,517	455,868	458,294	0.5%
County Manager	987,669	1,069,438	1,106,850	1,162,850	5.1%
County Attorney	977,249	975,307	1,015,966	1,091,318	7.4%
Board of Elections	1,730,314	2,104,236	2,367,185	2,508,245	6.0%
Budget and Management Services	520,878	525,816	545,637	548,776	0.6%
Facilities Design & Construction	830,738	805,743	859,716	941,680	9.5%
Finance	2,296,581	2,240,815	2,284,871	2,341,949	2.5%
General Services	21,775,195	21,357,600	22,221,488	22,905,530	3.1%
Human Resources	1,341,311	1,403,052	1,434,014	1,470,492	2.5%
Information Services	7,128,985	8,135,027	8,273,795	8,242,404	-0.4%
Planning	1,247,299	1,395,172	1,432,748	1,443,841	0.8%
Register of Deeds	2,414,231	2,724,021	2,760,985	2,800,313	1.4%
Revenue	4,116,090	4,375,235	4,462,550	4,460,604	0.0%
General Government Subtotal	45,783,991	47,554,979	49,221,673	50,376,296	2.3%
Community Services					
Administration	298,945	316,245	334,611	332,531	-0.6%
Libraries	11,970,093	11,828,947	12,350,111	13,374,790	8.3%
Geographic Information Systems	1,489,321	1,531,174	1,581,347	1,560,627	-1.3%
Inspections/Development Plans/Permits	2,215,859	2,276,559	2,316,783	2,365,353	2.1%
Parks, Recreation and Open Space	2,115,876	2,174,018	2,268,623	2,423,845	6.8%
Community Services Subtotal	18,090,094	18,126,943	18,851,475	20,057,146	6.4%
Environmental Services					
Administration	865,907	865,181	936,975	587,547	-37.3%
Health and Safety Division	3,116,102	3,134,882	3,273,791	3,503,737	7.0%
Solid Waste/KAB	0	--	0	0	n/a
Water Quality	3,530,933	4,137,443	4,192,745	4,009,917	-4.4%
Environmental Services Subtotal	7,512,942	8,137,506	8,403,511	8,101,201	-3.6%
Human Services					
Resource Management	16,979,668	15,541,235	16,427,636	24,249,751	47.6%
Family and Youth Success	93,805,906	99,380,000	107,021,189	109,614,642	2.4%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget	<i>Change from FY 2005 Current</i>
Community Health	11,558,538	11,757,880	12,634,529	16,860,670	33.4%
Transportation	945,029	1,196,347	1,312,478	1,310,808	-0.1%
Adult Services	24,080,520	25,351,585	20,474,044	19,364,081	-5.4%
Eastern Regional Center	3,092,322	3,111,079	3,228,711	3,347,674	3.7%
Southern Regional Center	3,189,703	3,271,067	3,318,805	3,433,093	3.4%
Emergency and Adult Mental Health	20,583,048	19,831,700	19,406,556	16,948,272	-12.7%
Economic Self Sufficiency	33,780,875	36,332,173	36,876,802	40,678,950	10.3%
Human Services Subtotal	208,015,609	200,231,831	220,700,750	235,807,941	6.8%
Emergency Medical Services	10,698,384	11,686,269	11,922,157	12,309,609	3.2%
Fire/Rescue Services	1,568,753	1,678,762	1,706,306	1,680,811	-1.5%
Law Enforcement Services	3,660,372	3,817,992	3,884,422	3,955,714	1.8%
Emergency Management	3,265,810	5,167,887	9,485,943	8,683,547	-8.5%
Public Safety Administration	1,435,015	1,430,582	1,470,515	1,590,119	8.1%
Public Safety Subtotal	20,628,334	23,781,492	28,469,343	28,219,800	-0.9%
Education					
Wake County Public Schools	224,110,000	234,815,000	236,815,000	248,678,000	5.0%
Wake Technical Community College	8,600,000	11,500,000	11,500,000	12,774,000	11.1%
Education Subtotal	232,710,000	246,315,000	248,315,000	261,452,000	5.3%
Sheriff					
Law Enforcement	24,270,457	26,132,269	27,113,533	27,165,177	0.2%
Detention	17,841,367	17,869,991	18,188,946	21,826,639	20.0%
Sheriff Subtotal	42,111,824	44,002,260	45,302,479	48,991,816	8.1%
Medical Examiner	173,925	200,000	200,000	200,000	0.0%
Transfers to Other Funds	13,478,700	134,584,000	134,584,000	142,633,000	6.0%
Non-Departmental	7,044,883	3,646,451	4,273,964	3,292,224	-23.0%
Reserves					
Reserve for Future Appropriation	-	-	-	3,300,000	n/a
Salary Adjustment Reserve	4,320,000	3,848,433	-	4,600,000	n/a
Contingency	600,000	500,000	500,000	500,000	0.0%
Health Insurance Reserve	1,800,000	389,870	389,870	1,264,576	224.4%
Reserves Subtotal	6,720,000	4,838,303	889,870	9,664,576	986.1%
Grand Total	\$ 713,858,605	746,860,000	759,212,065	808,796,000	6.5%

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GENERAL GOVERNMENT BUDGET SUMMARY

Expenditures		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
County Commissioners	\$	417,451	443,517	455,868	458,294
County Manager		987,669	1,069,438	1,106,850	1,162,850
County Attorney		977,249	975,307	1,015,966	1,091,318
Board of Elections		1,730,314	2,104,236	2,367,185	2,508,245
Budget & Management Services		520,878	525,816	545,637	548,776
Facilities Design and Construction		830,738	805,743	859,716	941,680
Finance Department		2,296,581	2,240,815	2,284,871	2,341,949
General Services Administration		21,775,195	21,357,600	22,221,488	22,905,530
Human Resources		1,341,311	1,403,052	1,434,014	1,470,492
Information Services		7,128,985	8,135,027	8,273,795	8,242,404
Planning Department		1,247,299	1,395,172	1,432,748	1,443,841
Register of Deeds		2,414,231	2,724,021	2,760,985	2,800,313
Revenue Department		4,116,090	4,375,235	4,462,550	4,460,604
Total Expenditures	\$	45,783,991	47,554,979	49,221,673	50,376,296
Non-Departmental Accounts	\$	3,643,753	7,884,754	4,893,835	9,156,800

COUNTY COMMISSIONERS

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	316,876	316,037	328,388	340,694
Operating Expenses		100,575	127,480	127,480	117,600
Capital Outlay		0	0	0	0
Expenditure Totals	\$	417,451	443,517	455,868	458,294
Number of FTEs		3.00	3.00	3.00	3.00

Department Purpose and Goals

The Board of Commissioners, a seven-member elected group, is the governing and policy-making body of Wake County. The registered voters of Wake County elect the County Commissioners in partisan elections held in November of even-numbered years. Commissioners hold office for four years and maintain staggered terms, with four commissioners' races held in one general election and the other three elections 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 and fees for the County and for special taxing districts. Specific actions include adopting appropriate budget ordinances, rules, and regulations as methods for executing the policies. Further, the Board of Commissioners appoints members to boards and commissions that they establish, as well as to other boards established by State legislation. By law, the Board of Commissioners also directly appoints three principal officials: County Manager, County Attorney and Clerk to the Board, all of whom serve at the pleasure of the Board.

Major Accomplishments

- With the support of Wake County voters, passed a successful bond referendum providing \$40 million for Wake Technical Community College and \$26 million for open space activities with no additional tax burden.
- Enhanced inter-local cooperation with the twelve municipalities within Wake County to provide the highest level of service to all county residents. Examples include the launching of the 800 MHz radio communications and computer-aided dispatch systems in October 2004, and facilitating the development of regional solutions for the 25-year wastewater treatment needs of western Wake County.
- Successfully presented financial plans to rating agencies to maintain the County's AAA bond rating, only one of 24 counties in the nation this year to have achieved this rating.
- Implementation of a Comprehensive Open Space Plan which knits together the County's open space plan with those of its 12 municipalities, as well as Watershed and Growth Management Plans.
- Partnering with the City of Raleigh, Wake County Continuum of Care, Triangle United Way, as well as area police, faith-based or-

COUNTY COMMISSIONERS

ganizations, universities and businesses to create a 10-year plan to end homelessness in the area.

Issues for FY 2006

- Work with the Wake County Board of Education to develop strategies and an action plan to meet school capital needs over the next four to seven years.
- Complete Little River Reservoir land acquisition to protect future drinking water, and accelerate open space acquisitions in other approved watersheds and corridors.
- Decide on a long-term strategy for solid waste disposal, by working in partnership with all municipalities.
- Work with Wake County's state legislative delegation on an implementation plan for mental health reform, and specifically identify partners to develop local crisis-inpatient beds.
- Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas. (e.g. transportation and air quality)
- Implement strategies to increase citizen awareness of and support for Wake County services.
- Institute a countywide volunteer celebration and recognition event and award.
- Attract new investment and create new jobs, while continuing to work with the Wake County Economic Development program and all municipal Chambers of Commerce.
- Develop a multiyear business and financial plan for fire service in the unincorporated area and the Town of Wendell (Fire Tax District).
- Develop a courthouse and criminal justice long-term capital plan.
- Continue in-depth budget discussions and long-term financial planning, e.g., with the Wake County Public School System, Wake Technical Community College, the Wake County Sheriff's Office and municipalities, and arrive at consensus on priorities of services and programs.
- Continue to work with the Capital Area Metropolitan Planning Organization (CAMPO) to identify and implement transportation strategies to address the needs of Wake County and municipalities.

- Simplify and update the County's subdivision, zoning and other ordinances to reflect current policies and initiatives (Unified Development Ordinance).
- Reconfirm the County's approach on development in the unincorporated areas, and evaluate the County's criteria for extraterritorial jurisdiction expansion for municipalities.
- Engage in continuous learning and development to become a better governing body.

Horizon Issues

- Master planning, development and construction of courthouse and detention facilities for the County
- Continue to work on solutions for providing local in-patient care and acute mental illness care due to the future closing of Dorothea Dix Hospital
- Continue to work with the Wake County Public School System to develop options and financial solutions for meeting the needs of the growing student population both in terms of operating and capital facility needs.

COUNTY MANAGER

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	891,889	973,824	1,010,826	1,066,825
Operating Expenses		95,780	95,614	96,024	96,025
Capital Outlay		0	0	0	0
Expenditure Totals	\$	987,669	1,069,438	1,106,850	1,162,850
Number of FTEs		11.00	11.00	11.00	12.00

Department Purpose and Goals

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 for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds. 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 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 efficient management of the County's workforce and resources.

Major Accomplishments

- Voter approval of a \$26 million bond referendum for open space acquisition and a \$40 million bond referendum for Wake Technical Community College expansion plans.
- Facilitated the towns of Cary, Apex, Morrisville, Fuquay-Varina

and Holly Springs to development of regional solutions for the 25-year wastewater treatment needs of western Wake County.

- Launched a 800-MHz radio communications and computer-assisted dispatch system
- Recognized as one of the top-10 most technologically advanced, cutting-edge county governments in the United States by the Center for Digital Government and the National Association of Counties.

Issues for FY 2006

- Work with the school board to develop strategies and an action plan to meet school capital needs over the next four to seven years.
- Complete Little River Reservoir land acquisition and accelerate progress for open space acquisitions in approved watersheds and corridors.
- Decide on a long-term strategy for solid waste disposal, by working in partnership with all municipalities.
- Work with local legislative delegation on implementation plan for mental health reform, and specifically identify strategies and action plan for in-patient hospital beds.
- Take leadership role in establishing a forum/series of meetings for the largest and urbanizing Counties to discuss common issues and

COUNTY MANAGER

- promote common legislative agendas.
- Implement strategies to increase citizen awareness of Wake County services.
- Institute a countywide volunteer celebration and recognition event and award the Larry B. Zieverink “Volunteer-of-the-Year” Award.
- Attract new investment and create new jobs, while continuing to work with the Wake County Economic Development program and all municipal Chambers of Commerce.
- Develop multi-year business and financial plan for fire service in the unincorporated area and the Town of Wendell (Fire Tax District).
- Develop and arrive at consensus on courthouse and criminal justice long-term capital plan.
- Continue business-like approach to budget discussion and long-term financial planning and arrive at consensus on priorities of services and programs.
- Continue to work with the Capital Area Metropolitan Planning Organization to identify and implement transportation strategies to address the needs of Wake County and municipalities.
- Simplify and update the County’s subdivision, zoning, and other ordinances to reflect current policies and initiatives (unified development ordinance).
- Reconfirm the County’s approach to how development should occur in the unincorporated areas and evaluate the County’s criteria for extraterritorial jurisdiction expansion for municipalities.

Horizon Issues

- A significant portion of Wake County Government’s budget is allocated to the Wake County Public School System. How the County and the School System work to achieve the most efficient use of funds and community resource will have a significant impact on the resources available to provide services to the citizens of Wake County.
- 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 a greater responsibility for more difficult-to-serve consumers because of deinstitutionalization, and the County will act more as an assessor and broker of service access.

- The County will undergo a process of prioritizing all of the services provided by the County to determine how to best allocate resources.

COUNTY MANAGER

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Administration

Key Objectives:

- Provide policy development and implementation for the Board of Commissioners.
- Arrangement and configuration of County resources for the purposes of carrying out policy and activities.
- Work with 12 municipalities, business community and non-profits to build consensus on issue of importance within the community.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Conduct annual goal and priority setting process for Board and staff	Yes	Yes	Yes	Yes	Yes
Effectiveness:					
Maintain highest possible bond rating	AAA	AAA	AAA	AAA	AAA
Respond to Board inquiries within one working day and maintain contact until issue is resolved	100%	100%	100%	100%	100%
Respond to citizen inquiries/comments within two working days	100%	100%	100%	100%	100%

Program Area 2: e-Government

Key Objectives:

- Provide information and services to the public upon through the County website
- Assist departments in improving efficiency by applying information technology
- Provide project management as technology projects are developed
- HIPAA Compliance to meet federal mandates

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Projects managed by the e-Gov Office staff	N/A	9	9	12	18
Effectiveness:					
Percentage of projects within budget	100%	100%	100%	100%	100%
Percentage of projects within schedule	N/A	67%	70%	75%	80%

COUNTY MANAGER

Program Area 3: Public Information

Key Objectives:

- Provide external communications with various audiences to ensure that the County's message is heard and understood.
- Provide internal communications within Wake County Government.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Produce monthly TV show for airing on 3rd Monday		10	10	12	12
Publish weekly employee newsletter	52	52	52	52	52
<i>Effectiveness:</i>					
Respond to media inquiries same business day	100%	100%	100%	100%	100%
Respond to citizen inquiries within two business days	100%	100%	100%	100%	100%

COUNTY ATTORNEY

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	892,780	894,666	935,235	1,010,677
Operating Expenses		76,907	80,641	80,731	80,641
Capital Outlay		7,562	0	0	0
Expenditure Totals	\$	977,249	975,307	1,015,966	1,091,318
Number of FTEs		10.00	10.00	10.00	10.70

Department Purpose and Goals

The County Attorney's office advises County officials and departments on legal matters and represents the County in court and legal negotiations. The office provides legal advice and answers questions relating to statutes, rules, regulations and court interpretations. The office also drafts legal documents, researches legal precedents, advises officials on legal implications of actions, and studies County policies, procedures, and actions to assure compliance with the law.

The department's highest priority is to avoid legal liability issues by providing timely advice to County departments and the Board of Commissioners. Another high priority is to continue to meet the high demand for legal services in the juvenile court area to provide protective services for children.

Major Accomplishments

- Defend the County in lawsuits
- Advise Board of Commissioners on legal matters
- Assist in enforcing County ordinances
- Advise County departments on legal matters
- Negotiate and review contracts
- File petitions in cases of 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
- Perform title searches for land purchases
- Assist Revenue Collector in collection of unpaid taxes

BOARD OF ELECTIONS

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	951,711	1,419,368	1,613,117	1,525,749
Operating Expenses		778,603	682,868	639,891	893,293
Capital Outlay		0	2,000	114,177	89,203
Expenditure Totals	\$	1,730,314	2,104,236	2,367,185	2,508,245
Intergovernmental Revenues	\$	0	0	174,870	0
Fee & Other Revenues		274,856	0	0	284,425
Revenue Totals	\$	274,856	0	174,870	284,425
Number of FTEs		14.20	14.20	14.60	16.00

Department Purpose and Goals

The Wake County Board of Elections conducts all federal, state, county, municipal and special elections in accordance with the mandates set by federal and state law and State Board of Elections policy. Its mission is to maintain the integrity of elections, ensure election results are accurate and make the election process inclusive for all eligible voters.

The major functions of the Wake County Board of Elections are to: register eligible voters; maintain accurate voter registration lists pursuant to federal and state statutes and State Board of Elections policies; conduct elections and report election results; file candidates for elective office; manage voter precincts on election day; manage by-mail and one-stop absentee voting and administer State Board of Elections policies that interpret federal and state statutes.

Major Accomplishments

- Implemented administrative, procedural and software changes to comply with the Help America Vote Act and North Carolina General Assembly legislation regarding absentee voting, provisional voting, identification requirements and signature requirement on the Authorization to Vote form.
- Updated newly-enacted North Carolina House and Senate districts.
- Surveyed all polling sites for accessibility pursuant to the directive from the State Board of Elections. Once the survey was complete, the Board of Elections applied for and received grant funds from the State Board of Elections to remedy accessibility issues.
- Successfully conducted the delayed Primary and 2nd Primary.
- Successfully conducted the General Election on November 2, 2004.

BOARD OF ELECTIONS

Issues for FY 2006

- During FY 2006, the Board of Elections expects to conduct three elections: the October election for Raleigh, Cary and Board of Education; the November municipal election; and the May 2006 Primary.
- Wake County currently has 182 voting precincts. The State-enacted freeze for creating additional precincts has expired. The Board will create approximately 40 new precincts in FY06 to maintain our goal of no more than 3,000 voters in each precinct, thereby alleviating long lines on Election Day.
- The Board will continue to work with Wake County Commissioners, the North Carolina General Assembly and the State Board of Elections in seeking statutory changes that would decrease the cost of conducting an election. It will continue to monitor legislation and State Board of Elections policy to be aware of all election law mandates and changes, and will seek legislation to make voting accessible for a longer period of time.
- During FY06, the Board of Elections will seek to maintain and enhance the voter registration and election management information system in the most cost-effective way to implement changes mandated by law.
- The Board will continue to promote the involvement of high school students and young adults in elections and to train students to become election assistants.

Horizon Issues

- The State Board of Elections has received a waiver from the federal government giving the State until 2006 to fully implement the state-wide voter registration system (SEIMS). The Wake County Board of Elections and the Information Services Department will participate in planning sessions for migration to SEIMS as the State Board determines the operational and technical requirements for that migration. The migration to SEIMS could have a significant impact on the Wake County Board of Elections operations and technical infrastructure. At this time, the SEIMS system's technical require-

ments and performance capabilities are unknown. The Wake County Board of Elections voter registration management system has the largest and most technically-sophisticated document-imaging component of any voter registration system in the state. Whether SEIMS can support our technical and operational requirements is uncertain.

- The Help America Vote Act (HAVA) requires that by January 1, 2006, every precinct must have one voting device accessible to individuals with disabilities. The County's current equipment does not comply with this mandate because it is inaccessible to visually-impaired voters. However, the federal government and the State Board of Elections have yet to determine which devices will comply with HAVA. The Wake County Board of Elections will continue to await federal and state standards regarding which equipment will comply with this mandate.

BOARD OF ELECTIONS

FY 2005 to FY 2007 Business Plan Key Programs, Objectives and Measures

Key Objectives:

- **Register and Track Voters:** Complete voter registration applications (i.e., for new voters or voters with changed information) in a timely and accurate manner. Inform voters of changes in precinct and/or polling place in a timely manner.
- **Conduct Elections and Report Results:** Conduct elections in an accurate and efficient manner, meeting the mandates of federal and state law and State Board of Elections policy. Ensure that all eligible citizens have the opportunity to register and to vote. Work towards the goal of less than 3,000 voters per precinct. Improve training and training tools for election officials.
- **File Candidates for Elected Office:** File candidates for office in a timely manner and explain to candidates the election procedures, ballot preparation and other relevant information.
- **Collect and Analyze Statistical Information:** Maintain reports available to the public. Regularly update files maintained on the Board of Elections' website so that customers can conveniently download files and obtain information at any time over the internet without having to visit the Board of Elections office in person.
- **Provide Support for Campaign Finance Regulation:** Conduct training sessions with candidates, treasurers and town clerks on all campaign finance regulations.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of registered voters	432,176	484,268	N/A	N/A	N/A
Elections held	2	3	4	3	N/A
Precincts administered (number of precincts multiplied by the number of elections held)	293	556	556	620	N/A
Efficiency					
Cost per voter registration card processed (*FY06 increase due to postage and paper cost increases)	\$1.01	\$1.01	\$1.01	\$1.25*	N/A
Effectiveness:					
Percentage of votes cast without voter complaints	99.5%	99.5%	99.5%	99.5%	99.5%

BUDGET AND MANAGEMENT SERVICES

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	498,386	507,281	526,708	528,186
Operating Expenses		22,492	18,535	18,929	20,590
Capital Outlay		0	0	0	0
Expenditure Totals	\$	520,878	525,816	545,637	548,776
Number of FTEs		7.00	7.00	7.00	7.00

Department Purpose and Goals

Budget and Management Services assists the County Manager in budgeting and planning operation and capital needs. The department is the lead agency for countywide management analysis and program evaluation, providing research and analysis for any department requesting assistance. Additional duties include providing financial information and policy analysis 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 annual budget process and compile the annual budget information for all Wake County government services.

Major Accomplishments

- Assisted with the development of a long range business plan for the Fire Tax district
- Established a financial plan for Mental Health Operations for the next two years. The plan shows the transition from a provider of care to an assessor of care with the agency assuring local manage-

ment of services.

- Restructured the Capital Improvement Plan budget process, allowing the organization's senior managers to have a larger role in developing the budget.
- Assisted County Management with School's operating and Capital issues.

Horizon Issues

- Establish a financial plan for Solid Waste services following the closure of the North Wake landfill. This plan will include projections of contract costs and tipping fees associated with operation of disposal services and a funding mechanism for all other solid waste related services not covered by the contract.
- Evaluate need for additional budget and management analyst

FACILITIES DESIGN AND CONSTRUCTION

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	748,742	751,243	784,809	862,849
Operating Expenses		81,996	50,500	70,907	78,831
Capital Outlay		0	4,000	4,000	0
Expenditure Totals	\$	830,738	805,743	859,716	941,680
Number of FTEs		9.00	9.00	9.00	10.00

Department Purpose and Goals

The Facilities Design & Construction Office plans and implements the Capital Improvement Plan for County departments and the Board of Commissioners. Projects generally range in value from \$100,000 to \$25 million each, although some large projects may exceed \$100 million. The duration of projects varies from several months to 3-4 years, depending on size, complexity and logistical requirements. Periodically the County may partner with other local governments on a large capital project, such as the Raleigh Convention Center or Western Wake Regional Wastewater Facility. Generally, the types of capital projects include human services buildings, public safety facilities, libraries, parks, office buildings, historic building restorations, water and sewer projects, solid waste facilities, 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 North Carolina General Statutes. The goal of the department is to deliver user friendly, functional, well-built public facilities, which have lasting value and 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 all 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, Little River Reservoir, and open space preservation. Negotiation of long-term facility leases, inter-local agreements for jointly developed public projects, and various other partnership contracts are also assigned to this group

To successfully achieve its mission, the department focuses on the following long-term goals through each of its program and service efforts:

- To protect the integrity of existing capital facilities and assets through targeted investments in preventative maintenance and repair.
- To establish new and existing facilities which allow service providers and customers to enjoy efficient and effective service environments.
- To provide new facilities within budget and in timely manner (consistent with Board approved project schedules).

FACILITIES DESIGN AND CONSTRUCTION

- To ensure that new facilities are of sufficient quality to realize long term cost savings through energy efficiencies and by avoiding premature repairs and renovations.

Major Accomplishments

- Worked closely with Raleigh staff in selecting designers and construction managers (including contract negotiations) for development of a new 500,000 sq. ft. Convention Center in downtown Raleigh; Worked with the project team to complete programmatic/pre-design studies and secure final design approval from City and County governing Boards.
- Updated Wake County Justice System 30-Year Capital Improvement Plan
 1. Finalized a 25-year Justice Facility Master Plan (through 2030) for the Tenth Judicial District; As part of this update evaluated potential sites and conceptual plans for a future downtown Justice Center; Presented Long Term Master Plan to the Board of Commissioners in December 2004.
 2. Working with a parking consultant identified the County's long term parking needs in downtown Raleigh; expanded scope of study to develop a 25-year Master Facility Plan (through 2030) for meeting parking needs; Presented Plan to the Board of Commissioners in December 2004.
 3. 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 bed space needs forecast; Finalized 25-year Detention Facility Master Plan (through 2030) based on new projections; Presented Long Term Detention Master Plan to the Board of Commissioners in December 2004.
- Completed design and acquired State permit for developing a new South Wake Landfill; County staff continues to work with municipal partners and consultants to evaluate various alternative long-term disposal solutions and will present recommendations to Commissioners in summer 2005; Completed all regulatory permitting and closure construction for Feltonsville C&D Landfill, North Wake C&D Landfill and 50% of the area covered by the North

Wake Municipal Solid Waste Landfill.

- Through a six-party inter-local agreement, completed engineering studies to identify best long-term regional solution to wastewater treatment facilities for western Wake County; Led Technical Management Team to develop and begin a seven-year implementation plan for completing permitting, designing and constructing needed facilities; Led negotiation of a second six-party inter-local agreement to proceed with design and permitting of 31 mgd wastewater facility with capital cost of \$200 million. Through negotiations with project partners, the Town of Cary, rather than Wake County, has agreed to assume the lead role for land acquisition, financing and construction of this project.
- Renovated Ballentine's Building for the temporary relocation of the Cameron Village Regional Library; Completed design and began renovation/construction of 36,000 square foot expanded regional library; Completed schematic design and secured Board approval for a new West Regional Library, North Regional Library and Holly Springs Branch Library and Cultural Center.

Issues for FY 2006

The Facilities Design and Construction department will continue to play a lead role in the development and execution of the County's Capital Improvement Plan, and in the handling of real estate assignments. Major projects that impact departmental activities in the upcoming fiscal year include the following:

- Public Libraries - Project management for the following facilities: West, North and Cameron Village Regional Libraries, and Holly Springs Branch Library; Finalize site selection for remaining two libraries.
- Hammond Road Detention Facility - Phase IB, scheduled to open in April 2006, will bring an additional 416 beds to the detention system.
- Little River Land Acquisition - Condemnation proceedings will be underway for the remaining 19 parcels in the Little River Reservoir.
- County Buildings Facility Condition Assessments – Beginning in FY 2005, the County began conducting annual comprehensive as-

FACILITIES DESIGN AND CONSTRUCTION

assessments of the condition of 15% of the square footage of County-owned or leased buildings. Each year, another 15% of building space will be thoroughly inspected and findings documented. This approach will result in a comprehensive assessment and corrective action plan being conducted/implemented for each County-owned or -leased building at 7-year intervals.

- Wake County Justice System – 30 Year Capital Improvement Plan – Criminal Justice/Courthouse complex and detention facilities master planning has shifted from a 15-year outlook to a 30-year horizon. Implementation strategies for these plans and preliminary design studies will begin in 2006; In addition, continued renovations and life safety improvements in the current Wake County Courthouse are scheduled for 2006.
- Open Space Preservation – More emphasis will be placed on partnerships, particularly with the Triangle Land Conservancy on the 4,400 acre Marks Creek area; In addition the long-term open space plan will be updated to identify additional areas to target preservation efforts.

Horizon Issues

- Development of a 10-year facilities master plan for Human Services.
- Preparation of long-term master plan for post closure use of County-owned property at North Wake Landfill.
- Refine and implement a more inclusive process for acquiring and planning new school sites.
- Finalize an implementation and funding plan for the following major justice related capital projects:
 1. Justice Center
 2. Hammond Road Detention Improvements - Phase 2
 3. Downtown Parking
- Working in partnership with Wake Technical Community College and Wake Medical Center, develop a comprehensive land-use and growth plan for properties owned by these two partners and Wake County in the vicinity of New Bern Avenue, Sunnybrook Road and Kidd Road.
- Finalize agreement and implement a plan with Morrisville, Cary and Wake County to jointly fund and build remaining water/sewer

infrastructure needed for RTP South and surrounding area planned for development.

FACILITIES DESIGN AND CONSTRUCTION

FY 2005 to FY 2007 Business Plan Key Programs, Objectives and Measures

Program Area 1: Capital Program Planning and Implementation

Key Objectives:

- Professionally manage the design and construction of high quality energy efficient user-friendly government facilities with “lasting value” within the time and budgetary constraints outlined in the County’s Capital Improvement Plan.
- Assure compliance with NC General Statutes and County standards for consultant selection, construction document preparation, bidding and procurement, energy efficiency and quality control on Capital Improvement Projects.
- Accomplish these objectives by collaborating and partnering with County departments, other governmental units and private entities to better serve the public interest.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Active Capital Improvement Projects Managed	59	68	59	55	55
Efficiency					
Percent of projects completed in accordance with County’s CIP schedule	80%	75%	80%	82%	82%
Projects within budget	90%	70%	80%	100%	100%
Percentage of projects meeting or exceeding County energy efficiency standards	90%	100%	100%	100%	100%
Percentage of projects designed consistent with “County Guidelines for Basic Building Materials”	90%	100%	100%	100%	100%
Percentage of projects which have computer generated schedules developed and maintained current	Not measured	100%	100%	100%	100%
Percentage of project types which have cost estimating guide sheets updated annually	Not measured	100%	100%	100%	100%

FACILITIES DESIGN AND CONSTRUCTION

Program Area 2: Real Estate and Land Rights Management

Key Objectives:

- Provide cost effective, responsive real estate services to meet the needs of various County agencies and to support capital projects.
- Provide sufficient factual information and responsible advice to the Board of Commissioners to enable them to make prudent decisions regarding real estate and landrights matters.
- Implementation of the Board approved long term Open Space Land Acquisition Plan. Greater emphasis will be placed on Open Space as a result of the \$26 million Open Space Bond Referendum, which was overwhelmingly approved by voters in November 2004.
- 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; Focus efforts on 8 corridors approved by Commissioners in fall 2003, Marks Creek area, Randleigh Farm and other larger tracts with funding partners.
- Pursue partnerships for developing greenway trails along designated stream corridors.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Active Real Estate, landrights, and facility lease projects	402	386	386	300	300
Efficiency					
Percentage of real estate/landrights assignments completed within project time-frame	75%	80%	90%	92%	92%

Program Area 3: Seek Collaboration and Build Partnerships

Key Objectives:

Partnering Opportunities with Other Governmental Entities

- Continue to work cooperatively with officials and staff of municipalities, State of NC, and Wake County Public Schools in coordinating, jointly planning and continually seeking to improve and increase community and/or shared use of public facilities.

Water and Sewer Initiatives

- *Utility System Mergers* - The #1 recommendation of the 1998 Water/Sewer Plan was to merge existing municipal utility systems into a single county-wide water/sewer utility by 2015. Pursuit of this goal continues to influence the County's involvement in water and sewer initiatives. As a result of the findings/recommendations of utility merger studies funded and coordinated by the County for

six towns, it appears the Raleigh Public Utility System will be the single entity providing water and sewer service for the central and eastern parts of the County by 2015; In the western part of the County, Morrisville and Cary are currently finalizing a contract to merge their utility systems.

- *Western Regional Wastewater Facilities* - A two-year regional study of long-term wastewater treatment alternatives for western Wake County was completed in FY2004. The County led a partnership comprised of Cary, Apex, Morrisville, Fuquay-Varina, Holly Springs and Wake County to evaluate regional solutions to meeting the 25-year wastewater treatment needs of western Wake County. Governing boards of all partners have approved an inter-local agreement, which commits them to design, build and con-

FACILITIES DESIGN AND CONSTRUCTION

struct a \$200 million regional wastewater treatment facility. The inter-local agreement shifts the lead role on this regional facility from Wake County to the Town of Cary. Staff of the Facilities Design & Construction department will continue to participate in periodic meetings and work sessions with the members of this partnership to monitor progress and foster continued collaboration among the five towns in western Wake County.

- *RTP South* - In FY2004 Wake County, Cary and Research Triangle Foundation negotiated a new Inter-local Agreement to meet the long-term water and sewer needs of the Research Triangle Park (portion in Wake County). This agreement assures Cary will provide the water and wastewater treatment capacities to handle flows generated when the Research Triangle Park (RTP South) is fully developed. It also requires the County to fund water and sewer pumping stations, transmission and collection lines serving RTP South. Staff of the Facilities Design & Construction Department will continue to manage the design and construction of water and sewer projects, which provide these utilities to each building site within RTP South.
- *Little River Reservoir* - In FY2004 the County culminated a nine-year land acquisition plan for approximately 2000 acres for a future reservoir and County park on the upstream side of US Highway 64 along the Little River in eastern Wake County. Condemnation proceedings are beginning for 19 remaining parcels. Recent discussions with Raleigh indicated they have an interest in leasing the property (and possibly acquiring in the future), taking lead role in funding, permitting, designing and constructing the reservoir when it is needed as a water supply for eastern Wake County. The Facilities Design & Construction Department will work closely with the County Attorney's office (and outside legal) to complete acquisition of the 19 remaining parcels from unwilling sellers through condemnation proceedings. The Department will also pursue an Inter-local Agreement with the City of Raleigh to finance and build the reservoir when needed to serve the utility customers of eastern Wake County.

Raleigh Convention Center

In 2003, a Convention Center Steering Committee appointed by governing boards of Raleigh and Wake County conducted studies and eventually recommended development of a 500,000 sq. ft. convention center and 450 room headquarter hotel in downtown Raleigh. Funding for the public elements of the project is estimated to total \$212 million. Since funding is to be derived from the Prepared Food and Motel Tax Proceeds through an intergovernmental agreement between Raleigh and Wake County, staff of both entities are involved in the project. Although Raleigh is the lead public entity, responsibilities and decision-making are being shared equally through the various stages of consultant selection, planning, programming and design.

FINANCE DEPARTMENT

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,822,746	1,863,916	1,906,781	1,928,793
Operating Expenses		473,835	376,899	378,090	413,156
Capital Outlay		0	0	0	0
Expenditure Totals	\$	2,296,581	2,240,815	2,284,871	2,341,949
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		64,883	0	0	5,000
Revenue Totals	\$	64,883	0	0	5,000

Department Purpose and Goals

The Finance Department has a wide range of responsibilities, such as: providing accounting and financial management in accordance with North Carolina General Statutes for managing cash, investments, state/federal grants, and fixed assets; expenditure control of the County's 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 and safety; and review of 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 AAA credit ratings.

Major Accomplishments

- Continued working towards the procurement and implementation of a replacement Financial and Human Resource System

- Refinanced \$33 million in bonds to save the citizens \$1.044 million
- Reset \$224 million in variable rate debt
- Improvement in automation for housing, cash receipts and EMS systems
- Continue to work on a commercial paper program as a debt management tool

Issues for FY 2006

The County's decision to implement a new, integrated Finance and Human Resources System will take approximately two years to replace the core systems and will require significant staff time for Finance as well as other county departments. Because of this significant commitment, the department plans to defer all non-essential projects until after the system replacement project is completed.

FINANCE DEPARTMENT

Horizon Issues

We anticipate that certain business processes will not be a part of the core finance / human resource project; however, they might be identified as a potential additional phase or separate project. These phases or

projects would have to meet their own cost-benefit test. We expect to deal with these processes in fiscal year 2007.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Replacement of Financial and Human Resource Systems

Key Objectives:

- Update with new systems and a web-based / relational database architecture
- Integrated financial, budget and human resource systems
- Eliminate as many separately-run subsystems as possible by incorporating them into the core system to produce efficiencies in operations and technical support, to eliminate duplicate keying and reconciliation issues, and reduce data integrity risks. (We do not expect that all subsystems can be eliminated.)
- System will be user-friendly for data input and data retrieval for all users, even the occasional user.
- Business processes will be reviewed and revised to take advantage of new system and technology
- Business process reviews will be completed in a timely manner.
- The financial and human resource system(s) ultimately selected will be implemented such that customization is kept to a minimum.
- Solve major business process issues such as electronic time keeping, grant position tracking, and integration of finance and human resource data, among others
- System(s) implemented will be able to link imaged data to detail transactions.

Program Area 2: Commercial Paper Program

Key Objectives:

- Reduce cost of financing during construction and delay long-term financing of project by approximately 2 years (construction time).
- Commercial Paper Program will not negatively impact on County's AAA bond rating
- Program will increase capacity in the County's CIP model due to delay in long-term financing.

FINANCE DEPARTMENT

Program Area 3: Accounts Receivable System

Key Objectives:

- Identify how much functionality the new core financial system will provide and maximize new system use to obtain efficiencies across all possible accounts receivable types.
- Develop a comprehensive countywide policy for accounts receivable and related bad-debt collections
- Increase collection rates through automation and improved business processes

GENERAL SERVICES ADMINISTRATION

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	5,682,430	5,503,825	6,147,052	6,600,520
Operating Expenses		12,106,298	11,403,742	11,487,489	12,069,833
Capital Outlay		3,986,470	4,450,033	4,586,947	4,234,977
Expenditure Totals	\$	21,775,198	21,357,600	22,221,488	22,905,330
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		3,531,212	3,500,154	3,500,154	3,412,863
Revenue Totals	\$	3,531,212	3,500,154	3,500,154	3,412,863
Number of FTEs		113.00	116.00	116.00	126.00

Department Purpose and Goals

The General Services Administration (GSA) department manages Wake County facilities, the Wake County fleet, provides criminal justice support, and 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. The department is organized into five major organizational service delivery divisions: (1) Administration, (2) Central Services, (3) Field Services, (4) Fleet Services, and (5) Physical Plant.

These service organizations support the four core businesses of GSA: facility management, fleet management, general government and criminal justice support. Additionally these four core businesses are comprised of twenty-six discrete strategic business units. A business 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.

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 ensuring infrastructure and asset integrity thus protecting the County's facility portfolio and fleet assets.

GENERAL SERVICES ADMINISTRATION

Major Accomplishments

Facility Management

- Implemented CAFM Web product. Currently in limited production, this Intranet application opens a window to GSA; it's businesses, processes and organization. This effort reflects partnerships with departments such as Finance where GSA and Finance, staff are collaborating to graphically depict on a web browser life safety devices (fire extinguisher, etc.) and procedures for better life safety training and coordination.
- Implemented a 2nd shift operation for the Physical Plant division, resulting in 52% of their time completing preventative maintenance on building systems.
- Expanded internal facility recycling to include the implementation of plastics, magazines and newspapers.
- Launched County building improvement committee where county-wide projects are ranked by a cross-departmental team based upon Wake County corporate and facility criteria.
- Continued identification of County facilities by expanding corporate exterior signs.
- Completed the implementation of Phase IV of the corporate electronic security system.

Fleet Management

- Made commercial fueling cards available to departments who feel that the benefit of fueling off Wake County sites outweighs the increased cost of fuel. These cards will show a benefit in time and travel cost when service is being provided on the outskirts of the County.
- The County has 10 hybrid electric vehicles in its fleet for a total count of 130 alternative fuel vehicles, which is over 17% of the entire fleet.
- Studying fleet financial plan for long-term accurate forecasting and improved prediction models

- Downsized County fleet during replacement cycle by matching the right vehicle for the right job duties and needs of the departments.

General Government

- Within 5 months of each other, coordinated 2 major moves totaling 243 people, 7 clinics, the laboratory and the pharmacy at the Public Health Center on Sunnybrook Rd.
- Conducted a parking study to understand the impact on the parking facilities of Wake County as a result of the Fayetteville Mall opening, new convention center and street closures and redirected one-way or two-way traffic patterns.
- Upgraded reprographics equipment with the installation of a DocuTech production print engine and Digipath technology.
- Reopened the "Courthouse Deli" in the Wake County Courthouse after extensive remodeling and a comprehensive bid selection/process.

Criminal Justice Support

- Support technical solutions that affect safety, time and efficiency such as Video Visitation and Video Arraignment, currently being installed. Implement and refine business process around technology as in the case of the Probable Cause Video System and a new intercom replacement system in the Public Safety Center.
- Expanded court security to the Public Safety Center. Courtroom screening station officially opened providing one security officer operating the screening machine.
- Gained endorsement from the Court space committee for the Criminal Justice Master Plan to move forward.
- Public Defender was hired and facility needs assessed to house a 36-person Public Defender Office.

Departmental Issues for FY 2006

- In FY 2005 the Legislature approved a 36-staff Public Defender's Office for the 10th Judicial District. The Public Defender was ap-

GENERAL SERVICES ADMINISTRATION

pointed in March 2005 and the county will provide space and furnishing according to state statute.

- US Postal rates continue to rise. The most recent increase by the Postal Service was promised to be the last until July 2005, but this is obviously an unknown factor. The latest information available suggests that a postage increase of 10% is likely in early 2006. At this rate, 37-cent letters will cost 41 cents to mail.
- Opening and operating new facilities in FY 2006 totaling over 207,000 square feet. Facilities include: new North Regional library, Cameron Village relocation and expansion, West Regional library, American Tobacco Trail, Public Defender and Hammond Rd 1B.
- Utility costs escalation, especially natural gas, storm water impact and other fuels.
- Planning multiple departmental moves resulting from Criminal Justice Master Plan and Assessor Revaluation.

Departmental Horizon Issues

- New facilities to open and operate in FY 2007 including Holly Springs Library and fire/EMS stations.
- Funding and implementation of the criminal justice master plan.
- Technology advancements including: FM Interact to web, Building Management System to web, Fleet to web and work order cost accounting to field/web.
- The closing of the North Wake Landfill and its impact on the GSA Field Services Center.
- The speculative relocation of the GSA Center off Capital Boulevard.
- Security enhancements and review of existing policies, procedures and organizational effectiveness.

GENERAL SERVICES ADMINISTRATION

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Facility Management

Key Objectives:

- Provide overall facility maintenance to maintain Wake County's physical building assets, life safety systems, and infrastructure.
- Provide a corporate solution that captures, uses and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money.
- Ensure that critical life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio.
- Provide a corporate framework that captures, uses and manages

critical facility information, and allocates resources that optimize business value and provide healthy work environments that encourage organizational production.

- Implement security procedures and physical security safeguards needed for the protection of County personnel, visitors, and assets within County facilities.
- Provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within County facilities.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Rentable square footage managed (gross)	2,781,886	2,842,193	3.2 million	3.4 million	3.4 million
Facility space receiving cleaning services (sq. ft.)	2,258,788	2,273,788	2,276,219	2,293,565	2,293,565
Acres of land being landscaped	580	593	610	650	650
Number of facilities with building control systems	33	34	34	39	39
Number of facilities with SCADA controls (MOSCAD)	25	28	28	34	34
Percent of extended hour facilities (ex. 24/7)	38%	40%	40%	59%	59%
Efficiency					
Average facility maintenance cost per square foot	\$1.18	\$1.18	\$1.18	\$1.29	\$1.29
Percent of facilities free of regulatory violations	100%	99%	99%	99%	99%

GENERAL SERVICES ADMINISTRATION

Program Area 2: Fleet Management Key Objectives

Key Objectives:

- Provide a fleet to County employees and other contracted customers that is well managed, low cost, and environmentally friendly.
- Meet customer needs while scrutinizing vehicle requests.
- Downsize larger vehicles at every opportunity without losing serviceability.
- Maintain an updated fleet to ensure a safe, reliable, and efficient overall operation.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of vehicles managed in lease program	700	73060	733	762	762
Number of contracted, non-leased, or grant units and equipment	400	333	241	230	230
Number of gallons of fuel consumed	699,300	921,364	816,000	839,000	839,000
Number of Alternative Fuel Vehicles in lease program	124	136	154	159	159
Efficiency					
Leased fleet average miles per gallon (MPG)	14.3	14.78	14.78	15.2	15.2
Ratio of staff mechanics to units	1:133	1:136	1:122	1:108	1:108

GENERAL SERVICES ADMINISTRATION

Program Area 3: General Government

Key Objectives:

- Plan, design and perform alterations, major repairs and replacements to the County's facility portfolio.
- Maintain ten structures of the Crabtree Creek Watershed Project to prevent flooding of developed property, and to collect sedimentation in and around these structures.
- Provide support to emergency events on demand, service to the Board of Commissioners, and participation on corporate-wide committees.
- Provide operations, maintenance and assurance of regulatory compliance of a small residential sewer operation owned by the County in the Ponderosa subdivision.
- Provide land management of all Wake County purchases, leased, deeded, and easement properties that are not developed.
- Fabricate, install and maintain road name signs within all of Wake County's unincorporated areas and all municipal ETJ's except for Raleigh, Cary and Wake Forest.
- Provide parking in the downtown central business district to the public, jurors, and County employees.
- Coordinate the logistical support of physical relocations among telecommunications, information services, physical plant, and outside resources. This includes moving furniture, equipment, and miscellaneous items from one location to another and to the GSA warehouse for long-term storage and surplus.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Pieces of mail processed	925,000	1,000,000	979,395	1,000,000	1,000,000
Access card holders in security system	20,685	21,719	21,719	22,335	22,335
Number of security incident reports investigated	1,056	1,005	1,400	1,500	1,500
Number of road name signs repaired or replaced	1,400	2,763	2,763	2,080	N/A
Reprographics - number of impressions	12,500,000	14,000,000	12,746,361	13,000,000	13,000,000
Efficiency					
Reprographics – average cost per impression	\$0.048	\$0.048	\$0.050	\$0.055	\$0.055

GENERAL SERVICES ADMINISTRATION

Program Area 4: Criminal Justice Support

Key Objectives:

- Provide criminal justice support to the 10th Judicial District, Sheriff, CCBI, and related agencies by providing facilities, furnishings, Courthouse and detention electronic security support.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of contraband and weapons detected at screening stations	7,467	8,500	9,640	9,100	N/A

HUMAN RESOURCES

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,047,494	1,096,949	1,124,411	1,152,482
Operating Expenses		293,817	306,103	309,603	318,010
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,341,311	1,403,052	1,434,014	1,470,492
Number of FTEs		21.00	21.00	21.00	21.00

Department Purpose and Goals

The Human Resources department envisions Wake County as an employer of choice, one that provides a positive work environment and values the knowledge, talents, skills and abilities of employees as they work towards accomplishing the County's mission. Wake County employees are the organization's most valuable resource. Human Resources offer innovative solutions to workplace issues to optimize the workforce and support the County's goals and objectives. The Human Resources Department is responsible for design and administration of employee compensation and benefits programs, policy development, recruitment, employee relations, training and development, organizational development, employee appreciation & recognition programs, maintenance of employee records, and design and administration of the County's automated human resources management/payroll system.

Major Accomplishments

- HR managed and completed the nearly yearlong countywide Classification/Compensation Study with Board of Commissioners approval on August 2nd, 2004. This ensured that salaries continue to be competitive and market-driven, while making appropriate ad-

justments within the County's compensation framework. New pay bands of non-exempt and exempt will enable the County to adjust each schedule as changes in the market warrant, and as the County can afford. Every employee (over 3,200) completed a Position Description Questionnaire (PDQ) allowing for proper and updated classifications.

- HR achieved a fiscally responsible 2% increase in annual health care premiums with no health care plan design changes, while remaining with United Health Care. This ensured stability for employees, both in terms of benefits provided, as well as networks available to them. HR implemented new life insurance to cover employees at one times annual salary, with design work completed of even more options for supplemental insurance coverage planned for roll-out later this year. HR conducted a highly successful Wellness & Benefits Fair, with over 700 employees in attendance. This event focused on educating employees to be healthier which reduces absenteeism in the workplace.
- HR delivered capacity building coaching and counseling sessions to County leaders in support of the County's mission and vision. Monthly "Meet the Department Heads" sessions are conducted to ensure that county employees have knowledge of the operations of County government, learn how the County's vision, mission and values are carried out, and how departments meet and anticipate

HUMAN RESOURCES

ever-evolving customers' needs.

- HR implemented the new employee options on supplemental term life insurance, accidental death and dismemberment (AD&D), and short-term disability coverage as approved by the Board of Commissioners on 9/20/04.
- HR enhanced service delivery to the citizens by offering skill-building opportunities to employees. HR training received 1886 registrations for 58 training opportunities, yielding 145 training dates/times; conducted 15 special retreats with 252 participants; implemented Leadership Program curriculum with the inclusion of Ground Rules into core programs – IM and Leadership: Everyone's Role; implemented Unlocking the Mystery: Wake County Government and created and offered 4 new workshops: Rapid Decision Making, Respect in the Workplace, Lost Art of Communication, and Managing Performance Problems; and revamped and offered new/updated Interactive Management Core materials.

Issues for FY 2006

- Partner with Information Services on Genesys Upgrade and up-load capabilities of on-line employment application data into Genesys
- Obtain space for records retention needs and begin to look at more progressive, technologically-advanced means of records retention (e.g., electronic storage)
- Aggressively pursue the acquisition and successful implementation of an integrated HR/Finance/Budget management/information system. (in FY's 2006 and 2007, with the system in place for use in 2007).
- Introduce a more comprehensive employment feedback opportunity than our current exit interviews allow.
- Continue to manage increasing health care costs while ensuring quality coverage and services are provided to employees and retirees in a cost sharing mode.
- Pursue technology where appropriate to promote personal accountability and self-sufficiency by program participants, for example through a County employee portal.
- Continue to sustain appropriate training resources throughout the county to ensure ongoing development of employees in all skill

areas (i.e., Leadership; Management/Supervisory; General).

Horizon Issues

Aggressively pursue the acquisition and successful implementation of an integrated HR/Finance/Budget management/information systems in FY's 2006 and 2007, with the system in place for use in 2007.

HUMAN RESOURCES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Benefits and Wellness

Key Objectives:

- Service to employees is efficient and courteous with well-designed and accessible enrollment procedures, instructions, and benefit explanations.
- Wake County provides the best possible benefits package at affordable prices.
- Health care insurance is affordable and employees receive continuous and consistently high quality health care services.
- Employees lead healthy life-styles and participate in County-sponsored wellness activities.
- Employees are smart health care consumers.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of benefits-related workshops conducted	96	50	50	50	100
Number of wellness activities and initiatives	2	2	2	2	10
Number of flu shots administered	766	0*	0*	0*	>0
Number of employees participating in pre-tax reimbursement accounts (“flex accounts”)	369	368	368	368	>368
Effectiveness:					
Percentage of employees participating in benefits information sessions who indicate that they have a better understanding of their benefits	99.9%	99.9%	99.9%	99.9%	100.0%

* Due to a flu vaccine shortage, all employees were not eligible for flu shots in FY05. Future projections are therefore unknown as well.

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Program Area 2: Employee Relations

Key Objectives:

- HR policy is consistently developed, implemented, and interpreted.
- Management displays high standards of professional behavior in the workplace that is modeled by staff.
- Employees are treated with respect, fairness and concern for their professional development.
- Employees understand and respect the policy that deals with harassment (sexual or otherwise) and discrimination in the workplace.
- Managers and supervisors understand and utilize policies and practices that deal effectively with performance problems, discipline and grievances.
- Employee Relations staff provides meaningful information to management regarding the reasons why employees terminate their employment with Wake County.
- Employee Relations staff performs accurate, thorough and timely investigations of grievances and incidents of discrimination and harassment.
- Employee Relations staff effectively administers the Commercial Driver's License (CDL) random and follow-up drug testing/education program and the unemployment compensation program.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Effectiveness:					
Percentage of employees who seek the advice of Employee Relations staff prior to addressing an issue	64%	67%	67%	67%	TBD
Percentage of supervisors/managers who seek the advice of Employee Relations staff prior to addressing and issue	82%	85%	85%	85%	TBD
Percentage of non-discrimination grievances resolved at department level	50%	51%	51%	52%	TBD

Program Area 3: Recruitment and Compensation

Key Objectives:

- Maintain and continue to improve service delivery in recruitment, referral, position classification, compensation, human resources/payroll system maintenance, record keeping and employment verification.
- Decrease the number of instances in which the recommendations of HR concerning classification and compensation decisions and the action taken by departments are at odds.
- End the practice of pre-selection of employees, ensuring that employees are hired as result of a competitive process.
- Strengthen the relationship of Human Resources with departments.
- Maintain the newly created and implemented classification and compensation system.
- Promote Wake County as an equal opportunity employer and add diversity to our workforce.
- Work with Information Services on automation projects to increase efficiency of work processes (i.e., developing a web-based system that can capture employee specific information and up-load it into the applicant tracking system).

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Program Area 3: Recruitment and Compensation (cont'd)

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of Employee and Position Actions Completed	3,882	3,500	3,500	3,500	N/A
Vacancy Recruitments Conducted	764	600	600	600	N/A
Career Fairs Attended	18	18	18	18	TBD
Applications Received and Screened	21,715	24,000	24,000	24,000	N/A
Average number of days for referral	.97	1	1	1	TBD
Effectiveness:					
Number of bilingual candidates	435	400	400	400	TBD

Program Area 4A: Training & Organizational Development

Key Objectives:

- A recognizable corporate culture that reflects a unified message and a consistent leadership approach.
- Wake County employees are ambassadors to the community and exemplify the organization's values.
- High performing employees are retained by providing and encouraging employee development opportunities.
- Programs designed by employees to express appreciation and recognition for the hard work, excellent customer service, and contributions made by County employees to programs for the citizens of Wake County.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Percentage of employees participating in training indicate that they have a better understanding of the expectations for employees regarding being leaders in the organization, i.e. "The Guiding Principles of Leadership"	78.3%	75%	95%	95%	100%
Percentage of Training Consortium members who attended "Train the Trainer" training	N/A	50%	50%	TBD	TBD
Percentage of Training Consortium members who attended "Unlocking the Mystery: Wake County Government."	N/A	80%	75%	TBD	100%
Increased training opportunities through the Training Consortium	N/A	10	10	20	TBD

HUMAN RESOURCES

Program Area 4A: Training & Organizational Development (cont'd)

<i>Workload cont'd (Output):</i>					
Number of Training Consortium Members who delivered training	N/A	13	5	10	TBD
Number of workshops delivered by Training Consortium members	N/A	13	10	15	15
Number of workshops delivered by Senior Management Team members	N/A	19	11	11	11
<i>Effectiveness:</i>					
Percentage of employees who receive performance feedback from their supervisors through the Performance Development Management System	99%	99%	99%	99%	100%
Percent of active Training Consortium members who attended "Unlocking the Mystery: Wake County Government."	N/A	85%	100%	100%	100%

Program Area 4B: Employee Recognition and Appreciation

Key Objectives:

- Appreciation and Recognition is expressed to employees.
- Excellent customer service is rewarded

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Attendance at Holiday Event by Employees/All Attendees	300/800	600/1,200	400/1,600	500/1700	600/1700
Number of Customer Service Recognition Awards recipients	7	10	10	10	10
CHEER participants (including department-funded purchases for temps)	3,600	3,920	3,920	4,000	4,000
Number of Excellence in Public Service Awards awarded	N/A	4	5	5	5
Number of nominations received for Customer Service recognition	48	38	40	45	50
Number of nominations received for "GHJ Excellence in Public Service Awards"	17	22	30	30	50

INFORMATION SERVICES

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	3,937,745	4,230,593	4,334,884	4,813,745
Operating Expenses		3,130,755	3,904,434	3,904,198	3,428,659
Capital Outlay		60,485	0	34,713	0
Expenditure Totals	\$	7,128,985	8,135,027	8,273,795	8,242,404
Number of FTEs		60.50	60.50	64.50	67.50

Department Purpose and Goals

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 150 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 4,900 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. The Department provides direct technical support and training to county staff through customer and training services. 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 technical direction 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.

Goals

- 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.
- 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.

INFORMATION SERVICES

- Provide adequate computer services, equipment and associated standards to support the business needs of the organization.

Major Accomplishments

- Land Integration Project: completed the tax billing & collection component, made significant progress on the Computer Aided Mass Appraisal component and associated interface with the upgraded Geographic Information System (GIS). Slated for completion in FY 06.
- Application Standards: implemented .Net development standard, upgraded the enterprise Domino database environment, established the SQL database environment and improved the Oracle database environment to support applications serving the Revenue, Board of Elections, GIS, Register of Deeds, and Finance business units.
- Wireless Infrastructure: established a wireless platform strategy and selected a wireless broadband replacement platform for use by mobile workers in the Sheriff, Public Safety, Environmental Services and Inspections business units.
- Network Infrastructure: completed the network redesign/re-engineering work to support the disaster recovery effort and to strengthen internet connection capabilities; implementation scheduled for FY 06.
- Customer Support Services: expanded Help Desk services to add specific application support for the Public Safety, Finance, and Human Services Departments; expanded Desktop Support services to include over 200 new remote/virtual office sites; expanded Telecom Services to include greater involvement in building renovation project wiring design and installation oversight.

Issues for FY 2006

- Participate in the completion of the property tax system rewrite project, the implementation of the new Human Resources, Budget and Finance application, and the implementation of new systems in the areas of Planning & Permitting and Criminal Justice/Jail services if funding is provided.

- Improve Customer Support Services by implementing a desktop management system to:
 1. reduce the number of visits to individual desktops currently required to resolve technical problems, apply patches, and install new software, and
 2. increase the accuracy of equipment and software inventory to allow more accurate tracking of software licenses and equipment warranties
- Improve public and employee websites through the completion of the upgrade of the website software (CMS) and the strategic use of collaboration software (Sharepoint).
- Complete the upgrade of the Lotus Notes calendaring and email system.
- Implement the network redesign project and wireless platform standards.

Horizon Issues

- Build in-house capabilities to process financial transactions over the internet.
- Increase citizen and employee access to electronic services via the internet and telephone systems
- Expand document management capabilities
- Leverage GIS capabilities by customizing applications to use geographic data
- Continue active assessment of investments in technology to ensure productivity and effectiveness gains are achieved
- Continue focus on assuring the privacy and security of County data

INFORMATION SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Applications

Key Objectives:

- Finance/Budget/Human Resources new system implementation
- Computer Aided Mass Appraisal (CAMA) system rewrite and associated geographic information system integration
- Revaluation system rewrite
- Planning & Permitting System requirements definition and new system development
- Sheriff's system upgrade or replacement
- Mental Health replacement system implementation
- E-Government initiatives-internal and external website upgrades, business unit driven projects
- Identity and access management improvements
- Document management strategy development and implementation
- Migrate mission critical Access databases to supported platforms (SQL based)
- Improve skills in .Net and establish application development model

Performance is measured on a project by project basis against deliverables and time frames negotiated with each customer. Costs are also tracked on a project by project basis and vary by type of skill used (analyst, developer, database administrator, etc.) and average \$45/hr.

Program Area 2: Technical Infrastructure

Key Objectives:

- Disaster recovery plan refinement and testing
- Enterprise-wide business continuity plan support
- Security policy and procedure development and continued HIPAA compliance assurance
- Infrastructure security improvements including independent security audit
- Network upgrades including 100 Mb to desktop projects and enhanced firewall services
- Server upgrades including end of life replacements and storage area network enhancements
- Operations transition from mainframe environment to server environment
- Database environment refinements and upgrades involving the Domino, SQL and Oracle environments

INFORMATION SERVICES

Program Area 2: Technical Infrastructure (cont'd)

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Network services support requests (design, configure, install, fix)	676	755	456	570	N/A
Centralized services support requests (access & data mgt, security)	2,339	2,575	1,944	2,430	N/A
Efficiency					
Network services	\$19/device/ mo	\$19/device/ mo	\$18/device/ mo	\$18/device/ mo	\$18/device/ mo
Centralized services	\$34/device/ mo	\$34/device/ mo	\$31/device/ mo	\$31/device/ mo	\$31/device/ mo
Effectiveness:					
Network support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 100%	Meet target 99%	Meet target 100%	Meet target 99%	Meet target 99%
Centralized services support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 99.17%	Meet target 98%	Meet target 99.12%	Meet target 99%	Meet target 99%

INFORMATION SERVICES

Program Area 3: Customer Support Services

Key Objectives:

- Complete Service Level Agreements for business unit specific applications
- Expand remote location and teleworking support
- Improve the move management process
- Access automated call processing requirements for business units and leverage existing ACD platforms
- Evaluate enterprise browser, operating system and software standards and determine if upgrades are needed
- Establish a new report writer tool standard and provide related training

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Voice services support-moves, adds and changes	2,292	2,865	3,342	3,676	NA
Desktop and Help Desk support	24,895	26,926	27,444	28,130	NA
Efficiency					
Voice services	\$12/line/mo	\$12/line/mo	\$9/line/mo	\$9/line/mo	\$9/line/mo
Desktop & Help Desk services	\$18/device/mo	\$18/device/mo	\$16/device/mo	\$16/device/mo	\$16/device/mo
Effectiveness:					
Voice services support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 98%	Meet target 98%	Meet target 98%	Meet target 98.5%	Meet target 98.5%
Desktop & Help Desk support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 90%	Meet target 95%	Meet target 90%	Meet target 95%	Meet target 95%

PLANNING DEPARTMENT

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,125,437	1,177,654	1,209,605	1,227,956
Operating Expenses		116,862	217,518	223,143	215,885
Capital Outlay		5,000	0	0	0
Expenditure Totals	\$	1,247,299	1,395,172	1,432,748	1,443,841
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		386,285	301,474	301,474	218,987
Revenue Totals	\$	386,285	301,474	301,474	218,987
Number of FTEs		20.00	20.00	20.00	20.00

Department Purpose and Goals

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 providing a single point of planning, advisory and technical assistance to local jurisdictions, community groups and other organizations. The department has transitioned from one primarily focused on long-range policy to one that deals with a myriad of long-range and current planning activities and regulatory processes.

The Planning Department's mission is to enhance the quality of life of Wake County citizens by promoting a comprehensive approach to development and service delivery, offering leadership and professional skills to guide diverse community interests and provide consistent customer service and policy advice. In carrying out its mission, the department deals primarily with public policy issues concerning the physical

and economic development of the County, most of which involve recommendations by County boards or task forces, and decisions by the Board of Commissioners. To carry out its role, the department:

- Researches issues - Generate and/or compile information and data;
- Disseminates public information - Needed not only for departmental research, but is also demanded by the public in general;
- Formulates alternative policies - Work extensively with the public, appointed boards and commissions, and other local governments and agencies; and
- Makes recommendations on policy matters.

The current staff primarily focuses on the following areas: (1) Comprehensive Planning and Implementation; (2) Transportation Planning and Coordination; (3) Subdivision Administration and Approvals; (4) Land Development/Zoning; (5) Data Analysis and Modeling; (6) Historic Preservation; and (7) Support Services/Administration.

PLANNING DEPARTMENT

Major Accomplishments

- Multi-jurisdictional coordination for planning issues, bimonthly Wake County Municipal planners meetings.
- Ordinance amendments for cul-de-sac length, roadway radius and community wastewater system requirements completed and adopted by Board of Commissioners.
- Held second annual Growth Management Task Force Implementation Meeting. held
- Neuse River/Richland Creek Water Supply Watershed Plan completed and adopted by Board of Commissioners.
- Interdepartmental coordination for special projects: schools, fire districts study, and growth and environmental initiatives.

Issues for FY 2006

The department expended considerable resources in attempting to analyze and document recent trends in Wake County Public School System student population growth. After consulting staffs representing WCPSS, NC Department of Public Instruction and Wake County Budget and Management Services Department, the department coordinated a comprehensive retooling process resulting in an update of the previous student projections model. During this effort attempts were made to document and quantify various demographic and enrollment trends; new data inputs were identified; process timelines were developed; and applied uses of the projections for capital and budget purposes were recommended. Opportunities for 2005-2006:

- Continue to research and document factors affecting student population growth and facility resources in Wake County – undocumented migrant residents; public and non-public school systems dynamics; and federal and state primary education legislation and programs.
- Continue to participate in the joint WC/Municipal Planners/WCPSS planning effort to redefine WCPSS planning areas and develop an model enabling staffs to disaggregate the Wake County system-wide student projection to forecast students and facility needs for each redefined planning area.

The Unified Development Ordinance (UDO) is Wake County's effort to bring all of the various land development regulations into one unified, user-friendly set of regulations. It will consolidate into one document the various stand-alone regulations such as the Subdivision Ordinance and the Zoning Ordinance with policy documents such as the Traffic Impact Analysis (TIA) requirements. It will also reformat the existing county regulations and make necessary technical corrections and edits to features that have become outdated with the passage of time. It will include the addition of tables and other graphics to assist in the communication of the intent and purpose of the UDO, also in an attempt to make it more user friendly. The UDO will also help implement various goals, objective and strategies that have been established by the Board of Commissioners in various plans that have been developed with considerable citizen participation over the last few years. Examples of the plans that this UDO will help to implement include the Growth Management Plan, the Watershed Management Plan, the Transportation Plan, the Consolidated Open Space Plan and the Land Use Plan.

Horizon Issues

Code Enforcement - As the work on Wake County's new Unified Development Ordinance (UDO) is completed in 2005, the UDO will require a higher degree of administration and enforcement than what currently exists. By adopting the UDO, the Wake County Board of Commissioners will establish regulations that match the policy guidelines in the County's adopted Land Use, Transportation, and other Plans that regulate development in the County's planning jurisdiction. In order to meet these new standards and projected increased activities related to code enforcement, the future expansion of staff may be necessary.

GIS Utility layers updates – The department is interested in retaining a consultant to enter a GIS layer that identifies all utilities (water/sewer, other utilities) on a countywide basis. This would complement the existing data layer from the City of Raleigh, and capture utilities information from the County's other eleven municipalities.

Phase II of Wake County Historic Resources Survey – To ensure that Wake County's most significant historic resources are recognized

PLANNING DEPARTMENT

and preserved, the Wake County Historic Preservation Commission and the department have determined that a comprehensive historic resources survey update is needed. Planning staff performed the last survey in the early 1990, with the findings documented in the book, “The Historic Architecture of Wake County, North Carolina”. Since that time Wake County has developed tremendously. Several of the properties have been designated as National Register and/or Wake County Historic Landmarks, while some of the properties have been demolished. The first stage of the project will be a reconnaissance survey of the existing inventory – approximately 2,100 properties: identifying properties that are no longer standing; have been altered considerably; and documenting properties that should be added to the survey database. The geographic scope of the survey will include all areas of Wake County, excluding those within the jurisdiction of the Raleigh and Wake Forest Historic Preservation Commissions. Earlier this year a grant proposal was submitted to the N.C. State Historic Preservation Office requesting funding for 60% (\$9,000) of anticipated costs for this phase of the project.

PLANNING DEPARTMENT

FY 2005 to FY 2007 Business Plan Key Programs, Objectives and Measures

Program Area 1: Subdivision Administration

Key Objectives:

- Review and approve all plans submitted for development to assure compliance with the County subdivision ordinance.
- Address and resolve customer inquiries.
- Help interpret County subdivision ordinance, process subdivision

text amendments, implement regulatory process modifications and coordinate process improvements.

- Provide support to the Planning Board.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Preliminary Plans	55	55	55	55	55
Exempts	335	340	340	345	345
Minors	215	220	220	225	225
Construction Final	115	120	120	125	125
Letters of Credit	190	195	195	200	200
Road Checks	12	12	12	12	12
Variances	10	15	15	15	15
Resubmittals	55	60	60	65	65

Program Area 2: Comprehensive Planning and Coordination

Key Objectives:

- Work with diverse community interests and other governments to develop plans for the built and natural environment.
- Support County Commissioners' overall emphasis in refining the

Land Use Plan, Growth Management Plan, updating and implementing growth management strategies.

- Coordinating with other governmental entities on land use planning such as ETJ extensions.

PLANNING DEPARTMENT

Program Area 2: Comprehensive Planning and Coordination (cont'd)

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Land Use Plan updates	Twice/year	Twice/year	Twice/year	Twice/year	Twice/year
LUP Comprehensive	Twice/year	Twice/year	Twice/year	Twice/year	Twice/year
Southwest Wake Area Plan	Twice/year	Twice/year	Twice/year	Twice/year	Twice/year
East Raleigh-Knightdale Area Plan	Twice/year	Twice/year	Twice/year	Twice/year	Twice/year
Neuse/Richland Creek	Twice/year	Twice/year	Twice/year	Twice/year	Twice/year

Program Area 3: Land Development and Zoning Administration

Key Objectives:

- Enforce Zoning Ordinance to ensure that development is consistent with Wake County's land use policies, foals and objectives.
- Coordinate applications reviews for variances, rezoning property, and making recommendations to the Board of Commissioners, Planning Board, Board of Adjustment, and other boards and commissions.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
General Use Permits	280	290	290	300	300
Property Descriptions	220	220	220	220	220
Sign Permits	60	65	65	70	70
Violations	75	100	100	100	100
Re-zonings	12	12	12	12	12
Conditional Use Permits	3	6	6	6	6
Special Use Permits	24	28	28	30	30
Variances	8	10	10	10	10
ABC Permits	6	8	8	10	10
Efficiency					
Unified Development Ordinance – Percentage Complete	75	95	100	100	N/A

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Program Area 4: Data Analysis and Modeling

Key Objectives:

- Collecting and analyzing land use and demographic information and disseminate information to county staff, other organizations, and the public.
- Develop school enrollment projections.
- Support the GIS division with demographic and land use data.
- Track population, housing and physical development in Wake County.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
School Enrollment Projections	3 times/year	3 times/year	3 times/year	3 times/year	3 times/year

Program Area 5: Transportation Planning

Key Objectives:

- Participate in long-range transportation planning for the County.
- Plan for all modes of transportation and support regional and county land use goals.
- Act as a liaison with community groups and local, regional, state and federal governmental entities.

Program Area 6: Support Services and Customer

Key Objectives:

- Provide administrative and clerical support to the Planning staff, Planning Board, Board of Adjustment, and other task forces as created.
- Assist the public and other departments with information and referrals.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Board of Commissioners, Planning Board, Board of Adjustment, and Historic Preservation Commissions meetings.	100/year	95/year	95/year	95/year	95/year

PLANNING DEPARTMENT

Program Area 7: Historic Preservation

Key Objectives:

- Act as a liaison for and assist in coordination of Historic Preservation activities with Capital Area Preservation (CAP) and City of

Raleigh.

- Monitor contracts for administrative services to the Historic Preservation Commission.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Historic Resource Designations	4	5	5	6	6

REGISTER OF DEEDS

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,864,727	1,820,759	1,917,723	1,958,896
Operating Expenses		536,931	861,962	836,619	803,117
Capital Outlay		12,573	41,300	6,643	38,300
Expenditure Totals	\$	2,414,231	2,724,021	2,760,985	2,800,313
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		13,483,880	12,440,000	12,440,000	15,316,520
Revenue Totals	\$	13,483,880	12,440,000	12,440,000	15,316,520
Number of FTEs		35.00	35.00	38.00	38.00

Department Purpose and Goals

The Wake County Register of Deeds (ROD) is a customer-driven recording agency that strives to ensure that all documents and maps presented for recording are cashiered, imaged, indexed, and returned to the customer in the most efficient, accurate, economical, and timely manner. The Wake County Register of Deeds office is bound by NC General Statute to make recorded documents available via a temporary or permanent index within 24 hours. In addition, per statute, documents must be fully indexed on the permanent index within 30 days of the initial recording. 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.

Major Accomplishments

- The renovation of the third floor of the Garland Jones Office Building to accommodate Wake County Vital Records.
- Physical move of Wake County Vital records to the third floor of the Garland Jones office building under the Wake County Register of Deeds responsibility.
- Rebinding and relocation of indices and books formerly housed in our second floor storage room to the first floor.
- Completion of the backfile conversion back to 1950.

Issues for FY 2006

- Ongoing backfile conversion to digitize and index older, paper documents.
- Investigation of electronic recording methods, vendors and their

REGISTER OF DEEDS

- capabilities.
- Investigation of methods for imaging and indexing birth and death records.
- Upgrading public PCs used to perform searches of our BOOKS application.
- Integrate scanning and indexing of birth and death records into our existing workflow software.

REVENUE DEPARTMENT

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	2,841,497	3,012,616	3,082,791	3,037,985
Operating Expenses		1,268,988	1,349,869	1,367,009	1,409,869
Capital Outlay		5,605	12,750	12,750	12,750
Expenditure Totals	\$	4,116,090	4,375,235	4,462,550	4,460,604
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		1,267,866	1,184,670	1,184,670	1,592,320
Revenue Totals	\$	1,267,866	1,184,670	1,184,670	1,592,320
Number of FTEs		62.00	62.00	62.00	62.00

Department Purpose and Goals

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 also charged with the duty of collecting all current and delinquent taxes on such 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.

It is the goal of Wake County's Revenue Department to maintain the highest level of customer service possible while delivering 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. To this end, the department will work as efficiently as possible to increase productivity and control costs.

Major Accomplishments

- Increased the combined property tax collection rate to 99%.
- Arranged to take over collections of Major Facilities Hotel/Motel tax from the City of Raleigh, effective July 1, 2005.
- Completed rewrite of the revaluation component of Land Records/CAMA (Computer Assisted Mass Appraisal) system, to be in use July 1, 2005.

REVENUE DEPARTMENT

Issues for FY 2006

- Complete the rewrite of revaluation component of the food/beverage/hotel tax system.
- In Fall 2005, present to the Board of Commissioners the official start to the 2008 revaluation program.*

Horizon Issues

North Carolina Statutes require the Wake County Revenue Department to reappraise real property at least once every eight years. The last reappraisal was effective on January 1, 2000; the next reappraisal will become effective on January 1, 2008.

* For more information on the Revaluation, see the Revaluation Reserve Fund portion of this book.

REVENUE DEPARTMENT

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Total Tax Bills	933,900	970,000	967,900	1,010,000	N/A
Real Estate Parcels	269,655	280,000	278,644	291,000	N/A
<i>Efficiency</i>					
Cost Per Tax Bill	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25
<i>Effectiveness:</i>					
Property Tax Collection Rate: Real and Personal Property	99.45%	99.5%	99.5%	99.5%	99.5%
Property Tax Collection Rate: Vehicles	91.8%	92%	92%	92%	92%
Property Tax Collection Rate: Combined (Real, personal and vehicles)	98.88%	99%	99%	99%	99%

NON-DEPARTMENTAL ACCOUNTS

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2006 Requested	FY 2006 Adopted Budget
Memberships					
NC Assoc. of Co. Commissioners	\$	51,561	54,484	57,750	57,750
National Association of Counties		8,564	8,804	9,051	9,051
Institute of Government		52,679	52,679	69,950	69,950
Triangle J Council of Governments		170,877	160,596	163,020	163,020
Capital Area Metro Planning Organization		-	38,590	121,412	121,412
RDU International Airport		12,500	12,500	12,500	12,500
Subtotal Memberships		296,181	327,653	433,683	433,683
Public Agencies					
The Healing Place for Men		242,750	242,750	300,000	242,750
The Healing Place for Women		-	-	150,000	125,000
Wake County United Arts Council		301,000	301,000	421,000	301,000
North Carolina Symphony		69,000	34,000	34,000	34,000
Exploris Museum & IMAX Theater		1,455,000	1,355,000	1,300,000	500,000
Reserve for Exploris		-	-	-	500,000
Operating Support for Soccer Center		-	150,000	150,000	150,000
Mid-Eastern Athletic Conference		-	-	200,000	200,000
CIAA Tournament		100,000	65,000	-	-
Aggie Eagle Classic		25,000	25,000	-	-
National Scholastic Foundation		25,000	25,000	-	-
Women's Commission		12,776	12,500	12,500	12,500
Other		36,320	-	-	-
Subtotal Public Agencies		2,266,846	2,210,250	2,567,500	2,065,250

NON-DEPARTMENTAL ACCOUNTS

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2006 Requested	FY 2006 Adopted Budget
Non-Departmental Costs					
Auditing Fees		26,605	100,000	-	-
Consulting and Legal Fees		435,087	400,000	400,000	400,000
Contracted Services		98,348	90,000	40,000	40,000
Actuarial Fees		29,792	-	-	-
Wake Co. Economic Development		486,500	286,500	286,500	286,500
Historic Preservation		121,909	132,000	112,275	112,275
Charges to Other Departments		(233,374)	-	(145,484)	(145,484)
Miscellaneous Expenses		115,859	100,000	100,000	100,000
Subtotal Non-Departmental Costs		1,080,726	1,108,500	793,291	793,291
Total	\$	3,643,753	3,646,403	3,794,474	3,292,224
RESERVE FOR SALARY & BENEFITS INCREASES	\$	6,120,000	4,238,351	5,864,576	5,864,576
RESERVE FOR FUTURE APPROPRIATION		-	-	3,300,000	3,300,000
TRANSFERS TO OTHER FUNDS					
Capital Projects Fund		26,293,000	17,371,000	24,517,000	24,517,000
Debt Service Fund		100,348,000	115,238,000	114,008,000	114,008,000
Revaluation Reserve Fund		975,000	975,000	975,000	975,000
Risk Management Fund		1,000,000	1,000,000	3,133,000	3,133,000
Total Transfers to other funds	\$	128,616,000	134,584,000	142,633,000	142,633,000
BOARD OF COMMISSIONERS CONTINGENCY	\$	600,000	500,000	500,000	500,000

NON-DEPARTMENTAL ACCOUNTS

Non-Departmental Accounts Purpose and Goals

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 in this category are membership dues to several regional, statewide and national organizations in which Wake County participates.

Issues for FY 2006

Memberships and Public Agencies

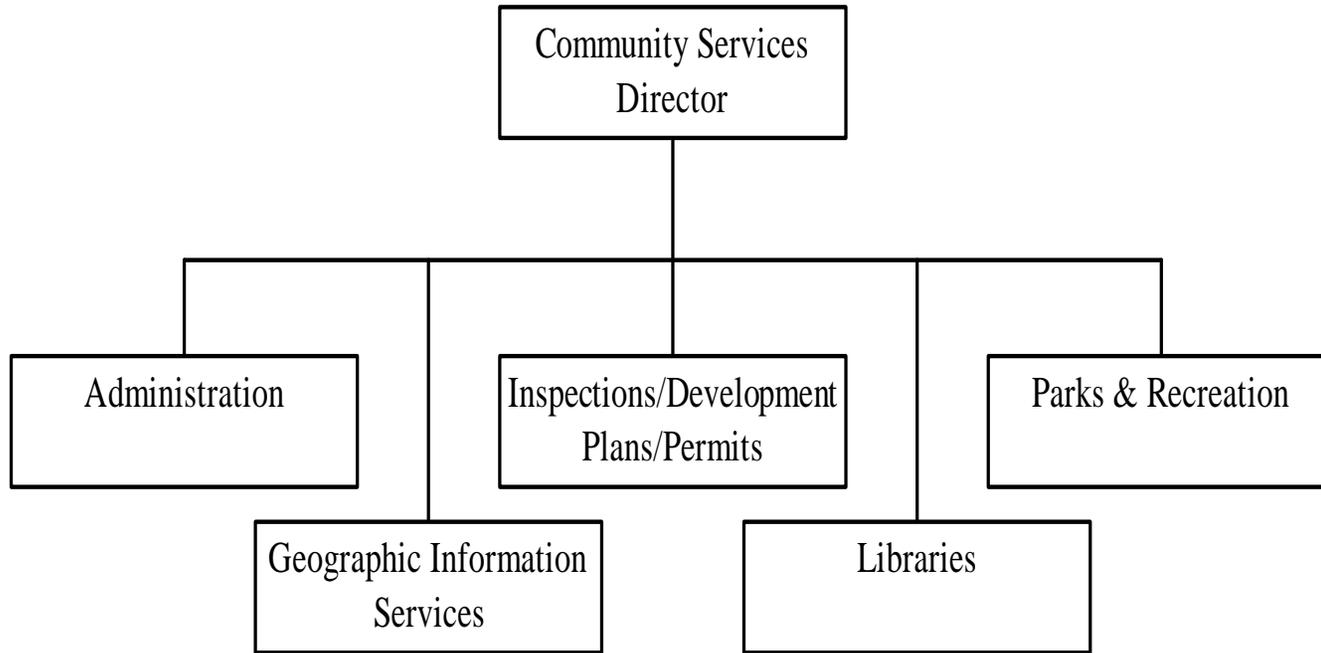
Funding for Exploris and IMAX® has been reduced to \$1,000,000, with \$500,000 of this amount being held in reserve pending results from first quarter efforts to meet the organization's strategic goals. Fiscal year 2006 funding is \$355,000 less than the amount funded in fiscal year 2005 and is part of a three-year plan to reduce the County's contribution to Exploris. The Exploris Board has as one of its goals to diversify the sources of public funding and reduce its dependence on the County. The Healing Place for Women is scheduled to open in January of 2006. The budget includes \$125,000 in new allocations to this organization, representing a half year's worth of the County's annual operating support. The budget also includes \$200,000 in new support for the Mid Eastern Athletic Conference basketball tournament. The allocation replaces funding that had gone to the CIAA, the Aggie-Eagle Classic and the National Scholastic Sports Foundation.

Non-Departmental and Other Costs

Funding for organization-wide activities including consultation, legal counsel, and other professional services are at the same level as budgeted in fiscal year 2005. Pay-for-performance increases and related benefits are budgeted at \$4.6 million for an average of 4% percent in-

crease in employee compensation. The County's contribution to employees health plan coverage is increasing by 10%. This represents a \$1.2 million increase in cost. The total cost of health care is increasing by 15% and the difference is being covered by additional employee contributions. Non-departmental also contains allocations for a grant to the Women's Commission of Wake County and for contracted service with Historic Preservation of Wake County.

COMMUNITY SERVICES



COMMUNITY SERVICES

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	12,743,509	13,027,357	13,336,529	14,541,612
Operating Expenses		5,290,341	5,086,186	5,501,546	5,502,134
Capital Outlay		56,246	13,400	13,400	13,400
Expenditure Totals	\$	18,090,096	18,126,943	18,851,475	20,057,146
Intergovernmental Revenues	\$	546,989	525,716	555,466	525,300
Fee & Other Revenues		3,685,460	3,712,388	3,712,388	4,576,141
Revenue Totals	\$	4,232,449	4,238,104	4,267,854	5,101,441
Number of FTEs		247.50	254.50	254.50	284.00

Department Purpose and Goals

Wake County's Community Services Department administers four divisions: 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 and leisure activities and providing the information and educational opportunities needed by citizens to make sound decisions.

COMMUNITY SERVICES

Division Summary - Administration

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	288,934	302,245	320,611	318,381
Operating Expenses		10,011	14,000	14,000	14,150
Capital Outlay		0	0	0	0
Expenditure Totals	\$	298,945	316,245	334,611	332,531
Number of FTEs		4.00	4.00	4.00	4.00

Division Summary - Geographic Information Services

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,211,830	1,232,699	1,260,094	1,260,127
Operating Expenses		252,491	298,475	321,253	300,500
Capital Outlay		25,000	0	0	0
Expenditure Totals	\$	1,489,321	1,531,174	1,581,347	1,560,627
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		20,150	18,636	18,636	18,300
Revenue Totals	\$	20,150	18,636	18,636	18,300
Number of FTEs		20.00	20.00	20.00	20.00

COMMUNITY SERVICES

Geographic Information Services Purpose and Goals

Wake County Geographic Information Services (GIS) strives to be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions, which enable our customers to accomplish their business purposes.

Geographic Information Services serves as a clearinghouse and central distributor of geographic information for Wake County. To support this distribution effort, GIS has a primary responsibility for developing and maintaining core geographic databases needed by our customers. In order to accomplish these two business services, GIS staff provides technical support including needs analysis, programming/application development, software support, database development, training, and project management. The technical support provided by staff is tightly integrated with the two business services in that staff must have the technical infrastructure, expertise, and support to provide and maintain the information, services, databases and capabilities that are needed by our customers.

Wake County GIS provides services to two customer groups. Our primary focus is to serve as an internal service agency to Wake County agencies. A second focus is to provide extensive mapping, geographic information, and assistance directly to other governmental jurisdictions and the public. As a result, internal and external customers directly influence the division's workload and priorities.

Major Accomplishments

Expansion of Wake County's GIS web presence

- Enhancements to iMAPS - (Wake County and City of Raleigh's Internet map and data viewing application) <http://imaps.co.wake.nc.us/imaps> through additional data and upgrades to the software and hardware resulting in improved reliability and response
- Improved linkages between iMAPS and Wake County Revenue Department's real estate web pages including building photo-

graphs

- Enhancements to digital information that can be downloaded by customers <http://www.wakegov.com/county/propertyandmapping/gisdigitaldata.htm>
- Additional GIS PDF maps available for downloading and printing <http://www.wakegov.com/county/propertyandmapping/PDF+Maps.htm>
- Enhancements to digital GIS data provided to NC OneMap, http://gisdata.usgs.net/website/NC_OneMap/viewer.asp, an online map viewer that allows the public to view data from counties, municipalities, state and federal agencies overlaid seamlessly. This information is also served up through The National Map, <http://nmviewogc.cr.usgs.gov/viewer.htm> which provides similar capability for jurisdictions throughout the nation

ArcGIS Conversion

- Installed and implemented ArcGIS products on the desktop of 90% of the user base by the end of 2nd Quarter of FY 04-05
- Significant progress in completing GeoDatabase conversion as of the end of the 4th Quarter of FY 04-05
- Completed basic ArcGIS training for Geographic Information Services, Emergency Management, Fire Services, EMS, and Soil and Water Conservation District during FY 04-05

Interactive Parcel Maintenance/Land Records/Computer Aided Mass Appraisal Integration

- Completed development, testing, training, and implementation of the Interactive Parcel Maintenance (IPM) property mapping application during the 3rd Quarter

Aerial Photography Project

- Negotiated a contract with a qualified photogrammetric contractor during the 2nd Quarter of FY 04-05 to produce new aerial photography and mapping for Wake County
- Project kickoff held during January 2005
- Began process of reviewing aerial photography, survey and geodetic data, and the pilot project during the 4th Quarter

Groundwater Information Management System (GIMS)

- Provided guidance, geographic data, and technical assistance to Environmental Services' consultant in the development

COMMUNITY SERVICES

(GIS cont'd.)

of Wake County's Groundwater Information Management System (GIMS) during FY 04-05

Historical Aerial Photography Scanning Project

- Contracted with Geodesy Associates to scan and georeference 6,331 aerial photographs flown by aerial photography firms for Wake County in 1958, 1974, 1981, and 1988
- GIS will now have a backup copy of the original aerials, a gap that had been identified in preparing the division's Business Continuity Plan
- Staff will also be able to overlay scanned images with other information in the GIS database

Global Positioning Satellite (GPS) System Project

- Acquired GPS software and hardware
- Developed an application that is being used by Wake County Environmental Services to locate domestic wells and efficiently record information about each well using handheld field data collection devices.
- Information will be viewable through the Groundwater Information Management System (GIMS) web application scheduled to be available in the Summer of 2005.

Issues for FY 2006

- ArcGIS 9.0 – Migrate to ESRI's new software version during 2nd Quarter of FY 05-06
- MAPS Rewrite – Complete development of new interfaces (Intranet and ArcObjects MAPS) by the end of FY 05-06
- GIS/Emergency Operations Center Project - Contingent on plan developed in FY 04-05
- Digital Orthophotography Project – Incremental delivery of all digital orthos by the end of 3rd Quarter 05-06. Data loaded, integrated with applications and available to users by 4th Quarter FY 05-06.
- Mobile GIS/Mobile CAMA Project – Staff will explore and begin to take advantage of the ability to program ArcReader's interface

using version 9.x of the free software

- Global Positioning [Satellite] System (GPS) Projects – Continue to explore additional uses of GPS technology in County departments. Identify two new potential users and define requirements by 2nd Quarter 05-06
- GIMS Project – Staff will work with users to evaluate and implement enhancements to the database and the application available to users by 4th Quarter FY 05-06.
- Mobile GIS/Mobile CAMA Project – Staff will explore and begin to take advantage of the ability to program ArcReader's interface using version 9.x of the free software
- Global Positioning [Satellite] System (GPS) Projects – Continue to explore additional uses of GPS technology in County departments. Identify two new potential users and define requirements by 2nd Quarter 05-06
- GIMS Project – Staff will work with users to evaluate and implement enhancements to the database and the application

Horizon Issues

- GIS / Emergency Operations Center project is contingent on the plan being developed in FY 2005 and progress made in FY 2006
- Global Positioning [Satellite] System Projects are contingent on projects and priorities set during FY 2006
- Environmental Services' Stormwater Mapping Project, GIS will provide database and GIS analytical support as required to support the project. Work with CDM (contractors) to leverage their development efforts.
- Permitting / Inspections System - Participate in discussions with working groups to investigate a new Permitting and Inspections system, plan for and implement linkages to the GIS, and arrange for requested functionality (such as routing)

COMMUNITY SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: GIS

Key Objectives:

The County's Geographic Information System will be:

- Tightly integrated with other County and municipal data systems
- Easy and intuitive to use
- Secure
- Readily available to those authorized to use the system
- Highly reliable
- Able to readily incorporate new technology

Graphic and attribute geographic information that:

- Is efficiently updated and is current, accurate, complete and shareable
- Includes metadata (data about the geographic data)
- Can be integrated with information in other data systems that have geographic identifiers
- Reflects historical information

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Parcels created in GIS per year	11,469	11,400	10,515	13,200	N/A
Addresses assigned per year	408	195	250	250	N/A
Master Street Address Guide (MSAG) Ledgers submitted to telephone company contractor per year	1280	1,110	1,350	1,350	N/A
Street centerline segments mapped per year	1,764	1,800	1,800	1,800	N/A
Number of "visits" on GIS's iMAPS web site	726,042	1,051,038	663,504	1,069,572	N/A
Effectiveness:					
Percentage of time that special projects requests are delivered on time or ahead of schedule based on customers' requested delivery date	81%	90%	90%	92%	95%

COMMUNITY SERVICES

Division Summary - Inspections/Development Plans/Permits (IDPP)

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,944,492	1,991,207	2,031,431	2,031,144
Operating Expenses		271,367	279,452	279,452	328,309
Capital Outlay		0	5,900	5,900	5,900
Expenditure Totals	\$	2,215,859	2,276,559	2,316,783	2,365,353
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		2,840,109	2,936,638	2,936,638	3,777,451
Revenue Totals	\$	2,840,109	2,936,638	2,936,638	3,777,451
Number of FTEs		33.00	33.00	33.00	34.00

Inspections/Development Plans/Permits Purpose and Goals

Provide 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. To provide staff, training, technology and physical facilities to bring the services closer to the customer. To develop partnerships for sharing resources, services and knowledge. Develop education and training programs for staff and internal and external county partners. Prepare for future staffing and leadership due to attrition while reviewing the current structure of the division and the development services to provide for consistent management style and direction.

The services provided by IDPP are mandated by the State of North Carolina, in order 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.

Major Accomplishments

- Maintained current time out and quality of inspections despite increases in permits and inspections. These increases are expected to continue for the next two years.
- Enhanced tracking systems for referrals, complaints and unsafe structure investigations in the existing system and the forthcoming new software application will bring major advances in the ability to evaluate the types and needs for expanded services within the

COMMUNITY SERVICES

(IDPP cont'd.)

County's jurisdiction.

- Commercial on line plan review – Work on this project will begin in earnest upon the selection and implementation of the County's intranet and the Web Portal systems currently under review. These systems will allow the flow of information required to implement a review by many parties located at different locations.

Issues for FY 2006

- Work on an updated and integrated Planning and Permitting system, for which a full business case is currently under development.
- Replacement of current remote computer access communication system. The current system, know as CDPD, is scheduled for termination by fall of 2005.
- Remote access systems for computers. The Network Team of the Information Services Department has worked diligently since the beginning of FY 2005 to review the needs of all County services using remote data transmission. Members of IDPP participated in the needs assessment, review of services offered by vendors and evaluation of such services. Request for Information were sent to interested vendors and equipment tests were performed in Fall of 2005 on 4 vendors services. The expected date for Requests for Proposals is December of 2005 and evaluations of proposals will be made in the winter months of 2006.

COMMUNITY SERVICES

Division Summary - Libraries

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	7,858,713	8,025,044	8,221,571	9,278,360
Operating Expenses		4,102,960	3,803,903	4,128,540	4,096,430
Capital Outlay		8,420	0	0	0
Expenditure Totals	\$	11,970,093	11,828,947	12,350,111	13,374,790
Intergovernmental Revenues	\$	535,597	521,000	550,750	519,000
Fee & Other Revenues		724,847	655,451	655,451	668,750
Revenue Totals	\$	1,260,444	1,176,451	1,206,201	1,187,750
Number of FTEs		165.50	170.50	170.50	198.50

Libraries Purpose and Goals

Wake County Public Libraries (WCPL) strive to promote the love of reading and foster the pursuit of knowledge among the residents of the county. Wake County Public Libraries is the part of county government that welcomes children and adults who seek reading materials and information. The library provides these services in places and at times that are convenient to its citizens. The library will partner with other agencies in ways that enrich the quality of life in the community. WCPL will anticipate and respond to the needs of its customers while creating new generations of readers.

Major Accomplishments

- Enhanced the materials collection by adding Audio Book service, which has been well-received by patrons.
- Purchased a new facility for the relocation of North Regional Li-

brary, began renovation on Cameron Village Regional Library and began construction on West Regional Library.

- Made numerous technology improvements to better serve customers, including implementing email notification of books on hold and piloting WiFi (wireless public internet access via patrons' personal laptops) at Cameron Village Library.
- Increased circulation dramatically – in Apex.
- Hosted the “NASA @ Your Library” interactive space research exhibit at Eva Perry Regional Library. Apex and Charlotte were the only North Carolina cities to host this exhibit that was created to inspire more participation at public libraries, raise awareness and encourage interest in science, encourage young people to pursue careers in science, and increase the visibility of NASA.

COMMUNITY SERVICES

(Libraries cont'd.)

Issues for FY 2006

- Continue to expand self service, such as self-service holds and self-service checkout.
- Open Cameron Village Regional Library in an expanded facility and open the new West Regional Library.
- Work with Facilities Design & Construction Dept. as the County begins renovating the building recently acquired for North Regional Library.

Horizon Issues

- Replace one of the library's two bookmobiles, which serve children and their caregivers who are unable to get to other library locations.
- Open the new Holly Springs branch library and open North Regional Library in an expanded facility.
- Work with Facilities, Design & Construction Dept. to begin the design phase of the new Leesville Branch Library.
- Establish RFID (Radio Frequency Identification). This is a new system of scanners and tags for books that will allow self-check-in, improved self-checkout and better inventory control.
- Establish smart library cards.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Libraries

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Total circulation of Youth Services	3,571,214	3,947,684	3,947,684	4,344,000	TBD
Total circulation of Adult Services	3,057,416	3,376,414	3,376,414	3,705,000	TBD
Program Attendance	166,552	220,644	220,644	282,000	TBD
School Interactions Attendance	106,133	110,000	110,000	120,000	TBD
Door Count	3,677,921	4,281,120	4,281,120	4,959,000	TBD
Library Online Catalog Visits	450,054	600,000	600,000	800,000	TBD
Efficiency					
Cost/ Circulation	\$1.80	\$1.82	\$1.82	\$1.60	TBD
Book/Process Costs	\$1.30	\$1.35	\$1.35	\$1.40	TBD
Effectiveness:					
Programs Presented	4,632	7,468	7,468	10,800	TBD
School Interactions	1,183	3,344	3,344	5,500	TBD
PC Station Use	698,614	720,600	720,600	930,400	TBD
Circulation per FTE	40,052	44,000	44,000	44,000	TBD

COMMUNITY SERVICES

Division Summary - Parks, Recreation and Open Space (PROS)

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,439,539	1,476,162	1,502,822	1,653,600
Operating Expenses		653,511	690,356	758,301	762,745
Capital Outlay		22,826	7,500	7,500	7,500
Expenditure Totals	\$	2,115,876	2,174,018	2,268,623	2,423,845
Intergovernmental Revenues	\$	11,392	4,716	4,716	6,300
Fee & Other Revenues		100,354	101,663	101,663	111,640
Revenue Totals	\$	111,746	106,379	106,379	117,940
Number of FTEs		25.00	27.00	27.00	27.50

Parks, Recreation & Open Space Purpose and Goals

Wake County Parks, Recreation, and Open Space 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.

The Division of Parks, Recreation and Open Space (PROS) is a facility-based system of parks and open spaces that are managed by staff, volunteers and County partners. The Division of Parks, Recreation and Open Space delivers a wide range of services, programs, and recreational opportunities for all of the citizens of Wake County.

eral Obligations bonds for Open Space preservation.

- The department hired additional staff for Historic Yates Mill County Park in preparation of this historic site's official opening, planned for Spring 2006.
- Visitation at County Parks continues to increase; the most recent year's visitation was over 8% higher than prior year.
- Staff continues to assist in administering the County's Recreation Land Dedication Ordinance for new subdivision in the County. Fees collected through this ordinance to date total approximately \$450,000.
- Worked to promote the County's Environmental Stewardship Agenda, through educational programs and other activities.

Major Accomplishments

- Wake County voters overwhelmingly approved \$26 million in Gen-

COMMUNITY SERVICES

(PROS cont'd)

Issues for FY 2006

- Historic Yates Mill County Park will officially open to the public in Spring, 2006.
- Visitation at County parks is expected to continue its upward trend.
- The division will continue its work on stewarding County-held Open Spaces and on coordinating with other departments to determine an adequate level of care for these lands.
- PROS staff will continue to promote and support the County's Environmental Stewardship Agenda through educational programs at park sites and open spaces and through other types of environmental education.

Horizon Issues

- The division has begun identifying and purchasing parklands in the South East portion of Wake County for a future park
- Open Little River County Park in the North East portion of Wake County around the site of the future Little River Reservoir
- Open Marks Creek County Park in South Central Wake County within the County's identified watershed priorities
- Through the Open Space Program the County will own 10,000 acres of land and will need a plan to manage these lands
- Connected Greenway system into a larger integrated grid that can be used by all of the citizens of Wake County
- Broaden PROS personnel system to allow upward mobility

COMMUNITY SERVICES

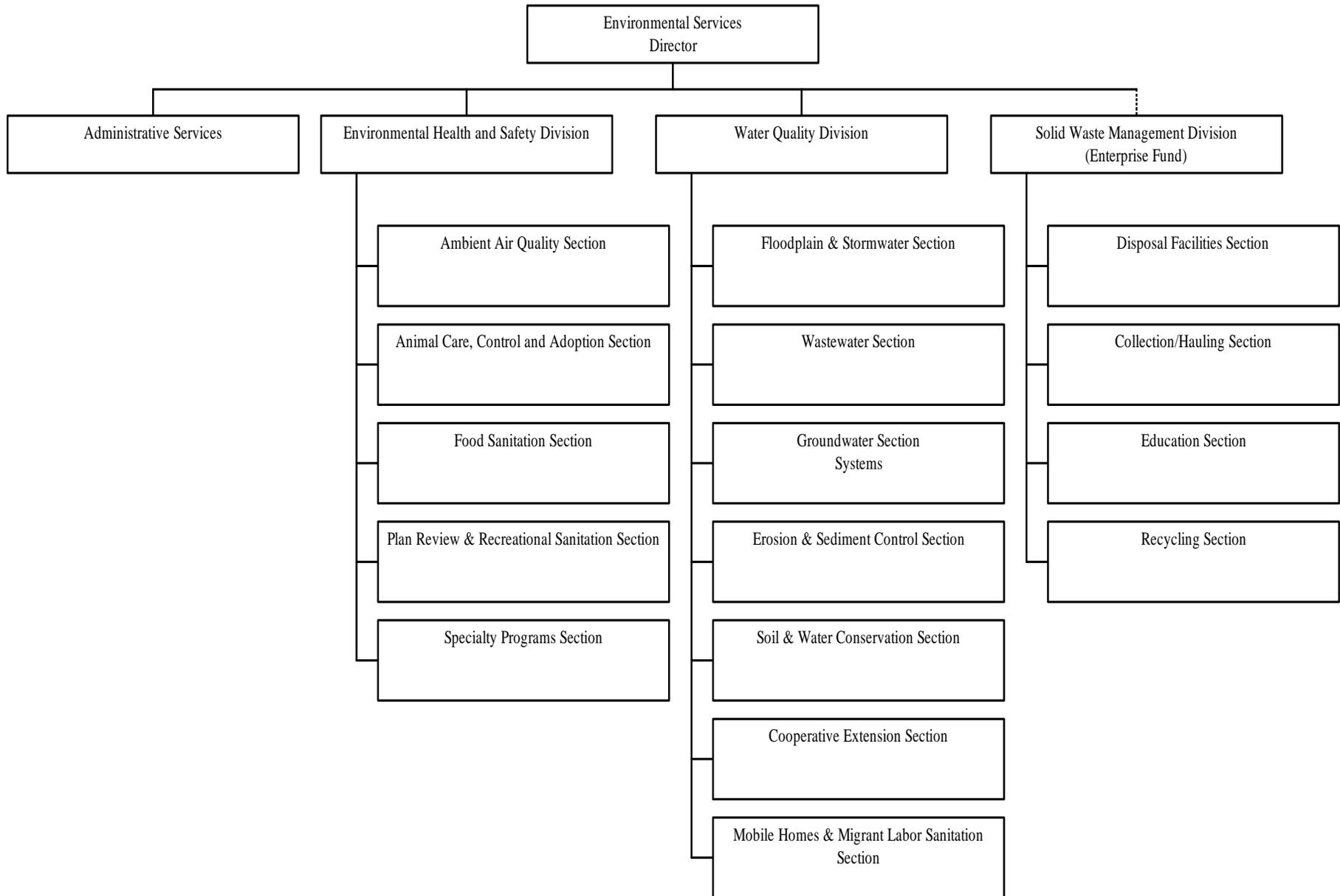
FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Park Facilities

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Total Park Visitation	744,481	806,670	806,670	851,675	TBD
Number of Programs (school group and general public programs)	1,658	1,784	1,784	2,052	TBD
Program Attendance (school group and general public programs)	32,169	30,695	30,695	33,685	TBD
Special Events	51	54	54	55	TBD
Special Events Attendance	43,856	49,525	49,525	55,025	TBD
Number of Volunteer Hours	7,313	7,640	7,640	7,900	TBD

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ENVIRONMENTAL SERVICES



ENVIRONMENTAL SERVICES

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	5,638,175	5,920,586	6,036,039	6,323,978
Operating Expenses		1,841,239	2,209,420	2,359,972	1,761,146
Capital Outlay		33,528	7,500	7,500	16,077
Expenditure Totals	\$	7,512,942	8,137,506	8,403,511	8,101,201
Intergovernmental Revenues	\$	329,578	583,300	593,300	60,556
Fee & Other Revenues		2,129,664	2,336,665	2,336,665	2,700,999
Revenue Totals	\$	2,459,242	2,919,965	2,929,965	2,761,555
Number of FTEs		96.00	98.00	98.00	101.00

Department Purpose and Goals

As Wake County continues to grow, issues regarding the quantity and quality of water in the County, the quality of the air and the management of solid waste are of vital concern 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 has continued to consolidate services within the department to better address environmental health and safety, solid waste and water quality issues.

The department's current functional areas are profiled in the following pages:

- **Water quality**, combining the on-site water and wastewater, Cooperative Extension, Soil and Water Conservation District and erosion, flood and stormwater programs.
- **Environmental Health and Safety**, combining food, institution and sanitation inspections, 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**, including Keep America Beautiful. (The solid waste services are supported by an enterprise fund and are summarized in a subsequent section of the budget document).

The divisions are 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 SERVICES

The department's business plan is available on the Wake County web site at the following address: http://www.wakegov.com/general/business_plans/. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2005-07 planning period that frames the department's priorities. Highlights from the department's business plan include its goals to:

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

Division Summary - Administration

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	540,148	562,927	597,132	471,800
Operating Expenses		313,997	302,254	339,843	115,747
Capital Outlay		11,762	0	0	0
Expenditure Totals	\$	865,907	865,181	936,975	587,547
Intergovernmental Revenues	\$	209,747	223,500	223,500	0
Fee & Other Revenues		2,201	0	0	0
Revenue Totals	\$	211,948	223,500	223,500	0
Number of FTEs		6.00	6.00	6.00	6.00

ENVIRONMENTAL SERVICES

Division Summary - Environmental Health and Safety

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	2,191,368	2,190,303	2,226,981	2,479,594
Operating Expenses		909,498	944,579	1,046,810	1,015,566
Capital Outlay		15,236	0	0	8,577
Expenditure Totals	\$	3,116,102	3,134,882	3,273,791	3,503,737
Intergovernmental Revenues	\$	86,362	59,800	69,800	60,556
Fee & Other Revenues		519,074	580,998	580,998	615,083
Revenue Totals	\$	605,436	640,798	650,798	675,639
Number of FTEs		43.00	43.00	43.00	45.00

Environmental Health and Safety Purpose and Goals

Environmental Health and Safety is a division of the Environmental Services Department. The division's mission is to protect County citizens by monitoring, investigating and correcting environmental conditions that may be hazardous to public health, by means of the following programs:

1. Food Sanitation
2. Animal Control Filed Services & Shelter Operations
3. Plan Review and Recreational Sanitation
4. Specialty Programs
5. Air Quality

The division's objectives and priorities, as stated in its business plan are:

- Improve the countywide pet overpopulation and shelter adoption

services and continue to decrease the euthanasia of abandoned or stray animals.

- Minimize the incidence 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 other vector borne diseases.
- Reduce the incidence of child lead poisoning.

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Major Accomplishments

Food Sanitation

- Went live with Digital Health Department data on Oct. 1, 2005
- Restructured the Food & Institution Sanitation Section by moving Child Daycare, Lead Tattoo and Institution inspections into the Specialty Programs Section.
- Began work to have additional employees authorized to conduct lead investigations and tattoo inspections.

Animal Control Field Services & Shelter Operations

- Remodeled the shelter to accommodate the partnership with the NCSU College of Veterinary Medicine.
- Received \$10,000 from Friskies Corporation for a remodel of the cat holding area
- Continued to work with the SPCA of Wake County on a shelter operational agreement
- Removed the Night Drop area at the shelter and remodeled space into a Small Critter Room
- Held Spay Day event for low income clients
- Received \$500 from the Petco Foundation to help with the purchase of surgical equipment
- Purchased two vans with tempered air and twelve cages for transporting animals to the shelter

Plan Review and Recreational Sanitation

- Increased Express Review Partnership with the Town of Cary
- Provided free preliminary plan reviews and consultations each morning on the first floor of the WCOB
- Increased number of water monitoring samples at Wake County recreational bathing areas.

Specialty Programs

- Formed Specialty Program Section from the former Pest Management, Migrant Labor and Mobile Home Park Section
- Saw increase in demand on staff to respond to indoor air complaints related to mold and asthma triggers

Air Quality Section

- Air Awareness program won three awards from Triangle Air Awareness
- Wake County became a Best Workplaces for Commuters

- Wake employees used U-Pass on Capital Area Transit an average of 2,000 trips per month
- Wake County had no code red and only one code orange ozone day

Issues for FY 2006

Food Sanitation

- Enroll in FDA Retail Food Standards Program
- Improve the efficiency and accessibility of the FSS data by implementing the electronic capture of inspection data at the site
- Refine Quality Assurance program

Animal Control Field Services & Shelter Operations

- Decrease backlog of work in animal control field operations with process improvements and staff assignments
- Implement an operating agreement with the SPCA of Wake County
- Continue to increase spay/neuter services through humane alliances.
- Install continuous watering systems for the dog kennels to meet state requirements
- Formalize the New Hope Program for animal placement
- Paint public areas to make them more user friendly
- Increase adoption through education awareness and the mobile adoption unit
- Begin the study of unified enforcement for the county

Plan Review and Recreational Sanitation

- Pool plan reviews and Food Facilities plan reviews will increase significantly due to Wake Counties' large population increase.
- The Wake County recreational water quality surveillance program currently consists of bacteriological sampling inside roped off swimming areas of four Falls Lake beaches. It is not known now if water quality problems extend into open lake areas. Because the majority of Falls Lake is being used for primary contact recreation and because some of the roped off swimming areas have historically exceeded bacteriological limits, the Department is proposing to collect bacteriological samples throughout the lake. A more representative sample set would enhance the Department's ability to prevent exposure to contaminated water, and aid in diagnosing sources of contamination.

ENVIRONMENTAL SERVICES

Specialty Programs

- Increase inspections in institutions, child day cares and tattoo programs.
- Develop educational information program to address citizen concerns related to indoor air issues, i.e.: mold and asthma triggers
- Study the implementation of a mosquito program related to control by stocking ponds with mosquito eating fish

Air Quality

- Maintain qualifications for Best Workplaces for Commuters
- No code red days

- Increase areas of expertise in emerging diseases and expand educational programs to address these diseases

Air Quality

- Comply with National Ambient Air Quality Standards for ozone

Horizon Issues

Food Sanitation

- Work with the State to implement a schedule for frequency of inspections based on risk factors
- Implement findings of the FDA Food Standards Program

Animal Control Field Services and Shelter Operations

- Prepare for the closing of the SPCA of Wake County and becoming one intake facility for 18000 animals
- Implement a differential licensure program
- Reduce the number of strays and owner- surrendered animals
- Expand shelter to house the increase in animal intake related to the SPCA of Wake County closing
- Implement unified enforcement for the county
- Address feral cat management challenges

Plan Review and Recreational Sanitation

- Increase the number of pool techs to 12. This would allow each Wake County Public Swimming Pool to be inspected approximately every 2 to 2 1/2 weeks.
- Partner with all Wake County municipalities to have fees collected at those municipalities. Currently only Raleigh and Cary collect Wake County fees.

Specialty Programs

- Expand the Pest Management Program to better address citizen concerns
- Increase staff knowledge in infection control programs to better serve the citizens and visitors to the county

ENVIRONMENTAL SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area : Food Sanitation

Key Objectives:

- Investigate food borne illness complaints
- Conduct mandated inspections to prevent food borne illness
- Educate foodservice employees to reduce the incidence of food borne illness

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Inspections performed	8,772	8,800	N/A	11,200	N/A
Temporary food service permits issued	394	400	N/A	410	N/A
Efficiency					
Number of institutions per technician	805	869	825	747	750
Effectiveness:					
Inspections per institution per year	3.21	3.19	3.00	3.25	3.50
Inspections with a grade below 90	6.2%	5.5%	5.0%	5%	4.0%
Food service complaints received	441	450	400	425	375

Program Area : Air Quality

Key Objectives:

- At least 14% of Wake County staff using alternatives to the single-occupant auto for working.
- Make Wake County employees and visitors to Wake County facilities aware of ozone air quality

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Air Awareness posters displayed and updated daily in Libraries, Parks and Wake County Office Buildings	100%	100%	100%	100%	100%
Efficiency					
Utilize Insights to publicize air quality issues	5 articles	12 articles	12 articles	12 articles	12 articles
Effectiveness:					
Number of code red ozone days	0	0	0	0	0

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Program Area : Animal Control Field Services and Shelter Operations

Key Objectives:

- Reduce the incidence of zoonotic diseases
- Reduce the number of unwanted dogs and cats through aggressive spay/ neuter programs
- Protect the safety of citizens in the county by reducing the number of strays

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Service calls	6,493	6,500	N/A	7,800	N/A
Animals impounded	8,896	9,500	N/A	9,735	N/A
Efficiency					
Service calls per officer per year	1,082	1,083	1200	1,300	1000
Effectiveness:					
Animal adoption rate	29.5%	31%	32%	32%	35%
Animal euthanasia rate	63.4%	60%	60%	60%	55%
Owner reclaim rate	6.1%	7.5%	7.5%	7%	8%
Animals moved to other facilities	60	350	400	375	450

Program Area 3: Plan Review and Recreational Sanitation

Key Objectives:

- Assure built-in sanitation compliance in facilities
- Assure public health and safety in swimming pool operations
- Monitor public recreational waters to reduce incidence of disease

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Swimming pools permitted	893	918	N/A	920	N/A
Pool inspections performed	2,882	3,000	N/A	6,000	N/A
Plans for new food institutions and pools reviewed	311	382	N/A	556	N/A
Efficiency					
Percent of pools requiring re-inspection	9.2%	6.4%	6.0%	5%	4.0%
Inspections per technician per year	480	500	500	667	700

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Program Area : Specialty Programs

Key Objectives:

- Reduce the incidence of vector-borne diseases
- Reduce the incidence of noncompliant potable water and sewage disposal
- Educate the public to reduce the exposure to asthma triggers

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Mobile home park inspections	271	275	N/A	275	N/A
Migrant labor camp inspections	105	120	N/A	100	N/A
<i>Effectiveness:</i>					
Vector complaints	158	185	175	200	150
Indoor air quality complaints	92	150	150	175	100
Solid waste complaints	13	50	55	75	40

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Division Summary - Water Quality

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	2,906,659	3,167,356	3,211,926	3,372,584
Operating Expenses		617,744	962,587	973,319	629,833
Capital Outlay		6,530	7,500	7,500	7,500
Expenditure Totals	\$	3,530,933	4,137,443	4,192,745	4,009,917
Intergovernmental Revenues	\$	33,469	300,000	300,000	0
Fee & Other Revenues		1,608,389	1,755,667	1,755,667	2,085,916
Revenue Totals	\$	1,641,858	2,055,667	2,055,667	2,085,916
Number of FTEs		47.00	49.00	49.00	50.00

Water Quality Purpose and Goals

- Execute mandated local and state requirements intended to govern on-site systems that draw potable water from groundwater sources and return wastewater to the ground. Ensure that the residuals (septage pumped from septic tanks) are properly treated in land applications and wastewater treatment plants.
- Execute mandated local and state requirements intended to reduce the impact of urbanization upon the soil and waterways.
- Monitor and report the compliance status and/or violations of the facilities permitted by The North Carolina Department of Environment and Natural Resources (NCDENR) under a Memorandum of Agreement with the NCDENR Division of Water Quality.
- Develop and implement natural resource management programs to manage watersheds and protect water quality, including Land Stewardship of County-owned properties acquired for Open Space pres-

ervation.

- Implement the Watershed Management Plan and the Comprehensive Groundwater Investigation.
- Collaborate with municipalities on countywide marketing/communications plan to educate and provide outreach to all residents, businesses, and schools.

The Water Quality division of Environmental Services protects the County's watershed through the following programs:

1. Groundwater protection
2. Wastewater management
3. Sediment and erosion control
4. Stormwater and floodplain management
5. Soil and water conservation
6. Co-Operative Extension

ENVIRONMENTAL SERVICES

Major Accomplishments

Collaborative and Regional Water Quality Management Programs:

- TJCOG (Triangle Area Water Supply Monitoring Project)
- Piedmont-Triad COG Upper Cape Fear River Basin Association (Water Quality Monitoring)
- Wake County Countywide stormwater program
- Upper Neuse River Basin Association (Modeling and Water Quality Monitoring)
- TJCOG Clean Water Education Partnerships (Public Education)
- Cape Fear Assembly (TMDL development)
- North Carolina NPDES Phase II Counties (serving as chair)
- FEMA Remapping (Countywide flood map generation)
- FEMA –Hazard Mitigation Plans (Countywide cooperation)

Groundwater Protection Programs:

- Completed the first phase of a countywide radon study on private domestic wells across Wake County.
- Development and implementation of Groundwater Information Management System used for reporting groundwater sampling data.
- Implemented use of GPS technology in conjunction with GIMS project to geo-reference well locations.
- Phased in sampling requirements for all newly constructed wells and increased number of well abandonment inspections.

Onsite Wastewater Septic Study:

- Worked together with the North Carolina State University Department of Soil Science and the North Carolina Cooperative Extension to develop a pilot study of septic tank systems in Wake County.

Stormwater and Floodplain Programs:

- Countywide Stormwater Management Evaluation: The County has initiated the Wake County Stormwater Management Evaluation project. This project is the first step of the County's vision to develop a framework for stormwater management in the future.
- N. C. Phase II Counties Focus Group: Staff representatives from 32 North Carolina counties met to discuss implementation of the new NPDES Phase II requirements of the US EPA's Clean Water

Act. The counties' Phase II general permits will have many common elements/requirements/obligations.

Soil and Water Conservation

- The State to fund over \$450,000 in restorations in FY 05: 3,500 feet segment of Richland Creek; 3,800 feet segment of Simm's Branch.
- 10% County/90% State match, to implement the Watershed Management Plan.
- Pending: 4,500 feet segment of Little Beaver Creek, project planned to draw down State funding (Cape Fear Basin)
- Pending: 1,000 feet segment of un-named tributary of Moccasin Creek, project planned to draw down State funding (Little River, below proposed dam.)
- Pending: Six acres of wetland restoration, project planned to draw down State funding (Cape Fear Basin)
- Pending: 100 acres of wetland enhancement/restoration on Moccasin Creek, project planned to draw down State funding (Little River, below the dam)

Homebuilders & Development Community

- Created an automated reporting system for Water Quality Permitting and Inspection data including an email notification system.

Issues for FY 2006

- Complete Ordinance revisions for the Stormwater Programs and the Sediment and Erosion Control Section.
- Work with the Water Quality Committee to prioritize the implementation plans for the Comprehensive Watershed Management Plan, and the Comprehensive Groundwater Investigation.
- Implement the EE/EI Business Plan and develop working-level initiatives related to the EE/EI Business Plan.
- Complete Step II of the Stormwater Management Program.
- Continue to work with the NPDES Phase II – 32 county jurisdictions to participate in a Focus Group process.
- Eliminate turnover of staff to manageable level.

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Water Quality (cont'd)

- Reduce backlog for all permit applications.
- The Co-Operative Extension program will be administratively transferred from Community Services to Environmental Services at the end of fiscal year 2005. The Water Quality division will assume responsibility for the program's objectives and integrate its activities so that they compliment the other programs in the division.

Horizon Issues

- Complete evaluation of program services and prioritizations and implement recommendations.
- Continue reduction of backlog for all permit applications and continue decreasing the turn around time for inspections.
- Evaluate staffing and organizational alignments and implement organization changes.
- Complete Step III of the Stormwater Management Program.
- Implement the EE/EI Business Plan.
- Fully implement NPDES Phase II programs.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Wells and Groundwater Protection

Key Objectives:

- Ensure that all private and semi-public wells are properly located, constructed, tested and maintained.
- Ensure that open, abandoned wells that are potential conduits for groundwater contamination and possible safety hazards are properly closed out.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Permit Applications	783	843	850	700	N/A
Well Construction Inspections	1,671	1,790	1,800	1,650	N/A
Private Well Samples	708	1,218	1,200	1,300	N/A
Investigations/Consultations	120	150	150	150	N/A
Efficiency					
Wellhead Inspections Completed within Three (3) Working Days	-	85%	87%	90%	100%
Well Grout Inspections Completed	-	80%	85%	90%	100%
Water Samples Completed within Ten (10) Working Days	-	95%	95%	97%	100%

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Program Area 2: Wastewater Management

Key Objectives:

- Protect water quality

- Inspection of the NCDENR-DWQ Permitted facilities.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Final Operation Permits	1,885	3,028	3,000	3,118	N/A
Complaint Responses Relative to On-Site Systems	790	742	750	772	N/A
Final Subdivision Review	136	160	150	165	N/A
Efficiency					
Average Turnaround Time for Permit Applications (days)	15	15	15	10	10
Effectiveness:					
Citizen Complaints per 100 Permits	-	-	-	10%	5%

Program Area 3: Sedimentation & Erosion Control

Key Objectives:

- Ensure that commercial, subdivisions or private road construction plans and land disturbance activities comply with the Erosion and

Sediment Control Ordinance.

- Reduce the amount of off-site sedimentation through increased site inspections.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Plans Submitted	650	675	675	700	N/A
Plans Approved	650	675	675	700	N/A
Site Inspections	1,946	2,400	2,400	2,500	N/A
Efficiency					
Number of Inspections Completed per Engineer	-	400	400	450	500
Percentage of Plan Reviews Completed within Required Timeframe	-	95%	95%	97%	100%
Percentage of Enforcement Proceedings Initiated on Violation Sites w/in 24 hrs	-	95%	95%	97%	100%

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Program Area 4: Stormwater and Floodplain Management

Key Objectives:

- Administer and enforce the Neuse River Basin Nutrient-Sensitive Water Management Strategy.
- Enforce FEMA flood plan regulations.
- Implement the appropriate components of the NPDES Phase II Stormwater Management Plan.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Flood Certifications Processed	276	217	225	230	N/A
Stormwater Certifications Processed	29	38	35	35	N/A
Flood Studies Reviewed	16	23	25	25	N/A
Efficiency					
Percentage of Stormwater Management Plans & Construction Drawings Reviewed & Acted upon within Thirty (30) Days	-	-	-	75%	90%
Percentage of Flood Studies Reviewed within Thirty (30) Days	-	-	-	75%	90%
Effectiveness:					
Percentage of Applications Complete for Review upon Receipt	-	30%	30%	50%	75%

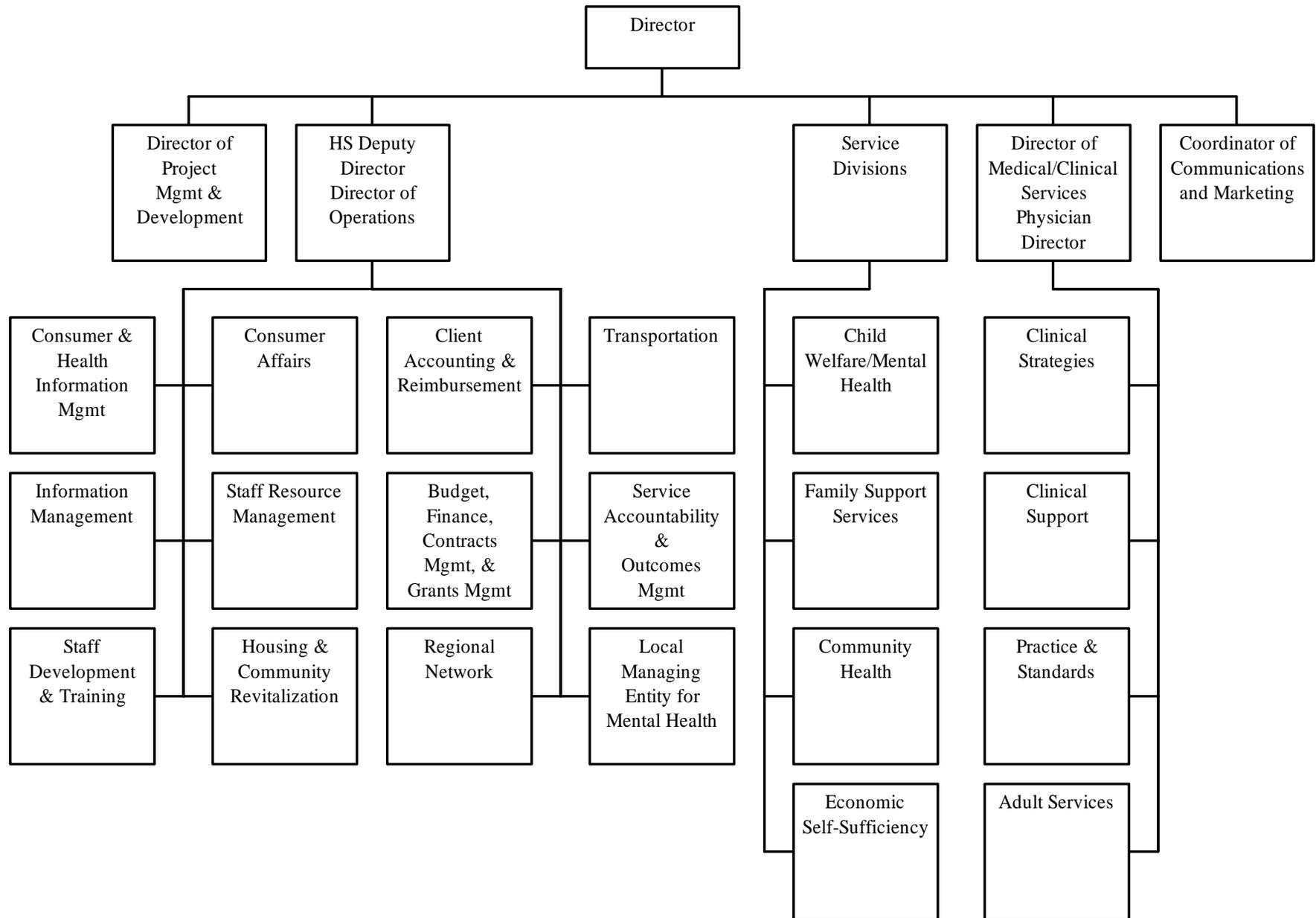
Program Area 5: Soil & Water Conservation

Key Objectives:

- Continue soil and water conservation efforts on public and privately owned lands.
- Work with Wake County Parks and Open Space to protect and manage open space lands to protect water quality.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
New Acres Under Land Management (Planning)	1,320	1,200	1,200	1,500	N/A
Application Acres	1,330	1,100	1,100	1,500	N/A
Streams Assessed (feet)	30,800	52,854	50,000	50,000	N/A
Efficiency					
% of Land Management Contracts Implemented within Contractual Time	-	80%	80%	80%	90%
Effectiveness:					
\$ Received to Preserve, Enhance and Restore One Foot of Stream	-	-	-	\$10/foot	\$20/foot
Percentage of Participants Giving Excellent/Good Ratings on EE-EI Programs	-	-	-	25%	50%

HUMAN SERVICES



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Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	84,224,426	84,768,732	87,417,597	90,082,920
Operating Expenses		123,031,489	130,497,696	132,433,444	145,250,521
Capital Outlay		759,694	506,638	849,709	474,500
Expenditure Totals	\$	208,015,609	215,773,066	220,700,750	235,807,941
Intergovernmental Revenues	\$	90,102,740	94,413,997	100,469,212	99,072,955
Fee & Other Revenues		52,872,783	52,394,580	49,366,217	59,996,294
Revenue Totals	\$	142,975,523	146,808,577	149,835,429	159,069,249
Number of FTEs		1667.70	1674.70	1716.30	1744.10

Department Purpose and Goals

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.

Human Services has twelve outcome goals:

- Women and families will have healthy, planned births.
- Families will support their children's successful development.
- Children will be ready for school.
- Children and youth will be successful in school.
- Children and vulnerable adults will not experience abuse or neglect.
- Youth will make healthy decisions.
- Children removed from their parents will have a permanent home.

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- The elderly and individuals with severe, chronic disabilities will live as independently as possible.
- Parents will financially and medically support their minor children.
- People will find and maintain employment.
- People will have safe, affordable housing.
- Individuals, families and communities will have improved physical and behavioral health.

Human Services achieves outcomes through programs and services managed in eight operational divisions. These operational units were reorganized in the late 1990'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.

In fiscal year 2005 Human Services implemented its Local Managing Entity (LME) for mental health, substance abuse and developmental disability services. As a result the agency has reorganized many of the functions and created a new unit. The LME is refocusing the services towards assuring care rather than providing care and as such many of the positions that had been in the service divisions have been transferred to the new unit in the fiscal year 2006 budget.

Adult Services Division

Adult Care Homes	Adult Detox Services
Adult SA Outpatient Services	Crisis Services
Adult Economic Services	Adult In-Home Services
Adult Inpatient Services	Adult Protective Services
Psychosocial Rehabilitation	Representative Payee Services
Adult Mental Health Outpatient	
Developmental Disability Periodic	
Adult Mental Health Partial Hospital	
Developmental Disability Vocational	
Developmental Disability Residential	
Adult Substance Abuse Partial Hospital	

Adult Mental Health Residential Services
Adult Substance Abuse Residential Services

Child Welfare and Child Mental Health (CMH) Division

Adoption Assistance	Clinical Sex Abuse
Child Mental Health/SA Assessment	Family to Family
Foster Care	Therapeutic Homes
Child Protective Services Treatment	
CMH/Substance Abuse Residential Services	
Child Mental Health/SA Case Management	
Child Protective Services Intake/Investigation	
Child MH/ SA Outpatient & Community Services	

Clinical Strategies Division

Child Health Clinics	Maternal Health Clinics
Dental Clinics	Pharmacies
Laboratories	Women's Health Clinics

Community Health Division

Communicable Disease	HIV/STD Community Clinic
Community Initiatives	Hepatitis/Disease Prevention
Community Resource Management	Migrant Health
Disaster Response	Epidemiology
Employee Health/Occupational	Volunteer Services
Pediatric Developmental Surveillance 0-5	

Local Managing Entity for Mental Health Division

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Economic Self-Sufficiency Division

Child & Family Medicaid
Pro-Familia
Supported Employment
Veterans Services
WCHS Call Center
Housing Resource Center
Cornerstone/Supported Housing
South Wilmington Street Center
Housing & Community Revitalization
Job Link & Work First Investment Act (WIA)

Family Support Division

Child Care Subsidy
Child Services Coordination
Early Intervention
Wake House
Maternal and Child Health
Youth Services: School Age Care
Partnership for Educational Success
Perinatal Substance Abuse Services
Women, Infant & Children (WIC) Nutrition
Education, Community, Health Outreach (ECHO)
Youth Services: Health Behavior/Community Development

Regional Networks Division

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

Operations Division

Accounting
Consumer Records
Contracts Management
Information Management Unit
Project Management
Communications and Marketing
Staff Recruitment, Development & Retention
Adult Guardianship
Consumer Rights
Program Integrity
Transportation

HUMAN SERVICES

Division Summary - Adult Services

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	19,360,323	19,367,270	19,931,399	16,892,133
Operating Expenses		25,297,781	25,816,015	19,949,201	19,420,220
Capital Outlay		5,464	0	0	0
Expenditure Totals	\$	44,663,568	45,183,285	39,880,600	36,312,353
Intergovernmental Revenues	\$	18,193,945	18,745,870	17,554,880	17,652,279
Fee & Other Revenues		14,096,548	13,352,088	6,788,473	6,776,574
Revenue Totals	\$	32,290,493	32,097,958	24,343,353	24,428,853
Number of FTEs		354.50	354.50	354.50	300.40

Adult Services Purpose and Goals

The purpose of Adult Services is to efficiently and effectively manage a publicly funded system of services that meets a broad range of health and socio-economic needs for specific eligible disadvantaged populations, primarily adults with disabilities and seniors.

The goal of Adult Services is to help seniors and adults with disabilities, and children with developmental disabilities, meet their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

Major Accomplishments

Adult Substance Abuse

- The Alcohol Treatment Center (ATC) has implemented the Motiva-

tional Enhancement and Relapse Prevention and was recognized with the Runner-up Award for the annual Programs of Excellence Award by the NC Council of Community Programs.

- Substance Abuse services divested the Federal Probation and Parole, and Bureau of Prisons contracts and successfully outsourced Court Services to a private agency;
- An Alumni Group that has assumed responsibility for the annual ATC Anniversary, participated in Focus Groups to speak to the efficacy of the Inpatient program, and weekly discusses aftercare issues with current clients.
- WCHS employees who are seeking SA Certification have been provided group supervision.

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Adult Services (cont'd)

Adult Mental Health

- Continued implementation and expansion of provider network pharmacy for contractual providers enabling uninsured and under-insured clients to obtain affordable medications.
- Referred 1042 Medicaid and IPRS-funded clients to contractual providers.
- The Latino Team integrated of adult and child mental health services.
- Geropsychiatric services were expanded in the Western region of Wake County.
- Contracted to open a new residential treatment facility with 10-bed capacity for clients with long-term mental illness.
- Continued Peer Bridger services for adults with mental illness.
- Implemented Illness Management and Recovery best practices program for adults with mental illness.

Adult Economic Services

- Experienced a 20% increase in the number of applications received and processed for Adult Medicaid, Food Assistance and Special Assistance and an 11% increase in the caseload, including home and facility visits for homebound senior and disabled adults.
- Increases in Developmental Disabilities programs have created demand for Medicaid and other economic services, including 144 new slots for CAP/DA, CAP-MR/DD, and CAP-C.

Developmental Disability Services

- Received 152 new applications and enrolled 134 people into 177 services.
- Exceeded its State MR Center downsizing goal: three Wake County citizens who were long-term residents of O'Berry Center were returned to ICF/MR group homes in Wake County.
- Leveraged existing funding to increase services to people with co-occurring disorders on waiting lists for services: 26 people began receiving services funded through DD/MI.
- Contracted for nutrition services and therapy for victims and perpetrators of sexual abuse.
- Contracted with 4 new agencies/solo practitioners during this time period.

- Expanded psychiatric coverage to meet needs of people with Developmental Disabilities who also have psychiatric illnesses.
- Developed internal capacity to provide consultation and supports to agencies for Autistic Spectrum Disorders.

Senior Services

- 5,847 clients received services, 7% more than projected.
- Reduced waiting list for services by half.
- Determined and grouped gaps/inadequacies into six focus areas: transportation, housing, economic self-sufficiency, safety, personal care and health; developed "Issue Teams" with community partners to define strategic steps.
- Completed Senior Aging Plan with public review and comment, and obtained approval from Human Services Board.

Issues for FY 2006

- The Local Management Entity began work and hired the LME director, continuing the transition to an assessor role and realignment of services and assurance roles.
- MH/DD/SA Reform will require modifying business practices including authorization and reauthorization, budget and utilization management, technical assistance/consultation for contract providers, provider network development and support, and coordination of service provision in order to meet demand. Automation support is in development through the UniCare Pro-Filer Consortium.
- The planned closure of Dorothea Dix Hospital in 2007 will require development of local inpatient options, crisis diversion services, and a significant increase in community capacity for intensive services to enable adult consumers to live successfully outside of an institutional setting.
- Implementation of the Wake County Senior Aging Plan will be challenged by inadequate financial resources, fragmentation in the method of service delivery, lack of collaboration between service providers, community apathy about long-term care issues, lack of a single portal process to enter the long-term care system and under-informed consumers. The Senior Aging Plan addresses six broad issue areas: housing, transportation, health, safety, economic self-sufficiency and personal care.

HUMAN SERVICES

Adult Services (cont'd)

- Demand for economic programs for adults continues to grow. Mail in applications will further increase the number of applications. Food Stamp applications will increase due to a simplified application process projected to increase by more than 600. Next year the new Medicare prescription drug benefit will result in additional applications.

Horizon Issues

- Continued MH/DD/SA Reform efforts as specified in Wake

County's Local Business Plan.

- Continued growth in caseload size and demand for services for all adult services.
- Provider Network Development
- Integrated Payment and Reporting System
- Continued Areas of Study for AMH/DD/SA and divestiture plans.
- Develop community capacity for intensive and crisis services related to the scheduled closure of Dorothea Dix Hospital in 2007, With the closing of Dorothea Dix hospital in 2007, including additional community based psychosocial rehabilitation day programs
- Continued enhancement of community capacity to accommodate population growth.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Adult Services

Key Objectives:

- Provide quality and affordable clinical services to adults and seniors with mental illness, substance use, and developmental disability.
- Provide and monitor services to adults and seniors in institutional

and group residential settings.

- Provide economic assistance to adults and seniors eligible for Medicaid, Medicare, Special Assistance, and Food Assistance services.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Adult Medicaid eligible population	13,473	13,810	N/A	14,915	N/A
Institutions and group residences being monitored by the County	71	75	N/A	78	N/A
Effectiveness:					
Customers receiving services in a timely manner	98%	98%	N/A	92%	N/A
Developmental disability waiting list	934	1,098	1,074	973	0
Customers receiving follow-up services as needed	93%	93%	N/A	92%	N/A
Substantiated reports of abuse & neglect	37%	40%	N/A	40%	N/A

HUMAN SERVICES

Division Summary - Child Welfare & Mental Health/Family Support

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	28,692,327	29,347,993	30,443,784	25,876,408
Operating Expenses		65,113,579	70,022,507	76,586,905	83,736,734
Capital Outlay		0	9,500	9,500	1,500
Expenditure Totals	\$	93,805,906	99,380,000	107,040,189	109,614,642
Intergovernmental Revenues	\$	49,695,741	52,935,784	53,435,234	50,040,182
Fee & Other Revenues		32,417,400	33,053,432	37,518,358	45,045,903
Revenue Totals	\$	82,113,141	85,989,216	90,953,592	95,086,085
Number of FTEs		558.70	565.70	587.70	526.30

Child Welfare and Child Mental Health Division Purpose and Goals

The division of Child Welfare and Mental Health seeks to assure safety and to promote behavioral health for two overlapping populations: Children who have been abused or neglected and children who have mental health or substance abuse disorders. The division has set for the following goals:

Children and youth will be successful in school.

80% of children receiving child protective treatment services, foster care services, child mental health services or child substance abuse services who are tested will be at grade level in reading and math.

Children and vulnerable adults will not experience abuse and neglect.

Investigations of alleged child maltreatment will meet standards of timeliness and thoroughness 90% of the time.

Children who have been abused or neglected will not experience repeat maltreatment

Children removed from their parents will have a permanent home.

The median length of stay in foster care will be reduced to 12 months. The rate of re-entry into foster care will be less than 5%.

Individuals, families, and communities will have improved physical and behavioral health.

75% of children receiving mental health or substance abuse treatment services will show improvement on measures of behavioral, social or academic functioning.

HUMAN SERVICES

Child Welfare (cont'd)

Major Accomplishments

- Sharp increases have occurred in investigations of child abuse and neglect and in families found needing ongoing protective services. Since FY 2001, reports from the community of child maltreatment have doubled and the number of families referred for ongoing services has tripled.
- Child Welfare began piloting the Multiple Response (MRS) initiative in June 2004 and implemented MRS countywide in February 2005. Under MRS, Wake County conducts traditional investigations of reports of child abuse but responds to most allegations of neglect with an "assessment" in which social workers and families together determine what services are needed. Families have responded positively.
- The Child Welfare faith partnership received a 2004 NC DSS Director's Association Best Practice Award for Community Partnership and a 2004 Outstanding County Program Award. The partnership has continued to expand and increase its support of foster families and families at risk.
- Together with Clinical Strategies and Family Support, a comprehensive health, developmental and mental health assessment process for all children entering foster care and young children entering CPS Treatment services was implemented.
- A more responsive Child Protective Services Intake system was implemented, and Child Welfare organized into geographic zones to promote internal collaboration and to partner better with communities.

Issues for FY 2006

- Increased staff is requested to keep pace with the increased workload and maintain minimally adequate services to families being investigated for child abuse or neglect or referred for ongoing protective services.
- The implementation of Multiple Response will be assessed and ad-

justments made to promote child safety and positive engagement of families.

- Improved continuity of services for families will be sought through expansion of the regional team approach.
- Improved integration of MH/DD/SA services into Child Welfare will be sought through internal integrations and more effective partnering with external providers.
- Child Welfare will continue to examine racial disparities and seek service improvements to more effectively serve all families.

Horizon Issues

- Despite the rapid growth since 2001, Wake County investigates fewer than half the reports per capita of Mecklenburg County, suggesting continued growth is very possible.

HUMAN SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Child Welfare & Child Mental Health

Key Objectives:

- Reduce the median length of stay in foster care to 12 months.
- Investigations will be completed in a timely a thorough manner 90% of the time

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Child protective services investigations	3,382	3,930	N/A	4230	N/A
New child protective service treatment cases	360	470	N/A	510	N/A
Effectiveness:					
Foster children placed initially in Wake County	94%	95%	94%	95%	100%
Special-needs foster children adopted	82	71	80	80	100

Family Support Purpose and Goals

The purpose of Family Support strategies is to build capacity in children, families, and communities with the end result of educational success for children, healthy choices and healthy behaviors on the part of adults and children, and self-sufficiency (independence) for families.

Family Support has the following goals:

- Share the Wake County Public School Goals for student achievement.
- Share the Wake County SmartStart goal to increase the percentage of children receiving subsidy that are cared for in high quality programs, as measured by a license rating of 4 or more stars or national accreditation.
- 90% of children involved in Family Support Strategies will access health care to assure immunizations, physical, developmental and mental health/substance abuse screenings and assessments and will secure care for health problems.
- 90% of women involved in Maternal and Women's Health Ser-

vices, WIC, School Nursing, and Perinatal Substance Services will have healthy births.

- 100% of eligible families who apply will receive WIC food vouchers and Child Care Subsidy (to the extent that funding is available).
- 100% of preschool children with special needs and medically fragile school age children will secure needed services the family chooses.
- 100% of school age youth will have access to positive youth development opportunities that nurture a positive sense of purpose among school age youth, support educational success, and healthy decision-making related to sexual activity and the use of alcohol, tobacco, and other drugs.
- Share the Economic Self-Sufficiency's objective that individuals will find and maintain employment and Child Welfare's objective that children will not experience abuse and neglect.

HUMAN SERVICES

Family Support (cont'd)

Major Accomplishments

- Strengthened youth substance abuse prevention efforts by implementing evidence based group services (services that the scientific literature has established as effective) for youth identified as high risk for abusing substances. The programming, provided in collaboration with Cooperative Extension and South Light, assessed 113 high-risk youth; 62 youth successfully completed the program.
- Served 1,043 families, 60% of them Hispanic, in 15 communities with significant outcomes related to improved access to physical and mental health care and to services to support healthy development and educational success through the Education, Health, and Community Outreach Team (ECHO).
- In conjunction with community partners, the Ready to Learn Center Program offered ESL classes for parents of pre-school children in the eastern, southern, and western regions. Spanish Creative Play groups for Latino children to learn English and Spanish are offered in all six regions.
- Expanded PES successfully to 43 schools in the southern/eastern regions, serving 394 families/511 children. Children showed improved educational outcomes and families showed greater involvement.
- Served 372 children and youth with summer programs at 19 sites in southern and eastern Wake County through the Making Magic Program.
- Implemented the Fully Automated Child Care Subsidy system (FACCS). This is a significant prototype for HS and for other counties. This Internet enabled system permits electronic attendance sheets from childcare providers, building community capacity for small business owners.

Issues for FY 2006

- Family Support collaborating groups, organized around shared populations are continuing their work towards the development of

shared outcomes, common indicators and joint work plans. Multi-year strategic planning efforts include multi-teaming, regionalization, common registration forms and screening, client database interface for overlapping populations, matrix management pilots, and blended-funding support models.

- Two services integration initiatives, the Partnership for Educational Success (PES) and the Education, Community and Health Outreach Team (ECHO), continue to serve as learning laboratories for services integration and results-based performance evaluation. These strategies are by design about creating alignment among WCHS programs and services so that families experience more coordinated, less fragmented services. We are making progress in our efforts to institutionalize the ECHO prototype in FY 05/06. A newly emerging regionalized youth development service delivery model will be integrated and blended with family support, school-based mental health, community leadership development, educational, and physical health strategies.
- A newly developed database created by a partnership between the healthy births collaborating outcome group, HS operations staff and the county's e-government initiative will provide data critical to understanding current health care indicators, comparing effectiveness between specific strategies and exploring effective utilization of data.
- Service integration efforts are poised to position the agency to focus additional resources in the future on earlier prevention or strategies implemented "upstream" in order to reduce more costly interventions for an increasing number of customers requiring Human Services. Emerging integration efforts among divisions regarding health promotion and community partnership planning and capacity assessment now join ongoing efforts with economic self-sufficiency regarding WorkFirst, healthy births initiatives with clinical services, and adolescent substance use prevention efforts with mental health.
- School Health provides essential nursing services to a growing school age population with increasingly complex medical procedures, chronic and acute health conditions resulting in the need for intense training of non-medical staff, and coordination of care for students in the schools. Support Services (7,026 interventions)

HUMAN SERVICES

Family Support (cont'd)

including nursing assessments, obtaining physician orders, writing care plans, training non-medical staff to perform procedures, monitor care and procedures at school increased 20% from last year. Significant rise in physicians' orders is reflected by an increase of 135% for injections to treat severe allergy, 137% for emergency use of rectal suppository for seizures, 35% for tube feedings, 32% for nebulizer treatments for asthma, and 16% in diabetic services.

Horizon Issues

- The economic downturn has resulted in a wait list of over 1,000 for families seeking childcare subsidy and an increase in WIC, which now exceeds 13,000 participants. Moreover, the list of families waiting for child services coordination averages 250-300.
- While childhood immunization rates in the County exceed 90% and Wake is viewed as having excellent participation rates of women,

infants, and children in WIC and an increase in the participation rate of children in Health Check, the infant mortality rates for the County have reached a plateau at 6.3 per 1,000 births with large disparities (more than three times higher) remaining among non-white infants.

- While significant progress has been made in outreach to the Latino community, the wide disparities in health indicators and the continued growth among this population in the County suggests an increasing demand for services. While teen pregnancy rates among white and black teens have decreased, Latino rates continue to rise; Latino families are underserved and over-represented in gang emergence, school failure, and dental health. Child care subsidy is virtually non-utilized among eligible Latino families.
- County-wide only 2% of children birth through two are currently identified and enrolled in early intervention services and less than 35% of families eligible to receive child care subsidy are currently enrolled.

HUMAN SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Family Support

Key Objectives:

- 100% of eligible families who apply will receive WIC food vouchers and Child Care Subsidy (extent available)
- 90% of all children in Ready to Learn Center Program, subsidized Child Care, and children involved in Child Services

Coordination will demonstrate school readiness on the kindergarten initial assessment.

- 100% of preschool children with special needs and medically fragile school age children will secure needed services the family chooses.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Monthly average of children in subsidized child care	6,012	5,800	N/A	5,800	N/A
Monthly average of participants in the WIC nutrition program	12,452	13,329	N/A	14,900	N/A
Efficiency					
Monthly average of children waiting for child care subsidy	1,934	2,000	1,500	1,500	1,500
Effectiveness:					
Percentage of school nurse referrals that lead to treatment	97%	95%	95%	90%	95%
Suspensions prevented by nursing intervention immunizations	668	682	650	650	650

HUMAN SERVICES

Division Summary - Clinical Strategies & Community Health

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	7,617,407	7,710,825	7,986,837	11,748,454
Operating Expenses		3,847,763	4,047,055	4,570,189	5,112,216
Capital Outlay		93,369	0	58,503	0
Expenditure Totals	\$	11,558,539	11,757,880	12,615,529	16,860,670
Intergovernmental Revenues	\$	3,023,256	3,999,415	3,961,246	3,734,181
Fee & Other Revenues		2,202,317	2,264,396	2,180,599	6,063,446
Revenue Totals	\$	5,225,573	6,263,811	6,141,845	9,797,627
Number of FTEs		146.90	146.40	145.40	198.80

Clinical Strategies Purpose and Goals

The Clinical Strategies group assures that women have healthy, planned births and children are identified, referred or treated for physical, developmental, behavioral and dental health conditions that impair school success and lifelong achievement.

Clinical Strategies addresses targeted outcomes shared within and outside the agency and including Healthy People 2010 targets, Smart Start PBIS indicators, State DHS performance indicators, and NC Partnership for Children indicators. These include:

- 90% of women will begin prenatal care in the first trimester
- Decrease the disparity in infant mortality between non-white and white births to no more than 2:1
- Teen birth rates will decline for women of all races and ethnicity
- 70% of children will participate in Health Check, with at least one periodic, preventive health visit annually (outcome shared with

Wake County Smart Start)

- 100% of served and eligible women, infants, and children will participate in WIC
- 90% of children served by Human Services programs will access health care to assure immunizations, physical, developmental, behavioral and dental health through screenings, assessments, referral and treatment
- 3% of the total birth through age two population will be identified and receive early intervention services (outcome shared with Wake County Smart Start)
- 5% of the total three to five year old population will be identified and receive early intervention services (outcome shared with Wake County Smart Start)
- 10% of children will have previously undetected significant dental disease on school entry
- 100% of served and eligible clients will obtain needed prescription medicines

HUMAN SERVICES

Clinical Strategies (cont'd)

- Meet Title VI interpretation and translation requirements for Latino clients

Major Accomplishments

- The infant mortality rate increased for the second straight year and the disparity between white and non-white rates increased; non-whites babies died at three times the rate of white babies.
- More children received their scheduled periodic health assessments and the prevalence of dental disease decreased for young children attending child care centers. Latino infants and children, in particular, continue to screen with significant dental disease requiring increasingly intensive treatment.
- Continued to improve recruitment and retention of bilingual and bicultural front line providers.
- Expanded clinical “best practices,” including screening for developmental and behavioral concerns in childhood, Pap-smear cancer screening, restorative dental care, and laboratory testing.
- Continued to enhanced collaboration with child welfare and child mental health services to assure availability and integration of physical health screening, assessment and treatment

Issues for FY 2006

- Continued and steady growth of 4-6% annually in under-insured and uninsured persons seeking care for well and sick children, pre-pregnancy counseling, contraception, and cancer screening services.
- Continued growth and increased diversity in immigrant residents seeking clinical services and further stretching our ability to provide individuals the culturally appropriate care in native language compliant with Title VI of the Civil Rights Act.
- Community Care of Wake County (formerly the Carolina Access II Medicaid managed care program) improved case management of

children to better provide a medical home, improved care management of chronic diseases (e.g., asthma, diabetes, seizure disorders, etc.) and decreased excess emergency room utilization by 20%.

- Increases identification, referral, and enrollment of children in Early Intervention programs and services.
- Continued to decrease pregnancy rates for white and black teens, while the rate for Latino teens remains alarmingly high.
- Registrations for prenatal care continue to climb and expected to exceed 4,000 annually, representing nearly a third of all Wake County pregnancies and births.
- Continue to experience difficulties in targeting dental prevention and education programs to elementary school campuses with higher percentage participation in the free and reduced lunch program, as the Wake County Public Schools continue to use economic indicators to achieve diversity.
- Continued difficulties in providing complex drug treatment regimens for tuberculosis, HIV/AIDS, and persons with severe and persistent mental illness, requiring time intensive enrollment in patient assistance program.
- New and more expensive technology and techniques improve laboratory testing and accuracy and decrease turn-around time for results.
- Sunnybrook facility renovations for clinical services will be completed late summer/early fall, but clinics now located off-site in rented space continue to struggle with volume and timely appointments.

Horizon Issues

- Impact of poverty and economic forces that increase the cost of private health insurance and health care, increasing the reliance on public health care providers.
- Continued growth and diversity in immigrant and resident populations, not limited to Latinos and including populations from Asia, Eastern Europe, and West Africa.
- Statewide implementation of enhanced Medicaid coverage for women of child-bearing age, to encourage pre-pregnancy

HUMAN SERVICES

Clinical Strategies (cont'd)

- counseling, contraception, and timely cancer screening.
- Initiation of targeted screening and treatment of common mild-to moderate mental illness including post-partum depression, anxiety, and substance use.
- Increased regulatory requirements for clinical laboratory services

and decreased responsiveness and availability of low cost testing from the State Laboratory.

- Renovation of space in the ATC to open and staff an outpatient mental health pharmacy that facilitates transfer of consumers to community based providers while providing affordable access to needed prescription medications.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Clinical Strategies

Key Objectives:

- Provide quality affordable clinical and dental services to uninsured and underinsured infants, children, teen, pregnant women and women of conception age.
- Provide affordable laboratory testing and monitoring and appropriate prescription medications to uninsured and underinsured clients

served in physical health and mental health programs and contract agencies.

- Provide appropriate developmental, behavioral, and mental health screening, identification, referral, and treatment to uninsured and underinsured clients served in physical health and mental health programs and contract agencies.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Child health preventive visits	10,778	11,425	N/A	12,111	N/A
Dental clinic visits	8,081	8,500	N/A	9,100	N/A
Early identification of children with developmental delays	2%	3%	3%	3%	5%
Effectiveness:					
Infant mortality rate among whites	4.3	3.9	N/A	4.0	N/A
Average prenatal visits per pregnancy	5.2	N/A	5.3	4.8	9.0
Dental procedures per visit	3.2	N/A	3.2	3.2	0
Infant mortality rate among non-whites	8.8	13.1	N/A	15.0	N/A
Prenatal Clinic first visit wait list (in days)	42	42	N/A	60	N/A
Women's Health Clinic first visit wait list (in days)	84	89	N/A	90	N/A
Child Health Clinic first visit wait list (in days)	79	72	N/A	80	N/A

HUMAN SERVICES

Community Health Purpose and Goals

Community Health provides leadership in improving the health and well-being of individuals, families, communities in Wake County. The desired goals for Community Health are:

- To prevent and/or reduce the prevalence/incidence of disease and disability through community and population-based services.
- To diagnosis and coordinate care of chronic and communicable diseases
- To work with community partners to plan, design, implement a co-ordinated disaster preparedness response system.
- To collaborate with community/agency partners to build healthy and sustainable communities by recognizing assets and needs; prioritizing desired outcomes; achieving desired outcomes; and engaging individuals and organizations in planning and implementation of community-based strategies

Major Accomplishments

- Major improvements have been implemented in the Human Services disaster response system, including development of an integrated Emergency Operations Plan with Environmental Services to define agency roles and establish capabilities to respond effectively and efficiently in the event of a Wake County disaster.
- The 2004 Wide A Wake Community Forum was held addressing the issue of childhood overweight. The April 22, 2005 Forum will continue the theme speaking to the involvement of families and community to address the issue of overweight and obesity. The results of a BMI Study of kindergartners in Wake County were released, illustrating the severity of the epidemic in Wake County. 31% of all students were at-risk of overweight or were overweight. 47% of Latino children and 36% of African-American children were found to be at-risk of overweight or were overweight.
- Partnerships with Triangle Towne Center Mall and the WCPSS resulted in a mall walking program involving over 429 adults and entitled "Triangle Towne Trackers" and physical activity and nutrition programs involving over 15,000 children in 40 schools.

- Culturally appropriate, relevant communicable disease information and other health information (TB, food safety, influenza, carbon monoxide poisoning prevention, weather emergencies, "summer bugs", childhood immunization) was disseminated through La Ley (year long weekly program "Puerta Abierta"), La Conexión, Super-Mexicana (6 months weekly program "On the Air"), and Que Pasa.
- Shortage in influenza vaccine created a crisis that required Community Health to be the distributor of vaccine in Wake County. This resulted in a plan developed by an advisory committee of local physicians to distribute vaccine to physicians' offices, hospitals, nursing homes, long-term care facilities, emergency response agencies and more. In addition, Wake County Human Services held clinics that provided immunizations for 15,619 citizens.
- A confirmed case of E.Coli 157 at the State Fair in October 2004 resulted in 20 Wake County cases out of the 41 confirmed cases statewide. Communicable Disease staff worked for 16 days during this time and collaborated with the State Health Department and the CDC.
- 250 childcare centers and family homes were provided health, safety, and dietary management services through a Child Care Health Consultant nurse. The results of this were: 100% of childcare centers were immunization compliant; 75% of centers improved their child care compliance history; and 75% of center directors surveyed indicated that they applied new knowledge. Over 14,066 children ages 0-5 were impacted by this program.
- Facilitated the integration of information technology services with community organizing services by coordinating a partnership between the Information Management Unit and the Interfaith Alliance, a community partner, to implement the Community Resource Connection (CRC). CRC is a community-based model that mobilizes faith leaders in "clusters" (groups), to collect, organize and maintain resource information through the Service Index for the purpose of connecting Wake County citizens to services throughout our faith-based community that can assist them and address unmet needs.
- The process for certification and distribution of birth and death certificates was successfully transferred to the Wake County Register of Deeds office.

HUMAN SERVICES

Community Health (cont'd)

Issues for FY 2006

- Increased staffing to address the increased workloads in the communicable disease arenas, specifically tuberculosis, general communicable diseases, HIV and other sexually transmitted diseases.
- Continued need to look for partnerships (both internal in Wake County and external in the community) and creative, effective strategies for addressing the epidemic of obesity in Wake County.
- Ongoing emphasis on strategies that address on healthcare disparities among our minority communities in Wake County.

- Continued efforts to build the capacity of our community partners to enable effective and efficient programming to address Human Service outcomes.

Horizon Issues

- Increase number and complexity of all communicable diseases
- Ongoing expectation of our community that Wake County be able to manage any disaster with appropriate and complete response.
- Growing incidence of chronic diseases indicate the need to find the means to improve the health of all citizens, especially our youth by creating a community norm of physical activity and good nutrition.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Community Health

Key Objectives:

- Complete all disaster preparedness plans and train/exercise appropriate staff in the implementation of the plans.
- Develop and implement social marketing campaign to address the issue of obesity and related chronic diseases countywide.
- Implement automation efforts that will enhance disease reporting, data collection and forecasting of needed prevention efforts.
- Complete countywide community assessment and engage community to develop countywide plan to address health priorities identified.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Capacity building health programs, in hours	7,343	7,500	7,500	7,500	7,500
Efficiency					
Volunteer hours in Community Health activities	12,000	14,000	12,500	12,500	12,500
Effectiveness:					
Percentage of TB cases completing treatment	93%	95%	95%	95%	95%
Incidence rate of syphilis per 100,000	2.2	2.0	2.0	2.0	1.0
Mammograms that provide early detection of cancer	2	8	6	12	12

HUMAN SERVICES

Division Summary - Local Managing Entity

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	-	-	0	7,632,322
Operating Expenses				499,333	1,543,414
Capital Outlay				34,000	0
Expenditure Totals	\$	<i>Division established in FY 2005</i>		533,333	9,175,736
Intergovernmental Revenues	\$	-	-	7,676,282	9,488,551
Fee & Other Revenues				0	0
Revenue Totals	\$	-	-	7,676,282	9,488,551
Number of FTEs				0.00	136.00

Local Managing Entity Purpose and Goals

The purpose of this new division of Human Services is to develop, manage, and assure the quality of a system of services to meet the needs of consumers with mental health, developmental disability, and substance abuse needs, and supports the WCHS outcomes of improved behavioral health for individuals, families, and community; and persons with disabilities living as independently as possible.

The LME has established the following goals and strategies. Specific measures and indicators will be addressed during the next year.

- Improve accessibility and choice of services for consumers.
 - * Continually improve design of access and crisis services
 - * Implement police Crisis Intervention Team model in cooperation with 3 local police departments
 - * Design LME Care Coordination function.
 - * Expand the breadth and capacity of the provider net-

- work.
- Assure the quality of services provided.
 - * Develop the quality management infrastructure to support effective monitoring and training of providers.
 - * Consolidate risk management procedures supporting timely interventions in high risk situations.
- Demonstrate effective, efficient administration of the public resources available to purchase services for consumers.
 - * Review and refine Utilization Review methodologies to support efficient operations.
 - * Assess technology support needed for electronic interfaces with DMA reporting.
 - * Develop necessary infrastructure of staffing to support operations.

HUMAN SERVICES

Local Managing Entity (cont'd)

Major Accomplishments

- Added eight providers within the first three months of operation, resulting in fewer and shorter stays on waiting lists for services, particularly within adult mental health.
- Created innovative services
 - Implemented Multi Systemic Therapy for youth at risk of out-of-home placements.
 - Supported 5 agency providers with unbundled funding mechanisms to begin this “best practice” model prior to implementation of appropriate service definitions and rates.
 - Re-aligned LME allocation dollars to free dollars for service provision, allowing for the removal of about 100 clients from the DD waiting list.
 - Established partnerships with local law enforcement, attended joint training and plan Fall 2005 Crisis Intervention Team implementation.
- Created plan for quality management infrastructure development and began implementation.
- Developed understandings and collaborative partnerships with Provider Relations/Contract Managements, Internal Monitoring, and Developmental Disabilities monitoring components.
- Agreed upon centralization of information collection and distribution within the LME QM team.
- Assumed monthly reporting duty to DMH/DD/SAS on monitoring activities and results.
- Participated in routine monitoring events scheduled before or during the development of the above processes.
- Responded to complaints and facilitated urgent/emergent monitoring visits.
- Began to restructure resources needed to comply with state Utilization Review requirements.

Issues for FY 2006

- The continued downsizing of State Institutions and 2007 planned closure of Dorothea Dix Hospital requires an ongoing shift of care, and therefore resources, to the community. The next round of downsizing for Dorothea Dix Hospital focuses on the adult acute admissions unit. It will be critical to make timely decisions using any available resources to meet the needs of the heavily dually diagnosed AMH/ASA population served by those units. While work continues to establish community interest and commitment for local psychiatric beds, other crisis hospital diversion options must be immediately considered for this population.
- Implementation of the Integrated Payment and Reporting System (IPRS) for NCDMHDDSA and Medicaid reimbursement is requiring new and more complex business practices to ensure continued revenues. NCDMHDDSA funding is now more specifically targeted, and excludes reimbursement for some populations historically served by WCHS. Wake County is engaged in a 4 partner consortium with neighboring LME's to develop and purchase the “Pro-Filer” application from Unicare Systems. Business practices and staff training will work hand-in-hand with new technology to streamline the complexity.
- In 2001 the State switched the licensing status of a large number of Adult Care Facility's' from Social Services (131-D) to Mental Health (122-C). During this same period of time the lifting of a moratorium on Adult Care Home expansion created a virtual explosion of these newly classified Mental Health licensed homes straining the system's abilities to provide adequate oversight. Once the staffing and infrastructure exists within the LME Quality Management team there will exist an exciting opportunity to develop cross-disability and cross-departmental expertise with WCHS Senior Services monitors. Until then, the risk to consumers with MH/DD/SA issues residing in these facilities and to the county is increased significantly.

HUMAN SERVICES

Local Managing Entity (cont'd)

Horizon Issues

- Policies, procedures, mandates, and parameters for the operation of LME's are far from well established by the NC Division of MH/DD/SAS and the NC Division of Medical Assistance. Changes in significant MH Reform processes affecting local programs, provid-

ers and consumers occur on a weekly basis. While some opportunity exists for influence because of this, it must also be understood that the entire services provision system is fragile and perpetually responding to a chaotic environment. The LME must keep, as its first priority, the capacity for flexibility to act as a "safety net" provider of services until the network gains stability.

Division Summary - Economic Self-Sufficiency

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	13,910,007	13,948,557	14,468,599	15,089,058
Operating Expenses		19,791,780	22,369,478	22,407,283	25,589,892
Capital Outlay		79,089	14,138	920	0
Expenditure Totals	\$	33,780,876	36,332,173	36,876,802	40,678,950
Intergovernmental Revenues	\$	10,538,465	11,288,006	11,337,385	11,456,681
Fee & Other Revenues		760,956	771,657	771,657	899,606
Revenue Totals	\$	11,299,421	12,059,663	12,109,042	12,356,287
Number of FTEs		328.80	329.80	343.80	340.50

Economic Self-Sufficiency Purpose and Goals

As part of Wake County Human Services (WCHS), the division of Economic Self-Sufficiency seeks to enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. This is accomplished by promoting personal responsibility, providing time-limited public assistance through eligibility determination, offering access to health care, enforcing child support and building capacities to secure employment and affordable housing.

The division of Economic Self-Sufficiency has the following goals in support of departmental (Human Services) outcomes:

- Wake County children will receive financial support from their non-custodial parents
- Wake County Work First participants (including additional target populations) will find and maintain employment
- Eligible low-income families of Wake County will receive medical health insurance
- Eligible low-income families of Wake County will receive food assistance to meet basic nutritional needs

HUMAN SERVICES

Economic Self-Sufficiency (cont'd)

- Eligible low-income families of Wake County in financial crisis will receive short-term assistance in order to meet basic needs (utilities, housing, medications)
- Homeless will be afforded safe, emergency shelter and needed support services which promotes transition towards economic self sufficiency
- Veterans, their dependents and/or surviving spouses, children of deceased veterans and others will be assisted with obtaining benefits and services from the Department of Veterans Affairs

The division of Economic Self-Sufficiency is comprised of the following programs: Child Support Enforcement, Family & Children's Medicaid, Food Assistance, Housing Services, Service Intake (includes Energy Assistance Programs and Emergency Financial Assistance), Veteran's Services, Vocational Services, Work First, and the WCHS Call Center. Specific populations served are families who are economically disadvantaged, adults with disabilities and special populations such as veterans, dislocated workers, and the homeless.

Major Accomplishments

10-Year Action Plan to End Homelessness

- In January 2004, the City of Raleigh, Wake County, Wake Continuum of Care, and Triangle United Way formed a partnership and a Planning Team to develop Ending Homelessness: The 10-Year Action Plan. A Steering Committee of business, faith, academia, and service representatives provided ongoing guidance. Four public forums attended by more than 600 participants. The implementation of the action plan over the next ten years will be accomplished by five community action teams with leadership from the City of Raleigh, Wake County, Wake Continuum of Care, and Triangle United Way. The five action teams are working on the following key objectives: Prevention, Engagement, Housing, Employment/Education, and Services/Supports. Each of these key objectives will have specific strategies, action steps, performance benchmarks and timeframes.

By resolution, the Wake County Board of Commissioners and the City Council of Raleigh voted to accept "ending homelessness: the 10-year action plan" and to commit staff support in principle to lead the implementation of the plan.

Homeless Management Information System HMIS

- Wake County's Homelessness Management Information System (HMIS) is a automated data collection and management tool designed by Softscape that tracks unduplicated count of homeless, provides demographic information, service and outcome data, and automated case management functions. In addition, HMIS provides web-based connectivity to participating members agencies of the Wake County Continuum of Care (CoC) network. More than 30 CoC community providers participated in the design and functional testing phases of the HMIS project. This level of participation has allowed the Wake Continuum of Care to capture homeless statistics for 80% of the shelter beds available in our community. This is well beyond the HUD requirement of 50% of the community's shelter beds.

White Flag Shelter Network

- During the winter of FY04-05, the White Flag network was activated on 72 nights and provided 4,027 emergency beds for homeless men, women, and children during inclement weather (freezing temperatures). While the overall number of white flag nights decreased from 91 to 72 nights, the overall number of White Flag bed utilization increased from 3,633 in FY03-04 to 4,027 in FY04-05. The number of White Flag beds for women and children increased slightly from 531 to 575.

Child Support Enforcement

- The purpose of the Wake County Child Support Enforcement (CSE) program is to ensure that non-custodial parents provide financial support for their children. As of 3/31/05, Wake County's Child Support Enforcement Unit has collected \$23,551,014 through the 3rd quarter of FY04-05. It is projected that child support collections will exceed last year's collection total of \$28,524,194.

HUMAN SERVICES

Economic Self-Sufficiency (cont'd)

Food Assistance

- Food Assistance, also known as Food Stamps, enables low-income families to purchase food with an Electronic Benefit Transfer (EBT) card. The total recipient count for Food Assistance in Wake County has seen a steady pattern of increase resulting from continued population growth. As of 3/31/05, Wake County's Food Assistance caseload and recipient count for food stamps reports 15,156 active cases (households) comprised of 39,642 recipients. To date, this represents a 5% increase through the 3rd quarter of FY04-05.

Medicaid (*including Family Medicaid*)

- As of 3rd quarter in FY04-05, the total number of Medicaid recipients in Wake County reported a 7% enrollment increase. The NC Health Choice program in Wake County increased its enrollment by 20%. Wake County's Medicaid/NC Health Choice programs received on average 2,982 applications per month.

Work First

- As of 3rd quarter in FY04-05, Wake County's Work First program is exceeding State established goals for benefit diversions, employment and percentage of participants staying off of public assistance after going to work

Issues for FY 2006

- Anticipate continued increase in service demand and caseload growth for economic-related services, specifically related to public health insurance (Medicaid), food assistance (FA), and energy/emergency assistance. Position expansion requests may be needed to keep pace with caseload growth in Medicaid, and Food Assistance.
- Congressional reauthorization of TANF (Temporary Assistance to Needy Families) child-care and medical transition services will be needed after June 30, 2005. In March 2005, Congress extended TANF through June 30, 2005 by enactment of H.R. 1160 Welfare Reform Extension Act of 2005.

- Wake County's Veterans Service Office anticipates increase in areas of information/referral contacts and benefit claims from veterans (including activated reservists) returning from active duty. Anticipate position expansion requests based on population growth and increase volume of service contacts and benefit claims.
- Anticipate need for additional bi-lingual staff in economic service areas in order to serve individuals and/or families with limited English proficiencies.

Horizon Issues

- Issue of Medicaid cost cap for counties - A NC General Assembly Blue Ribbon Commission on Medicaid Reform studied the issue for two-years and one of the recommendations was to phase-out county cost-sharing via H-132/S-117 in six-years, with an immediate Medicaid county cost cap and special assistance to counties with Medicaid populations of 25% or greater.
- Congressional reauthorization of TANF (Temporary Assistance to Needy Families)
- The planned closure of Dorothea Dix Hospital in 2007 require significant increase in community support services, especially in the service areas of employment, housing, health insurance and prescription assistance.

HUMAN SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Economic Self-sufficiency

Key Objectives:

- Implementation of 10-Year Action Plan to End Homelessness which represents a fundamental shift from managing homelessness
- to preventing and ending homelessness
- Meet performance objectives in areas of Child Support Collections, Work First Employment Goals, Food Assistance Participation

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Child support enforcement households	16,500	17,700	17,700	18,900	N/A
Food assistance households	37,714	40,000	40,000	43,300	N/A
Medicaid eligibles	65,000	71,000	71,000	75,000	N/A
Effectiveness:					
Child Support collections	\$28,524,000	\$31,401,000	\$31,400,000	\$33,800,000	N/A
Food Assistance	\$37,544,189	\$39,424,000	\$39,424,000	\$41,000,000	N/A
Food Assistance Accuracy rate	95%	97%	97%	98%	94%

HUMAN SERVICES

Division Summary - Operations

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	8,920,010	8,617,946	8,652,154	6,676,216
Operating Expenses		8,429,775	7,641,636	7,818,443	9,235,607
Capital Outlay		574,912	478,000	736,183	473,000
Expenditure Totals	\$	17,924,697	16,737,582	17,206,780	16,384,823
Intergovernmental Revenues	\$	7,756,148	6,834,639	5,893,902	6,083,422
Fee & Other Revenues		2,637,913	2,532,968	1,687,091	518,493
Revenue Totals	\$	10,394,061	9,367,607	7,580,993	6,601,915
Number of FTEs		160.10	160.10	161.80	119.00

Operations Purpose and Goals

Operations perform the administrative support functions of the department that enhance the service divisions' abilities to meet their goals and desired outcomes for consumers.

Major Accomplishments

Information Management Unit

- Implemented a Homeless Management Information System (HMIS) to meet a HUD mandate the avoided the reduction of HUD funding to Wake County.
- Began implementation of the Mental Health Automation System (Pro-Filer) which is a replacement of our existing Uni/Care system. The new system will support the role of the agency as an LME.
- Final updates to the Patient Care Management System (PCMS) in

Community Health to meet HIPAA security guidelines.

- Performed a total of 3 significant system upgrades for the Patient Care Management System (PCMS) in the Community Health arena and 4 significant system upgrades for the Uni/Care system in the

Staff Development

- 1186 staff trained in 43 different events; project additional 200 staff in 10 different events for the remainder of 04/05
- 111 employees participated in 9 different team building events
- The completion of MRS (Multiple Response System training, a new way of doing business for Child Welfare) for all staff in Child Welfare and Work First.

Administration

- A full-time Regional Operations Manager was added to ensure adequate management of all budget, fiscal and administrative tasks at both regional centers.
- Implementation of an enhanced billing and reimbursement business process, which allows for reconciliation of all Medicaid and

HUMAN SERVICES

Operations (cont'd)

IPRS (state-funded) reimbursements and payments to service authorizations.

- Wake County Human Services continues to have over 1540 expenditure contracts, grants, and memorandum of agreements with partners, agencies and vendors. This represents over \$94,144,995 in purchased services, accounting for 43.7% of the total operating budget.

Transportation Services

- Provided an estimated 128,000 trips and 90,000 service hours.
- Medicaid eligible trips accounted for approximately 65% of all services provided. Many of these trips are going to Wilson, Duke, and Chapel Hill medical centers and clinics.
- Senior programs accounted for approximately 20% of all services provided. These trips are mostly for mid-day nutrition and recreation.
- The other sponsoring agencies make up the remaining 15% of the services provided. Trip purposes are for employment, vocational services, training, support groups, pre-school, dialysis, foster care visits, and other agency related activities.

Project Management and Development

- Continued with implementation and coordination of the Child Welfare Faith Partnership to increase adoptions. Developed a Human Services Customer Service Logo. Developed and implemented a Continuous Quality Improvement process for the agency, training 60 new CQI coaches. Developed a Title VI – Language Access County policy for Low English Proficiency populations. Coordinated Leadership Development Opportunities for staff through The Learning Consortium. Provided Crucial Conversations training to Mental Health and Community Health programs. Provided Executive Support in developing agency business plan process, Economic Impact Report and End of the Year and Accomplishments Reports. Coordinated the Environmental Stewardship Network Field Day at Blue Jay Point. Provided 12 educational stations, 25 presenters, 37 volunteers and 85 participants. Coordinated Leadership, Expanded Leadership and Partners in Leadership meetings ensuring follow up on actions and decisions. Provided leadership and support in the

Mental Health Areas of study.

Communications & Marketing

- Developed flu vaccine media day prior to clinics opening to promote coverage and reduce stress on staff and patients
- Managed community health crisis events; sudden national shortage of flu vaccine; E. Coli outbreak from State Fair; meningitis exposure to N.C. State and UNC-CH students—coordinated release of information and public updates with state and university news bureaus; Whooping Cough; specific outreach and education to Latino community.
- Supported staff in ongoing event promotion, media management and materials production to enhance attendance, community understanding and public support for HS programs, goals and initiatives, specifically, Housing Fair, Project DIRECT programs, Foster Care celebrations and drives, Smoke-Free Restaurant Decal Program, National HIV Testing Day, Eastern Wake Job Fair, White Flag network, energy assistance programs, Wide-A-Wake Forum, NBC 17 Health and Fitness Fair.

Local Management Entity

- Created this new HS Division, in response to state wide Mental Health Reform, which will be responsible for the management and assurance of Mental Health/Developmental Disability/Substance Abuse Services for Wake County citizens.
- Developed management and organizational structure.
- Assessed workload and measures for each LME function. Began planning for resourcing properly.

Issues for FY 2006

Information Management Unit

- Technology support for the emerging Bioterrorism/Disaster Response role for the agency.
- To transition ownership and support of the Homeless Management Information System (HMIS) to the Wake County Continuum of Care.
- Redesigning the existing Service Index to support the service information needs of Wake County's website redesign efforts.

HUMAN SERVICES

Operations (cont'd)

Administration

- Impacts on Client Accounting and Accounts Payable due to the expansion of the mental health provider network and the direct billing of Medicaid and IPRS services.

Local Management Entity

- Develop provider and community capacity to for service provision.
- Establish strong monitoring component to assure quality of care.

Horizon Issues

Information Management Unit

- Leveraging key concepts and components in the Homeless Management Information System (HMIS) to support the work to further a Common Registration System.
- Replacement of the existing Patient Care Management System (PCMS).

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Operations

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Houses rehabilitated	28	23	N/A	28	N/A
Efficiency					
Percentage of actual to budget projections	98.8%	97%	96%	97%	97%
Cost per trip for consumer transportation	\$22.15	\$25.50	N/A	\$26.00	N/A
Effectiveness:					
Average turnaround for payment of claims, in days	30.8	32	40	32	45
Percentage of consumers triaged within 30 minutes of arrival	95%	96%	95%	95%	95%

HUMAN SERVICES

Division Summary - Regional Network

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	5,724,352	5,776,141	5,934,824	6,168,329
Operating Expenses		545,821	601,005	602,089	612,438
Capital Outlay		11,852	5,000	10,603	0
Expenditure Totals	\$	6,282,025	6,382,146	6,547,516	6,780,767
Intergovernmental Revenues	\$	895,186	610,283	610,283	617,659
Fee & Other Revenues		757,649	420,039	420,039	692,272
Revenue Totals	\$	1,652,835	1,030,322	1,030,322	1,309,931
Number of FTEs		118.20	118.20	123.10	123.10

Regional Network Purpose and Goals

The Southern Regional Center (SRC) and the new Eastern Regional Center (ERC) allow the opportunity to provide an array of county, community and private services and resources that we can now target to address local community concerns. These community-based services increase the County's ability to intensify support to families and provide staff that can easily respond to citizen needs and collaborate with other community systems such as municipal local government, schools, courts, family service agencies, medical professionals and the faith community. Both clients and staff can reduce their travel time and transportation costs with access to these Centers.

Major Accomplishments

Southern Regional Center

- The Child Welfare team established a formal partnership between Southern Center and the region's larger faith community. The recruitment of churches and faith organizations is designed to increase support for children and families receiving services. Last year only 3% of children served required out of home placement as a result of strong family preservation efforts.
- The availability of employment resources at Southern Regional Center facilitated a combined and integrated Employment Services structure to maximize and increase employment of clients.
- Addition of Inspections Department and full time Solid Waste Inspector at SRC increased resources available within the region and collaborations with the towns to maximize resources.
- Increased health initiatives focusing on preventive health strategies with the startup of evening Women's Health Clinic services, which

HUMAN SERVICES

Regional Network (cont'd)

will increase accessibility of family planning services for women in the southern region.

Eastern Regional Center

- Developed and implemented several efficiency strategies to improve overall center operations to include re-engineering of consumer records process – ERC rated 2nd in customer service out of 7 Wake County consumer records sites; partnered with Human Services Raleigh site (Call Center) to streamline customer telephone calls resulting in reduced customer wait-time and increase productivity time for regional center call staff – average customer hold time is 32 seconds; continue to improve overall customer satisfaction- 97% of center customers report favorable service delivery through ERC.
- ERC Child Welfare services met 100% of their service outcomes. Additionally, ERC Child Welfare began piloting the Multiple Response Service (MRS) initiative in June 2004. The regional center model affords the county a tremendous opportunity to integrate and collaborate across county services. Child Welfare, Family Support, WorkFirst, Child Mental Health, and Wake County Sheriff's Office routinely staff cases to assure best practice methods for regional families. ERC's blended child welfare services model, a child welfare team consisting of all child welfare disciplines managed by a supervisor who is cross-trained in each discipline, continues to be successful.
- ERC Economic Services "Service Intake" assisted 579 eligible eastern regional families (1888 individuals) avert housing evictions and maintain utilities to preserve their quality of life. This program is very efficient and successful. ERC experienced a 34% increase in emergency assistance request accounting for \$99,645.00 (total year disbursement). However, County fund utilized to assist in averting evictions and maintaining utilities consisted of less than 7% of total cost. Economic Services Teams are cross-trained to perform multiple services thus fostering a "one-stop shopping" experience for the regional customer.

New services begun in fiscal year 2005: Birth Certificates, Voting/Election site, and Domestic Abuse Support groups.

Issues for FY 2006

Southern Regional Center

- Utilization of providers in the Provider Network to develop community capacity to address the provision of MH/DD/SA services in the southern region.
- Communities in the southern region have been identified as an area where a significant population of seniors will reside. Southern Regional Center will address service provision for seniors in an effort to increase support of senior community members and improve access of available resources.
- There is a need to increase Child Welfare staff capacity to address a growing Child Welfare caseload. A blended Child Welfare team was assigned to SRC representing Child Protective Services, Investigative Assessment and Treatment and Child Placement Services. The number of staff will be increased to address the increase in cases.
- Youth face very challenging times and a partnership with 4-H Youth Development and local youth service organizations will address the increased need for community-based youth services in the southern region.

Eastern Regional Center

- Address increasing incidence of child protective services reports for east Wake County relative to one team performing this task. Increased caseloads (as they are currently at capacity) will negatively impact child welfare's ability to manage services and keep pace with state standards.
- Address increasing services to our prenatal and family planning clinics – 25% increase. Population growth in general and an increase in our Latino customers appear to be influential factors.

HUMAN SERVICES

Regional Network (cont'd)

Horizon Issues

Southern Regional Center

- Continue focus on providing culturally competent services to respond to a diverse population. Development and implementation of strategies to improve cultural competence in service design and delivery at Southern Regional Center was prioritized to address client needs.
- Expansion of rural development strategies, which will include sup-

port of community coalitions, partnerships, and resource development, will increase availability of community-wide strategies to address disparities in the region.

- Population growth in the south is one of the primary factors affecting the demand for services. We anticipate a CIP request to address current space and renovation needs of the Center.

Eastern Regional Center

- Mental Health Reform: To identify new strategies and/or modify existing regional services model such that the mental health component continues to collaboratively support other regional service needs.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Southern Regional Center

Key Objectives:

- Regional Centers assist Human Services programs to achieve program outcomes by improving customer access to services.
- Regional Centers increase community involvement and partner-

ships.

- Regional Centers provide a comprehensive array of services in one convenient location.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of contacts with clients	97,663	98,000	98,000	98,000	98,000
Effectiveness:					
Dollar amount generated through partnerships	\$47,287	\$53,000	\$53,000	\$60,000	\$100,000
Client Satisfaction	88%	90%	90%	90%	90%

HUMAN SERVICES

Program Area 2: Eastern Regional Center

Key Objectives:

- To enhance Human Services and other County programs operating through the regional center achieve their program outcomes including customer access to services.
- Increase community involvement and community partnerships
- aimed at resolving local community needs.
- Improve community access to services and assure a comprehensive array of services through a “one-stop shopping” approach to service delivery.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of contacts with clients	72,000	50,000	72,000	80,000	80,000
Efficiency					
Amount of community support/resources garnished through partnerships	\$180,523	\$80,000	\$80,000	\$80,000	\$80,000
Effectiveness:					
Client Satisfaction	96%	90%	97%	97%	98%

MEDICAL EXAMINER

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	0	0	0	0
Operating Expenses		173,925	200,000	200,000	200,000
Capital Outlay		0	0	0	0
Expenditure Totals	\$	173,925	200,000	200,000	200,000
Number of FTEs		0.00	0.00	0.00	0.00

Medical Examiner Purpose and Goals

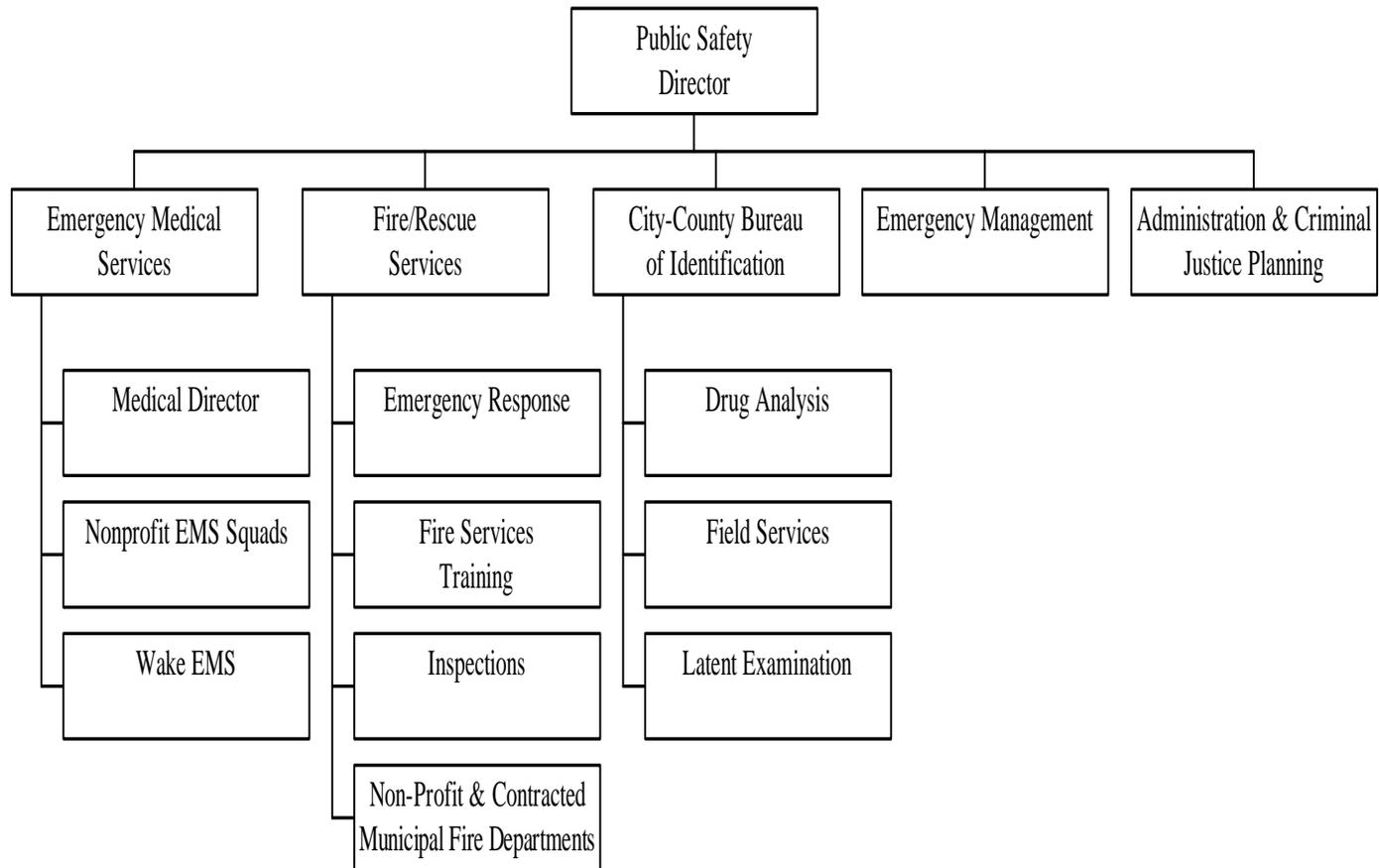
The Medical Examiner is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. The Medical Examiner determines the cause and manner of death and orders an autopsy if necessary. If the death resulted from a criminal act or default on the part 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 that is supervised and financed primarily at the State level.

The fee for a Medical Examiner investigation is \$75. Effective January 1, 1999, the fee per autopsy was increased from \$400 to \$1,000 per case. The respective 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.

PUBLIC SAFETY



PUBLIC SAFETY

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	12,003,643	12,770,855	13,063,442	13,188,720
Operating Expenses		8,504,798	9,860,500	11,306,135	11,107,395
Capital Outlay		119,894	1,150,137	4,099,765	3,923,685
Expenditure Totals	\$	20,628,335	23,781,492	28,469,342	28,219,800
Intergovernmental Revenues	\$	1,045,390	2,995,131	6,852,207	6,408,813
Fee & Other Revenues		6,861,972	7,205,376	7,361,627	9,179,115
Revenue Totals	\$	7,907,362	10,200,507	14,213,834	15,587,928
Number of FTEs		209.00	217.00	217.00	217.00

Department Purpose and Goals

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

The strategic goals of the Wake County Department of Public Safety are:

- To provide highly-trained and motivated Wake County Public Safety team members with the knowledge, skills and tools needed to deliver fast, effective and efficient public safety services to people in Wake County who need help
- To lead by example and by collaboration with public safety part-

ners in delivery of boundaryless public safety services as quickly, effectively and efficiently as possible to people in Wake County who need help

- To teach people in Wake County to prevent, properly prepare for and respond to emergency events in collaboration with schools, public safety partners, human service and other educational agencies and organizations
- To develop and monitor service benchmarks and performance indicators that will support achievement and improvement of fast, effective and efficient public safety services in Wake County
- To support and continuously improve communications systems and related technologies that will link people in Wake County who need help with public safety teams that can help quickly, effectively and efficiently

PUBLIC SAFETY

Division Summary - Emergency Medical Services

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	7,128,944	7,647,995	7,768,282	7,857,990
Operating Expenses		3,558,941	4,036,860	4,153,875	4,393,976
Capital Outlay		10,500	0	0	57,643
Expenditure Totals	\$	10,698,385	11,684,855	11,922,157	12,309,609
Intergovernmental Revenues	\$	0	105,633	105,633	96,000
Fee & Other Revenues		5,491,897	5,181,093	5,181,093	6,840,892
Revenue Totals	\$	5,491,897	5,286,726	5,286,726	6,936,892
Number of FTEs		116.00	122.00	122.00	122.00

Emergency Medical Services Purpose and Goals

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 in Wake County. The EMS division also maintains continuing medical education activities and oversees billing users of ambulance services, filing insurance claims for Medicare and Medicaid and marketing the membership/subscription program in the county. In addition to Wake EMS, there are six nonprofit EMS squads with whom the County contracts to provide services across Wake County.

Major Accomplishments

- Negotiated budget ground rules with contracted EMS squads
- Continued to provide high quality pre-hospital care under the direction of a NCOEMS approved Model EMS System plan
- Revised the CAD system in early 2004 allow for incidents to be recommended to the geographically closest EMS station
- Continued to assist contracted Rescue/EMS agencies as needed
- Expanded utilization of an automated scheduling program for personnel
- In October 2004, fully implemented the new 800MHz Smartzone radio system, allowing digital communications countywide and significantly enhancing interoperability with other responders and improving medical communications to the hospitals

PUBLIC SAFETY

(EMS cont'd)

Issues for FY 2006

In FY 2006, the Wake County EMS System will focus on the integration of technology and specialized training. EMS will use new technologies to drive efficient system-wide EMS resource deployment and staffing scenarios. For example, an Automated Vehicle Locator (AVL) system will be implemented to ensure closest unit (not station) dispatch recommendations to calls. System-wide cardiac defibrillator replacement and the acquisition of a mass casualty response vehicle are just two of several medical technology investments, allowing the Wake EMS system to maintain state-of-the-art clinical abilities.

EMS will continue its investment in a comprehensive program for assigning personal protective equipment to all EMS employees. This equipment will minimize workplace injuries and prepare employees to respond to natural and man-made disasters. EMS employees will also receive specialized training in dealing with mass care and bio-terrorism events, including the multidisciplinary response team (RUSH). EMS Supervisors will receive quarterly professional development classes to ensure overall effective management practices and to learn how to better assist new employees in their field response.

Horizon Issues

Over the next several years, the Wake EMS system will address the constant changing medical environment, with particular emphasis on emergency response and patient outcomes. Foremost, EMS will continue to adjust system resources to meet the response time goal for priority calls of less than 11:59 minutes 90% of the time. To do this, EMS will evaluate alternative staffing models to address increased system demands, will research locating EMS units in new response areas to improve service delivery and response times based upon the 2003 Tri-Data Study, and will develop an In-Vehicle Navigation system to improve emergency response. The FY 2006 implementation of an Auto-

matic Vehicle Location (AVL) system, in cooperation with new CAD, should assist with efforts to improve emergency response and enhance system-wide response performance.

Leading the effort to improve patient outcomes will be the staff providing medical technical support to the field paramedics and emergency medical technicians. They will undertake efforts to evaluate new technologies and document the effectiveness of EMS on patient outcomes. This includes introducing new technologies, such as the Revivant Auto-Pulse device, which enhances cardiac arrest resuscitation rates. Other plans for the future include minimizing employee turnover during the first year of employment, and expanding public education concerning Automated External Defibrillators.

PUBLIC SAFETY

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Emergency Medical Services

Key Objectives:

- Provide Paramedic-level emergency care to 911 requests for assistance to citizens and guests of Wake County
- Provide EMS support for Mass Care Operations in cooperation with other local First Responders and healthcare facilities
- Deliver continuing medical education per the adopted plan for all County EMS personnel (Wake County EMS and contracted agencies, EMD providers, and selected First Responder agencies)
- Use EMD certified personnel to provide pre-arrival instructions to persons requesting medical assistance
- Utilize computer-based software, integrated into the computer aided dispatch (CAD) system, for efficient processing and performance data collection
- Maintain copies of EMS medical records and processes requests for EMS patient records in compliance with Federal privacy regulations, as well as local and state record retention standards

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):*					
Number of treatments and/or transports (Wake EMS only)	12,500	22,300	13,750	23,700	N/A
Number of treatments and/or transports (all Wake Co. service providers)	30,500	39,875	33,500	42,300	N/A
Efficiency					
90% Response time for an ambulance (Wake EMS only, emergency responses)	13:42 min	14:29 min	11:59 min	14:15 min	11:59 min
90% Response time for an ambulance (all Wake Co. service providers, emergency responses)	14:20 min	14:59 min	11:59 min	14:15 min	11:59 min
Effectiveness:					
Rate of cardiac survival (Utstein model)**	21%	20%	20%	20%	30%

*The arrival of the electronic call reporting system in 2003 and computerized dispatch reporting in 2004 have improved the ability to measure the workload numbers. The increase in workload over previous years reflects both growth and improvements in data collection.

**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

Division Summary - Fire/Rescue

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	1,031,648	1,079,759	1,100,214	1,107,915
Operating Expenses		523,517	595,703	602,792	569,596
Capital Outlay		0	3,300	3,300	3,300
Expenditure Totals	\$	1,555,165	1,678,762	1,706,306	1,680,811
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		283,198	341,225	341,225	312,956
Revenue Totals	\$	283,198	341,225	341,225	312,956
Number of FTEs		22.00	21.00	21.00	21.00

Fire/Rescue Purpose and Goals

The Fire/Rescue division has four key program areas: 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, EMS squads and local law enforcement agencies. Staff responds to emergency scenes to provide scene management, technical expertise, and fire investigations services. Fire/Rescue staff operate the Fire/Rescue Training Center to provide training in emergency operations and management to career and volunteer firefighters. The division inspects new and existing commercial facilities within the County's jurisdiction and the contracting municipalities and in all public school buildings county-wide. 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.

Major Accomplishments

- Assisted in development of long-range business plan for County Fire Departments
- Served as liaison between the fire service community and the Raleigh/Wake Emergency Communications Center on issues related to the new Computer Aided Dispatch (CAD) system and provided end-user support to maintenance of the new Computer Aided Dispatch (CAD) System
- Maintained new fire insurance district boundaries, expanded to six-miles, as approved by the Fire Commission, Wake County Board of

PUBLIC SAFETY

(Fire/Rescue cont'd)

- Commissioners, and the North Carolina State Fire Marshal's office.
- Increased workload to meet the demand of increased construction and renovation by the Public School System. Each new public school building requires two fire and electrical inspections each year, as mandated by law.
 - Provided terrorism related training for emergency service providers to improve the ability of fire departments to effectively and safely respond to these terrorism-related events.
 - Revised Wake County's Fire Protection Ordinance to transition the ordinance to the International Fire Code. The State Building Code Council adopted the International Fire Code as its model fire prevention code.

Issues for FY 2006

Fire/Rescue will focus on several areas of service delivery in FY 2006. For its training customers, Fire/Rescue plans to provide and maintain an on-site breathing air supply system at the Fire/Rescue training center. The division will also complete a comprehensive strategic planning process for fire service training delivery. For the greater Wake County citizenry, Fire/Rescue will seek alternative strategies for increased oversight of open burning in rural areas and develop and implement system of on-going feedback for emergency scene performance.

Horizon Issues

Over the next three years, the Fire/Rescue Division will face several important issues that may impact service delivery including increased fire prevention requirements in various codes and standards, development of a regional fire training center in the Raleigh-Durham Airport vicinity, continued municipal annexation and rural urbanization, implementation of a fire service long-range business plan and capital improvement plan, and construction of thirteen new Wake County Public School System campuses. To meet these demands, Fire/Rescue will investigate several solutions. To improve fire investigation case man-

agement and reduce fire causes listed as "Under Investigation" to 25% or below, the division will develop and implement a juvenile fire setter program, provide improved case follow-up, and seek additional staff support. The division will also work to comply with mandated inspection schedule for commercial occupancies and new school construction by cross training existing fire inspection staff in fire and electrical inspections. Finally, Fire/Rescue expects to meet the demand for fire protection service by improving coordination of public fire prevention and life safety education efforts.

PUBLIC SAFETY

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 2: Fire/Rescue Services

Key Objectives:

- Respond to calls within 45 minutes or less.
- Provide a continuous state of readiness for Wake County through on-duty staffing
- Provide two fire and electrical inspections at Wake County Public School facilities annually.
- Provide prompt, quality, thorough review of all pre-construction plans.
- Develop and implement an instructional plan to increase fire service preparedness and the ability to respond to terrorist and weapons of mass destruction related incidents.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of fire and medical incidents responded to by contracting fire departments	19,824	22,102	21,806	22,561	N/A
Effectiveness:					
Percent of fire incidents in inspectable occupancies caused by a condition in violation of State Code	16.67%	14.28%	10%	15%	10%
Percent of Fire Training Center students scoring below 70% on pre-test and above 70% on post-test	97%	98%	95%	90%	100%

PUBLIC SAFETY

Division Summary - City-County Bureau of Identification

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	3,136,334	3,276,132	3,349,062	3,356,460
Operating Expenses		507,063	527,560	521,060	594,479
Capital Outlay		16,975	14,300	14,300	4,775
Expenditure Totals	\$	3,660,372	3,817,992	3,884,422	3,955,714
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		1,058,794	1,069,943	1,069,943	1,017,000
Revenue Totals	\$	1,058,794	1,069,943	1,069,943	1,017,000
Number of FTEs		61.00	63.00	63.00	63.00

City-County Bureau of Identification (CCBI) Purpose and Goals

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 and photographing evidence, to laboratory analysis of suspected illegal drugs, administration of "breathalyzer" chemical tests for alcohol, maintenance of criminal fingerprint cards, and giving of 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 fin-

gerprints, 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.

Major Accomplishments

- Full fiscal year of a dedicated fleet for all 19 agents in Crime Scene Investigation, allowing for improved response times
- Two new latent examiners completed Basic Law Enforcement Training and returned to the technical unit to begin work full-time on fingerprint comparison requests by local law enforcement

PUBLIC SAFETY

(City-County Bureau of Identification cont'd)

Issues for FY 2006

In FY 2006, CCBI will continue to monitor the response time of crime scene investigators. Due to recent additions of staff and dedicated vehicles as well as investigator turnover, CCBI has been unable to evaluate the effect of its available resources. Once all resources are deployed, CCBI will evaluate its goal of response within one hour of officer request 75% of the time and identify sources for further efficiency improvements.

Similar to crime scene response, the latent fingerprint unit, which manually compares unknown fingerprints from a crime scene against a suspect's known fingerprints, has been unable to meet its performance goals due to low staffing levels. In FY 2006, the latent unit will have a complete staff of examiners; CCBI will closely monitor the ability of those resources to meet its goal of a two-week turnaround on manual fingerprint comparison.

Finally, the CCBI lobby will go under renovation next fiscal year, providing improved service and safety to citizens requesting civil services such as criminal background checks and fingerprinting. CCBI will con-

tinue its efforts to provide efficient civil services to Wake County citizens.

Horizon Issues

In the future, CCBI will focus its efforts on providing new and enhanced services to local law enforcement agencies and prosecutors. This includes the creation of a Forensic Computer Unit to examine and document computers to determine what facts contained in the computer (i.e., digital evidence) can be discovered to support a criminal charge. CCBI also will expand its latent fingerprint unit with two new technologies. First, it will upgrade the current Automated Fingerprint Identification System (AFIS). This system allows CCBI to use the SBI fingerprint database to match fingerprints to identified suspects. Second, it will acquire a palm print comparison system called AFIX Tracker. This technology will allow examiners to match latent palm prints from crime scenes to a database of existing palm prints, giving law enforcement and prosecutors another option to identify crime suspects.

PUBLIC SAFETY

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 3: City-County Bureau of Identification

Key Objectives:

- Respond swiftly to crime scenes to minimize the contamination and loss of fragile physical evidence.
- Provide in-house drug analysis to speed court cases of defendants held in jail.
- Provide in-house latent fingerprint identification to more rapidly match fingerprints to suspects.
- Conduct fingerprinting, photographing, and data collection on Wake County arrestees

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of crime scene calls answered	9,197	9,250	10,000	10,000	N/A
Efficiency					
Response time from officer request to CCBI agent arrival	Within 1 hour 72.7% of time	Within 1 hour 70.6% of time	Within 1 hour 75% of time	Within 1 hour 75% of time	Within 1 hour 75% of time
Effectiveness:					
Percent of time staff evidence is admitted at trial	100%	95%	95%	95%	100%

PUBLIC SAFETY

Division Summary - Emergency Management

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	470,886	488,393	559,482	579,312
Operating Expenses		2,702,505	3,546,957	4,844,296	4,246,268
Capital Outlay		92,419	1,132,537	4,082,165	3,857,967
Expenditure Totals	\$	3,265,810	5,167,887	9,485,943	8,683,547
Intergovernmental Revenues	\$	691,917	2,544,043	6,401,119	5,969,898
Fee & Other Revenues		866	582,553	738,804	972,917
Revenue Totals	\$	692,783	3,126,596	7,139,923	6,942,815
Number of FTEs		7.00	7.00	7.00	7.00

Emergency Management Purpose and Goals

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 Plant, the County's homeland security programs and public safety communications projects.

Major Accomplishments

- Increased shelter/reception center capacities to provide sheltering for 20% of the total EPZ population. This increased capacity allows Wake County to meet FEMA requirements given the growth in population in the EPZ.
- Conducted extensive planning and training for a full-scale Harris Nuclear Power Plant drill, including coordination of Extend of Play between Wake County agencies and State/Federal officials.
- Made improvements to the automated Tier II reporting system, which is able to accurately and efficiently compile information on locally stored hazardous materials utilizing this automated system. This system is unique to the State of North Carolina.
- Secured Homeland Security grants totaling \$3,756,327. Grants were used to acquire personal protective equipment for all Wake County Law Enforcement and EMS personnel, to develop a Tactical Communications vehicle, to purchase equipment and provide

PUBLIC SAFETY

(Emergency Management cont'd)

training for enhanced HazMat services, to update USAR services, and to assist in the development of Public Health, Public Works and local hospital Emergency Operation Plans.

Issues for FY 2006

In FY 2006, Emergency Management will continue to promote government and private sector coordination, collaboration, communication and cooperation through joint trainings, exercise sessions, and demonstrations in accordance with the guidelines established by the Domestic Preparedness Task Force Steering Committee. This includes continuation of Metropolitan Medical Response System (MMRS) planning and implementation, which unites medical and other support communities to better respond to a significant medical emergency in the region. It also includes the establishment of a training/exercise program to address the needs of Local Emergency Response/Domestic Preparedness capabilities. Finally, the division will develop programs to provide training, equipment and educational opportunities to meet the needs of the public safety community, while following Federal and State Homeland Security requirements and guidelines.

Emergency Management will continue its efforts to lead emergency responders in acquisition and use of communications technology. In FY 2006, Emergency Management will upgrade the logging recorder system for the 800 MHz Trunked Radio System. The new system, to be operated by the City of Raleigh in the Emergency Communications Center, will accommodate 800 MHz trunked radio voice recordings, provide database search capabilities, and permit remote access to logging recorder databases.

Horizon Issues

In the future, Emergency Management will continue its effort to meet the needs of the Local Emergency Response/Domestic Preparedness response providers by organizing training opportunities, procuring

equipment, and maintaining plans, shared equipment and other resources. It will also focus on its core mission to ensure consistency in hazard planning between municipal, county and state efforts. To this end, Emergency Management will assist two municipalities each year in updating their emergency plans. In addition, Emergency Management will plan for major emergencies involving weather and other natural and technological events and hazards, assist municipalities by providing protective actions for affected populations, and assist in the orchestration of emergency response activities throughout the incident and during the recovery phase.

PUBLIC SAFETY

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 4: Emergency Management

Key Objectives:

- Maintain and improve the Wake County Radiological Emergency Response Plan for Harris Nuclear Power Plant.
- Ensure chemical emergency planning & SARA Title III compliance throughout Wake County.
- Improve the abilities of the county medical community to respond to an incident of mass destruction
- Manage and maintain emergency radio equipment and tower sites to provide effective operability throughout the year.
- Plan for major emergencies involving weather and other natural and technological events and hazards and provide protective actions for affected populations.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Emergency Operations Center exercises and drills	5	6	3	4	3
Effectiveness:					
Rating percentage of emergency management programs, plans and/or procedures above average	90%	93%	90%	90%	90%

PUBLIC SAFETY

Division Summary - Administration

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	235,831	278,576	286,402	287,043
Operating Expenses		1,199,184	1,152,006	1,184,113	1,303,076
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,435,015	1,430,582	1,470,515	1,590,119
Intergovernmental Revenues	\$	347,891	345,455	345,455	342,915
Fee & Other Revenues		32,798	30,562	30,562	35,350
Revenue Totals	\$	380,689	376,017	376,017	378,265
Number of FTEs		3.00	4.00	4.00	4.00

Administration Purpose and Goals

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.

The goal of the administrative division is to provide management support services to the Department's operating divisions, allowing public safety services to be delivered in the most effective and efficient manner possible to people in Wake County. To accomplish this goal, the administration division works to maintain and enhance service delivery systems that work, identify and incorporate innovations, efficiencies, partnerships and collaboration that improve service, encourage and support continuing education while complying with relevant local, state and federal laws and rules.

Criminal Justice Planning identifies detention population segments that could, with court approval, be supervised in the community, with the overall goal of reducing the population of the detention facility. The success of the programs is evaluated in terms of cost avoidance, where each day a detainee is not locked up in detention, the community avoids the cost of detention (currently \$68.00/day) and, on a larger scale, the cost to build and operate additional jail space when a facility reaches capacity.

Major Accomplishments

- Re-bid the Criminal Justice Planning Partnership program at the Wake Criminal Justice Resource Center to better meet the needs of the affected population
- Performed data extraction to enable quantifiable analysis of the effect of retention reduction programs such as Pre-Trial Release, Electronic Monitoring and Free the People

PUBLIC SAFETY

(Administration cont'd)

- Oversaw implementation of new data technologies and communications, such as 800 Megahertz and Computer Aided Dispatch
- Formed partnerships with local governments and authorities to operate and maintain data and communication systems

Issues for FY 2006

In FY 2006, the Criminal Justice Planner will identify strategies to address trends shown in the data analysis. These may include implementation of “single point” screening of all arrestees for appropriate pretrial release or deferred prosecution programs, and implementation of “Free the People II” to identify and process those detention cases appropriate for quick disposition.

Other efforts in FY 2006 include working to expand public training courses at the Firearms Training Center and hiring a communications manager to maintain and operate the County’s 800 MHz communication system.

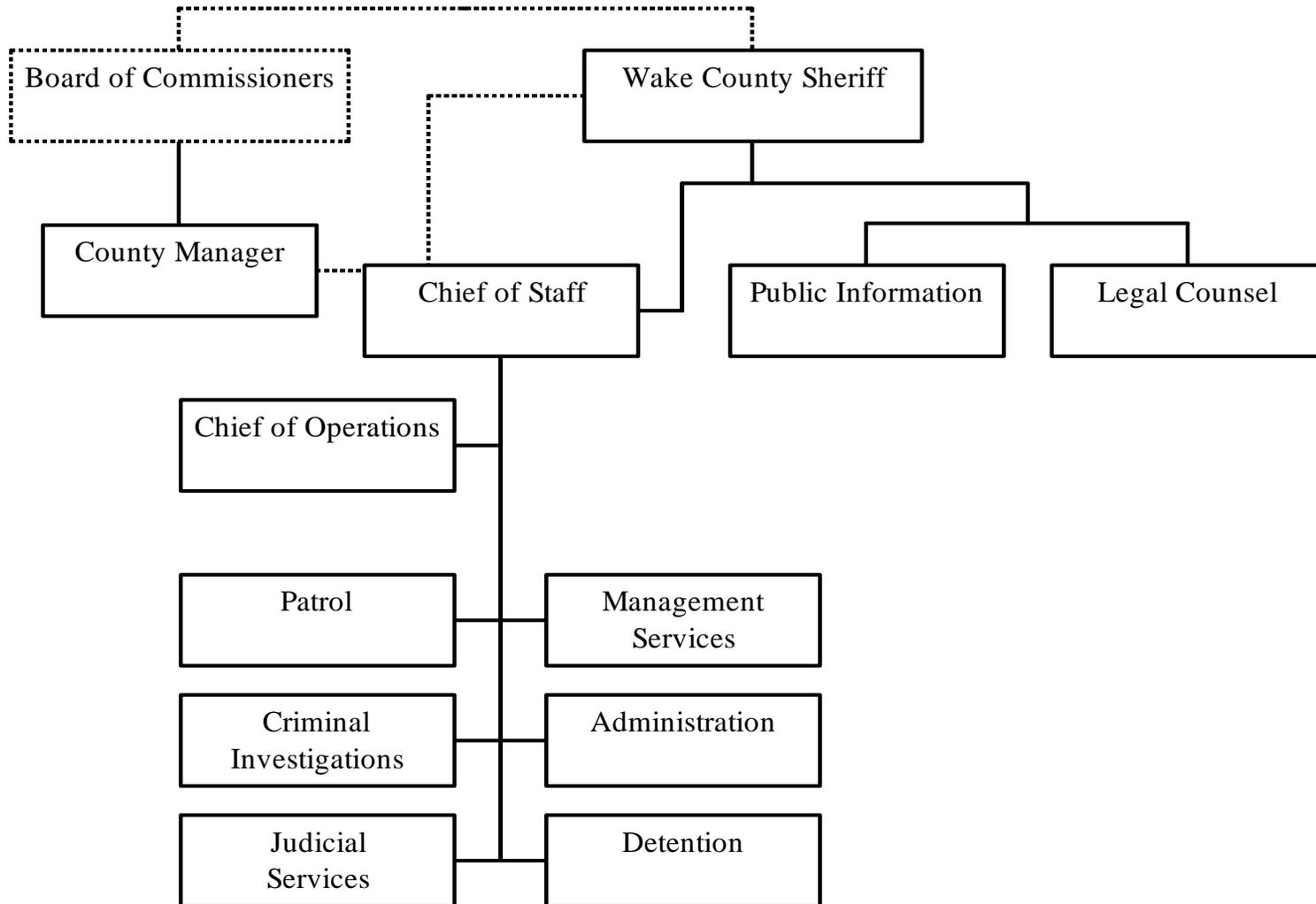
Horizon Issues

In the future, Criminal Justice Planning staff will pursue the implementation of a data storage and retrieval system to be available to and shared by all city, county and state criminal justice agencies. The lack of such resource is an impediment in the effort to plan for the future needs of the criminal justice system. In addition, staff will continue utilizing data on individuals arrested and processed through detention and the courts, and develop profiles of persons arrested and charges.

The administrative division will continue to pursue policy and practices that directly affect the health, safety and welfare of the people of Wake County. These include the implementation of advanced technologies in emergency communications and response, additional training for staff

and citizens, and the coordination of efforts among emergency service providers throughout Wake County and the greater Triangle region.

OFFICE OF THE SHERIFF



OFFICE OF THE SHERIFF

Department Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	32,382,482	33,776,827	34,686,530	37,498,213
Operating Expenses		9,598,063	9,947,433	10,237,692	11,351,103
Capital Outlay		131,280	278,000	378,257	142,500
Expenditure Totals	\$	42,111,825	44,002,260	45,302,479	48,991,816
Intergovernmental Revenues	\$	1,038,911	751,110	1,202,365	689,400
Fee & Other Revenues		4,838,554	3,524,500	3,519,500	3,387,000
Revenue Totals	\$	5,877,465	4,275,610	4,721,865	4,076,400
Number of FTEs		648.00	648.00	653.00	774.00

Department Purpose and Goals

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County, being elected by the voting citizens of Wake County. The Sheriff has jurisdiction throughout the county including both the incorporated and the unincorporated areas. This office provides primary law enforcement for the unincorporated areas of the county. Public safety of citizens is a high priority of any local government. Wake County is no exception to this assumption. As the population of the County grows, demands for Sheriff Office services increase also. The Sheriff and his staff are dedicated to the philosophy that “serving the citizens is a privilege and not a right; it is the duty of all employees to serve all of the citizens of this county to the best of one’s ability; serving these citizens is and will always be the purpose of the organization.” The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

There are five organizational divisions: administration, judicial services, patrol, investigations, and detention. For budgetary purposes, detention is a separate account while the other four divisions are consolidated into one “law enforcement” budgetary account. Assignment of deputies to various organization divisions in law enforcement is dynamic as rotations occur frequently.

OFFICE OF THE SHERIFF

Division Summary - Law Enforcement

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	19,481,121	20,545,761	21,206,228	21,287,059
Operating Expenses		4,707,899	5,408,508	5,629,048	5,840,618
Capital Outlay		81,437	178,000	278,257	37,500
Expenditure Totals	\$	24,270,457	26,132,269	27,113,533	27,165,177
Intergovernmental Revenues	\$	1,024,891	756,110	1,202,365	669,400
Fee & Other Revenues		896,198	746,500	746,500	1,300,000
Revenue Totals	\$	1,921,089	1,502,610	1,948,865	1,969,400
Number of FTEs		374.00	374.00	380.00	382.00

Law Enforcement Purpose and Goals

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 investigations of criminal activity, and transports involuntarily committed persons to mental health institutions located outside Wake County.

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 limits of Raleigh and Wake Forest. These officers are considered as vital resources in the safety and security of students, faculty and staff of the Wake County Public School System. The School System shares in the cost of this service.

The Sheriff's Office is responsible for serving civil and criminal processes issued by the courts. The service of this process includes arresting persons and bringing them before the courts, seizing and selling personal and real property to satisfy court judgments, and evicting tenants to return possession of premises to landlords.

The Sheriff also is responsible for courtroom security in the twenty-six 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.

Other duties of the Sheriff's Office include:

- Issuing pistol purchase permits and concealed handgun carry permits
- Register sexual offenders and predators residing in Wake County (including investigating their current address)

OFFICE OF THE SHERIFF

- Register video poker games located within the county
- Issue parade and picketing permits in the unincorporated areas of the county

Major Accomplishments

- Completion of 800 MHz radio implementation in communications center
- Implementation of first phase of use of StopStick® apparatus for apprehending those trying to elude arrest
- Reorganized warrant business practices to increase efficiency and timely search or issuance of warrants
- Increased patrol activity of building and community checks
- Expanded K-9 drug sweep program in cooperation with Wake County Public School System
- Established new 12-week field training officer program for officers with limited field experience
- Reorganized domestic violence office business practices to improve 50B orders to DCI
- Tested and evaluated the pilot “County Fleet Operations Gas Card” program
- Active civil process papers in the field for service maintained below benchmark of 750 on average (prior to 2004, the numbers were above 1000)
- Reorganized civil process administrative functions to meet the goal of entering all process into the automated database within 8 working hours of receipt
- Established a Homicide Cold Case Unit tasked with the responsibility of investigating or re-investigating homicide cases that have been unsolved for long periods of time.
- Established Sheriff’s Traffic Observation Patrol (STOP) team with the purpose of reducing traffic related deaths and injuries (caused by substance abuse) and reduce criminal activity in targeted areas
- Began implementation of home fleet for judicial services deputies

Issues for FY 2006

- Develop 3 to 5 year business plan
- Expand K-9 team to 10
- Expand home fleet for judicial services deputies
- Improve automation system for better data management
- Pursue data management sharing with other law enforcement agencies in the region
- Implementation of a salary administration plan that will make law enforcement officers pay competitive with other jurisdictions

Horizon Issues

- Construct new training facility
- Expand Special Response Team to respond to high-risk crisis events and to support investigations personnel

OFFICE OF THE SHERIFF

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Law Enforcement

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Calls for service	47,660	48,500	N/A	50,000	N/A
Warrants, Summons, Orders for Arrest	10,087	10,600	N/A	11,500	N/A
Arrests made	5,619	5,900	N/A	6,200	N/A
Number of open investigations	5,307	5,500	N/A	5,800	N/A
Civil papers for service received & processed	86,424	88,500	N/A	91,000	N/A
Concealed handgun permits processed	609	710	N/A	800	N/A
Pistol permits processed	10,170	9,000	N/A	9,000	N/A
Sex offenders registered	107	100	N/A	100	N/A
Video poker games registered or moved	66	130	N/A	100	N/A
<i>Effectiveness:</i>					
Response time (received to dispatch)	6.5 min.	4.7 min.	4.5 min.	4.25 min.	4.0 min.
Response time (dispatch to arrival)	10.4 min.	8.5 min.	8.5 min.	8.25 min.	8.0 min.

OFFICE OF THE SHERIFF

Division Summary - Detention

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Personnel Services	\$	12,901,361	13,231,066	13,480,302	16,211,154
Operating Expenses		4,890,163	4,538,925	4,608,644	5,510,485
Capital Outlay		49,843	100,000	100,000	105,000
Expenditure Totals	\$	17,841,367	17,869,991	18,188,946	21,826,639
Intergovernmental Revenues	\$	14,020	0	0	20,000
Fee & Other Revenues		3,942,356	2,773,000	2,773,000	2,087,000
Revenue Totals	\$	3,956,376	2,773,000	2,773,000	2,107,000
Number of FTEs		274.00	274.00	273.00	392.00

Detention Purpose and Goals

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff is responsible for keeping and maintaining two separate detention facilities: the Public Safety Detention facility and the Hammond Road Detention Annex. The Sheriff also transports prisoners to and from court appearances to the various units for the North Carolina Department of Corrections across the state, and to and from other sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, a full-time nursing staff on duty twenty-four hours each day, and through contracts with external medical providers.

Major Accomplishments

- Trained 250 staff in gang identification & management of gang members while in custody
- Expanded segregation housing by converting use of housing space from general population housing to properly manage a growing number of violent gang members
- Developed and adopted new procedures manual for facilities operations
- Designed and implemented a new 3-week training program for all new staff to familiarize staff with operations and policy/procedures
- Reorganized bonding area by adding a new workstation to permit two inmates to be processed at one time
- Completed painting administrative and support areas and inmate housing areas on the 6th, 7th, 8th, and 9th housing floors using inmate labor
- Placed an officer on a new duty post in the Public Safety Center

OFFICE OF THE SHERIFF

Detention (cont'd)

- lobby to handle the public's questions regarding inmate information to improve security and operations in the control room
- Implemented new wrist band identification system for both confinement facilities to assist staff in identifying inmates being released
- Reduced overtime expenditures by modifying work schedules

Issues for FY 2006

- Phase 1B of the Hammond Road confinement facilities will open during the fiscal year

- Training for 121 new employees to staff new facility
- Control cost of inmate medical care
- Develop facility process and procedure manual for Phase 1B

Horizon Issues

Phase 1B is expected to be fully operational in FY2006. Current projections are that this facility will be at capacity in FY2007-2008, causing need for Phase 2 to be under construction

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Detention

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<i>Workload (Output):</i>					
Average Daily Population	1,138	1,050	N/A	1,250	N/A
Detainees processed	28,000	29,000	N/A	29,000	N/A

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DEBT SERVICE

Fund Summary - Debt Service

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Bond Principal	\$	61,348,461	70,642,456	70,642,456	70,480,946
Bond Interest		40,849,704	47,211,252	47,211,252	48,758,825
Bond Fees and Issuance Costs		162,028	532,000	532,000	1,182,001
Reserved for Future Debt Service		0	0	0	2,049,228
Expenditure Totals	\$	102,360,193	118,385,708	118,385,708	122,471,000
Transfer from General Fund - Ad Valorem Tax	\$	83,655,000	97,453,000	97,453,000	95,271,000
Transfer from General Fund - Sales Tax		16,693,000	17,785,000	17,785,000	18,737,000
Transfer from Major Facilities Fund		0	991,000	991,000	991,000
Transfer from Fire Tax District		0	0	0	472,000
Interest Income		3,023,199	2,156,708	2,156,708	7,000,000
Revenue Totals	\$	103,371,199	118,385,708	118,385,708	122,471,000
Number of FTEs		0.00	0.00	0.00	0.00

Debt Service Expenditures by Entity

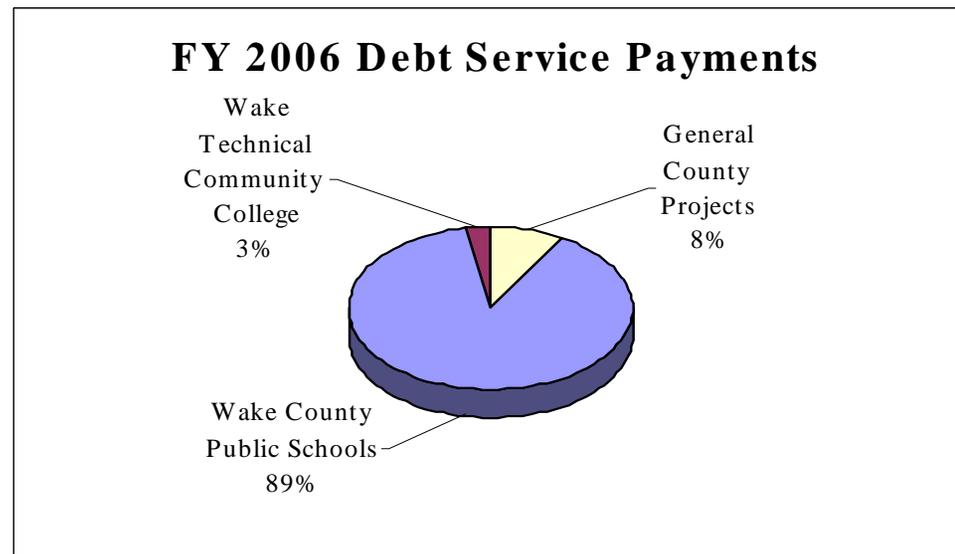
		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Wake County Public School System	\$	92,793,424	104,677,115	104,677,115	107,027,252
Wake Technical Community College		4,356,471	3,559,265	3,559,265	3,458,551
Wake County Government		5,210,298	10,149,328	10,149,328	9,935,969
Reserved for Future Debt Service			0	0	2,049,228
Expenditure Totals	\$	102,360,193	118,385,708	118,385,708	122,471,000

DEBT SERVICE

Wake County issues long-term debt under Constitutional and Legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assess the future impact of plan variables, is a strong management tool that is key to Wake County's continued success as a "AAA" government, as determined by the three rating agencies.

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, 2005 the outstanding general obligation principal indebtedness of the County totals \$1.05 billion. During fiscal year 2005 the County replaced portions of the 1996, 1997, 2000, 2001B bonds with new bonds producing net present value savings of \$5.8 million.

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 2004 totaled \$119,239,771.



DEBT SERVICE

Debt Policies

The ability of Wake County to issue debt in the market place with a AAA bond rating saves the citizens millions of dollars by allowing the County to issue debt with a lower interest rate than non-AAA units.

Debt Planning Guidelines

Provide capital facilities as needed.

Preserve the County's AAA bond rating.

Ensure sufficient flexibility to meet future obligations and take advantage of opportunities.

The County will maintain a debt affordability model that assesses the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.

The County will maintain a CIP budget planning cycle of at least seven years. This will provide management the ability to plan and fund needed capital facilities.

The following revenues are dedicated to the CIP model:

16.5 cents of the property tax;

The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital;

Any federal, state or local grants that are used for capital improvement;

Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income to the Debt Service Fund, which it uses to account for all its debt service payments. This dedication matches interest earnings on investments with interest expense on variable rate debt as economic conditions vary.

Debt Service Guidelines

Many ratios and rankings are reviewed by the rating agencies. The

County does not directly control most of the economic indicators used by the rating agencies, such as per capita wealth, growth of the labor force and unemployment rates; however, several are controlled by management and are addressed below. The County will compute the following debt calculations each year and benchmark against other AAA-rated units. When available, statistics are included with ratios from the 37 AAA-rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's Capital Improvement Plan.

Guideline 1: The Debt Service Fund will maintain a fund balance that is no less than the subsequent fiscal year's debt service payments through November. This limitation currently represents 19% of debt service payments. **The debt model currently meets this guideline.**

Guideline 2: The County's seven-year capital plan should be funded with debt funding comprising 70% - 85% of the total funding; cash ("pay-as-you-go") funding should make up the remaining 15% - 30%. Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when construction payments are due. A pay-as-you-go component to the capital program is a significant element that contributes to the financial integrity of the County and its ability to maintain a AAA bond rating. **The debt model currently meets this guideline.**

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed 25% of the County's total outstanding debt. The concept of this management tool is that the County matches interest income from investments with interest expense on the variable rate debt in the debt service fund. These revenue and expenditure (or asset and liabilities) move in the same direction as they react to market conditions. This concept is used by many "AAA" units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. This ratio was recently raised to 25% from 20% as a result of the County's plans to issue short-term variable rate debt to finance construction cost over the next two years. Careful study of the County's strong investment hedge and conversations with financial ad-

DEBT SERVICE

visors determined that there was minimal risk to the County. The delay of issuance of fixed rate debt will increase the Counties ratio to 25% of the next several years. Current plans have the County issuing fixed rate debt in FY 2008 which will drop this ratio back to 20%. **Wake County currently has 21.3% in variable rate debt.**

Guideline 4: The average AAA- rated entity repays 70% of bond principal within 10 years, one of the factors considered by the rating agencies. **Wake County will have 66% of bond principal paid within 10 years.**

	AAA Rated Counties				
	Wake	Average	Median	High	Low
Net Debt per capita	\$1,478	\$1,959	\$2,074	\$4,509	\$215

Guideline 5: The amount of general obligation net debt (including municipal net debt) per capita should be consistent with other AAA units. Per capita debt is considered to be a basic benchmark that depicts a jurisdiction's burden on the general population. Net per capita debt at June 30, 2004 was \$1,478 and will be monitored annually.

	AAA Rated Counties				
	Wake	Average	Median	High	Low
County and municipal debt as a percentage of tax base	1.9%	2.3%	2.0%	6.1%	0.1%

Guideline 6: The combined County and municipal debt should not exceed four percent of the countywide tax base. Based on historical funding levels as well as standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general obligation debt that exceeds four percent of the 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 such as exist in Wake County. As of June 30,

2004, the combined debt was approximately \$1,312 million or 1.9% (percent) of the countywide tax base.

Guideline 7: Wake County government's net outstanding debt should not exceed 2.5% of the countywide tax base. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. Consistent with the County's desire to maintain a AAA bond rating, Wake County has adopted 2.5% as a guideline. **The County's debt per assessed valuation is currently at 1.57%.**

Guideline 8: Wake County's annual debt service payments should not exceed 20% of the general fund and debt service budget.

The County's annual debt service payment will not exceed 20% of the General Fund and Debt Service Fund budgets. (Note: Divide total annual debt service payments by the totals of the General Fund expenditure budget plus the Debt Service Fund expenditure budget, less the transfer between the two funds.) This computation is a ratio that rating agencies use to judge the government's ability to make debt payments and to continue to respond to operating priorities. As of June 30, 2003 Wake County's debt service payments were 12.3% of the general and debt service fund budgets.

DEBT SERVICE

Schedule of Long-Term Debt Maturities and Annual Debt Service Requirements for Governmental Activities June 30, 2004

Bonded Debt Fiscal Year Ended June-30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2005	\$ 61,225,233	102,880,190	8,474,767	12,583,055	69,700,000	115,463,245
2006	61,194,540	98,646,620	8,390,460	12,305,284	69,585,000	110,951,904
2007	61,929,089	97,355,802	7,570,911	11,105,569	69,500,000	108,461,371
2008	61,959,865	96,014,140	7,540,135	10,727,684	69,500,000	106,741,824
2009	62,049,903	93,959,100	7,550,097	10,392,370	69,600,000	104,351,470
2010	61,959,865	90,987,136	7,540,135	10,044,635	69,500,000	101,031,771
2011	62,338,539	88,488,385	7,161,461	9,328,386	69,500,000	97,816,771
2012	63,946,756	87,242,789	6,353,244	8,188,297	70,300,000	95,431,086
2013	64,134,256	84,386,219	6,165,744	7,698,627	70,300,000	92,084,846
2014	63,434,256	80,668,328	6,865,744	8,117,768	70,300,000	88,786,096
2015-2019	333,601,365	376,681,835	20,173,635	22,390,057	353,775,000	399,071,892
2020-2022	70,000,000	72,100,822	1,650,000	1,791,625	71,650,000	73,892,447
Total Bonded Debt	\$ 1,027,773,667	1,369,411,366	95,436,333	124,673,357	1,123,210,000	1,494,084,723

Other Long-Term Debt

Total capitalized leases, clean water revolving loans, installment purchases, and qualified zone academy bonds:

2005	\$ -	-	1,359,070	1,604,479	1,359,070	1,604,479
2006	-	-	1,260,168	1,547,258	1,260,168	1,547,258
2007	-	-	1,268,952	1,534,524	1,268,952	1,534,524
2008	-	-	1,024,972	1,258,827	1,024,972	1,258,827
2009-2013	-	-	4,984,685	5,772,307	4,984,685	5,772,307
2014-2017	-	-	2,616,582	2,715,016	2,616,582	2,715,016
Total Other Long-Term Debt	-	-	12,514,429	14,432,411	12,514,429	14,432,411
Total Long-Term Debt	\$ 1,027,773,667	1,369,411,366	107,950,762	139,105,768	1,135,724,429	1,508,517,134

DEBT SERVICE

Computation of Legal Debt Margin

Total Assessed Value	\$ 68,427,053,895	
Less: Current Year Abatements	<u>(437,525,662)</u>	
Assessed Value of Taxable Property		<u>\$ 67,989,528,233</u>
Debt Limit - Eight Percent (8%) of Assessed Value		5,439,162,259
Amount of Debt Applicable to Debt Limit:		
Total Bonded Debt		<u>1,123,210,000</u>
Legal Debt Margin		<u>\$ 4,315,952,259</u>

HOUSING AND COMMUNITY REVITALIZATION

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Intergovernmental Revenues	\$	3,362,026	2,804,280	3,049,486	2,727,910
Fee & Other Revenues		1,263,954	1,155,553	1,222,553	1,155,553
Revenue Totals	\$	4,625,980	3,959,833	4,272,039	3,883,463
Personal Services	\$	508,864	477,593	476,348	491,376
Operating Expenses		5,335,251	3,482,240	3,798,353	3,392,087
Capital Outlay		60,000	0	-2,662	0
Expenditure Totals	\$	5,904,115	3,959,833	4,272,039	3,883,463
Number of FTEs		8.50	8.50	7.50	7.50

Fund Purpose and Goals

Affordable housing continues to be a great need in Wake County. According to the Karnes Report, a study on housing and housing affordability in Wake County, there is currently a need for 25,000 units of housing affordable to families earning at or below \$30,000 per year. This gap is estimated to increase to 29,500 units by 2007. Housing and Community Revitalization (HCR) has an annual budget of approximately \$3.8 million from federal and local sources that it uses to fund programs in Wake County. These programs serve families earning at or below \$30,000 per year, increase the supply of affordable housing, and make neighborhood improvements.

Priority Populations

The following population groups will be given top priority for funding over the next five years (2005-2010) because they have the greatest need:

- Homeowners earning at or below \$30,000 per year;
- Renters earning at or below \$30,000 per year;
- Homeless individuals and families;
- Non-homeless individuals and families with special needs.

Programs & Target Populations

Homeowner rehabilitation:

- Preserves existing housing for low-income homeowners

Adding new affordable housing units provides housing for:

- Renters earning at or below \$30,000/year
- Homeless individuals and families
- Non-homeless individuals and families with special needs

Providing short-term rental assistance:

- Provides access to housing for working families and individuals who are transitioning from homelessness

Funding public facilities improvements in low-income neighborhoods

- Supports the development of affordable housing and improves low-

HOUSING AND COMMUNITY REVITALIZATION

income neighborhoods

Major Accomplishments

Homeowner Rehabilitation

- Twenty-two homeowner rehabilitations
- Twenty-one emergency grant repairs

New Affordable Housing Units

- Ninety rental units under contract
- Eighteen single-family units under contract

Affordable Housing Vouchers

- Ten vouchers are subsidizing rent for working families transitioning from homelessness

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Housing and Community Revitalization

Key Objectives:

- Families can graduate from homelessness and find safe, decent affordable housing in Wake County

Public Facilities

The following projects are underway:

- Sidewalk in Fuquay-Varina
- Sidewalk in Wake Forest

Issues for FY 2006

- Thirty households assisted by the Homeowner Rehabilitation program
- Ten households assisted by the Emergency Grant program
- Ninety-eight affordable housing units produced
- Thirty families will use affordable housing vouchers
- Five low-income neighborhoods, comprised of 564 families, assisted by public facilities improvements

- Very low-income families can access safe, decent affordable housing in Wake County

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Homes Rehabilitated (Homeowner Rehabilitation/Emergency Grant Program)	28 families	36 families	30 families	30 families	30 families
Additional Rental Units	149 families	120 families	75 families	100 families	100 families
Affordable Housing Vouchers	-	10 families	30 families	30 families	30 families
Public Facilities Improvements	268 families	336 families	604 families	500 families	500 families

CAPITAL AREA WORKFORCE DEVELOPMENT

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Intergovernmental Revenues	\$	4,719,569	N/A	4,430,425	N/A
Fee & Other Revenues		0	N/A	0	N/A
Revenue Totals	\$	4,719,569	0	4,430,425	0
Personnel Services	\$	1,039,844	N/A	1,196,464	N/A
Operating Expenses		3,679,725	N/A	3,233,961	NA
Expenditure Totals	\$	4,719,569	0	4,430,425	0
Number of FTEs		9.55	9.55	13.55	13.55

Fund Purpose and Goals

The Capital Area Workforce Development fund was established to account for U.S. Department of Labor and North Carolina 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 Job-Link Career Centers, part of the national network of one-stop career service centers. Twenty-four boards serve North Carolina's 100 counties. Capital Area has the larg-

est 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 459,000 and there are 25,000+ employer locations.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follows federal and state appropriations and are received throughout the year. Amendments to the project ordinance to include new funds are periodically presented to the Board of Commissioners.

CAPITAL AREA WORKFORCE DEVELOPMENT

Major Accomplishments

- Implemented the “Going Home Initiative”
- Opened first JobLink Business Center in the State of North Carolina
- Implemented the Incumbent Workforce Development Program
- Staffed Workforce Investment Act (WIA) Resource Coordinators at the Eastern and Southern Regional Centers
- Developed and implemented follow-up goals and procedures
- Developed relationships with key businesses and employers
- Received incentive funds for exceeding 16 of 17 performance measures in FY03
- Became the first level two Job-Link in the state

Issues for FY 2006

- Implementation of new WIA legislation and transition to JTIA requirements
- New performance measures (common measures) calculations for 2005 and requisite training
- Enhance Job-Link Centers system with more integration and co-location
- Obtain funding to keep WIA Resource Coordinators
- Renew Job-Link Memoranda of Understanding with partner agencies
- Revisit operator designation
- Manage youth WIA contracts
- Manage Adult/Dislocated Workers WIA contracts
- Obtain additional incumbent worker funding continuing the process
- Provide training for common measures

Horizon Issues

- Begin application process for Board to obtain 501-C3 status.
- Board Website Development
- Obtain continued funding for accountability specialist from NC Dept. of Commerce, Division of Employment & Training
- Enhance WDB connection to Economic Development
- Implement industry sector approach to Healthcare Workforce Development
- Re-charter Job-Link Career Centers at higher levels (FY07)
- Achieve total integration and co-location by all partner agencies

MAJOR FACILITIES

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2006 Adopted Budget
Occupancy Tax Proceeds	\$	10,269,466	10,483,000	11,340,000
Prepared Food & Beverage Tax Proceeds		11,833,774	12,119,000	13,589,000
Other Revenues		58,029	0	0
Revenue Totals	\$	22,161,269	22,602,000	24,929,000

City of Raleigh Hold-back from the Occupancy Tax Proceeds	\$	507,329	508,425	549,990
Town of Cary Hold-back from the Occupancy Tax Proceeds		680,000	680,000	680,000
Allocation to the Greater Raleigh Convention & Visitors Bureau		2,743,896	2,789,377	2,997,200
Allocation to the City of Raleigh for Discretionary Projects		1,000,000	1,000,000	1,000,000
Debt Service on Five County Stadium		991,000	991,000	991,000
Allocation for Construction of the New Convention Center		10,939,191	7,175,961	8,763,621
Operating Support for the Centennial Authority		1,223,729	1,303,830	1,444,376
Debt Service on the RBC Center Construction		4,970,413	5,209,000	5,208,422
Reserve for Future Projects		0	1,266,346	1,546,521
Transfer to the General Fund, Admin. Fee for Occupancy Tax		308,417	314,490	340,200
Transfer to General Fund, Admin fee for Prepared Food & Bev.		354,208	363,571	407,670
Transfer to the County's CIP Fund for Discretionary Projects		1,000,000	1,000,000	1,000,000

Expenditure Totals	\$	24,718,183	22,602,000	24,929,000
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Fund Purpose and Goals

Proceeds from the Occupancy and Prepared Food and Beverage taxes are allocated, according to State statutes, to participating governmental agencies and jurisdictions for the purpose of promoting tourism in the County. The fund was created in 1992 with proceeds from occupancy taxes. The next year, the fund began collecting prepared food and bev-

erage taxes. Please see the distribution of tax proceeds planned for fiscal year 2006 in the table above.

Major projects have been funded in the past via interlocal agreements between the City of Raleigh and Wake County. These projects include the RBC Center, Exploris Museum and IMAX Theater, the Raleigh Convention Center renovation, Five County Stadium, BTI Performing

MAJOR FACILITIES

Arts Center, SAS Soccer Complex, NC Museum of Natural Sciences American Tobacco Trail Park and Yates Mill Pond Park. The ninth amendment to the inter-local agreement between the City of Raleigh and Wake County provides funding from the major facilities fund for the construction of a new \$192 million convention center to be built in downtown Raleigh. Ground was broken on April 8, 2005 and completion is planned for October 2008.

Issues for FY 2006

Proceeds from the taxes are expected to grow by 7% for the prepared food and beverage and by 5% for the occupancy in fiscal year 2006. The projected growth reflects the most recent results from tax proceeds in fiscal year 2005. The ninth amendment to the inter-local agreement between the City of Raleigh and Wake County allocates 85% of funds not committed to other projects to the construction of the new convention center. The remaining 15% is currently being held in reserve for future projects.

EMERGENCY 911

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Intergovernmental Revenues	\$	1,123,702	1,219,722	1,219,722	1,232,400
Fee & Other Revenues		0	0	0	0
Revenue Totals	\$	1,123,702	1,219,722	1,219,722	1,232,400
Personal Services	\$	0	0	0	0
Operating Expenses		962,950	1,219,722	1,219,722	1,232,400
Expenditure Totals	\$	962,950	1,219,722	1,219,722	1,232,400
Number of FTEs		0.00	0.00	0.00	0.00

Fund Purpose and Goals

The 911 fund collects revenue from a 25 cent surcharge on telephone bills. Funds must be used to maintain or enhance the County's 911 system. The majority of funds pay for the processing of 911 calls, while remaining funds are used for system improvements. The adopted budget includes no changes to the surcharge rate.

REVALUATION RESERVE

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Recommended Budget
Transfer from General Fund	\$	975,000	975,000	975,000	975,000
Investment Income		25,217	0	0	70,262
Revenue Totals	\$	1,000,217	975,000	975,000	1,045,262
Contracted Services	\$	1,191,637	975,000	975,000	1,045,262
Other Operating Expenses		921	0	0	0
Expenditure Totals	\$	1,192,558	975,000	975,000	1,045,262
Number of FTEs		0.00	0.00	0.00	0.00

Fund Purpose and Goals

Chapter 105, Section 286 of the North Carolina General Statutes requires counties to reappraise taxable real property at least every eight years. Wake County's last revaluation was effective January 1, 2000, and the next revaluation will be effective January 1, 2008. To pay for these revaluations, Chapter 153A, Section 150 requires the County to establish a revaluation reserve fund. This law requires an eight-year budget to be adopted immediately following the effective date of a revaluation in order to fund the next such revaluation. The budget includes the total projected amount needed for the revaluation and eight annual amounts that the County will set aside during the years of the octennium. State law further provides for the annual review of the budget to determine whether there is a material change in the cost projected for the next revaluation, with amendments to the plan adopted by the Board of Commissioners as deemed appropriate. Amounts depos-

ited into the revaluation reserve fund may not be used for any purpose other than the revaluation of real property.

Wake County's last revaluation was effective January 1, 2000, and the next revaluation will be effective January 1, 2008.

Major Accomplishments

- 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.

REVALUATION RESERVE

- The department continues to work to refine the module that assists in the revaluation process, Computer-Aided Mass Appraisal (CAMA). The development of this module is being funded from the revaluation reserve fund and is scheduled for completion in time for the 2008 revaluation process.

Fund Financial Summary

- Fund balance at June 30, 2004 was \$1.88 million.
- The County has transferred \$975,000 annually into the fund since FY 2001, which will provide \$7.8 million over the eight-year period for the 2008 Revaluation. Additionally, these funds are projected to generate approximately \$437,000 in interest earnings to be applied toward the cost burden.

Projected Revenue and Expenditures for the 2001 - 2008 Octennium Revaluation				
	FY01-06 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
Transfer from General Fund	\$ 5,850,000	975,000	975,000	See
Investment Income	\$ 310,278	71,539	55,584	Note
Revenue Totals	\$ 6,160,278	1,046,539	1,030,584	-
Contracted Services	\$ 3,277,003	1,806,000	1,608,000	402,000
Other Operating Expenses	62,771	37,059	167,059	41,765
Expenditure Totals	\$ 3,339,774	1,843,059	1,775,059	443,765
<i>Annual Surplus (Deficit)</i>	<i>\$ 2,820,503</i>	<i>(796,520)</i>	<i>(744,475)</i>	<i>(443,765)</i>
Prior Year Ending Fund Balance	<u>1,112,310</u>	<u>2,384,623</u>	<u>1,588,103</u>	<u>843,627</u>
Fund Balance at June 30	\$ 2,384,623	\$ 1,588,103	\$ 843,627	\$ 399,863

Note: The FY09 General Fund Transfer will be designated towards the subsequent Revaluation. As such, it is not shown here.

FIRE TAX DISTRICT

FY 2006 Fire Tax District Budget Revenues and Expenditures

	FY 2004 Actual	FY 2005 Adopted Budget	FY 2006 Adopted Budget
Revenues			
Fire Tax Revenue	\$		
Operating	11,646,905	11,546,800	12,538,088
Operating--Debt Service		-	641,609
Capital	3,882,302	3,735,200	2,998,481
Subtotal--Tax Revenue	15,529,207	15,282,000	16,178,178
Compensation Study Rollover	-	115,778	-
Appropriated Fund Balance	-	707,659	425,000
Fund Balance Transfer to Capital	-	-	1,000,000
Interest	78,974	-	-
Total Revenues	15,608,181	16,105,437	17,603,178
Expenditures			
Department Appropriations			
Personnel and Operating	11,345,491	11,624,851	12,341,174
Debt Service (pre 7/1/05)		-	641,609
Subtotal--Dept. Appropriations	11,345,491	11,624,851	12,982,783
Comp. Study Implementation	-	240,227	-
Fixed Costs			
CAD Fire Costs	-	-	-
800 MHz Fire Costs	-	87,178	136,214
Toner and Voice Pager maint.	-	5,981	-
NC Forestry--Wildfire Prevention	42,671	62,000	60,700
Equipment and Fixed Assets			
Turnout Gear Program	-	150,000	225,000
Small Capital	-	150,000	150,000
Defib. And TIC program	147,507	124,220	-
Contingencies and Fire Grant Matches	-	50,000	50,000
Other	168,661	-	-
Subtotal Operating	11,704,330	12,494,457	13,604,697
Appropriation to Capital	3,652,900	3,610,980	2,526,481
Fund Balance Transfer to Capital	-	-	1,000,000
Transfer to Debt Service Fund	-	-	472,000
Subtotal Capital	3,652,900	3,610,980	3,998,481
Total Expenditures	15,357,230	16,105,437	17,603,178

FIRE TAX DISTRICT

Fire Tax Purpose and Goals

The County contracts with 19 departments to provide fire suppression and emergency services in the fire tax district. Fourteen departments are non-profit corporations and five are municipal fire departments. The fire tax district includes most of the unincorporated area of the County and the Town of Wendell. The departments use a combination of full-time staff, part-time staff, and compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, and provide fire prevention services in their districts. The 19 departments also strive to maintain high insurance ratings to save property owners on fire insurance premiums.

Major Accomplishments

- Developed Long-Range Business Plan that addresses such capital needs as apparatus and stations, and such operating issues as staffing and fund balance policies. In January 2005, the Fire Commission unanimously recommended the Plan to the Board of Commissioners, which adopted it in February 2005.
- Implemented new 800 MHz radio system.
- Completed implementation of compensation study adjustments for department personnel.
- Funding for 16 additional firefighter FTEs.
- Increase in funding for turnout gear replacement.

Issues for FY 2006

- Continue to analyze potential station closures and negotiate coverage with Raleigh and Cary. Stations currently being examined include Bayleaf #3, Falls, Wake New Hope #1, and Western Wake #1 and #2.
- Refine long-range plan for staffing.
- Analyze how departments use full-time, part-time, and volunteers to staff; determine if most cost-effective staffing patterns are used.

Horizon Issues

- Evaluate and, if approved, incorporate additional capital needs into Long-Range Business Plan. Such needs include new stations, service trucks, and breathing apparatus.
- Monitor and analyze impact of municipal annexation on fire service demand; Analyze how annexation plans affect fire tax district as a whole, and individual departments.

FIRE TAX DISTRICT

Summary of Appropriations by Department

		FY 2004	FY 2005	FY 2006
		Actual	Adopted	Recommended
			Budget	Budget
Non-Profit Departments				
Bay Leaf	\$	1,002,636	1,110,154	1,228,295
Durham Highway		712,141	734,153	795,726
Eastern Wake		987,906	1,154,329	1,278,227
Fairview		785,166	792,017	786,944
Falls		269,565	296,978	315,793
Garner		854,636	843,668	1,008,670
Hopkins		374,091	399,225	542,223
Rolesville		262,997	254,649	356,190
Stony Hill		499,261	562,773	623,928
Swift Creek		365,561	384,009	419,520
Wake Forest		241,740	259,007	299,003
Wake-New Hope		837,064	829,323	933,108
Wendell		833,956	851,590	992,462
Western Wake		582,851	622,728	650,830
Total Non-Profits	\$	8,609,571	9,094,602	10,230,918
Municipal Departments				
Apex	\$	431,282	435,628	481,983
Fuquay-Varina		960,010	990,154	1,053,260
Holly Springs		267,415	272,586	275,083
Morrisville		544,073	571,354	604,958
Zebulon		244,478	260,526	336,581
Total Municipal Departments	\$	2,447,258	2,530,249	2,751,866
TOTALS	\$	11,056,829	11,624,851	12,982,784

SOLID WASTE

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Intergovernmental Revenues	\$	722,972	790,000	800,000	951,500
Fee & Other Revenues		19,317,045	16,667,400	19,966,126	20,133,749
Revenue Totals	\$	20,040,017	17,457,400	20,766,126	21,085,249
Personal Services	\$	593,840	978,552	952,953	935,573
Operating Expenses		24,397,745	16,478,848	19,813,173	20,139,676
Capital Outlay		0	0	0	10,000
Expenditure Totals	\$	24,991,585	17,457,400	20,766,126	21,085,249
Number of FTEs		10.00	15.00	15.00	14.00

Solid Waste Purpose and Goals

The Solid Waste Management Division (SWMD) provides solid waste management services using a systems approach to meet the needs of a variety of waste generators from both municipalities and the unincorporated areas of the County. The County is the only public agency that provides disposal facilities for municipal solid waste (MSW) generated within the County, including permitting, facility maintenance, monitoring, closure and post-closure activities. The SWMD controls and manages these disposal facilities through private service contracts for the operation of the County landfill, the South Wake transfer station, and 11 convenience centers. The SWMD also manages operations contracts associated with household hazardous waste collection, landfill gas recovery, scrap tire and white goods recycling, electronics recycling, telephone book collection, a holiday recycling program and the County's new school recycling program, among others.

The SWMD also provides an array of solid waste and recovery planning services, including preparation of the Ten Year Comprehensive Waste Management Plan, long term disposal planning, disaster debris management planning, facilities / operations evaluations, and other services managed either by Division staff or under contract with consultants. Staff also provides coordination, administration services, and support to a number of task forces, advisory groups, and environmental organizations throughout the County.

The Solid Waste Management Division manages its multi-faceted role by providing leadership and coordination to the municipalities, generators, and citizens and by developing and fine-tuning a mix of these programs and services that meet their needs, consistent with the Division's overall goals.

Service Provision

- The Division provides services and facilities for MSW collection,

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recycling and disposal, disaster recovery and special waste management, as well as related information and education services.

- These services and facilities are designed and operated to ensure adequate capacity to handle all waste generated within the County. The SWMD enforces solid waste ordinances that ensure waste generators, haulers, and facility operators protect public health and the environment.
- The Division creates and distributes appropriate promotional and educational materials pertaining to waste reduction, recycling, waste collection and disposal services to all Wake County residents and businesses using a wide range of outreach methods and partnerships.
- The Division partners with the Wake County Public School System to provide both recycling opportunities and environmental education to inspire all Wake County's school students to become active environmental stewards.

Leadership and Coordination

- The SWMD provides leadership and guidance on behalf of all of Wake County citizens towards achieving the County solid waste management vision, and coordinates joint planning and decision-making efforts with all county and municipal jurisdictions.
- The Division coordinates policy-making and planning activities of the diverse municipal and private sector partners and other stakeholders in the establishment of a comprehensive, coordinated, county-wide solid waste management system through development and implementation of the countywide Ten Year Wake County Solid Waste Management Plan.
- Champions Wake County's leading the State in developing and implementing "best practices" for solid waste services and education/outreach.
- Provides Keep America Beautiful services to Wake County, including litter control and educational activities.
- Provides coordination and administration services to varied task forces and advisory groups, including the North Wake Landfill Citizens Committee, Environmental Services Committee, Environmental Stewardship Network, Solid Waste Advisory Committee and the Managers Long Term Disposal Options Committee.

The SWMD has identified five high-priority strategies for the FY2006-2008 timeframe that will allow the Division to make significant progress in meeting its objectives and overarching goals. These priority strategies are as follows:

- Continue to operate all facilities in accordance with permit requirements and customer needs.
- Secure Long Term Disposal - Provide Subtitle D disposal facility ensuring a 25-year capacity for all Wake County residents.
- Define and develop a countywide system of collection and transfer services that integrate collection services in each municipality.
- Implement the Disaster Debris Management plan and its companion Coordination Document
- Reduce Illegal Dumping and Litter - Develop and implement appropriate methods to reduce illegal disposal and comply with disposal regulations.
- Increase Appliance Recycling - Enhance white goods recycling services countywide through more efficient use of State funds.
- Establish School Environmental Stewardship - Partner with the Wake County Public Schools and other stakeholders to form a foundation for teaching and performing environmental stewardship in schools.
- Identify Post-Closure Use for North County Landfill Site - Provide leadership and coordination of a multi-stakeholder process to choose and develop post-closure land uses for North Wake Landfill site.
- Assess the needs of commercial, institutional and industrial (CII) waste generators and begin to define a system of services that would be beneficial to that sector of generators.

Major Accomplishments

- Implemented Interlocal Agreement #1 with 12 municipalities to "work in partnership to make a recommendation for long-term disposal" (adopted January 2004).
- Identified changes to the haulers' licensing and permitting program that will help with material tracking & improve hauler accountability.
- Began process of developing Interlocal Agreement #2 to partner

SOLID WASTE

- with municipalities to provide for long-term transportation and disposal of municipal solid waste.
- Developed and began implementation of a new white goods management business plan that addresses issues of funding sustainability and program efficiency, increasing County revenue by \$250,000 per year.
- Established a comprehensive recycling and environmental education program for County employees.
- Maintained 5 product stewardship partners in the electronics-recycling program and 3 product stewardship partners in the telephone book recycling program.
- Serviced 49 schools through the SWMD school paper recycling program, “Feed the Bin”, in partnership with News & Observer, and another 38 schools through the Igloo container recycling program.
- Worked with the Wake County Environmental Education & Information Providers Group to develop a lesson plan covering recycling and other environmental education topics for the “Feed the Bin” program.
- Established a Countywide Communications Team consisting of solid waste and public information staff from municipalities, the county and the state to develop comprehensive and consistent citizen awareness materials.
- Took the lead in working with the North Wake Landfill Citizens Committee and other stakeholders in developing post-closure land use recommendation.
- Reorganized staff and financial modeling for optimal program planning, development & execution.

Issues for FY 2006

- Long-Term Municipal Solid Waste Disposal and Disaster Debris Disposal.
- Definition of efficient long-term collection and transfer systems
- Continued leadership and coordination of public and private partnerships.
- Adopt new Inter-local Agreement and execute service contracts for long-term disposal.

- Obtain approval for North Wake Landfill post-closure use recommendation.
- Complete Business Plan.
- Implement Feed the Bin school recycling program at 25 Wake County Public Schools per semester.
- Complete 2006 Revision of the Ten Year Solid Waste Management Plan.
- Obtain approval for and implement new Solid Waste Ordinance / Hauler Licensing Program.
- Implement inspection program for licensed waste haulers and permitted waste facilities.

Horizon Issues

- Closure of North Wake Landfill.
- Implementation of long-term disposal option (new service contracts, new Inter-local Agreement with municipalities).
- Integration of North Wake Landfill post-closure use recommendation into the Master Plan.
- Completion of countywide solid waste management system planning.
- Implementation of new financial model for SWMD.
- Collection system changes.
- Expanding Environmental Education in WCPSS.
- Maximizing the potential of the Solid Waste Advisory Committee.

SOLID WASTE

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Facilities and Operations

Key Objectives:

- Provide an efficient, effective and sustainable waste and recyclables collection and delivery system.
- Significantly reduce illegal dumping and unsightly litter.
- Ensure long term disposal capacity within reasonable haul distance and define improved collection and transfer system.
- Ensure that the County is prepared to manage the debris from any natural disaster.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Tons of trash received at North Wake Landfill	365,326	365,824	N/A	366,323	N/A
Tons of trash received at Convenience Centers (disposal only)	43,490	41,227	N/A	39,166	N/A
Number of Household Hazardous Waste Facility customers per year	7470	8975	8975	10,783	N/A
Efficiency					
Operating cost per ton of trash delivered to North Wake Landfill	12.57	12.64	12.64	12.64	N/A
Operating cost per ton of trash delivered to Convenience Centers (disposal only)	63.10	65.96	65.96	68.92	N/A
Household Hazardous Waste Facility cost per customer	99.10	85.90	85.90	89.96	N/A
Effectiveness:					
Number of landfill notices of violation	0	1	0	0	0

Program Area 2: Environmental Education, Reduction and Recycling, and Business / Commercial Waste Management

Key Objectives:

- Provide efficient, effective and sustainable environmental education and waste reduction/recycling programs.
- Emphasize environmental education and include sustainability and stewardship concepts in all solid waste program instructions and education.
- Use outreach and education to encourage maximum utilization of waste reduction and recycling opportunities.

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Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of schools on Feed The Bin School Recycling Program	N/A	49	49	100	132
Number of external public communication pieces produced	77	80	80	90	85
Number of WCPSS students who have received recycling presentation	N/A	15,440	15,440	30,000	30,000
Number of lesson plans written	N/A	4	4	12	20
Number of organizations listed in Trash Takers	N/A	302	300	350	400
Efficiency					
Tons of paper recycled through school recycling program	N/A	122	122	200	260
School recycling program roll cart cost per ton	N/A	117.00	117.00	115.00	113.00
Effectiveness:					
Number of school recycling operational complaints	N/A	7	0	20	0
Number of positive evaluations regarding school recycling presentation	N/A	56	56	100	100

Program Area 3: Program Planning, Budgeting and Coordination

Key Objectives:

- Provide leadership and coordination of an effective, well organized multi-jurisdictional planning and policy making process.
- Provide delivery capacity to meet external goals.

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
Workload (Output):					
Number of committees, groups, task forces, etc. managed / coordinated	11	11	11	11	11
Number of budget reviews per year	1	2	2	3	4
Effectiveness:					
Municipalities partnering in countywide 10 Year Solid Waste Management Plan.	11	11	11	12	12
Municipalities party to the Solid Waste Inter-local Disposal System	0	12	12	12	12

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RISK MANAGEMENT FUND

Fund Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Claims and Natural Disasters	\$	2,808,220	1,672,853	1,672,853	1,926,143
Dental Insurance		1,285,380	1,303,119	1,311,317	1,446,906
Health Insurance: Active Employees		14,759,850	15,150,000	15,150,000	19,765,000
Health Insurance: Retirees		1,953,468	1,626,864	1,626,864	2,580,000
Insurance Premiums (Non-health)		665,331	926,129	926,129	797,427
Non-personnel Operating Costs		150,528	158,012	173,208	182,879
Personnel Services		215,872	241,163	241,163	260,445
Total Expenditures	\$	21,838,649	21,078,140	21,101,534	26,958,800
Appropriated Risk Management Fund Balance	\$	0	3,232,237	3,255,631	1,899,894
Employee and County Share of Dental Premiums		1,269,908	1,293,119	1,303,119	1,446,906
Employee, Retiree and County Share of Health Premiums		14,964,873	15,327,784	15,392,784	20,274,000
General Fund Transfer		2,629,000	1,000,000	1,000,000	3,133,000
Interest Income		120,705	150,000	150,000	150,000
Other Sources		79,350	75,000	0	55,000
Total Revenues	\$	19,063,836	21,078,140	21,101,534	26,958,800
FTEs		3.00	4.00	4.00	4.00

Fund Purpose and Goals

The Finance Department is responsible for managing the Risk Management Internal Service Fund, which is used to pay for the administration and claims for Workers' Compensation, liability and property insurance and health and dental premiums for employees and retirees. The Risk Management Fund supports an ongoing effort to identify and control exposures so that operations and services are uninterrupted. Finance's

Risk Management division is responsible for protecting physical, financial and human resources by reducing losses sustained through accidents, lawsuits or other occurrences that could jeopardize the County's financial integrity. When losses cannot be prevented, Risk Management's efforts ensure that the impact on County operations and finances is as minimal as possible.

RISK MANAGEMENT FUND

Major Accomplishments

During the next three years, the Finance Department's Risk Management division will focus on the following:

Disaster Response and Recovery Planning

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 to formalize disaster plans from each department into a coordinated Countywide Business Continuity Plan

Continued monitoring and development of the Owner Controlled Insurance Programs (OCIP)

An OCIP is a financial tool to consolidate and handle construction risks of County facilities. The successful FY04 referenda for schools and library construction increased the opportunities for the use of OCIP. Also, the Raleigh Convention Center Task Force has authorized a feasibility study of using OCIP for the Center's construction costs; if an OCIP proceeds, Risk Management will monitor the OCIP administration.

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. However, these demographics are beginning to change as long-term employees begin to retire. This transition creates an exposure that will be addressed through job-specific training, including training required by OSHA and training necessitated by any policy changes resulting from Risk Management's policy review.

Automating Exposure Identification and Statistical Information

The Safety Officer performs periodic, documented inspections of all premises and follows up on the correction of identified problems. Automating some of these processes could facilitate this work; accord-

ingly, Risk Management is exploring the possibility of automating the tracking of employee training and immunizations, site inspections, and other related work.

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Current Expense	\$	218,701,514	231,570,793	233,570,793	245,139,744
Capital Outlay		4,998,486	2,834,207	2,834,207	3,128,256
WCPSS Direct Appropriation	\$	223,700,000	234,405,000	236,405,000	248,268,000
Community Use of Schools	\$	410,000	410,000	410,000	410,000
Debt Service		92,793,424	104,677,115	104,677,115	107,027,252
Expenditure Totals	\$	316,493,424	339,082,115	341,082,115	355,705,252

Description

The Wake County Public School System (WCPSS), the second largest local education agency in North Carolina, provides regular and special instructional programs for children in kindergarten through high school. WCPSS provides such programs as early intervention for pre-kindergarten age children, school bus transportation, child nutrition, counseling, athletic programs, and other operations to support the instructional programs. The school system currently operates 82 elementary schools, 27 middle schools, 16 high schools, and six special/optional schools.

The Wake County Board of Education provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State Board of Education. The Wake County Board of 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 increased instructional and non-instructional personnel, salary supplements, and other operating support. In 2005-06 the school system

expects membership of 119,127, an increase of 5,059 students (or 4.4 percent) over 2004-2004.

During the 2004-2005 school year, 3,850 students were enrolled in charter schools and an additional 385 students are estimated by WCPSS to attend these schools in 2005-2006. The legislation providing for charter schools requires WCPSS to remit to each of the charter schools the local current expense per pupil funding for those students residing in Wake County.

WCPSS will open one new school during FY 2006, including Cedar Fork Elementary, along with three modular campuses to accommodate capacity needs. These schools will add a combined facilities area of approximately 395,000 square feet. The total estimated operating costs for these new facilities is \$1.39 million.

For FY 2006, the total request by the Board of Education to the County Commissioners was approximately \$266.2 million, an increase of \$15.7 million (or 12.6 percent) from the 2004-05 funding level. The financial model employed by the County to fund the school system takes into account the operational costs associated with opening new schools and

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Description (cont'd)

the prior year's per-pupil costs applied to the projected membership for the coming year. Based on the model, the Wake County Public School System is proposed at just over \$248.2 million, which represents an increase of \$11.8 million (or 5 percent).

WAKE TECHNICAL COMMUNITY COLLEGE

Summary

		FY 2004 Actual	FY 2005 Adopted Budget	FY 2005 Current Budget	FY 2006 Adopted Budget
Current Expense	\$	8,495,000	11,089,000	11,089,000	11,613,000
Capital Outlay		105,000	411,000	411,000	1,161,000
Direct Appropriation		8,600,000	11,500,000	11,500,000	12,774,000
Debt Service		4,356,471	3,559,265	3,559,265	3,458,551
Expenditure Totals	\$	12,956,471	15,059,265	15,059,265	16,232,551

Purpose and Goals

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 and to serve as an instrument of economic growth for the county. Curriculum programs in more than 134 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, entrepreneurship and small business classes, noncredit courses for personal and professional development, and customized workforce training for new and expanding industries.

Wake Tech serves all of Wake County through four primary sites: (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 pro-

vides customized employee training for businesses and specialized programs to assist displaced workers. Wake Tech provides leadership for a consortium of six community colleges that operate the Eastern N.C. Plastics Technology Center in Zebulon. Wake Tech also offers its curriculum at dozens of sites across the County, including high schools, senior citizen centers and other community facilities.

College Priorities

- Promote economic growth and 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.
- Ensure that Wake County's citizens have the knowledge and skills to succeed in their careers
- Implement a ten-year Facilities Master Plan

Major Accomplishments

- The College held a groundbreaking ceremony in July 2004 to start construction of the much anticipated Northeast Campus. Contracts have been awarded for Phase I construction consisting of three

WAKE TECHNICAL COMMUNITY COLLEGE

- buildings and approximately 126,000 square feet.
- The citizens of Wake County showed their overwhelming support for Wake Tech by passing a \$40 million bond issue this past November with over 70% voting for the referendum.
- The Auto/Heavy Equipment Complex was opened in January 2005 on the Main Campus. The facility includes state-of-the-art equipment and contains over 40,000 square feet.
- New and Expanding Industry built partnerships with nationally recognized companies such as Red Hat and Credit Suisse/First Boston.
- Completed construction of the Pucher/LeMay addition totaling 30,000 square feet.

Issues for FY 2006

- Purchase and renovate a facility on Chapanoke Road to serve as a Public Safety Center.
- Establish a facility in the Wake Forest area to serve as a Quick Start feeder campus for the Northeast Campus.
- Begin planning for Phase II construction of the Northeast Campus.
- Start renovation projects on Main Campus including Holding Hall, roof replacements and parking lot repairs.
- Offer new curriculums in developing industries such as Biotechnology and High Performance Computing.

Horizon Issues

- Meet growth demands at the Health Sciences Campus with and additional building and parking deck.
- Acquire a suitable location for a campus in western Wake County.
- Begin planning for Phase III of the Northeast Campus.

The County's FY 2006-2012 Capital Improvement Plan (CIP) lays the groundwork for successful service delivery for future generations of Wake County citizens. Capital facilities and adequate infrastructure provide a foundation for the County's continuing growth, which is a byproduct of our healthy and vibrant economy. Wake County has a proud legacy of planning for the long-term and of providing outstanding facilities for its citizens; continuing this tradition of excellence, the FY 2006-2012 CIP is long-term oriented, anticipates future needs and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and that require longer than one year to complete. The acquisition of land is considered a capital expenditure, even if the land is not designated as part of a larger capital project; for example, land acquired as Open Space is a capital expenditure. The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$1,418,710,896. Of this amount, \$283,786,481 represents the capital budget for Fiscal Year 2006.

Highlights of the FY06-12 CIP

The \$1.4 billion FY06-12 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget. For example, the Water/Sewer Element includes \$250,000 annually for on-site water and sewer infrastructure development in the Research Triangle Park; this is a routine capital expenditure. A non-routine capital project is generally one that significantly impacts the County's operating budget and/or its service delivery. For example, the Libraries Element includes the construction of five new library facilities that will require additional staff and other on-going operating costs; consequently, these libraries are considered non-routine capital investments.

The majority of the non-routine capital projects in the FY06-12 CIP are driven by the County's rapid growth. Highlights of the seven-year plan are presented below; more information about each of these projects can be found in their respective sections of this document.

Wake County Public School System

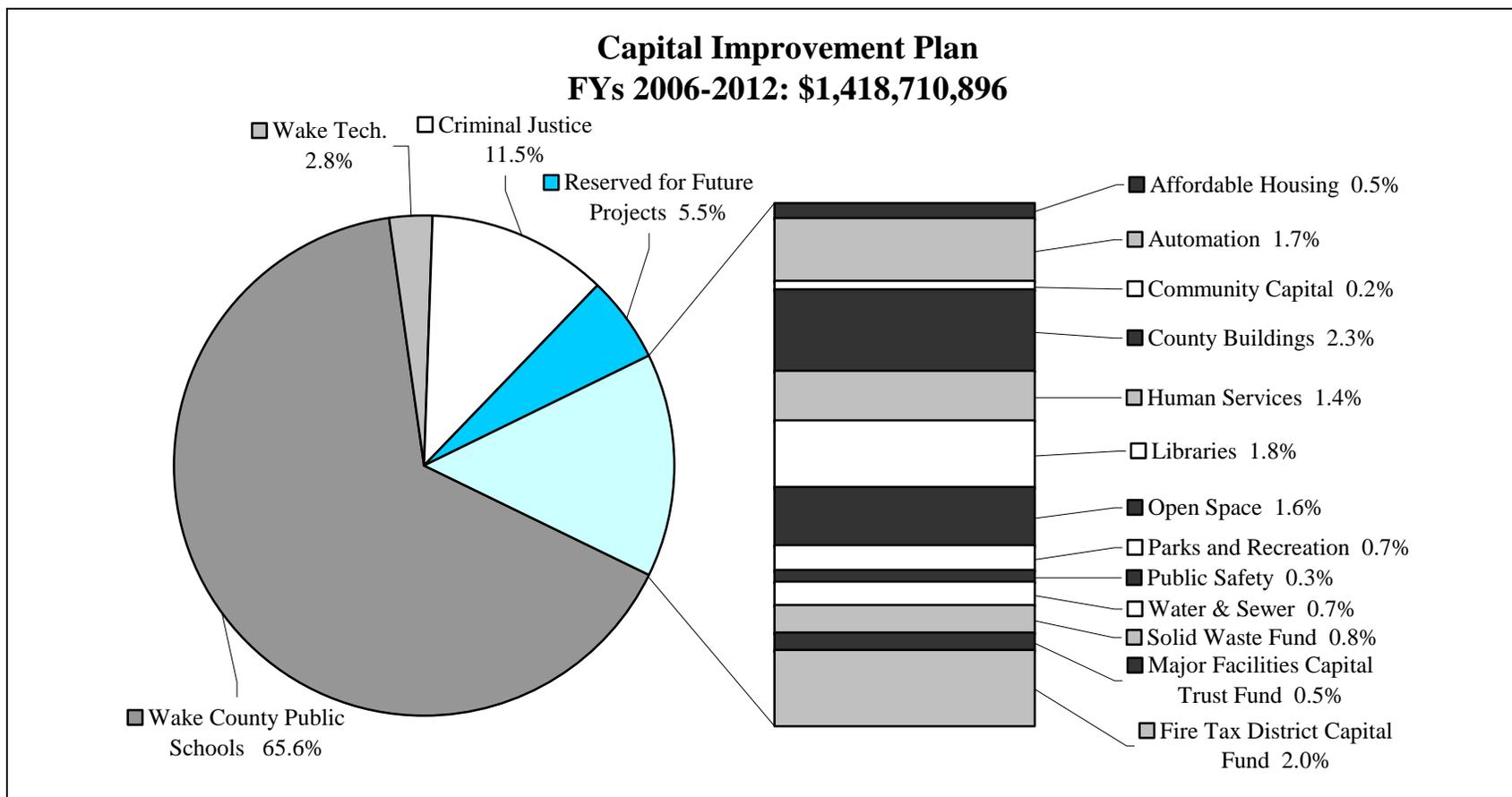
The Board of Commissioners top goal for 2005 was to work with the Wake County Board of Education to develop strategies and an action plan to meet school capital needs over the next four to seven years. To advance this goal, the two Boards have held joint worksessions to discuss school capital needs and solutions. In January 2005, the Board of Commissioners agreed to fully fund the School System's \$550 Plan 2004, plus up to \$14.4 million for mobile/modular solutions to meet the current challenge that growth presents. The FY06-12 CIP includes over \$930 million to fund Plan 2004 and other future projects.

Inpatient Psychiatric Facility

The Board of Commissioners also established a goal to work with the local legislative delegation on an implementation plan for the State's mental health reform, and specifically to identify strategies and action plans for in-patient hospital beds in Wake County. The state's implementation strategy for mental health reform includes a plan to decrease institutional services statewide by closing Dorothea Dix Hospital and John Umstead Hospitals, and combining those services in a new, smaller psychiatric hospital in Butner. A review of Wake County's use of Dorothea Dix concluded that Wake County could support a local psychiatric inpatient unit of 40 beds but that economies of scale (and current use of out of county facilities) support a more cost-effective adolescent unit of 20 beds. Current admissions to Dorothea Dix and the County Alcohol Treatment Center demonstrate the need for 10 secure or locked detoxification or crisis beds for substance abusers and persons dually diagnosed with substance abuse and mental illness. The FY06-12 CIP funds \$10 million towards the development of a local inpatient psychiatric facility in collaboration with community partners.

Criminal Justice

Developing a long-term plan for the County’s courthouse and judicial facilities needs is another of the Board of Commissioners goals for 2005. The County’s rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY06-12 CIP includes \$163.2 million for Criminal Justice facilities.



CAPITAL BUDGET PROCESS

The County develops and manages its long-term capital improvement plan in three steps:

1. Needs assessment;
2. Project prioritization; and
3. In-depth cost estimation and funding capacity analysis

Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

Comprehensive Master Planning

Comprehensive needs assessments for *non-routine* capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY06-12 CIP are driven by master plans; the “History/Background” section within each capital element of this document discusses relevant master plans that have driven that element’s capital expenditures. One example of a project driven by a master planning process is the County’s planned investment in Judicial Facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for *routine* capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacements helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments help the County ensure that it makes these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

Critical Needs Assessment

The need for other capital investments are assessed by County departments as part of the annual budget process. Staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration meet annually with other County departments requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new project and explain its impact on service delivery. One example of a project added to the CIP through this process is the acquisition of defibrillators for emergency vehicles (part of the Public Safety element).

Project Prioritization

Within the limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans’ assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical teams of users such as the Court Facility Space Planning Committee

CAPITAL BUDGET PROCESS

and the Facility Planning Committee, and by the County's Senior Management team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

1. 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. Provide operating expense savings. Investments such as energy-saving projects in buildings or constructing libraries instead of leasing space provide long-term operating costs savings.
3. Maintain the integrity of current capital assets. Projects such as roof replacements and space renovations that improve service delivery illustrate these types of projects
4. Improve existing facilities and infrastructure to meet emerging needs and higher service levels.
5. Without expanding the County's existing role, add new facilities based on approved plans. These types of investments include new libraries, detention facilities, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school construction.
6. Expand the County's service delivery role with investments in facilities or infrastructure.
7. Finally, match contributions by partners to support community infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from Budget and Management Services and Facilities Design and Construction departments conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, the Budget and Management Services department, in coordination with the Finance Department, revisits the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside 16.5 cents of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as debt is incurred in the future years of the CIP planning period.

CAPITAL BUDGET PROCESS

Debt Funding

The County also funds the capital plan with long-term debt. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

- Maintain the debt service fund balance at a minimum level of 19% of the next year's debt service expenditures;
- Maintain a debt-to-cash funding ratio between 70% and 85% over the life of the seven year plan; and
- Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A copy of the financial planning model follows the CIP-Solid Waste section of this budget document.

HOW TO READ THE CAPITAL IMPROVEMENT PLAN

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with ad valorem tax revenues, general obligation bonds or County Capital Fund Balance. Other revenue sources may include grants, water/sewer loan repayments and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Human Services Facilities Libraries Open Space Preservation Parks and Recreation Public Safety Water/ Sewer
Education	Education Capital projects are generally debt funded. Other funding sources may include County Capital Fund Balance and Education Capital Fund Balance.	Wake County Public School System Wake Technical Community College
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	Major Facilities Capital Trust Fund projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be utilized.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

The project information for each element is presented as follows:

- Financial Summary:** The Financial Summary presents the FY 2006 adopted appropriation and FYs 2007-2012 planned appropriations. The FY 2006 appropriation represents a financial commitment by the Board of Commissioners for expenditures planned in FY 2006. The projects and associated costs that are outlined for the remaining six years (fiscal years 2007-2012) represent a tentative plan for the future but are not firm funding commitments. The cost figures in FYs 2007-2012 reflect cost estimates that will be further refined as design, engineering, and cost studies are completed during FY 2006 and beyond.

The Financial Summary for each element also shows the funding sources and estimated operating impact for all years.

HOW TO READ THE CAPITAL IMPROVEMENT PLAN

- **Seven-Year CIP Summary:** The Seven-Year CIP Summary is a synopsis of each element's physical and financial scope, and the timeframe for completing major projects and phases.
- **History/Background:** The History/Background section discusses all master plans and/or major issues that shape the current activities and the future of service delivery in a particular element.
- **Project Accomplishments in FY 2005**
- **Horizon Issues:** Potential future projects not funded in the current CIP.
- **Operating Impact:** Future costs that will need to be paid from the County's operating budget to operate the facility.
- **Project Pages:** Where useful, detailed pages about individual projects within an element are included to provide more information regarding expenditure of capital dollars.

FY 2006 APPROPRIATIONS AND FUNDING SOURCES

USES

County Capital Fund

Affordable Housing	\$ 1,000,000
Automation	\$ 7,214,000
Community Capital Projects	\$ 500,000
County Building Renovations	\$ 6,109,000
Criminal Justice	
Detention Facilities	\$ 5,000,000
Detention Security	\$ 485,000
Judicial Facilities	\$ 9,383,000
Human Services Facilities	
Inpatient Psychiatric Hospital	\$ 3,000,000
Northern Regional Center	\$ 1,178,000
Libraries	
West Regional	\$ 6,369,000
Holly Springs	\$ 2,697,000
North Regional	\$ 4,340,000
Leesville Branch	\$ 676,000
Open Space	\$ 3,000,000
Parks and Recreation	
Community Use of School Parks	\$ 600,000
Existing Facility Improvements	\$ 400,000
Historic Yates Mill County Park	\$ 250,000
Public Safety	
Defibrillators for Emergency Vehicles	\$ 697,000
Emergency Generator Relocation	\$ 202,000
EMS Automatic Vehicle Location	\$ 32,000
Knightdale Area EMS Facility	\$ 129,000
Sheriff's Training Facility (Study)	\$ 250,000
Water and Sewer	
RTP Off-site Infrastructure	\$ 30,000
RTP On-site Infrastructure	\$ 250,000
RTP Reclaimed Water Facility	\$ 100,000
SUBTOTAL COUNTY CAPITAL	\$ 53,891,000

USES (continued)

Education

Wake County Public School System	\$ 218,300,000
Wake Technical Community College	\$ 6,815,000

Fire Tax District Capital Fund

Fire/Rescue	\$ 3,591,481
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Major Facilities Capital Trust Fund

Apex Performing Arts Center	\$ 100,000
Carolina Mudcats Loan	\$ 139,000
Centennial Park (Garner)	\$ 90,000
Factory Kids Foundation	\$ 500,000
USA Baseball	\$ 210,000

Solid Waste Capital Fund

Solid Waste	
North Wake Landfill	\$ 100,000
Convenience Center Program	\$ 50,000

TOTAL FY 2006 USES	\$ 283,786,481
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SOURCES

Bonds - Authorized	\$ 178,897,000
Debt - To be Authorized	\$ 41,000,000
Fire Tax Revenue or Fund Balance	\$ 3,526,481
Hotel/Motel and Prepared Food Tax	\$ 1,000,000
Interest Earnings	\$ 2,904,000
Transfers In - Ad Valorem Tax	\$ 24,517,000
Water/Sewer Funds	\$ 663,000
Other Sources	\$ 25,801,000
Co. Capital Fund Balance Appropriation	\$ 5,478,000

TOTAL FY 2006 SOURCES	\$ 283,786,481
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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses								
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Affordable Housing								
Transfer to Housing Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Subtotal: Affordable Housing	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Automation								
General Automation	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	17,500,000
Financial and HR System	3,214,000	-	-	-	-	-	-	3,214,000
Major Systems Replacement	1,500,000	1,500,000	-	-	-	-	-	3,000,000
Digital Aerial Photography	-	-	-	-	671,000	-	-	671,000
Subtotal: Automation	7,214,000	4,000,000	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	24,385,000
Community Capital								
Food Runners	250,000	-	-	-	-	-	-	250,000
Healing Place for Women	250,000	250,000	-	-	-	-	-	500,000
Reserved for Future Projects	-	250,000	500,000	500,000	500,000	500,000	500,000	2,750,000
Subtotal: Community Capital	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Energy Saving Projects	164,000	389,000	250,000	250,000	250,000	250,000	250,000	1,803,000
Life Safety Improvements	161,000	-	-	-	-	-	-	161,000
Major Renovations	2,826,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,982,000
Mechanical/Electric./Plumb.	597,000	1,487,000	448,000	346,000	61,000	-	33,000	2,972,000
Minor Renovations	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Roof Replacements	661,000	516,000	426,000	1,021,000	177,000	576,000	62,000	3,439,000
Security Improvements	500,000	330,000	-	-	-	-	-	830,000
Subtotal: County Building Improv.	6,109,000	5,948,000	4,350,000	4,843,000	3,714,000	4,052,000	3,571,000	32,587,000
Criminal Justice								
Detention Facilities	5,000,000	-	-	5,843,000	29,547,000	19,906,500	-	60,296,500
Detention Security	485,000	-	-	-	-	-	-	485,000
Judicial Facilities	9,383,000	5,624,000	15,482,000	19,456,000	29,547,000	19,906,500	3,057,000	102,455,500
Subtotal: Criminal Justice	14,868,000	5,624,000	15,482,000	25,299,000	59,094,000	39,813,000	3,057,000	163,237,000
Human Services Facilities								
Inpatient Psychiatric Hospital	3,000,000	7,000,000	-	-	-	-	-	10,000,000
Regional Centers	1,178,000	3,230,000	-	-	1,352,000	3,706,000	-	9,466,000
Subtotal: Human Svcs. Facilities	4,178,000	10,230,000	-	-	1,352,000	3,706,000	-	19,466,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Libraries								
West Regional Library	6,369,000	-	-	-	-	-	-	6,369,000
Holly Springs Community Library	2,697,000	-	-	-	-	-	-	2,697,000
North Regional Library	4,340,000	1,094,000	-	-	-	-	-	5,434,000
Leesville Community Library	676,000	111,000	2,865,000	-	-	-	-	3,652,000
Northeast Regional Library	-	-	230,000	4,323,000	3,517,000	-	-	8,070,000
Subtotal: Libraries	14,082,000	1,205,000	3,095,000	4,323,000	3,517,000	-	-	26,222,000
Open Space								
Land Acquisition	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
Subtotal: Open Space	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
Parks and Recreation								
Community Use/ School Parks	600,000	1,400,000	1,300,000	800,000	1,000,000	800,000	1,000,000	6,900,000
Existing Facility Improv.	400,000	400,000	400,000	250,000	250,000	250,000	250,000	2,200,000
Harris Lake County Park	-	-	-	69,000	-	-	-	69,000
Historic Yates Mill Co. Park	250,000	-	-	-	-	-	-	250,000
Little River County Park	-	-	-	92,000	-	-	-	92,000
Southeast Wake County Park	-	-	-	92,000	-	-	-	92,000
Subtotal: Parks and Recreation	1,250,000	1,800,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	9,603,000
Public Safety								
800 MHz Radio Replacement	-	-	-	-	-	1,221,000	-	1,221,000
Defibrillators for Emerg. Vehicles	697,000	-	-	-	800,000	828,000	-	2,325,000
Emerg. Shelter Generator Reloc.	202,000	354,000	-	-	-	-	-	556,000
EMS Auto. Vehicle Location	32,000	-	-	-	-	-	-	32,000
Knightdale Area EMS Facility	129,000	-	-	-	-	-	-	129,000
Sheriff's Training Facility	250,000	-	-	-	-	-	-	250,000
Subtotal: Public Safety	1,310,000	354,000	-	-	800,000	2,049,000	-	4,513,000
Water/Sewer								
RTP Off-site Infrastructure	30,000	455,000	30,000	30,000	30,000	30,000	30,000	635,000
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
RTP Reclaimed Water	100,000	2,395,000	3,038,000	-	-	-	-	5,533,000
Water/Sewer Plan Implementation	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Subtotal: Water/Sewer	380,000	3,350,000	3,568,000	530,000	530,000	530,000	530,000	9,418,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Reserved for Future Projects								
Reserved for Future Projects	-	-	-	18,192,000	18,273,000	16,963,000	24,742,000	78,170,000
Subtotal: Res. for Future Projects	-	-	-	18,192,000	18,273,000	16,963,000	24,742,000	78,170,000
Total: County Capital Fund Uses	53,891,000	39,011,000	37,195,000	63,490,000	98,201,000	72,163,000	37,150,000	401,101,000

County Capital Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Bonds - Authorized	22,082,000	6,205,000	8,095,000	9,323,000	8,517,000	-	-	54,222,000
Debt - To Be Authorized	-	-	-	25,299,000	59,094,000	39,813,000	3,057,000	127,263,000
Transfer In - Ad Valorem Tax	24,517,000	26,313,000	27,340,000	28,263,000	29,257,000	30,285,000	31,350,000	197,325,000
Water/ Sewer Funds	663,000	631,000	-	-	-	-	-	1,294,000
Other Sources	1,151,000	817,000	650,000	605,000	1,333,000	2,065,000	2,743,000	9,364,000
Fund Balance Appropriation	5,478,000	5,045,000	1,110,000	-	-	-	-	11,633,000
Total: County Capital Fund Sources	53,891,000	39,011,000	37,195,000	63,490,000	98,201,000	72,163,000	37,150,000	401,101,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Education Capital Funds: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Wake County Public School System								
WCPSS Plan 2004	218,300,000	160,100,000	-	-	-	-	-	378,400,000
Future Projects	-	-	181,433,000	185,000,000	185,000,000	553,000	575,000	552,561,000
Subtotal: Wake Co. Public Schools	218,300,000	160,100,000	181,433,000	185,000,000	185,000,000	553,000	575,000	930,961,000
Wake Technical Community College								
Ten-Year Master Plan	290,000	-	-	-	-	-	-	290,000
401 North Campus Buildings	1,000,000	5,400,000	10,220,000	9,890,000	1,490,000	-	-	28,000,000
Chapanoke Road Property	2,400,000	1,125,000	1,625,000	-	-	-	-	5,150,000
Furnishings	1,250,000	-	-	-	-	-	-	1,250,000
General Repairs and Renovations	125,000	25,000	200,000	-	-	-	-	350,000
Holding Hall Renovation	155,000	-	-	-	-	-	-	155,000
Individual Learning Ctr. Reloc.	680,000	-	-	-	-	-	-	680,000
Mechanical/Electrical Projects	380,000	1,465,000	500,000	-	-	-	-	2,345,000
Re-Roofing Projects	505,000	165,000	-	-	-	-	-	670,000
Technical Ed. Bldg. Renovations	30,000	610,000	-	-	-	-	-	640,000
Subtotal: Wake Tech. Comm. Col.	6,815,000	8,790,000	12,545,000	9,890,000	1,490,000	-	-	39,530,000
Total: Education Capital Uses	225,115,000	168,890,000	193,978,000	194,890,000	186,490,000	553,000	575,000	970,491,000

Education Capital Funds: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Bonds - Authorized	156,815,000	158,790,000	12,545,000	9,890,000	1,490,000	-	-	339,530,000
Debt - To Be Authorized	41,000,000	-	175,000,000	175,000,000	175,000,000	-	-	566,000,000
Interest Earnings	2,904,000	686,000	533,000	790,000	670,000	553,000	575,000	6,711,000
Other Sources	5,300,000	5,600,000	5,900,000	6,200,000	6,400,000	-	-	29,400,000
Fund Balance Appropriation	19,096,000	3,814,000	-	3,010,000	2,930,000	-	-	28,850,000
Total: Education Capital Sources	225,115,000	168,890,000	193,978,000	194,890,000	186,490,000	553,000	575,000	970,491,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Fire Tax District Capital Fund: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
800 MHz Radios	896,000	870,596	-	-	-	-	1,100,000	2,866,596
Brush Trucks	82,220	64,200	30,034	-	-	72,600	104,580	353,634
Defib/TIC Replacement	124,800	23,184	-	117,081	219,406	143,473	212,415	840,359
Heery Improvements	1,851,360	1,980,955	2,045,752	1,872,954	1,200,000	-	-	8,951,021
Large Apparatus, Rural	-	588,500	911,625	2,080,500	205,625	877,250	1,120,500	5,784,000
Large Apparatus, Municipal	-	285,423	-	261,260	563,119	-	389,063	1,498,863
New Stations	-	-	-	1,200,000	1,250,000	2,600,000	-	5,050,000
Pager Replacement	-	-	-	377,382	78,737	78,737	157,474	692,330
Small Vehicles	114,885	77,361	61,891	7,832	181,749	29,911	506,952	980,581
Reserved for Future Projects	522,216	-	95,878	-	-	1,419,420	-	2,037,514
Total: Fire Tax Capital Uses	3,591,481	3,890,218	3,145,180	5,917,007	3,698,636	5,221,390	3,590,984	29,054,896

Fire Tax District Capital Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Debt Financing - Other	-	588,500	911,625	3,280,500	1,455,625	3,477,250	1,120,500	10,834,000
Fire Tax District Revenue	3,526,481	2,272,465	2,233,555	1,944,447	1,911,790	1,744,140	1,721,767	15,354,645
Other Sources	65,000	-	-	-	-	-	-	65,000
Fund Balance Appropriation	-	1,029,253	-	692,060	331,221	-	748,717	2,801,251
Total: Fire Tax Capital Sources	3,591,481	3,890,218	3,145,180	5,917,007	3,698,636	5,221,390	3,590,984	29,054,896

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Major Facilities Capital Trust Fund: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Apex Performing Arts Center	100,000	100,000	-	-	-	-	-	200,000
Carolina Mudcats Restaurant Loan	139,000	135,000	107,000	-	-	-	-	381,000
Centennial Park (Garner)	90,000	-	-	-	-	-	-	90,000
Factory Kids Foundation	500,000	-	-	-	-	-	-	500,000
USA Baseball	210,000	790,000	-	-	-	-	-	1,000,000
Future Projects	-	-	918,000	1,025,000	1,000,000	1,000,000	1,000,000	4,943,000
Total: Major Facilities Capital Uses	1,039,000	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	7,114,000

Major Facilities Capital Trust Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Hotel/Motel and Prepared Food Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Other Sources	39,000	25,000	25,000	25,000	-	-	-	114,000
Total: Major Facilities Cap. Sources	1,039,000	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	7,114,000

Solid Waste Capital Fund: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Convenience Center Program	50,000	500,000	500,000	500,000	500,000	500,000	500,000	3,050,000
North Wake Landfill	100,000	3,500,000	3,900,000	400,000	-	-	-	7,900,000
Total: Solid Waste Capital Uses	150,000	4,000,000	4,400,000	900,000	500,000	500,000	500,000	7,900,000

Solid Waste Capital Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Solid Waste Funds	-	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,800,000
Fund Balance Appropriation	150,000	-	-	-	-	-	-	150,000
Total: Solid Waste Capital Sources	150,000	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,950,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

TOTAL USES: FY06-12 WAKE COUNTY CAPITAL IMPROVEMENT PLAN

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
County Capital Fund	53,891,000	39,011,000	37,195,000	63,490,000	98,201,000	72,163,000	37,150,000	401,101,000
Education Capital Funds	225,115,000	168,890,000	193,978,000	194,890,000	186,490,000	553,000	575,000	970,491,000
Fire Tax District Capital Fund	3,591,481	3,890,218	3,145,180	5,917,007	3,698,636	5,221,390	3,590,984	29,054,896
Major Facilities Capital Trust Fund	1,039,000	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	7,114,000
Solid Waste Capital Fund	150,000	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,950,000
GRAND TOTAL	283,786,481	216,816,218	239,743,180	266,222,007	289,889,636	79,437,390	42,815,984	1,418,710,896

TOTAL SOURCES: FY06-12 WAKE COUNTY CAPITAL IMPROVEMENT PLAN

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Bonds - Authorized	178,897,000	164,995,000	20,640,000	19,213,000	10,007,000	-	-	393,752,000
Debt - To Be Authorized	41,000,000	-	175,000,000	200,299,000	234,094,000	39,813,000	3,057,000	693,263,000
Debt Financing - Other	-	588,500	911,625	3,280,500	1,455,625	3,477,250	1,120,500	10,834,000
Fire Tax District Revenue	3,526,481	2,272,465	2,233,555	1,944,447	1,911,790	1,744,140	1,721,767	15,354,645
Hotel/Motel and Prepared Food Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Interest Earnings	2,904,000	686,000	533,000	790,000	670,000	553,000	575,000	6,711,000
Solid Waste Funds	-	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,800,000
Transfer In - Ad Valorem Tax	24,517,000	26,313,000	27,340,000	28,263,000	29,257,000	30,285,000	31,350,000	197,325,000
Water/ Sewer Funds	663,000	631,000	-	-	-	-	-	1,294,000
Other Sources	6,555,000	6,442,000	6,575,000	6,830,000	7,733,000	2,065,000	2,743,000	38,943,000
Fund Balance Appropriation	24,724,000	9,888,253	1,110,000	3,702,060	3,261,221	-	748,717	43,434,251
GRAND TOTAL	283,786,481	216,816,218	239,743,180	266,222,007	289,889,636	79,437,390	42,815,984	1,418,710,896

OPERATING BUDGET IMPACT

New General Fund Operating Impact

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Automation	\$ -	285,000	-	-	-	-	-	285,000
Community Capital	125,000	125,000	-	-	-	-	-	250,000
Criminal Justice	3,041,000	3,533,000	-	-	-	-	2,450,000	9,024,000
Human Services Facilities	-	-	2,729,000	-	-	-	3,132,000	5,861,000
Libraries	875,000	1,530,000	62,000	464,000	1,128,000	525,000	-	4,584,000
Parks and Recreation	-	206,000	-	-	-	-	-	206,000
Public Safety	5,000	-	-	-	-	-	-	5,000
Wake Co. Public Schools	1,391,000	3,745,000	3,879,000	878,000	-	.	-	9,893,000
Wake Technical Comm. College	-	761,000	200,000	307,000	271,000	(24,000)	-	1,515,000
Total Operating Budget Impact	\$5,437,000	10,185,000	6,870,000	1,649,000	1,399,000	501,000	5,582,000	31,623,000

When developing the seven-year Capital Improvement Plan, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also for the long-term impact on the County's General Fund operating budget. For example, a new library will require General Fund operating budget support as long as it is operated. The above table shows all projects in the FY06-12 CIP that are known to require new operating budget dollars. More detailed information about these operating costs are shown on individual project pages within this document.

Some capital projects shown in the seven-year plan have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of the Hammond Road Phase 1b Jail will require over 100 new staff for the Sheriff's office with a sizeable impact on the operating budget.

In some cases, operating impacts are provided for equipment acquisition (e.g., Public Safety Defibrillators). In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates that are for future years. For example, the operating impact of future Regional Governmental Centers is based on the cost to operate the current Eastern Regional Centers. It should be noted that estimates are refined as the project moves forward in the CIP.

HORIZON ISSUES

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as horizon issues for future Capital Improvement Plans.

Element	Project	Cost Estimate
Automation	Major System Replacement	\$ 3,000,000
	Mental Health System Upgrade/Replacement	Unknown
	Wireless Connectivity Project	\$ 925,000
	Board of Elections: Direct Record Electronic Voting Equipment	Unknown
Criminal Justice	Hammond Road Detention Complex Phase II	\$ 99,703,500
	Judicial Facilities	\$ 118,362,500
County Building Renovations	Chilled Water Interconnection Between Public Safety Center and Courthouse/Wake County Office Bldg.	\$ 402,500
	Projects Resulting from Facility Condition Assessments	Unknown
	Wake Co. Animal Care, Control and Adoption Center Expansion and Temperature Control System	Unknown
Fire/Rescue	Station Location and Closure Issues	Unknown
	New Stations in the Unincorporated Area	Unknown
	Replacement Schedule for Equipment and Apparatus	Unknown
Human Services Facilities	Transportation and Maintenance Center*	\$ 1,500,000
	Human Services Facilities Master Plan Implementation	Unknown
Little River Land Acquisition	Increased cost of land acquisition	Unknown
Public Safety	Nextel/FCC Frequency Conversion**	\$ 1,400,000
	Trunked Radio Redundant Simulcast Controller	\$ 1,400,000
	Emergency Operations Center at Wake County Commons	Unknown
	Long-term Plan for EMS Facilities	\$ 4,500,000
	Revivant Resuscitation System	\$ 509,000
	800 MHz Trunked Radio System Expansion	Unknown
Sheriff's Training Facility	Unknown	
Solid Waste	South Wake Landfill	Unknown
Other	Step III Wake County Collective Stormwater Management Evaluation-Implementation	Unknown
	US Geological Survey Stream Gauge Stations	Unknown

* Represents the total project cost. Human Services is seeking a State grant to cover 90% of the cost (\$1.35 million). The County's share would total \$150,000. The County would only proceed if its costs were recouped from user fees.

** Represents the total project cost; however, the FCC will require Nextel to reimburse Wake County for all expenses.

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AFFORDABLE HOUSING

Element Summary: Affordable Housing

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Transfer to Housing and Community Revitalization Fund	\$1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
TOTAL USES	\$1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
FUNDING SOURCES								
Cash	\$1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
TOTAL SOURCES	\$1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
NEW OPERATING IMPACT	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2006-2012 CIP includes \$7 million in transfers to the County's Housing and Community Revitalization Special Revenue Fund, of which \$1 million is appropriated in FY 2006. The County portion of the portfolio is projected to generate \$51,553 in revenues through loan repayments in FY 2006; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund.

Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly-homeless individuals and families. For FY 2006, the proposed use for CIP funds is for adding new affordable units to the housing stock.

History / Background

Through annual contributions to the Housing and Community Revitalization Special Revenue Fund, the County works to increase the supply of affordable housing for Wake County's low-income working families and families that are unable to work because of a disability. Wake County administers its affordable housing initiative through the Housing and Community Revitalization (HCR) division of the Human Services Department. In addition to county capital funds, HCR's annual budget also consists of federal Community Development Block Grant (CDBG) funds and Home Investment Partnership Program (HOME) funds.

The 1999 Housing Affordability Task Force Report is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall.

The Housing Affordability Task Force's 1999 report recommended the following:

AFFORDABLE HOUSING

- Increase the supply of affordable rental units by creating an additional 80-100 units each year throughout the county.
- Improve the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units.
- Improve the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, and the building or repair of sidewalks.

Housing and Community Revitalization administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

- **Housing Production:** Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the median family income. Developers repay the loans over a 20-30 year period. Support services are provided, as needed. HCR estimates that it will serve approximately 94 families in FY 2005-2006 through rental unit production.
- **Housing Rehabilitation:** HCR makes loans to help homeowners and investor-owners repair their sub-standard houses. The loans are amortized at a 0-3% interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. This program operates on a scattered site basis and provides loans for approximately 30 families per year.
- **Public Facilities and Infrastructure Improvements:** HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services, increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 604 families in FY 2005-2006 through public facility improvements.

Within the Housing Production and Housing Rehabilitation programs, the County focuses on maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, the receivables portfolio currently totals \$18 million (\$4.7 million of County funds and \$13.3 million of federal loan contributions).

Project Accomplishments in FY 2006

HCR expects the following projects to be completed in FY06. These projects are jointly funded by HCR's funding sources (CDBG, HOME, and CIP):

- 30 homes rehabilitated and 10 emergency grants to address immediate repair needs on homes (roof, heat, well repairs).
- Rental Assistance for 30 homeless families;
- The construction or acquisition/rehabilitation of 94 additional affordable rental units for families earning at or below 40% median family income.
- Infrastructure and public facilities improvements benefiting 604 families.

Operating Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through grant funding.

AUTOMATION

Element Summary: Automation

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
CIP Automation	\$2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	17,500,000
Digital Aerial Photography	-	-	-	-	671,000	-	-	671,000
Financial and Human Resources System	3,214,000	-	-	-	-	-	-	3,214,000
Major Systems Replacement	1,500,000	1,500,000	-	-	-	-	-	3,000,000
TOTAL USES	\$7,214,000	4,000,000	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	24,385,000
FUNDING SOURCES								
Cash	\$7,214,000	4,000,000	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	24,385,000
TOTAL SOURCES	\$7,214,000	4,000,000	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	24,385,000
NEW OPERATING IMPACT	\$ -	285,000	-	-	-	-	-	285,000

Seven-Year CIP Summary

The FY 2006-2012 CIP includes \$24.4 million to support automation.

- **CIP Automation:**
 - Future technology investments will ensure that the County's technical infrastructure remains secure and is robust enough to handle the data transport and storage needs of the organization.
 - The County will continue to focus on using technology to improve how information and services are delivered. These changes will affect both internal operations and how the County relates to the community. The County will also focus on serving an ever-growing non-English-speaking population, balancing the ease of access to public information with privacy concerns, linking geographically-based information with service needs, and effectively managing the increased volume of data that surrounds the County's work..
- **Digital Aerial Photography:**
 - Funding to update the County's digital ortho-imagery database (aerial photography) was provided in FY 2005 and is planned again for FY 2010. These updates, recommended every five years by GIS, ensure that the land-use data is current when analyzing planning, zoning, environmental management, open space, flood plain delineation and other spatially-oriented issues.
- **Financial and Human Resources Systems:**
 - FY 2006 is the second year of funding to replace the County's financial and human resources systems.
- **Major Systems Replacement:**
 - FY06 and FY07 include funds to upgrade or replace other major system(s); potential major systems for upgrade and/or replacement are the Sheriff's System and the Planning and Permitting System.

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- The Sheriff's Department currently utilizes several HTE application software modules including Crimes Record Management, Jail Record Management, Return of Service, Probation and Magistrate to support operational requirements. The system was installed in 1991 and runs on the AS/400 platform. Several other ancillary systems support the Sheriff's Office, the City-County Bureau of Identification and Public Safety Center staff.
- A Planning and Permitting Data System Project would continue the work initiated in the CAMA/Land Records Database Project focusing on the integration of data collected as part of the planning and permitting processes. The current building and environmental services permitting applications would be rewritten and moved from the mainframe computer platform to a server-based platform building on the relational database created in the CAMA/Land Records project and fire inspections work processes would be added to the system.

History / Background

The County's Automation program invests in three categories:

- 1) Computer equipment: Funding for replacement PC needs, associated network devices (such as network printers and plotters), and repair and refurbishment materials;
- 2) Enterprise infrastructure: Funding to maintain and improve the County's data network, including network equipment, servers, backup and recovery systems, licensing for enterprise services, and security hardware and software; and
- 3) Business applications: Funding to provide technology improvements to the daily operations in specific service delivery areas; these investments often involve efficiency gains from improved work processes, data collection, information processing, analysis and reporting.

The County's current approach to automation has been shaped by the following plans and activities:

- In FY 2001, Wake County created an e-Government Steering Committee that is charged with guiding the County's efforts in providing more electronically-based opportunities for the County to communicate with its citizens, business partners, employees and other interested parties.
- In January 2002 the e-Government Steering Committee created an e-Government Vision and Strategy document that provided the vision for the County's efforts in the area of electronic government and also provided the strategic direction for the work to be undertaken. The electronic options considered as "e-Government" initiatives include communication via the County's Web site, networked computer systems and "intelligent" telephone systems.
- In 2002, the County updated its Strategic Information Plan, creating a three-year Strategic Technology Plan (STP) that outlined goals, strategies and key initiatives for the 2002-2005 time period in the three main areas of electronic services to customers, technical infrastructure maintenance and computer equipment provision and support.
- In 2003, the key elements of the STP were incorporated into the IS Department Business Plan which covered the FY 2004-2006 time period and outlined goals, strategies and key initiatives for the three year planning period. The goals focused on:
 - Providing electronic options for service delivery,
 - Maintaining a secure and reliable technical environment, and
 - Providing adequate hardware and software to support the business needs of the organization.

It also highlighted the importance of completing the integration of land-related data systems that was begun during the prior planning period. Finally, emphasis was placed on disaster recovery and business continuity planning and on implementing privacy and security measures.

- In 2004, the IS Department Business Plan was updated to cover the FY 2005-2007 period. Focus remained on the goals outlined in the previous

AUTOMATION

Plan and a fourth goal was added related to the leadership and effective management of resources applied to technology throughout the organization. Focus will be placed on project management, business process analysis, leveraging federal and state funding sources, and ROI measurement.

- The FY 2005-2007 IS Department Business Plan includes the replacement of several major data systems during the planning period ranging from the Finance and HR systems, to the Sheriff's records management and jail management systems, to the existing planning and permitting systems, to the mental health automation system. Work will be done with the business units involved to prepare business cases in support of the planned system updates/replacements. The e-Government Steering Committee will be involved in the review of those business cases and related project proposals and will make recommendations to the County Manager regarding the appropriate actions to take for each system.

Project Accomplishments in FY 2005

Computer Equipment:

- Purchased and deployed 100 desktop PCs and 128 laptop PC's and 128 profile unit PC's to meet replacement and new staffing needs.
- Rebuilt and redeployed 20 desktop PCs.
- Upgraded or repaired 1731 desktop PCs and laptops.

Enterprise Infrastructure:

- Completed Phase 1 of the "SecureNet" project with enhanced firewall services for all common entry points into the County's data network .
- Completed the provision of a redundant internet access connection point at the Swinburne facility.
- Upgraded the Notes/Domino email and web server environments and created a backup site at the Swinburne facility.
- Upgraded wide area network service for the Poole Road campus to increase data transport speeds.
- Upgraded the Virtual Private Network (VPN) concentrator to expand its capacity from 100 concurrent sessions to 1,000 concurrent sessions.
- Installed anti-spam and host-based intrusion detection security infrastructure.
- Implemented server, switch and router replacement schedules.
- Replaced the storage area network (SAN) environment.

Business Applications:

- Implemented a well information management system to capture groundwater quality data and make it available via the internet.
- Completed the upgrade of the Content Management System (CMS) to support the County's internet and intranet websites as well as the redesign of the County's website, Wakegov.com.
- Upgraded the reporting tool used to produce financial reports for all County departments.
- Continued work on the design and development of an automation system to support mental health reform initiatives in conjunction with the current Mental Health automation system vendor (UNICARE), a multi-county consortium of potential system users (Wake, Vance/Granville/Franklin/Warren, Orange/Person/Chatham, and Cumberland), and the State of NC.
- Completed the assessment of the Sheriff's Office Information Management system involving records and jail management systems.
- Completed the assessment of the Finance/Human Resources systems and developed a request for proposal for an integrated replacement system.

AUTOMATION

- Completed the assessment of the existing planning and permitting systems; developed a request for proposal for an integrated replacement system.
- Continued work on a multi-year project involving the upgrade of the County's GIS software and the integration of key GIS components with the upgraded Computer Aided Mass Appraisal (CAMA) system.

Horizon Issues

The FY 2006-2012 CIP does not contain funding for the project identified below; however, the project is contemplated in the Information Services Department's FY 2005-2007 Business Plan and is included here as potential horizon issues for future Capital Improvement Plans.

Wireless Connectivity Project- Estimated Cost \$925,000

This project focuses on investigating wireless broadband (high-speed) point-to-point and mobile data network technologies. The goal of this project is to leverage the existing Wake County 800 MHz tower infrastructure to implement a wireless wide area/metropolitan area data network. Ideally the platform would cover at least 90% of the County. Specific uses of this network would include replacing existing land-line data circuits to some County facilities such as Fire/EMS stations, providing backup data connections to WakeNet partners and the municipalities for 911, EOC and other first responder functions; providing a replacement/augmentation to the carrier provided mobile data network (CDPD Network) currently subscribed to by Wake County mobile users such as the Sheriff's office, Inspections and Environmental Service departments; and serving as a platform to support applications such as mug shots in vehicles, mobile video and GIS maps in vehicles for In Vehicle Mapping. It is envisioned that this project will be executed in two phases: Proof of Concept (tentatively scheduled for fiscal year 2006) and Platform Implementation (tentatively scheduled for fiscal year 2006 – 2008). After investigation of the various technologies and wireless platforms (Phase I), it is envisioned that Wake County would recommend a wireless broadband wide area/metropolitan area network standard, then implement the platform utilizing the existing 800 MHz tower infrastructure (Phase II). Funding consideration for the investigation phase (Phase 1) will be addressed by the e-Government Steering Committee in FY 2006.

Operating Impact

Property Tax System (PTS) Support

The existing County property tax system consists of three basis components: a Billing and Collections system, a Computer Aided Mass Appraisal System and a Revaluation System. Over the last four years, these systems have been rewritten to improve functionality and efficiency and to bring the technical environment up to current standards. The entire PTS is scheduled for completion in FY06; ongoing management, programming and database support will be needed to support the application. It is anticipated that a program/project manager, a database administrator, one full time programmer and one half time programmer will be needed to support the system at an estimated annual cost of \$285,000 beginning in FY 2007. This project is funded primarily from the Revaluation Reserve Fund, and therefore capital costs are not shown in the Automation element of the CIP.

Finance/Human Resources and other Major System Replacement Projects

Operating costs associated with these system replacements will be identified as these projects move from the assessment phase to the request for proposal and subsequent business case phase. Additional database administration, programming and systems administration costs are anticipated for all systems; however precise estimates cannot be made until specific systems are chosen, staff retooling plans are developed and hardware, licensing and maintenance costs are more refined.

COMMUNITY CAPITAL PROJECTS

Element Summary: Community Capital Projects

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Food Runners	\$ 250,000	-	-	-	-	-	-	250,000
Healing Place for Women	250,000	250,000	-	-	-	-	-	500,000
Future Projects	-	250,000	500,000	500,000	500,000	500,000	500,000	2,750,000
TOTAL USES	\$ 500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
FUNDING SOURCES								
Cash	\$ 500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
TOTAL SOURCES	\$ 500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
NEW OPERATING IMPACT	\$ 125,000	125,000	-	-	-	-	-	250,000

Seven-Year CIP Summary

The CIP includes \$500,000 annually for Community Capital Projects, totaling \$3,500,000 over the FY 2006-2012 period. Projects are submitted on an annual basis usually starting in the late fall. Other than the broad focus on addressing critical community problems, the selection of programs occurs on a case-by-case basis as funding permits.

History / Background

In FY 2002, the Board of Commissioners established a Community Capital Projects account to support capital investments in projects that address critical community issues. This account provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. The Community Capital Projects account is intended to accomplish the following goals:

- Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors;
- Address critical countywide needs in a way that is financially-sustainable and effective; and
- Encourage sustainable financial plans that address countywide problems.

To accomplish these goals, projects are reviewed and selected to receive funding through a competitive, analytical process. The selection of particular projects for funding in a given year is based primarily on whether an applicant's business plan meets the following criteria:

- Provides a comprehensive analysis of an unmet need in the countywide community.
- Provides an analysis of alternative strategies for addressing the problem and recommends a project plan.

COMMUNITY CAPITAL PROJECTS

- Researches or demonstrates a clear link between the project initiatives and resolution of the countywide problem.
- Includes a mechanism to track and measure success.
- Demonstrates a need for County capital investment for project success.
- Describes an annual operating plan in detail and demonstrates a self-sufficient operating and maintenance budget.
- Meets a specific ratio of private to public investment and level of commitment for private funding (listing all sources of funding).
- Provides a clear schedule for project implementation including: site availability; funding commitments to include overall project cash-flow needs and specific cash-flow needs from Community Capital Projects account; schedule of complimentary private and community investments.
- Demonstrates a historic track record of applicant's ability to successfully execute a project.

Operating Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget. However, the Board of Commissioners waived the criteria regarding operating expenses funding for the Healing Place for Women. In FY 2006, the Healing Place for Women will receive operating funds totaling \$125,000. In FY 2007 and beyond, it will receive an annual operating subsidy of \$250,000.

COMMUNITY CAPITAL PROJECTS

Food Runners Collaborative

In FY 2002 the Wake County Board of Commissioners approved a total of \$1.25 million over five years to support the construction of an 18,000-square-foot commercial kitchen facility. An aggressive fundraising campaign with over \$1,500,000 raised from non-governmental sources also supported the capital initiative. The new facility is located near the State Farmers' Market on Blair Drive in Raleigh. It will double the current food recovery levels and double the number of clients currently served by the operations of Meals on Wheels and the Inter-Faith Food Shuttle.

The Food Runners Collaborative initiative provides an opportunity for skill building and food preparation training with the homeless population housed at the Wake County homeless shelter and other similar operations. Construction of the new building was completed in November 2004. Meals on Wheels of Wake County and the Inter-Faith Food Shuttle began operating from the Blair Drive facility in November 2004 as they continue expanding their missions in the community. The Food Runners kitchen was licensed in February 2005 and began preparing and shipping senior meals on March 1, 2005. Food Runners currently provides 1,800 senior meals a day to three client organizations in Wake and Johnston Counties. In June 2005 they will provide 2400 senior meals a day to five client organizations in Wake, Johnston, and Durham Counties. Together the three organizations will get more food to more people in need through the increased capacity provided by the new facility.



Food Runners Facility

Project Summary: Food Runners Collaborative

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Grant-in-Aid	\$ 1,000,000	250,000	-	-	-	-	-	-	250,000
Funding Sources									
Cash	\$ 1,000,000	250,000	-	-	-	-	-	-	250,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

COMMUNITY CAPITAL PROJECTS

The Healing Place for Women and Children

The Healing Place of Wake County is a public/private partnership established as a result of the recommendations made by the Non-Medical Detoxification Committee of the Housing and Homeless Working Group formed in 1996. The Healing Place men's program, located off Lake Wheeler Road in Raleigh, opened in January 2001. The Healing Place women's program is being developed as the second phase of a long-term strategic plan to address the needed range of homeless residential, substance abuse recovery, and rehabilitative services in Wake County. The original proposed site was an approximately 4.5 acre tract located in the Wake County Office Park off Poole Road in Raleigh. However, based on extensive site analysis, designers concluded that site development costs would be prohibitive. A new site was subsequently located on Glen Royal Road, just off Ebenezer Church Road and US 70 in Northwest Raleigh. The Healing Place closed on the property in February 2005. Renovations began in March 2005 and a target opening date was set for no later than January 2006.

In March 2005, the Board of Commissioners affirmed its funding commitment to the Healing Place for Women and Children. The Board has agreed to provide the Healing Place for Women with an annual operating subsidy. For FY 2006, that amount totals \$125,000. In subsequent years, this amount increases to \$250,000 per year.

Project Summary: The Healing Place for Women and Children									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Grant-in-Aid	\$ 500,000	250,000	250,000	-	-	-	-	-	500,000
Funding Sources									
Cash	\$ 500,000	250,000	250,000	-	-	-	-	-	500,000
New Operating Budget Impact	\$ 125,000	125,000	125,000	-	-	-	-	-	250,000
Total Operating Budget Impact	125,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,375,000

COUNTY BUILDING IMPROVEMENTS

Element Summary: County Building Improvements

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Energy Saving Projects	\$ 164,000	389,000	250,000	250,000	250,000	250,000	250,000	1,803,000
Life Safety Improvements	161,000	-	-	-	-	-	-	161,000
Major Renovations	2,826,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,982,000
Mechanical, Electrical and Plumbing	597,000	1,487,000	448,000	346,000	61,000	-	33,000	2,972,000
Minor Renovations	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Roof Replacements	661,000	516,000	426,000	1,021,000	177,000	576,000	62,000	3,439,000
Security Improvements	500,000	330,000	-	-	-	-	-	830,000
TOTAL USES	\$6,109,000	5,948,000	4,350,000	4,843,000	3,714,000	4,052,000	3,571,000	32,587,000
FUNDING SOURCES								
Cash	\$6,109,000	5,948,000	4,350,000	4,843,000	3,714,000	4,052,000	3,571,000	32,587,000
TOTAL SOURCES	\$6,109,000	5,948,000	4,350,000	4,843,000	3,714,000	4,052,000	3,571,000	32,587,000
NEW OPERATING IMPACT	\$ -	-						

Seven-Year CIP Summary

A total of \$32.6 million is planned for County Building Renovations over the next seven years. As described in the following pages, this funding is used to maintain and improve County facilities so that these facilities can best continue to serve Wake County staff and citizens.

History / Background

Wake County Government occupies or has facility responsibility for 170 buildings, totaling over 3.2 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. The County Building Renovations element supports many of the goals of the overall Capital Improvement Plan. These projects help to provide a safe and secure environment for Wake County citizens, employees and customers; improve response times to suspicious activities and alarms through security improvements; configure staff space to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

The following activities and Master Plans have shaped the County's current approach to the County Building Renovations element:

COUNTY BUILDING IMPROVEMENTS

- **Facility Master Plan:** The County completed a seven-year Facility Master Plan in 1999 that proposed various building renovation projects. All County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and the condition assessments completed under it are a key resource in the annual identification of top priorities for capital funds. A Facility Planning Team conducts an annual review of priorities and specific projects that are needed and shares its recommendations with the County Manager and the relevant departments for their review.
- **Security Improvements -** Completed a comprehensive plan in 1996 (updated in 2001) for improving the security of Wake County facilities that outlined a multi-phase plan for upgrading security infrastructure. The security improvements project began in FY 1996 with a focus on installing electronic access controls and adding closed-circuit television surveillance in County-owned buildings. Following the terrorist incident on September 11, 2001, a security consultant conducted a study that recommended accelerating the remaining security improvements. The CIP reflects some acceleration with upgrades to the electronic security systems in all populated, County-owned or leased facilities over the next three fiscal years. To date, security improvements have been installed in over 75 percent of the County's building space. Based on the 2001 Plan update, the County is proceeding with remaining phases of the original security improvement project. The security improvements plan is scheduled for completion in FY 2006.

Operating Impact

Since these expenditures primarily represent routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

Horizon Issues

- **Facility Assessments:** Beginning in FY 2005, the County annually conducts thorough condition assessments of a portion of its buildings. Any deficiencies or repairs identified through these inspections are documented and addressed in the CIP implementation plan. This approach will result in a comprehensive assessment and corrective action plan for each County-owned or -leased building at 7-year intervals. The frequency of these comprehensive assessments may be adjusted for certain facilities based on analysis of historical data or critical systems' life cycle.
- **Wake County Animal Care, Control and Adoption Center:** Future funding may be necessary for the purchase and installation of a temperature control system for the kennels at the Wake County Animal Care, Control & Adoption Center (WCACC&AC), in response to legislation mandating that all animals shall be housed in an environment where the ambient temperature does not fall below 50 degrees F or exceed 85 degrees F.

COUNTY BUILDING IMPROVEMENTS

Energy Saving Projects

The FY06-12 CIP includes \$1.8 million for Energy Saving projects. These projects are designed to save energy usage and therefore reduce operating costs at County facilities. The County expects to recoup the cost of each project within six years through reduced energy consumption and lower utility bills.

Planned projects include specific lighting improvements at libraries and the Courthouse, along with smaller lighting projects in other County facilities. Project accomplishments in FY05 included upgrades to lighting at the Public Safety Center and the Wake County Office Building. Projects planned for FY06 include lighting upgrades at the Human Services Sunnybrook building.

Project Summary: Energy Saving Projects									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Libraries Lighting Projects	*	\$ -	-	90,000	93,000	96,000	100,000	-	379,000
Courthouse Lighting Projects	*	-	219,000	-	-	-	-	-	219,000
General/Future Projects	*	164,000	170,000	160,000	157,000	154,000	150,000	250,000	1,205,000
TOTAL USES	*	\$ 164,000	389,000	250,000	250,000	250,000	250,000	250,000	1,803,000
Funding Sources									
Cash	*	\$ 164,000	389,000	250,000	250,000	250,000	250,000	250,000	1,803,000
New Operating Budget Impact		\$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

COUNTY BUILDING IMPROVEMENTS

Life/Safety Improvements

A critical component of the County Building Renovation element is to make safety-related improvements to County facilities. Life/Safety Improvement projects include facility modifications required to bring older buildings into compliance with newly-adopted building codes or laws enacted to further protect occupants of public facilities. These projects are often phased in over multiple years and are coordinated with other planned facility improvements.

The FY06-12 CIP includes \$161,000 for safety-related improvements at the Wake County Office Building. Funds will be used to complete renovations to the main doors on each floor's elevator lobby ("Elevator Lobby Storefronts") on Floors 10-14, which have been designed and bid for construction during FY 2005.



Renovated Elevator Lobby Door With Improved Safety Features

Project Summary: Life/Safety Improvements

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Storefront Retrofits		\$ 161,000	-	-	-	-	-	-	161,000
Funding Sources									
Cash		\$ 161,000	-	-	-	-	-	-	161,000
New Operating Budget Impact		\$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		\$ -	-	-	-	-	-	-	-

COUNTY BUILDING IMPROVEMENTS

Major Renovations

The FY06-12 CIP includes \$15 million for major repairs and renovations at County facilities. Funding is calculated by a formula to allow for the renovation of approximately 2% of the County's square footage per year (except for facilities that have separate renovation funding, such as criminal justice facilities and parks); the exception to this funding formula is in FY 2006, where an additional \$800,000 has been included for renovations to the Wake County Office Building.

Projects in the FY 2006-2012 CIP include new outside signs for County buildings, refurbishment of inmate housing levels in the Public Safety Center, EMS facility needs as identified in a recent facility assessment report, and other major improvements. Also, some funding is reserved for annual assessments of County buildings to be conducted through FY 2011.

Project accomplishments in FY05 include:

- Completion of the first three phases of renovations to five different clinics in the Human Services Sunnybrook building. This project was undertaken to reconfigure these clinics in response to changes in business processes. It included centralizing lab space, reorganizing the former vital records area, improving circulation and upgrading finishes (such as wall coverings). The project is scheduled to be completed in Summer 2005.
- Completion of design work for the modernization of Elevators 5 and 6 in the Wake County Office Building, scheduled to be completed in Fall 2005.
- Beginning implementation of the HVAC controls system upgrade for the Public Safety Center, scheduled to be completed in Fall 2005.

Project Summary: Major Renovations

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
EMS Facility Assessment	\$ -	569,000	-	-	-	-	-	-	569,000
Facility Condition Assessments	29,000	83,000	86,000	89,000	92,000	95,000	98,000	-	543,000
Public Safety Center Floor/Controller	-	89,000	584,000	605,000	99,000	103,000	-	-	1,480,000
Emerg. Op. Center Generator	-	284,000	-	-	-	-	-	-	284,000
Signage	102,000	85,000	83,000	-	-	-	-	-	168,000
Office Bldg. Renovations	-	800,000	-	-	-	-	-	-	800,000
Future Projects	-	916,000	1,273,000	1,332,000	1,835,000	1,828,000	1,928,000	2,026,000	11,138,000
TOTAL USES	\$ 131,000	2,826,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,982,000

Funding Sources

Cash	\$ 131,000	2,826,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,982,000
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New Operating Budget Impact	\$ -	-							
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

COUNTY BUILDING IMPROVEMENTS

Mechanical, Electrical and Plumbing Projects

The FY06-12 CIP includes \$2.97 million for projects to replace heating, ventilation and air conditioning (HVAC) units at County facilities. In FY05, the County hired a consultant to assess its HVAC equipment and develop a replacement schedule for this equipment through the year 2035. The replacement schedule is based on the average life expectancy of equipment and will be updated and refined periodically. A decision to replace equipment consider the condition of the unit, its life expectancy, maintenance costs and other relevant factors. However, the comprehensive replacement schedule that the consultant developed helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and will help to prevent "surprise" projects.

Although the County typically replaces HVAC units with the intention to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient.

The replacement schedule suggests that HVAC equipment in the following County facilities should be considered for replacement in FY 2006.

- Human Services Center (Falstaff Road);
- Human Services Sunnybrook Building;
- Library Administration Building (located at the Wake County Office Park); and
- Hammond Road Detention Center Annex.

Project Summary: Mechanical, Electrical and Plumbing Projects

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
HVAC Improvements	\$ -	597,000	1,487,000	448,000	346,000	61,000	-	33,000	2,972,000
Funding Sources									
Cash	\$ -	597,000	1,487,000	448,000	346,000	61,000	-	33,000	2,972,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

COUNTY BUILDING IMPROVEMENTS

Minor Renovations

The FY06-12 CIP includes \$1.2 million annually for minor building projects, for a total of \$8.4 million over the seven year plan. This category includes repairs, replacements, alterations and renovations that typically cost under \$100,000.

These funds are first allocated for emergencies/contingencies and repairs and replacements projects. (Repairs and Replacements are necessary to maintain a facility's functionality and value; these projects typically address environmental concerns, life safety issues, building code and structural integrity.)

After funds are set aside for emergencies/contingencies and repairs/replacements, representatives from the County's various departments rank the remaining projects for funding priority. This committee has agreed to specific criteria for identifying the most important projects. Projects that directly impact life safety or environmental concerns, maintain the life cycle of a building, or replace "worn out" systems receive the highest ranking. Project accomplishments in FY05 included:

- HVAC and control replacement for Southeast Regional Library (this project was coordinated with a roof replacement)
- Replacement of epoxy coatings in kennel areas and installation of a self-watering system at the Wake County Animal Care, Control & Adoption Center
- Chill Water Line replacement at the Rural Center
- Re-paint Oak View Main House
- Renovation of Courtroom 10C at the Wake County Courthouse
- Design of site rework due to flooding within Eva Perry Library
- HVAC control work at Garland Jones
- Exterior waterproofing at the Human Services Sunnybrook building

Project Summary: Minor Renovations

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Minor Capital Projects	\$ 1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000

Funding Sources

Cash	\$ 1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
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New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

Note: Prior Funding reflects total since FY 2005, when this category of expenditures was moved into the Capital Fund.

COUNTY BUILDING IMPROVEMENTS

Roof Repairs and Replacements

The FY06-12 CIP includes \$3.4 million for roof repairs or replacements on County facilities. These projects are in accordance with assessments by the County's roof engineering consultant.

Project accomplishments in FY05 included new roofs at the Human Services Sunnybrook Building and Southeast Regional Library in Garner. Design has begun on General Services Center and Waverly F. Akins Wake County Office Building.

Projects planned for construction in FY06 include a new roof for portions of the Wake County Office Building and portions of the General Services Building. Funds will also be spent on design work for new roofs for the Inner City Services Building and Hammond Road detention annex, both of which are scheduled for roof work in FY07.



New Roof on Southeast Regional Library

Project Summary: Roof Repairs and Replacements

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Roof Replacements	*	\$ 661,000	516,000	426,000	1,021,000	177,000	576,000	62,000	3,439,000
Funding Sources									
Cash	*	\$ 661,000	516,000	426,000	1,021,000	177,000	576,000	62,000	3,439,000
New Operating Budget Impact		\$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

COUNTY BUILDING IMPROVEMENTS

Security Improvements

The FY06-12 CIP includes \$830,000 for security improvements at county facilities. The security improvements will include the next phase of a multi-phase rollout of electronic security to County-owned and County-occupied buildings. Facilities slated to receive electronic security installations include: West Popular Library, North Regional Library, Cameron Village Library, South Raleigh Library, and the Human Services building on High House Road in Cary. This phase will also include the replacement of the six x-ray/screening machines in the Wake County Courthouse and the Public Safety Center. Lastly, this phase will begin the conversion of analog video to digital video throughout the County's CCTV infrastructure.

Project accomplishments in FY05 include the completion, installation and cut-over of electronic security for the following facilities: The AA Thompson Center on Hargett Street; ten Radio Tower Sites; Cornerstone (a multi-service center for homeless individuals, located on Snow Avenue); Southeast Regional Library in Garner; Eva Perry Library in Apex; Zebulon Library; the Community Services Center; the main parking deck at the downtown governmental complex; and the Southern Regional Center in Fuquay-Varina.

Other project accomplishments in FY05 include the design and development of bid documents for the following facilities: the Crosby Garfield Center; Wake Forest Library; Wendell Library; Green Road Library; Cary Library; Fuquay-Varina Library; Blue Jay Point County Park; Lake Crabtree County Park; Harris Lake County Park; the Rural Economic Center; the Sheriff's Mt. Auburn Training Center; the Judicial Services Building; and the Housing Resource Center/SRO.

Project Summary: Security Improvements

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Security Improvements	\$ 428,000	500,000	330,000	-	-	-	-	-	830,000
Funding Sources									
Cash	\$ 428,000	500,000	330,000	-	-	-	-	-	830,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

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CRIMINAL JUSTICE

Element Summary: Criminal Justice

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Detention Facilities	\$ 5,000,000	-	-	5,843,000	29,547,000	19,906,500	-	60,296,500
Detention Security	485,000	-	-	-	-	-	-	485,000
Judicial Facilities	9,383,000	5,624,000	15,482,000	19,456,000	29,547,000	19,906,500	3,057,000	102,455,500
TOTAL USES	\$ 14,868,000	5,624,000	15,482,000	25,299,000	59,094,000	39,813,000	3,057,000	163,237,000
FUNDING SOURCES								
Bonds--Authorized	\$ 5,000,000	-	-	-	-	-	-	5,000,000
Debt--To Be Authorized	-	-	-	25,299,000	59,094,000	39,813,000	3,057,000	127,263,000
Cash	9,868,000	5,624,000	15,482,000	-	-	-	-	30,974,000
TOTAL SOURCES	\$ 14,868,000	5,624,000	15,482,000	25,299,000	59,094,000	39,813,000	3,057,000	163,237,000
NEW OPERATING IMPACT	\$ 3,041,000	3,533,000	-	-	-	-	2,450,000	9,024,000

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$163.2 million over the next seven years. \$60.3 million of the Criminal Justice investments support the construction of two new jails: Hammond Road Phase 1B and Hammond Road Phase 2. Additionally, the proposed CIP includes \$102.5 million for Judicial Facilities; however, Judicial facilities costs are projected to total approximately \$221 million over the next seven years, reflecting the extension of the County's Criminal Justice Master Planning efforts. Finally, improvements to detention security equipment in existing facilities will cost \$485,000.

History / Background

The primary goals of the Criminal Justice element are to:

- Provide adequate courtroom facilities for the judicial system to process caseloads in a timely and effective manner;
- Provide adequate facilities that meet state standards for safety and to efficiently and effectively confine individuals who are awaiting trial or sentencing or who are serving sentences of less than one year;
- Pursue facility-based initiatives that improve judicial and detention service-delivery efforts; and
- Provide reliable and easily-maintainable detention facilities.

The State of North Carolina mandates that counties provide adequate courtroom facilities for the judicial system to process its caseload in a timely and

CRIMINAL JUSTICE

effective manner. The County pursues this mandate in conjunction with a Court Facility Space Planning Committee, comprised of selected County staff, the Chief Superior Court Judge, the Chief District Court Judge, the Trial Court Administrator, the District Attorney, and the Clerk of Court. North Carolina General Statutes dictate standards for designing and building jail facilities.

A comprehensive Justice Facilities Master Plan was completed in FY 1999. This plan was updated in FY 2005 and formally presented to the Board of Commissioners. The Justice Facilities Master Plan extends through 2030 and includes the following key elements:

- Inventory and evaluation of existing facilities
- Assessment of future demand for services and facilities
- Recommendations for system-wide service delivery efficiency improvements
- Long-term plan for providing judicial and detention facilities by fiscal year (with phases and project details)

Project Accomplishments in FY 2005

- Continued construction of new 416-bed detention facility (Phase 1B) on Hammond Road in Raleigh; on schedule for opening in Spring 2006.
- Continued improvements identified in the 10-year plan (initiated plan in FY 2004) to renovate the Courthouse in phases to bring the 35-year-old facility into compliance with applicable building codes. These improvements included:
 - Four new courtrooms on the 5th floor (space which previously served as a 166-bed jail).
 - Fire pumping equipment and main fire sprinkler riser pumping system.
 - Renovation of 11th floor to house Clerk of Court Civil Division (relocated from 1st floor to make room for the new Traffic Court).
 - Began construction of Quick Disposition Traffic Court on 1st floor (space was vacated when Clerk of Court Civil Division moved to 11th floor).
 - Prepared construction drawings for fire sprinkler system for 9th floor.
 - Prepared construction drawings for renovation of entire 2nd floor.
 - Prepared construction drawings for handicap accessibility improvements to the Fayetteville Street entry plaza.
 - Began design work for interconnecting Courthouse cooling system with Public Safety Center and Wake County Office Building to provide redundancy.

Operating Impact

The FY 2006 total estimated operating impact primarily reflects the cost of personnel and materials for the Sheriff's Office associated with the opening of additional detention facility Phase 1B. In addition, General Services Administration (GSA) will incur increased facility maintenance costs. New operating budget costs for FY 2012 reflect estimated facility maintenance costs of GSA only. Future personnel costs for both GSA and the Sheriff's Office have not been determined at this time. These costs, as well as facility maintenance costs, will be further refined and estimated in future CIPs.

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Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to FY 2030. The Wake County Justice System 30-Year Capital Improvement Plan (Justice Master Plan) was presented to the Board of Commissioners in December 2004. Data from the updated study was used to predict detention facility needs through FY 2030.

Phase 1B - Hammond Road Detention Complex

The FY06-12 CIP includes the completion of Phase 1B of the Hammond Road Detention Complex in Raleigh. Construction began in April 2004, and the facility will be ready for occupancy by Spring, 2006. The Phase 1B facility will house 416 inmates, occupy 117,200 square feet of space, and cost of approximately \$24.6 million. Upon completion, the County will have 832 inmate beds at the Hammond Road site. This project will require additional personnel in the Sheriff's Office and additional funds for General Services Administration, which is charged with maintaining the facility. These operating costs are shown in the project financial summary (see next page) as "New Operating Budget Impacts" for FYs 06 and 07.

Phase 2 - Hammond Road Detention Complex

Design and construction of Phase 2 is expected to be underway during FYs 2009-2012, based on inmate population projections and the Justice Master Plan's recommendations. Although Phase 2 is estimated to cost approximately \$155 million during that time, this CIP currently includes only \$55.3 million for Phase 2. Over the next few years the County will closely monitor the inmate population; it will also analyze pre-trial diversion programs and their effect on average daily population. Additionally, the County will continue to explore funding alternatives for this major capital project.

The project will add 720 beds to the County detention system and will result in 75% of inmates being incarcerated at the Hammond Road site. Therefore, Phase 2 will require the relocation of intake, booking and processing functions from the Public Safety Center (in downtown Raleigh) to the suburban



Architect's Model - Hammond Road 1B

Hammond Road site. In addition, kitchen and laundry facilities to support the entire inmate population housed in the County's detention system (through 2030) will be constructed in Phase 2.

This project will require additional personnel in the Sheriff's Office and additional funds for General Services Administration, which is charged with maintaining the facility. The costs associated with the future Sheriff's personnel have not yet been determined; therefore, the operating impacts beginning in FY12 in the financial summary (see next page) only reflect General Services Administration costs.

CRIMINAL JUSTICE

Detention Facilities, continued

Project Summary: Detention Facilities

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Phase 1B (416-bed jail)	\$ 19,560,000	5,000,000	-	-	-	-	-	-	5,000,000
Phase 2 (664-bed jail)	-	-	-	-	5,843,000	29,547,000	19,906,500	-	55,296,500
TOTAL USES	\$ 19,560,000	5,000,000	-	-	5,843,000	29,547,000	19,906,500	-	60,296,500
Funding Sources									
Bonds - Authorized	\$ 8,000,000	5,000,000	-	-	-	-	-	-	5,000,000
Debt - To Be Authorized	-	-	-	-	5,843,000	29,547,000	19,906,500	-	55,296,500
Cash	11,560,000	-	-	-	-	-	-	-	-
TOTAL SOURCES	\$ 19,560,000	5,000,000	-	-	5,843,000	29,547,000	19,906,500	-	60,296,500
New Operating Budget Impact		\$ 3,041,000	3,533,000	-	-	-	-	2,450,000	9,024,000
Total Operating Budget Impact		3,041,000	6,574,000	6,574,000	6,574,000	6,574,000	6,574,000	9,024,000	44,935,000

CRIMINAL JUSTICE

Detention Security

Detention security projects in the FY 2006-12 capital plan consist of two projects - the replacement of doors in the Public Safety Center (PSC) and the installation of cameras on the PSC housing floors.

The first project will replace 144 existing doors in the Public Safety Center with maximum security type doors equipped with food passes. Food passes on lockdown/segregation areas are used for food functions, mail, medication delivery and other communication functions, as well as an access point to place restraints on inmates prior to the cell door being opened.

The second project will install cameras on the five PSC housing floors to monitor and record detainee activity. These cameras will provide digital recording capability at the PSC, and will cover all activities in dayrooms, exercise area, video visitation area, and corridor areas around control rooms. This is consistent with standards in place at the Hammond Road Annex and those planned for Hammond Road 1B.



Public Safety Center

Project Summary: Detention Security

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Door Changeout at PSC	\$ -	141,000	-	-	-	-	-	-	141,000
Cameras at PSC	-	344,000	-	-	-	-	-	-	344,000
TOTAL USES	\$ -	485,000	-	-	-	-	-	-	485,000

Funding Sources

Cash	\$ -	485,000	-	-	-	-	-	-	485,000
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New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

CRIMINAL JUSTICE

Judicial Facilities

In FY 2005 the County updated its long term Justice Facility Master Plan (originally prepared in FY 1999), extending the planning horizon to FY 2030. This plan, entitled The Wake County Justice System 30-Year Capital Improvement Plan (Justice Master Plan) was presented to the Board of Commissioners in December 2004. A key part of the Justice Master Plan is the judicial component, consisting of the courts and related administration. Over the long term it is contemplated that the judiciary will operate primarily from two main facilities: the existing Courthouse and a new Justice Center, both located in downtown Raleigh. Over the next several years, substantial capital investment is proposed for these two facilities and the parking structures to support them.

It is currently estimated that over \$200 million will be required to address judicial facility needs during the period FY 2006 - FY 2012. The 7-year capital plan includes only \$102.5 million for judicial projects. Full funding is included for all improvements proposed through FY09 in the Justice Master Plan. Only partial funding is included here for FYs 2010-2012. Alternatives for the balance of capital funds will be explored over the next few years.

Major projects funded in the 7-year timeframe include:

- Design and construction of new Parking Deck (800-900 vehicles);
 - Design of new Justice Center (approximately 440,000 SF and 400 parking spaces);
 - Partial funding (25%) of construction cost for new Justice Center;
- All renovations planned for FY 2006 - FY 2012 (years 3 - 9 of the adopted 10-year plan) in existing the Courthouse; and
- Video visitation and inmate first appearance improvements.



Wake County Courthouse - Fayetteville Street Mall Entrance

CRIMINAL JUSTICE

Judicial Facilities (continued)

Project Summary: Judicial Facilities									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Existing Courthouse	\$ 8,638,000								
HVAC System Replacement	-	996,000	693,000	832,000	689,000	-	-	-	3,210,000
Construction and Asbestos Abatement	-	3,244,000	2,976,000	3,949,000	3,452,000	2,658,000	1,707,000	2,336,000	20,322,000
Design Fees	-	498,000	537,000	437,000	425,000	260,000	228,000	363,000	2,748,000
Relocation Costs	-	3,000	98,000	33,000	64,000	8,000	12,000	8,000	226,000
Fayetteville St. & ADA Renovations	-	857,000	-	-	-	-	-	-	857,000
Contingencies	-	636,000	550,000	717,000	621,000	399,000	256,000	350,000	3,529,000
Subtotal Existing Courthouse	\$ 8,638,000	6,234,000	4,854,000	5,968,000	5,251,000	3,325,000	2,203,000	3,057,000	30,892,000
New Criminal Courts Complex	\$ 131,000								
Design - 400-Car Parking Deck	-	-	-	583,000	604,000	-	-	-	1,187,000
Construction - 400-Car Deck	-	-	-	-	-	1,666,000	3,450,000	-	5,116,000
Courthouse Preliminary Design	-	1,249,000	-	-	-	-	-	-	1,249,000
Courthouse Design	-	-	-	1,338,000	3,694,000	956,000	989,000	-	6,977,000
Demolish Existing Buildings	-	-	-	-	2,048,000	2,120,000	-	-	4,168,000
Courthouse Construction	-	-	-	-	-	21,480,000	13,264,500	-	34,744,500
Subtotal New Courts Complex	\$ 131,000	1,249,000	-	1,921,000	6,346,000	26,222,000	17,703,500	-	53,441,500
New 900-Car Parking Deck									
Property Acquisition	\$	518,000	-	-	-	-	-	-	518,000
Design	-	1,382,000	770,000	-	-	-	-	-	2,152,000
Construction	-	-	-	7,593,000	7,859,000	-	-	-	15,452,000
Subtotal Parking Deck	\$	1,900,000	770,000	7,593,000	7,859,000	-	-	-	18,122,000
TOTAL USES	\$ 8,769,000	9,383,000	5,624,000	15,482,000	19,456,000	29,547,000	19,906,500	3,057,000	102,455,500
Funding Sources									
Cash	\$	8,769,000	9,383,000	5,624,000	15,482,000	-	-	-	30,489,000
Debt - To be Authorized	-	-	-	-	-	19,456,000	29,547,000	3,057,000	71,966,500
TOTAL SOURCES	\$ 8,769,000	9,383,000	5,624,000	15,482,000	19,456,000	29,547,000	19,906,500	3,057,000	102,455,500
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$	-	-	-	-	-	-	-	-

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HUMAN SERVICES FACILITIES

Element Summary: Human Services Facilities

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Inpatient Psychiatric Hospital	\$3,000,000	7,000,000	-	-	-	-	-	10,000,000
Northern Regional Center	1,178,000	3,230,000	-	-	-	-	-	4,408,000
Western Regional Center	-	-	-	-	1,352,000	3,706,000	-	5,058,000
TOTAL USES	\$4,178,000	10,230,000	-	-	1,352,000	3,706,000	-	19,466,000
FUNDING SOURCES								
Cash	\$4,178,000	10,230,000	-	-	1,352,000	3,706,000	-	19,466,000
TOTAL SOURCES	\$4,178,000	10,230,000	-	-	1,352,000	3,706,000	-	19,466,000
NEW OPERATING IMPACT	\$ -	-	2,729,000	-	-	-	3,132,000	5,861,000

Seven-Year CIP Summary

The FY 2006-2012 CIP includes \$19.5 million for facilities related to Human Services. These funds include \$10 million towards the cost of an inpatient psychiatric hospital and \$9.5 million to construct two regional government centers. In FY 2006, the regional center plan will be updated in order to analyze the service delivery and fiscal impact of operating the Southern and Eastern Regional centers, to renew projections for future demand for services, to review facility space needs for the County, and to refine the sequencing of the design and construction for future centers.

History / Background

Inpatient Psychiatric Facility

Since the early 1980's, Wake County has evaluated the need for a local inpatient psychiatric unit. The evaluation process has included hiring consultants, conducting studies and engaging in negotiations with potential partners. The County has pursued a multi-part strategy to address local inpatient psychiatric needs and to build a continuum of community-based services. Wake County currently sends residents requiring inpatient psychiatric admissions to the county's only local inpatient psychiatric hospital – the private, for-profit, Holly Hill Hospital – and to inpatient psychiatric units as distant as Rocky Mount and Greensboro. The mainstay for Wake County residents requiring inpatient psychiatric hospitalization has been and continues to be the state-operated Dorothea Dix Hospital, which is scheduled to close in 2007 as a result of the state's plan for Mental Health Reform.

Regional Centers

The primary goals of regional centers are to:

- Increase the accessibility, availability and efficiency of government services to citizens of the County;
- Reduce the transportation costs for customers who have to travel to receive governmental services;

HUMAN SERVICES FACILITIES

- Reduce travel time and transportation costs for staff to provide services to specific regions of the County; and
- Provide a safe and secure environment for citizens, clients and employees when delivering specialized human services.

Regional centers are based on a 22,000-square-foot prototype plan used previously for the Eastern Regional Center in Zebulon and the Southern Regional Center in Fuquay-Varina. The centers are typically planned to include the following services:

- Environmental Services, Building Inspections, CCBI, and Sheriff satellite offices;
- Numerous Human Services programs, such as the Women, Infants and Children (WIC) program and Child Protective Services Treatment and Investigation;
- Revenue collection;
- Public records access (computer workstations are available for public access to County records and services); and
- Educational meeting and training space for scheduled use by County agencies and community groups.

Horizon Issues

Human Services Ten-Year Facility Master Plan

Wake County is currently working with a consultant to develop a ten-year master plan for Human Services Facilities. Human Services currently has over 1,600 full-time employees, housed in leased and owned facilities throughout the County. During FY 2006, the County's consultant will work to document and examine Human Services' business processes and current space utilization. The consultant, in conjunction with Wake County, will develop a ten-year plan for the space needed to house all County-funded Human Service programs, along with specific plans for maximizing utilization of existing space. The resources needed to implement the consultant's recommendations are unknown at this time.

HS Transportation and Maintenance Center

This Center would house Human Services' Transportation Services personnel and a vendor providing transportation services. The project's total cost is estimated at \$1.5 million. Human Services hopes to receive a state grant for \$1.35 million. If the grant were to be received, and if the remaining \$150,000 could be covered through user fees, the County may consider accepting the grant and appropriating the remaining 10% of the project's cost. It is presumed that the development of the Human Services Ten-Year Master Plan will contemplate this potential project.

Operating Impact

Inpatient Psychiatric Facility

The potential operating costs associated with an Inpatient Psychiatric Hospital have yet to be determined.

Regional Centers

The cost to operate regional government centers is primarily due to the personnel costs for Human Services staff. The cost increases associated with non-Human Services staff are expected to be minimal since existing staff will be transferred to each center or existing staff will use the center as a satellite office to support service-delivery needs in outer parts of the county. Operating costs have been estimated based on the operating costs at the current Eastern Regional Center.

HUMAN SERVICES FACILITIES

Inpatient Psychiatric Hospital

Wake County proposes a 60-bed local inpatient psychiatric unit: 20 child and adolescent beds and 40 adult beds, to include secure crisis and medical detoxification services. These 60 beds have been justified by review of current usage of Dorothea Dix Hospital and projected population growth, but also assume adequate community-based alternatives to hospitalization, hospital diversion services, and hospital discharge planning services. These 60 beds achieve appropriate economies of scale to allow for a competitive cost based reimbursement of services rendered.

Wake County's local inpatient psychiatric unit is intended for residents requiring hospitalization for less than 14 days. Residents requiring hospitalization for more than 14 days would be transferred to the state hospital serving our county, whether at Dorothea Dix Hospital (if its closure is delayed) or at a new hospital in Butner.

The populations to be served at the unit are children, adolescents and adults who are residents of Wake County, who require acute, secure hospitalization for mental illness or substance abuse, and who would otherwise have been hospitalized at Dorothea Dix Hospital or another State hospital. Wake County will continue to use other local inpatient psychiatric hospitals in our community to meet all the hospitalization needs of our residents.

The FY06-12 CIP includes \$10,000,000 towards this proposed facility.

Project Summary: Inpatient Psychiatric Hospital

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Inpatient Psychiatric Hospital	\$ -	3,000,000	7,000,000	-	-	-	-	-	10,000,000
Funding Sources									
Cash	\$ -	3,000,000	7,000,000	-	-	-	-	-	10,000,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

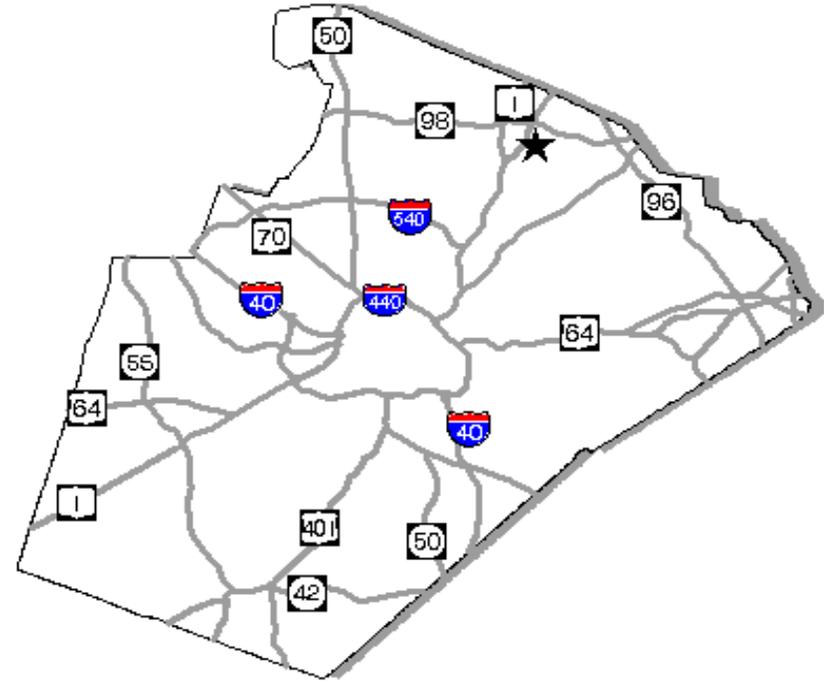
HUMAN SERVICES FACILITIES

Northern Regional Center

The planned Northern Regional Center in Wake Forest will be part of a master-planned community campus that includes a branch library, EMS station, Town park, greenway trail connection and post office. All planned facilities on the Wake Forest site have been constructed except the regional center.

The Center will be based on the prototype plan developed for the Eastern Regional Center completed in 2002, and consists of 22,000 square feet of space. The facility will be located on County-owned land south of the Wake Forest Branch library. Design work is scheduled to begin in the latter part of the 2005 calendar year. A construction period of approximately one year is anticipated to begin in 2006, with opening of the facility projected in 2007.

The operating impact of regional government centers consists primarily of additional Human Services staff. Based on operating costs at the current Eastern Regional Center, the operating cost for Northern Regional Center is estimated at approximately \$2.7 million beginning in FY 2008. However, more refined operating cost estimates will be developed once the full complement of services to be offered at the Center has been finalized. The operating impact of non-Human Services staff is negligible, because existing staff will be transferred to each center or existing staff will use the center as a satellite office to support service-delivery needs in outer parts of the county.



★ Proposed Location

Project Summary: Northern Regional Center

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ -	1,071,000	3,230,000	-	-	-	-	-	4,301,000
Permitting	-	107,000	-	-	-	-	-	-	107,000
TOTAL USES	\$ -	1,178,000	3,230,000	-	-	-	-	-	4,408,000

Funding Sources

Cash	\$ -	1,178,000	3,230,000	-	-	-	-	-	4,408,000
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New Operating Budget Impact	\$ -	-	-	2,729,000	-	-	-	-	2,729,000
Total Operating Budget Impact	-	-	-	2,729,000	2,729,000	2,729,000	2,729,000	2,729,000	10,916,000

HUMAN SERVICES FACILITIES

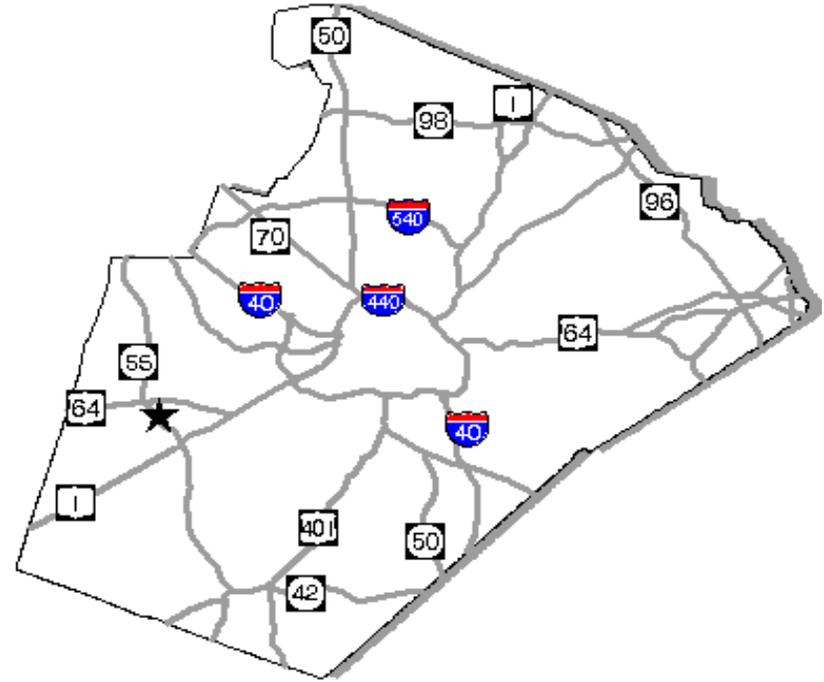
Western Regional Center

The planned Western Regional Center in Apex will be part of a site that is being jointly developed with the Town of Apex. The Town has completed construction of a new two-story fire headquarters station, located on the front portion of the County-owned site, which is leased to the Town.

This regional center will also be based on the prototype plan noted for the Northern Regional Center. The facility will occupy the rear portion of the shared site, with parking in the front.

Construction is anticipated to begin in 2010. Construction is projected to be complete and the facility opened in calendar year 2011.

Based on operating costs at the current Eastern Regional Center, the operating cost for Western Regional Center is estimated at approximately \$3.1 million beginning in FY 2012. However, more refined operating cost estimates will be developed once the full complement of services to be offered at the Center has been finalized.



★ Proposed Location

Project Summary: Western Regional Center

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ -	-	-	-	-	1,229,000	3,706,000	-	4,935,000
Permitting	-	-	-	-	-	123,000	-	-	123,000
TOTAL USES	\$ -	-	-	-	-	1,352,000	3,706,000	-	5,058,000
Funding Sources									
Cash	\$ -	-	-	-	-	1,352,000	3,706,000	-	5,058,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	3,132,000	3,132,000
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	3,132,000	3,132,000

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LIBRARIES

Element Summary: Libraries

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
West Regional Library	\$ 6,369,000	-	-	-	-	-	-	6,369,000
Holly Springs Community Library	2,697,000	-	-	-	-	-	-	2,697,000
North Regional Library	4,340,000	1,094,000	-	-	-	-	-	5,434,000
Leesville Community Library	676,000	111,000	2,865,000	-	-	-	-	3,652,000
Northeast Regional Library	-	-	230,000	4,323,000	3,517,000	-	-	8,070,000
TOTAL USES	\$ 14,082,000	1,205,000	3,095,000	4,323,000	3,517,000	-	-	26,222,000
FUNDING SOURCES								
Bonds--Authorized	\$ 14,082,000	1,205,000	3,095,000	4,323,000	3,517,000	-	-	26,222,000
TOTAL SOURCES	\$ 14,082,000	1,205,000	3,095,000	4,323,000	3,517,000	-	-	26,222,000
NEW OPERATING IMPACT	\$ 875,000	1,530,000	62,000	464,000	1,128,000	525,000	-	4,584,000

Seven-Year CIP Summary

The FY 2006 – 2012 CIP includes \$26.2 million for the development of five new or expanded library facilities. Funds will be used to construct four new facilities (West Regional, Holly Springs Community, Leesville Community, and Northeast Regional) and to expand one existing facility (North Regional) at a newly-purchased facility.

History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's Master Plan, approved by the Board of Commissioners in November 2002, divides the county into seven regions, each of which is planned to have one regional library with an in-depth book collection and two or more community branches with smaller book collections.

A long-range capital project implementation and funding plan was developed in FY 2003 based on the Board-approved Master Plan. Phase I of the plan includes the following libraries: Cameron Village Regional, West Regional, Holly Springs Branch, North Regional, Leesville Branch, and Northeast Regional. In Fall 2003, the Board of Commissioners approved Phase I of capital projects for the library system; in October 2003, voters approved \$35 million in general obligation bonds for Phase I library projects.

LIBRARIES

Operating Impact

The construction of a new library facility is a non-routine capital project that significantly impacts the County's service delivery and its operating cost. Opening four new libraries plus one expanded library will require that the County dedicate a portion of its expenditure growth each year to these new facilities. To fully understand the financial impact of these projects, the County has estimated the operating cost of each new or expanded library. These cost estimates use the library staffing standards that are part of the Library System Master Plan, along with estimates for each facility's usage of supplies and materials.

Generally, the operating costs for the new facilities are phased in over two or more fiscal years based on the timing of the library's opening. For example, a library opening late in the fiscal year will not incur a full year's worth of operating expenses until it operates for an entire fiscal year. The estimated operating cost for each facility is shown on the following pages.

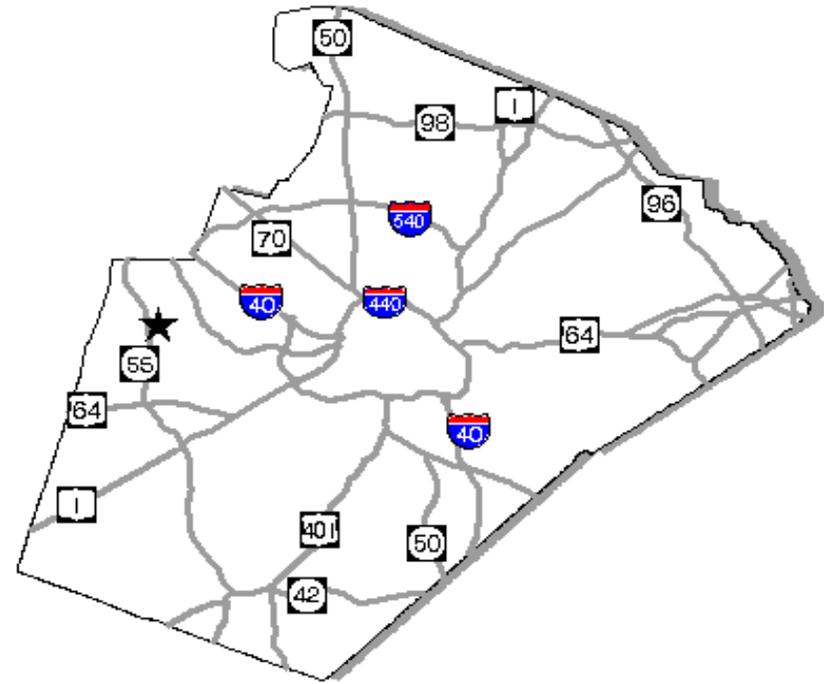
LIBRARIES

West Regional Library

The new West Regional Library will be located in west Cary at the intersection of Morrisville Parkway and Louis Stephens Drive. The library is expected to be a single-story building approximately 30,000 square feet in size.

Land for the site was acquired by the Town of Cary and conveyed to the County in 2003. Design work on this library began in early calendar year 2004. Construction began with an early site grading package that was completed in Fall 2004. Construction of the main facility is beginning in Spring 2005, and should be completed the following year with opening scheduled for late Spring 2006.

The FY 2006 Adopted Operating Budget includes \$814,000 for supplies and 25 partial-year librarians for the new facility. The full-year cost for FY 2007 and beyond will total approximately \$1.6 million.



★ Proposed Location

Project Summary: West Regional Library

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ -	2,441,000	-	-	-	-	-	-	2,441,000
FFE/Technology	-	790,000	-	-	-	-	-	-	790,000
Book Purchases	-	3,138,000	-	-	-	-	-	-	3,138,000
TOTAL USES	\$ 3,251,000	6,369,000	-	-	-	-	-	-	6,369,000

Funding Sources

Bonds--Authorized	\$ 2,419,000	6,369,000	-	-	-	-	-	-	6,369,000
Cash	832,000	-	-	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,251,000	6,369,000	-	-	-	-	-	-	6,369,000

New Operating Budget Impact	\$ 814,000	821,000	-	-	-	-	-	-	1,635,000
Total Operating Budget Impact	814,000	1,635,000	10,624,000						

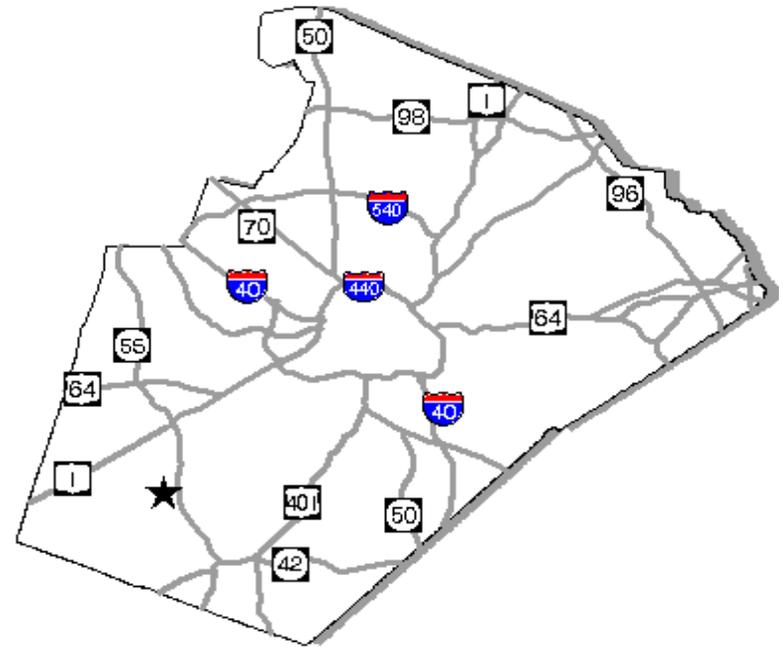
LIBRARIES

Holly Springs Community Library

The County and the Town of Holly Springs are working jointly to develop a 7.45 acre site as a public library and cultural arts center. The new Holly Springs branch library will be located on Ballentine Street. The seven-acre site was formerly owned by the Town and was conveyed to the County in Spring 2004. In conjunction with the library, the Town will develop, fund, and operate a cultural arts center; the Town will also provide infrastructure improvements to the property.

Construction of the library and cultural arts center will begin by Fall 2005; it is expected that construction will be completed Summer 2006. The jointly-developed project will open to the public in Fall 2006.

The FY 2006 Adopted Operating Budget includes \$61,000 for three partial-year librarians for the new facility. The full-year cost of these positions plus additional positions and materials will total approximately \$543,000 in FY 2007 and beyond.



★ Proposed Location

Project Summary: Holly Springs Community Library

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Professional Services	\$ -	42,000	-	-	-	-	-	-	42,000
Construction	-	1,521,000	-	-	-	-	-	-	1,521,000
FFE/Technology	-	289,000	-	-	-	-	-	-	289,000
Book Purchases	-	845,000	-	-	-	-	-	-	845,000
TOTAL USES	\$ 103,000	2,697,000	-	-	-	-	-	-	2,697,000

Funding Sources

Bonds--Authorized	\$ -	2,697,000	-	-	-	-	-	-	2,697,000
Cash	53,000	-	-	-	-	-	-	-	-
Municipal Reimbursement	50,000	-	-	-	-	-	-	-	-
TOTAL SOURCES	\$ 103,000	2,697,000	-	-	-	-	-	-	2,697,000

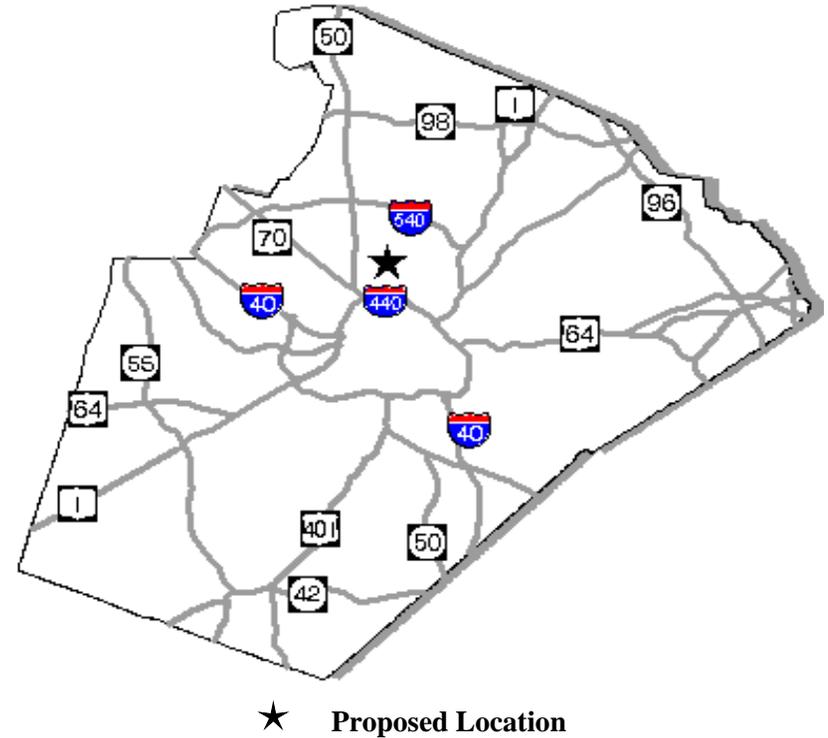
New Operating Budget Impact	\$ 61,000	482,000	-	-	-	-	-	-	543,000
Total Operating Budget Impact	61,000	543,000	3,319,000						

LIBRARIES

North Regional Library

The current North Regional library operates out of a 20,000-square-foot leased facility in north Raleigh. As the second busiest library in the state, North Regional has outgrown its current facility. In November 2004, the Board of Commissioners approved the purchase of the EB Boyd property on Harps Mill Road in North Raleigh, which will be renovated and expanded into a new facility for the North Regional Library. A 12,000 square-foot building expansion will be added to the existing 18,000 square-foot facility to create a total of 30,000 square feet of space. Parking will also be expanded with an additional 40 spaces. Construction is expected to begin in the fall of 2005 and be completed in fall of 2006, with opening scheduled at the beginning of 2007.

The new, larger North Regional Library is expected to need approximately five additional staff members starting in FY 2007. Operating cost estimates shown below reflect salaries and benefits for these additional staff.



Project Summary: North Regional Library

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Building Acquisition	\$ 3,600,000	-	-	-	-	-	-	-	-
Professional Services	30,000	200,000	30,000	-	-	-	-	-	230,000
Construction	-	3,000,000	648,000	-	-	-	-	-	3,648,000
FFE / Technology	-	416,000	416,000	-	-	-	-	-	832,000
Book Purchases	-	724,000	-	-	-	-	-	-	724,000
TOTAL USES	\$ 3,630,000	4,340,000	1,094,000	-	-	-	-	-	5,434,000

Funding Sources

Bonds--Authorized	\$ 3,630,000	4,340,000	1,094,000	-	-	-	-	-	5,434,000
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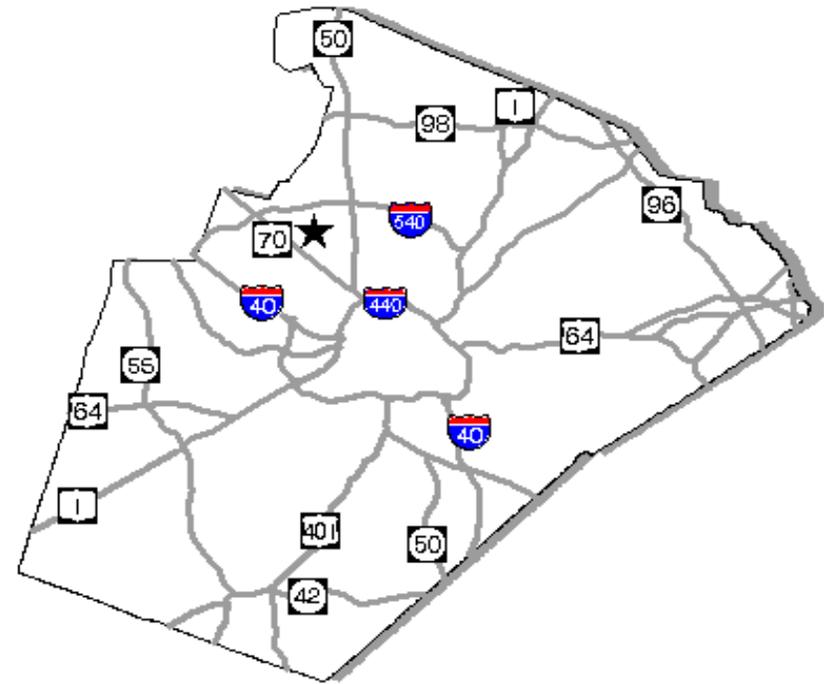
New Operating Budget Impact	\$ -	227,000	-	-	-	-	-	-	227,000
Total Operating Budget Impact	-	227,000	1,362,000						

LIBRARIES

Leesville Community Library

A new community library is proposed be located in northwest Raleigh, in the vicinity of Leesville High School. The land acquisition process has begun and is scheduled to be finalized in 2005. The building is proposed to be 8,000 square feet. Construction is scheduled to begin in Spring 2008, and be completed with opening by Spring 2009.

The new library is expected to need approximately seven and a half new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2008 and 2009), along with funds for supplies and materials.



★ Proposed Location

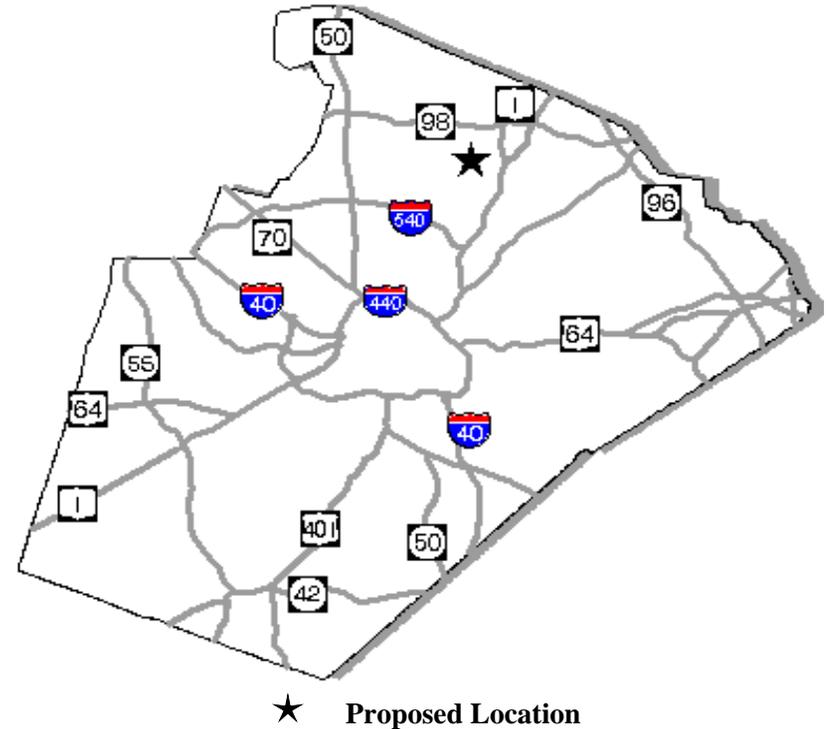
Project Summary: Leesville Community Library									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Land Costs	\$ 141,000	676,000	-	-	-	-	-	-	676,000
Professional Services	21,000	-	111,000	22,000	-	-	-	-	133,000
Construction	-	-	-	1,629,000	-	-	-	-	1,629,000
FFE / Technology	-	-	-	309,000	-	-	-	-	309,000
Book Purchases	-	-	-	905,000	-	-	-	-	905,000
TOTAL USES	\$ 162,000	676,000	111,000	2,865,000	-	-	-	-	3,652,000
Funding Sources									
Bonds--Authorized	\$ 162,000	676,000	111,000	2,865,000	-	-	-	-	3,652,000
New Operating Budget Impact	\$ -	-	-	62,000	430,000	135,000	-	-	627,000
Total Operating Budget Impact	-	-	-	62,000	492,000	627,000	627,000	627,000	2,435,000

LIBRARIES

Northeast Regional Library

A new regional library is proposed to serve residents of northeastern Wake County. Presently, only the Wake Forest Branch library serves this area of the county, and it is exceeding its circulation capacity. The new 22,000 square foot library is proposed to be located in the vicinity of the Wakefield area near Wake Forest. Construction is scheduled to begin in late 2008, with completion and opening in late 2009.

The new library is expected to need approximately seventeen new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2009, 2010 and 2011), along with funds for supplies and materials.



Project Summary: Northeast Regional Library

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Land Costs	\$ 1,863,000	-	-	-	-	-	-	-	-
Professional Services	21,000	-	-	230,000	72,000	-	-	-	302,000
Construction	-	-	-	-	3,563,000	610,000	-	-	4,173,000
FFE / Technology	-	-	-	-	688,000	-	-	-	688,000
Book Purchases	-	-	-	-	-	2,907,000	-	-	2,907,000
TOTAL USES	\$ 1,884,000	-	-	230,000	4,323,000	3,517,000	-	-	8,070,000

Funding Sources

Bonds--Authorized	\$ 1,884,000	-	-	230,000	4,323,000	3,517,000	-	-	8,070,000
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New Operating Budget Impact	\$	-	-	-	34,000	993,000	525,000	-	1,552,000
Total Operating Budget Impact		-	-	-	34,000	1,027,000	1,552,000	1,552,000	4,165,000

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OPEN SPACE

Element Summary: Open Space

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Open Space Land Acquisition	\$3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
TOTAL USES	\$3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
FUNDING SOURCES								
Bonds -- Authorized	\$3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
TOTAL SOURCES	\$3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
NEW OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY06-12 CIP includes \$23 million in bond funding to support the acquisition of open space. The County is currently focused on acquiring properties within four critical watersheds, identified stream corridors and other areas of rural scenic and historical value. These areas include properties within the Falls Lake, Lake Jordan, Swift Creek and Little River watersheds, 40 miles of stream corridors within these watersheds, and the Mark's Creek area of Wake County.

History / Background

The County, municipalities, the State of North Carolina, and nonprofit land trust agencies will continue to purchase priority lands guided by the information and recommendations of the Open Space, Watershed Management and Growth Management plans. Initiation of key preservation efforts, including acquisition of identified parcels in highest priority watersheds and stream corridors, is expected to continue. Financial partnering opportunities will also be pursued with municipalities, state and federal government, and nonprofit land preservation entities to protect water quality and preserve critically important properties. In addition, the \$26 million open space bond referendum passed by voters in November 2004 includes language to provide funding for the construction of recreational improvements as well as land acquisition. The County, the City of Raleigh and Town of Garner are investigating a potential partnership to design and construct a greenway trail to connect Lake Wheeler Park to the Lake Benson Park. A partnership is also being considered with the City of Raleigh for the acquisition of the Neuse River corridor south of Poole Road to the Johnston County line.

The Open Space Preservation program is currently oriented to achieving the following goals:

- Protect Wake County's water resources and preserve the quality of its water supply;
- Preserve significant natural resources of the county, wildlife habitat, scenic areas and natural areas suitable for recreation;
- Acquire high-priority lands or land rights (through conservation easements) in a cost-effective and efficient manner; and

OPEN SPACE

- Protect up to 30% of the county's land area (approximately 165,000 acres) through land-rights acquisition or appropriate regulatory initiatives.

The county's rapid growth has led to increased new development in outlying areas and decreased forestland and farmland. In response:

- The Board of Commissioners created an Open Space Task Force to provide recommendations to the Board and committed \$1.3 million for planning and open space acquisition and to support a grant program to encourage municipalities to prepare open space plans and to leverage municipal funding for land-acquisition efforts.
- From 1998 to 2000, an assessment of four critical watersheds (Falls Lake, Jordan Lake, Little River and Swift Creek) was completed.
- In November 2000, Wake County voters passed a \$15-million bond referendum to establish the Wake County Open Space Preservation Program.
- In August 2001, the Board of Commissioners adopted Phase I of the Open Space Plan, identifying the four priority watersheds and certain properties within these watersheds for acquisition.
- In March 2003, the Board of Commissioners endorsed the long-range Wake County Consolidated Open Space Plan, which integrates plans developed by the 12 municipalities into a comprehensive, county-wide open space preservation program.
- In August 2003, the Board approved acceptance of the Open Space Corridor Acquisition Plan to acquire conservation/greenway easements along eight corridors totaling 40 miles in various areas of Wake County.
- In November 2004, Wake County voters passed a \$26 million bond referendum for additional acquisition of open space properties and the improvement of such properties.

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. To achieve this goal, the following actions have been taken:

- Approval by the Board of Commissioners of Phases I & II of the Open Space Plan, identifying properties and corridors for open space acquisition.
- Fostering partnerships with municipalities and the state and federal governments to acquire properties, thereby leveraging the County funding available for open space acquisition.
- Entered into an agreement with The Triangle Land Conservancy (assisted by the Trust for Public Lands) to partner in preserving open space in the Mark's Creek watershed.

The Open Space program is also closely tied to the County's Watershed Management Plan, since the Open Space Plan maintains that protecting and conserving open space is the least costly and most effective way to protect the water supply. To date, the County has acquired or partnered in the acquisition of more than 2200 acres, at a cost to the County of approximately \$16 million.

Project Accomplishments in FY 2005

- Partnership with the North Carolina Division of Forest Resources to acquire 253 acres for the expansion of Clemmons Educational State Forest
- Partnership with the North Carolina Division of Parks and Recreation to acquire 116 acres for the expansion of William B. Umstead State Park
- Partnership with the Town of Apex to acquire 57 acres in the Beaver Creek Corridor
- Negotiated and executed Memorandum of Understanding with Triangle Land Conservancy for the acquisition of open space in the Mark's

OPEN SPACE

Creek Watershed.

- Initiated negotiations with the City of Raleigh and Town of Garner for greenway construction from Lake Wheeler to Lake Benson
- Initiated negotiations with the City of Raleigh to partner in the acquisition of the Neuse River Corridor from Poole Road to the Johnston County line
- Acquired an additional 225 acres in 7 stream corridors

Operating Impact

At this early stage of preserving open space, relatively minor operating costs are anticipated with the stewardship of the land acquired through the Open Space program; however, with potentially thousands of acres of open space to be acquired and protected under the Master Plan, the County may need to re-evaluate its land management operations and programs in the future.

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PARKS AND RECREATION

Element Summary: Parks and Recreation

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Community Use of School Parks	\$ 600,000	1,400,000	1,300,000	800,000	1,000,000	800,000	1,000,000	6,900,000
Existing Facility Improvements	400,000	400,000	400,000	250,000	250,000	250,000	250,000	2,200,000
Harris Lake County Park	-	-	-	69,000	-	-	-	69,000
Historic Yates Mill County Park	250,000	-	-	-	-	-	-	250,000
Little River County Park	-	-	-	92,000	-	-	-	92,000
Southeast Wake County Park	-	-	-	92,000	-	-	-	92,000
TOTAL USES	\$1,250,000	1,800,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	9,603,000
FUNDING SOURCES								
Cash	\$1,250,000	1,800,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	9,603,000
TOTAL SOURCES	\$1,250,000	1,800,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	9,603,000
NEW OPERATING IMPACT	\$ -	206,000	-	-	-	-	-	206,000

Seven-Year CIP Summary

The FY 2006-2012 CIP includes \$9.6 million for parks and recreation facilities, most of which represents the County's contribution towards the Community Use of School Parks program. Other funds are available for improvements at existing facilities (\$2.2 million), for the final year of construction at Historic Yates Mill County Park (\$250,000) and for master planning of future park developments (\$253,000).

History / Background

In Fall 2002, staff completed a two-year master-planning process to determine the park and recreation facility needs across the county and to define County government's role in meeting those needs. A long-term Master Plan for Wake County Parks and Recreation was produced and subsequently received by the Board of Commissioners in October 2002.

Population growth and the county's changing demographic makeup have increased demands on recreation facilities and services. Using per-capita, per-acre and other standards, the Master Plan concluded that across the county, there are deficits and inequities in the provision of park and recreation facilities. The County's primary approach to reduce these deficits is to develop parks and recreation opportunities through partnerships in accordance with the Master Plan, which suggested two roles for the County in the area of parks and recreation: 1) To provide large, resource-based parks for county citizens, and 2) To provide leadership in cooperating and collaborating with partners in the provision of other types of recreational opportunities.

PARKS AND RECREATION

Specifically, building and programming parks with more active athletic complexes and aquatic centers has been determined not to be a key responsibility of the County; however, partnering with other agencies in planning and encouraging the development of these facilities continues to be the County's role. Many different agencies are involved in the provision of park and recreation facilities and services across Wake County. These include the 12 municipalities, state and federal agencies and numerous private groups.

Operating Budget Impact

FY06 represents the final year of construction for Historic Yates Mill County Park. The Park is already partially in operation, although it has not officially opened to the public. It is anticipated that additional operating funds may be needed in FY 2007 to operate the full facility. No other Parks and Recreation funding in the FY06-12 CIP should have a significant impact on the County's operating budget. Although staff from Community Services, General Services Administration and Facilities Design and Construction work with the Wake County Public School System on the Community Use of School Parks program, it is not anticipated that this program will need any additional operating funding over what is routinely included in the those department's operating budgets.

PARKS AND RECREATION

Community Use of School Parks

The Community Use of Schools program represents a partnership between the County, Wake County Public School System, municipalities and other non-profit agencies to develop community parks in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters. FY05 accomplishments included the planning and design of community use facilities at Holly Springs High School, Brier Creek Elementary, Harris Creek Elementary and Barwell Road Elementary. Preliminary design began at Rolesville Elementary, Wakefield Elementary, Wendell Elementary and Zebulon Elementary.

The FY 2006-2012 CIP includes \$600,000 in FY 2006 for development of facilities at new school sites in Garner, North Raleigh, and Rolesville/Knightdale. The seven-year plan also includes \$6.3 million in future years for land acquisition and infrastructure development.



Salem Elementary/Middle School Ballfield

Project Summary: Community Use of School Parks

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Land Acquisition	*	\$ -	400,000	-	-	-	-	-	400,000
Infrastructure	*	600,000	800,000	300,000	-	-	-	-	1,700,000
Future Projects	*	-	200,000	1,000,000	800,000	1,000,000	800,000	1,000,000	4,800,000
TOTAL USES	*	\$ 600,000	1,400,000	1,300,000	800,000	1,000,000	800,000	1,000,000	6,900,000

Funding Sources

Cash	*	\$ 600,000	1,400,000	1,300,000	800,000	1,000,000	800,000	1,000,000	6,900,000
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New Operating Budget Impact		\$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

PARKS AND RECREATION

Existing Park Facility Improvements

The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements. The FY 2006-2012 CIP includes \$400,000 in FY 2006 to address improvements identified through the condition assessment process. Additionally, the CIP includes \$1.8 million in future years.

In FY 2005, the County completed facility improvements at two County parks (Blue Jay Point and Lake Crabtree) and at five school parks (Rolesville Elementary, West Millbrook Middle, Swift Creek Elementary, Zebulon Elementary and Willow Springs Elementary).



Vance Elementary School Park Shelter

Project Summary: Existing Park Facility Improvements

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Facility Improvements	*	\$ 400,000	400,000	400,000	250,000	250,000	250,000	250,000	2,200,000
Funding Sources									
Cash	*	\$ 400,000	400,000	400,000	250,000	250,000	250,000	250,000	2,200,000
New Operating Budget Impact		\$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

PARKS AND RECREATION

Harris Lake County Park

Phase 1 of Harris Lake County Park opened to the public in spring 1999. Comprised of 680 acres in southwest Wake County, the park is the largest in the County Parks System. The property is leased from Progress Energy.

Current amenities at the park include picnic shelters, playground, hiking/biking trails, fishing areas and operation/maintenance building. Future development phases may include a park center for environmental education, overnight lodge, overnight camping, day camp, historical interpretation areas, and staff residences.

The FY 2006-2012 CIP includes \$69,000 in FY 2009 for master planning services to update the long-term development plans for this regional park.



Harris Lake Playground Equipment

Project Summary: Harris Lake County Park

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Master Plan Development	\$ -	-	-	-	69,000	-	-	-	69,000
Funding Sources									
Cash	\$ -	-	-	-	69,000	-	-	-	69,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PARKS AND RECREATION

Historic Yates Mill County Park

Historic Yates Mill County Park will be a 550-acre historical and environmental park, the centerpiece of which is Yates Mill – Wake County’s last remaining gristmill. The County has completed the first three phases of the Park’s development, which included the Outdoor Classroom, demolition of miscellaneous structures, parking and entrance drive, pedestrian boardwalks across the millpond, and restoration of the mill including millstone set-up and other interior workings.

Construction on Phase 4, which includes the 16,000-square-foot A.E. Finley Park Center for Education and Research, began in FY 2004; the Center is expected to open to the public in spring 2006. Phase 5 (the final phase) is scheduled to be completed in FY 2006 and will include a pedestrian bridge at the mill dam and trails that extend to the park's outlying areas.



Yates Mill County Park - Boardwalk

Project Summary: Historic Yates Mill County Park

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Phases 1-3	\$ 5,245,000	-	-	-	-	-	-	-	-
Phase 4	1,200,000	-	-	-	-	-	-	-	-
Phase 5	-	250,000	-	-	-	-	-	-	250,000
TOTAL USES	\$ 6,445,000	250,000	-	-	-	-	-	-	250,000

Funding Sources

Cash	\$ 6,445,000	250,000	-	-	-	-	-	-	250,000
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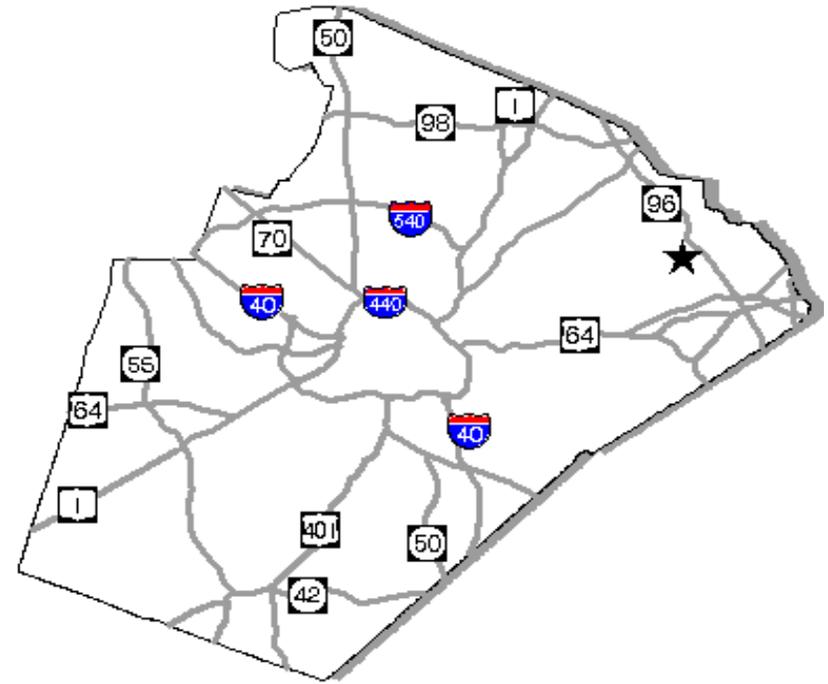
New Operating Budget Impact	\$	-	206,000	-	-	-	-	-	206,000
Total Operating Budget Impact		-	206,000	206,000	206,000	206,000	206,000	206,000	1,236,000

PARKS AND RECREATION

Little River County Park

In conjunction with acquisition efforts for the planned Little River Reservoir, land has been acquired for a future Little River County Park. To date 300 acres have been purchased for the planned park. The County has also purchased approximately 2,000 acres for an adjacent reservoir project. The acreage includes several tracts that can serve multiple park purposes as well as acreage for a public trail system to encompass the reservoir. Acquisition of approximately 50 additional acres of property is planned for FY 2006.

The FY 2006-2012 CIP includes \$92,000 in FY09 for professional services to develop a long-term master development plan for this regional park. The County's master planning process will engage the towns of Wendell and Zebulon in an extensive public input process.



★ Proposed Location

Project Summary: Little River County Park

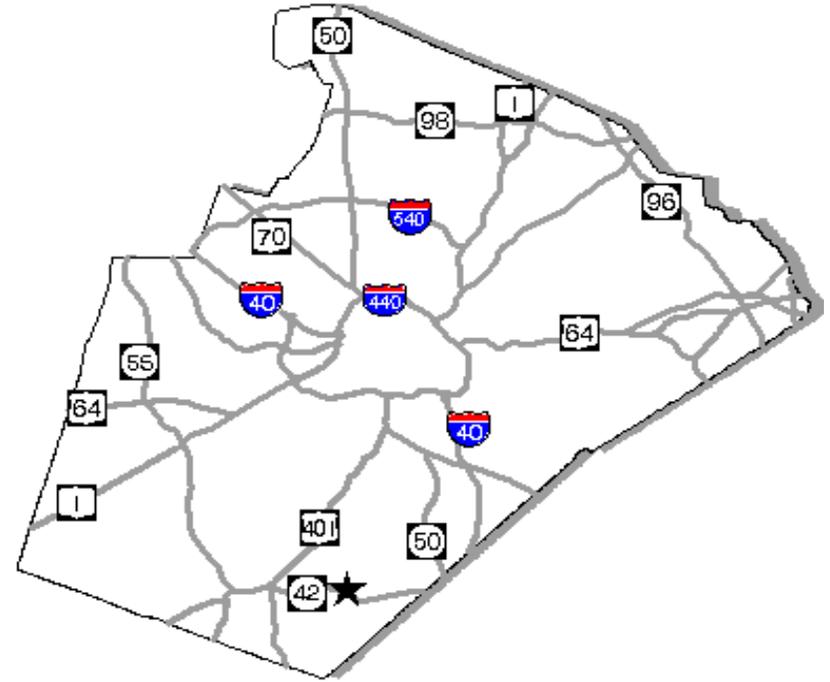
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Master Plan Development	\$ -	-	-	-	92,000	-	-	-	92,000
Funding Sources									
Cash	\$ -	-	-	-	92,000	-	-	-	92,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PARKS AND RECREATION

Southeast Wake County Park

The 2002 Wake County Parks and Recreation Master Plan indicated a need for County parkland in southeast Wake County. In FY 2004, the Board of Commissioners allocated \$1.8 million to acquire property for a future park in this region. Accomplishments in FY05 include the purchase of three tracts totaling 108 acres, and two tracts that were dedicated totaling 34 acres. To date, 235 acres have been acquired. The County is applying for grants from state and federal sources to leverage its investment.

The FY 2006-2012 CIP includes \$92,000 in FY 2009 for master planning services. The Master Planning process will evaluate alternatives for development of the regional park.



★ Proposed Location

Project Summary: Southeast Wake County Park

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Land Acquisition	\$ 1,847,046	-	-	-	-	-	-	-	-
Master Plan Development	-	-	-	-	92,000	-	-	-	92,000
TOTAL USES	\$ 1,847,046	-	-	-	92,000	-	-	-	92,000

Funding Sources

Cash	\$ 1,847,046	-	-	-	92,000	-	-	-	92,000
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New Operating Budget Impact	\$	-							
Total Operating Budget Impact		-							

PUBLIC SAFETY

Element Summary: Public Safety

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
<i>Emergency Communications & Logistics</i>								
800 MHz Radio Replacement	\$ -	-	-	-	-	1,221,000	-	1,221,000
Emergency Generator Relocation	202,000	354,000	-	-	-	-	-	556,000
<i>Computer Assisted Dispatch</i>								
EMS Automatic Vehicle Location	32,000	-	-	-	-	-	-	32,000
<i>Emergency Medical Services (EMS)</i>								
Defibrillators for Emergency Vehicles	697,000	-	-	-	800,000	828,000	-	2,325,000
Knightdale Area EMS Facility	129,000	-	-	-	-	-	-	129,000
<i>Sheriff's Office</i>								
Sheriff's Training Facility	250,000	-	-	-	-	-	-	250,000
TOTAL USES	\$1,310,000	354,000	-	-	800,000	2,049,000	-	4,513,000
SOURCES								
Cash	\$1,310,000	354,000	-	-	800,000	2,049,000	-	4,513,000
TOTAL SOURCES	\$1,310,000	354,000	-	-	800,000	2,049,000	-	4,513,000
NEW OPERATING IMPACT	\$ 5,000	-	-	-	-	-	-	5,000

Seven-Year CIP Summary

The FY 2006-2012 CIP includes approximately \$4.5 million over the next seven years for Public Safety capital improvements. Planned projects include:

- **Emergency Communications and Logistics:** Approximately \$1.2 million to begin the replacement cycle for 800 MHz radios in FY 2011 and \$556,000 to relocate emergency shelter generators from existing sites due to school construction over FY 2006 and 2007.
- **Computer-Assisted Dispatch (CAD):** Approximately \$32,000 to enhance the recently-activated CAD system by completing the addition of Automated Vehicle Location (AVL) technology for Emergency Medical Services (EMS) vehicles;
- **Emergency Medical Services:** Approximately \$2.3 million for defibrillators and \$129,000 towards a Knightdale Area EMS Facility; and
- **Sheriff's Office:** An analysis of the costs associated with replacing or renovating the Sheriff's Training Facility, currently located at the aging Mt. Auburn facility south of Garner.

PUBLIC SAFETY

Project Accomplishments in FY 2005

- The \$24 million emergency communication improvement project (800 MHz trunked radio system), begun in FY 2002, was completed and became fully operational.
- A fully redundant Backup Emergency Communications Center, the result of a collaborate effort of Raleigh and Wake County, was constructed, equipped and placed into operation at a remote site.
- Tone/voice and alphanumeric paging system design work was completed and locution and trunked logging/recording features were added to the recently-installed CAD and 800 MHz systems. These enhancements will become operational in the 3rd quarter of FY 2005.

Horizon Issues

Nextel/FCC Frequency Conversion – Estimated cost - \$ 1.4 million

This project will be required by the Federal Communications Commission (FCC) because of an agreement to provide Nextel continuous spectrum for their business plan. This will require all fixed equipment to be reprogrammed and returned. All non-fixed equipment will require reprogramming and replacement, due to frequency incompatibility. The FCC will require Nextel to reimburse Wake County for all expenses.

Redundant Simulcast Controller for 800 MHz Trunked Radio System – Estimated cost – \$1.4 million

Wake County has partnered with the North Carolina State Highway Patrol (SHP) via interlocal agreement to operate an 800MHz Trunked Public Safety Radio System. Currently, Wake County does not have a backup simulcast controller in place, should the current controller be lost. The most cost-effective point at which to add a back-up controller would be when the SHP adds the second Smart Zone at its Training Center location. It is anticipated that the cost of this backup controller would be borne by 800 MHz radio system users as a system improvement.

Emergency Operations Center at Wake County Commons – Estimated cost unknown

Wake County's current Emergency Operations Center (EOC), located in the basement of the Wake County Courthouse, suffers from physical and space deficiencies and deviates from Federal Emergency Management Agency (FEMA) EOC design guidelines. Wake County does not have a backup EOC. This project is intended to remedy these issues in a cost-effective manner by relocating Wake County's primary EOC to the Wake County Commons Building at the Wake County Office Park on Cary Drive. The project includes the modification of the EMS Training Center and the upstairs meeting rooms to meet the needs of EOC functions. A backup emergency electrical generator—essential to the viability of this project—is funded in the FY06 appropriation for the County Building Renovations element of the CIP.

Long-Term Plan for EMS Facilities – Estimated cost – \$4.5 million

In FY 2003, the Board of Commissioners authorized a study to begin developing a long-term strategy and master plan for fire and EMS. The study's primary purpose was to forecast demand for EMS and fire services throughout the county and plan for future capital investments needed to meet that demand. The TriData Corporation undertook this study, which was reviewed by the Fire Commission and Rescue Chiefs' Association in January 2004. The Rescue Chiefs' Association endorsed TriData's recommendations for future capital investments needed to meet demand for EMS. In FY 2005, the EMS Peer Review Committee and Deployment Subcommittee further reviewed the 2003 proposal and developed recommendations for the upcoming year. Further refinement on cost estimates will occur, and the Chiefs and County staff will address a comprehensive capital strategy for the EMS system in FY 2006.

PUBLIC SAFETY

Revivant Resuscitation System – Estimated cost - \$509,000

AutoPulse Resuscitation System pumps a patient's chest to circulate blood to the heart, brain and other vital organs during cardiac arrest treatment. It allows medics to focus on complementary interventions such as drugs, ventilation and defibrillation, greatly enhancing the resuscitation process for rescuers in and out of the hospital. Revivant auto resuscitation systems would initially be placed on first responding fire apparatus, allowing first responders to begin effective CPR/Ventilations while awaiting Advanced Life Support interventions. This particular degree of service is not currently being offered in Wake County, with manual cardiopulmonary resuscitation being the current level of service. The concept would need to be presented and adopted by the Wake County Fire Commission (or appropriate subcommittee) and the participating municipal fire departments within Wake County.

800 MHz Trunked Radio System Expansion – Estimated cost unknown

This project will expand the 28-channel trunked radio system infrastructure to 36-38 channels. The trunked radio system infrastructure was designed for 28 channels to accommodate radio users through 2012 based upon population and public safety radio use estimates developed in 2002, which are currently in the process of being updated. Additional radios users are expected in 2012 based upon current trends.

Sheriff's Training Facility – Estimated cost unknown

The FY 2006-2012 CIP includes \$250,000 to study possible options for renovating or replacing the Sheriff's Training Facility, currently located at the former Mt. Auburn School campus in Garner. Depending on the outcome of that review and analysis, future Capital Improvement Plans could contain funding to renovate or replace the facility.

Operating Impact

Operating costs for defibrillator maintenance were factored into the FY 2006 budget. It is not expected that the remaining projects shown in the FY06-12 CIP will need additional operating dollars but that these projects instead will use current resources (e.g., staff time).

PUBLIC SAFETY

800 MHz Radio Replacement

In FY 2001, an analysis of Wake County's radio infrastructure and future needs indicated the need for a trunked radio communications system operating in the 800 MHz portion of the radio spectrum. In FY 2004, the County activated an 800 MHz radio system for interdepartmental and interagency communication. The new system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by remedying coverage problems (areas in Wake County where radios could not operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, various Public Safety agencies (Fire, EMS, and Emergency Management) and General Services Administration. All municipalities in the county except Raleigh and Cary operate on the new system. It is anticipated that Cary and Raleigh may join in future years, and that they will substantially fund system capacity expansions to meet their needs.

Because the life span of the 800 MHz radios is approximately 7-10 years, the CIP includes \$1.2 million in FY 2011 to replace 20% of the radios/pagers, focusing on those used by law enforcement personnel. It is anticipated that future years will contain additional funds for radio replacement.



Radio Communications Tower - Wake Forest

Project Summary: 800 MHz Radio Replacement

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Equipment	\$ 26,431,000	-	-	-	-	-	1,221,000	-	1,221,000
Funding Sources									
Cash	\$ 26,431,000	-	-	-	-	-	1,221,000	-	1,221,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PUBLIC SAFETY

Emergency Generator Relocation

Wake County has five primary shelter facilities that are used for emergency situations such as hurricane, tornado, snow and ice storms and other natural and man-made hazards. The current shelter facilities are designated in high schools operated by the Wake County Public School System (Cary High School, East Wake High School, Enloe High School, Garner High School and Sanderson High School). During times of emergency, the shelters are activated on an “as needed” basis through the County's Emergency Operation Center. A decision to open shelter facilities is made by the Public Safety and Human Services departments. Human Services has responsibility for the operation and staffing of each shelter. The Wake County Public School System provides food/feeding, supplemental staff and support supplies. After Hurricane Fran in 1996, post-event reports documented deficiencies in the emergency shelter system, namely that the five shelters operated by the County did not have auxiliary power available. The County applied for, and received, federal funding to provide and interface generators at the shelter facilities. Subsequently, the shelters at each of the five high schools were outfitted with auxiliary power generators.

Due to recent and proposed construction/renovation activities at three of the high schools, new shelter locations have been established as follows:

Cary High School - Shelter relocated to Middle Creek Middle School
Enloe High School - Shelter relocated to Southeast Raleigh High School
East Wake High School - Shelter relocated to Knightdale High School

The renovations at Cary, Enloe and East Wake High School not only displace the existing generator, but also reconfigure the interior spaces which do not satisfy the requirements for an emergency shelter. The three newly-established locations meet the requirements and are capable of accepting the auxiliary power. The existing generators at Cary High School and Enloe High School can be re-used at any of the three new locations and will support the loads necessary for operation. The existing generator at East Wake High School is not appropriate for relocation to a new shelter site due to the difference in distribution voltages. In this case, a new generator is necessary. The existing East Wake High School generator will be evaluated for re-use at another County facility.

Project Summary: Emergency Generator Relocation

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ -	202,000	354,000	-	-	-	-	-	556,000
Funding Sources									
Cash	\$ -	202,000	354,000	-	-	-	-	-	556,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

PUBLIC SAFETY

EMS Automatic Vehicle Location

In 2000, Wake County and the City of Raleigh initiated a cooperative effort with all towns that participate in the operation of the Raleigh/Wake Emergency Communications Center to plan, design and install a new Computer-Assisted Dispatch (CAD) System. A primary goal of the CAD system is to improve emergency service delivery response time of all local government public safety agencies (law enforcement, fire and emergency medical services) and to improve communications generally for selected non-public safety departments.

In FY 2004, the County implemented a CAD system for public safety emergency response. The system has improved the County's and municipalities' speed in responding to emergency events by dispatching the nearest ambulance regardless of municipality borders. However, the system operates by station location - it is unable to dispatch the nearest ambulance based on its real-time unit location.

The FY 2006-2012 CIP includes \$32,000 for Automatic Vehicle Location (AVL) technology for the Wake County EMS System. The AVL technology will allow the CAD system to dispatch the closest ambulance based on actual vehicle location. Because ambulances are on the road and available for significant parts of a duty day, this will result in substantial response time improvement.



Wake County EMS Unit

Project Summary: EMS Automatic Vehicle Location

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Equipment/Furnishings	\$ 143,000	32,000	-	-	-	-	-	-	32,000
Funding Sources									
Cash	\$ 143,000	32,000	-	-	-	-	-	-	32,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PUBLIC SAFETY

EMS Defibrillators

Under state law, counties are responsible for delivering emergency medical services (EMS). The EMS Division of the Department of Public Safety (Wake EMS) is responsible for the administration, training and support of EMS operations in the county. Responsibilities include providing basic and advanced life support services and transporting persons to area medical facilities in emergency situations. EMS serves sick or injured individuals who live in, work in, travel through or visit Wake County. The Wake EMS emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are eight nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County. Wake EMS and the EMS/rescue squads with whom the County contracts operate as a “model system” under general state regulations.

North Carolina law {G.S. 131E-157(a)} authorizes the State to mandate equipping of all paramedic ambulances with specialized equipment, including defibrillators. One requirement is that vehicles be equipped with cardiac monitor/defibrillator units. Wake County last replaced defibrillators (39 units in total) in FY 2000. In FY 2005, the County began the first year of a two-year replacement cycle for these units. The FY 2006-2012 capital improvement program completes year two of the replacement cycle, with funding next slated in FY 2010. 31 units were scheduled for replacement in 2005 with a focus on "front-line" units; and 31 units will be replaced in reserve ambulances and "quick response" vehicles in 2006, so that all licensed Advanced Life Support (paramedic) response vehicles will be equipped with new defibrillators by the end of FY 2006. The operating cost estimate assumes that the units will consume approximately 100 batteries per year at a cost of \$50 per battery.

Project Summary: EMS Defibrillators

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Defibrillators	\$ 674,000	697,000	-	-	-	800,000	828,000	-	2,325,000

Funding Sources

Cash	\$ 674,000	697,000	-	-	-	800,000	828,000	-	2,325,000
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New Operating Budget Impact	\$ 5,000	-	5,000						
Total Operating Budget Impact	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000

PUBLIC SAFETY

Knightdale Area EMS Facility

Eastern Wake EMS currently operates and maintains a leased facility located at 24 South First Avenue in Knightdale. A 2002 assessment, conducted by Heery International for Wake County, recommended numerous improvements for the existing building and grounds. Since then, two alternatives have been proposed. The three scenarios are:

(1) Upgrade the existing EMS facility, constructed in 1977, per Heery's assessment. Prior capital funds appropriated for facility improvements based on the Heery assessment total approximately \$181,000. This would allow limited renovations, but would not bring the facility up to the County's normal building standards. Additionally, Knightdale owns neither the land nor the property, and the property owner has right of reversion to it.

(2) Finance a co-location agreement with the Town of Knightdale to construct EMS facilities within their new Public Safety Center, located at 949 Steeple Square Court. The \$129,000 included in the CIP for FY 2006, plus previously appropriated funds will total \$310,000, which is the estimated cost for full renovation and upfit of the EMS space to meet the County's normal building standards.

(3) Upgrade and modify Eastern Wake Fire Station #2, located at 401 Hester Street and originally constructed in 1954 (with additions in 1960 and 1985). A cost estimate has not yet been developed, but it is known that there are significant physical limitations to this facility, which provides much less space than the above two options. Equal funding would not bring this facility up to the County's normal building standards.

Staff is currently studying these alternatives to select the best long-term solution based on life cycle cost analyses. With the recent merger of Knightdale EMS, Wendell EMS and Zebulon EMS, the consolidated squad leadership desires to utilize the funds earmarked for these improvements to provide state-of-the-art EMS facilities for the Eastern Wake community and Wake County Public Safety for the future.



Knightdale EMS - 24 South First Street



Knightdale Public Safety Center - 949 Steeple Square Court



Eastern Wake Fire Station #2 - 401 Hester Street

PUBLIC SAFETY

Knightdale Area EMS Facility (continued)

Project Summary: Knightdale Area EMS Facility

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ 181,000	129,000	-	-	-	-	-	-	129,000

Funding Sources

Cash	\$ 181,000	129,000	-	-	-	-	-	-	129,000
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New Operating Budget Impact	\$	-							
Total Operating Budget Impact		-							

PUBLIC SAFETY

Sheriff's Training Facility

The Wake County Sheriff's Office currently uses two facilities for law enforcement and detention training: the old Mt. Auburn School campus south of Garner and the Wake County Firearms Education and Training Center near Holly Springs. The Mt. Auburn facility's age (built in the 1930's) and recurring problems with the on-site wastewater treatment system have led to increasingly-high maintenance costs. The permit for the wastewater treatment system expires in 2008, and County staff has expressed concern that the State of North Carolina will not issue a new permit at that time.

The FY 2006-2012 CIP provides funds to conduct a comprehensive analysis of the options for renovating or replacing the facility. This analysis may include preliminary design work on one or more scenarios. Alternatives to be evaluated include renovation/expansion of the Mt. Auburn facility, expansion of the Firearms Education and Training Center and possibly a new site.



Current Training Facility at Mt. Auburn

Project Summary: Sheriff's Training Facility

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Study/Analysis	\$ 62,000	250,000	-	-	-	-	-	-	250,000
Funding Sources									
Cash	\$ 62,000	250,000	-	-	-	-	-	-	250,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WATER AND SEWER

Element Summary: Water and Sewer

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
RTP Off-site Infrastructure	\$ 30,000	455,000	30,000	30,000	30,000	30,000	30,000	635,000
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
RTP Reclaimed Water	100,000	2,395,000	3,038,000	-	-	-	-	5,533,000
Water/Sewer Plan Implementation	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
TOTAL USES	\$ 380,000	3,350,000	3,568,000	530,000	530,000	530,000	530,000	9,418,000
FUNDING SOURCES								
Cash	\$ (283,000)	2,719,000	3,568,000	530,000	530,000	530,000	530,000	8,124,000
Water/Sewer Loan Re-Payments	663,000	631,000	-	-	-	-	-	1,294,000
TOTAL SOURCES	\$ 380,000	3,350,000	3,568,000	530,000	530,000	530,000	530,000	9,418,000
NEW OPERATING IMPACT	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2006-2012 CIP includes approximately \$9.4 million for water and sewer system upgrades and related expenses. Over half of these funds will be used to provide reclaimed water facilities in the portion of the Research Triangle Park located in Wake County. The remaining funds will be used to implement the 1998 Water/Sewer Plan, to provide infrastructure improvements as an economic development tool and to fund other water and wastewater improvements.

History / Background

- **Water/Sewer:** The 1998 Wake County Water/Sewer Plan provides the framework for long-term water and sewer infrastructure development in the county. The Plan recommends establishing two utility systems by 2010 and consolidating into a single water and sewer utility system by 2015. Funding priority is given to facility merger feasibility studies and preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities.
- **RTP:** In 1987, the County completed a comprehensive study of the water and wastewater facility needs for the portion of Research Triangle Park located in Wake County. This study determined that direct connection to public utilities would be the most feasible and practical of the alternatives evaluated to meet water and sewer facilities needs of the Kit Creek Basin and the portion of RTP located in Wake County. A master utility plan was prepared for RTP and continues to guide the County in planning and funding capital improvement projects in RTP. In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation entered into an agreement for providing water and sewer to the 2000-acre portion of Research Triangle Park in Wake County. This agreement was renegotiated and executed in October 2003. The agreement provides for the funding and

WATER AND SEWER

construction of sewer improvements by the County to serve RTP and the operation and maintenance of these improvements by the Town of Cary. In addition, the Wake County Water and Sewer Funding Policy provides for assistance with the construction of on-site water and sewer line to industrial tenants within RTP for new or expansion of existing facilities.

- Reclaimed Water: In October 2003 a Water Reclamation and Reuse Plan for RTP South was completed. This plan calls for the Town of Cary and Durham County to construct the primary system to deliver reclaimed water to the boundary of RTP at Kit Creek Road and NC Highway 55. Wake County, if practical, would construct the secondary system to deliver the reclaimed water to the customers in RTP. The Town of Cary would assume the responsibility for operation and maintenance of the reclaimed water system.

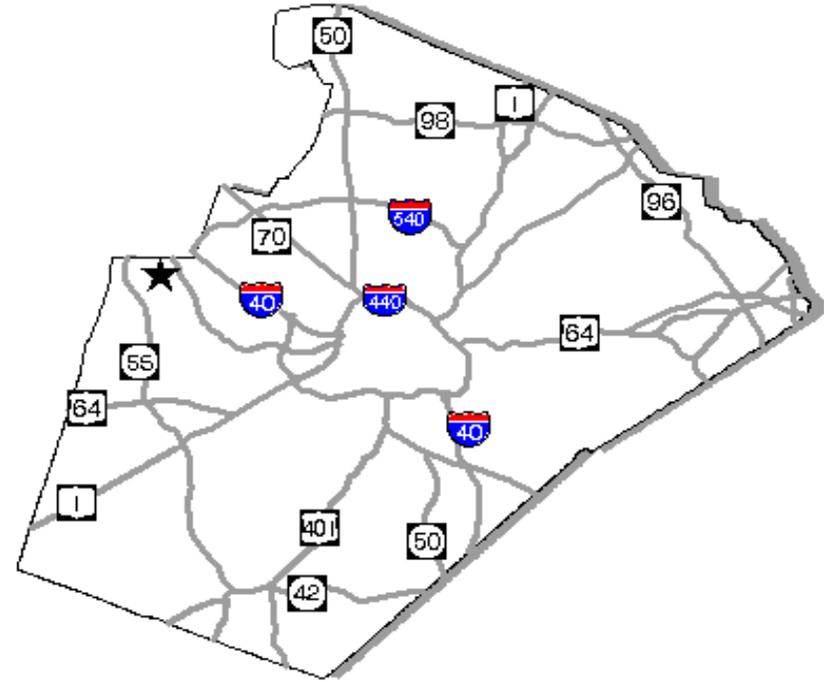
Operating Impact

The capital improvements funded through the Water and Sewer element are expected to have no impact on the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of these infrastructure are the responsibility of our municipal or other partners.

WATER AND SEWER

Research Triangle Park Off-Site Infrastructure

In October 2003, Wake County, the Town of Cary and the Research Triangle Foundation renegotiated a 1989 agreement for the construction, operation and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will maintain responsibility for the completion of the Phase III water and sewer improvements to serve the undeveloped sites in RTP in accordance with the 1987 RTP Water and Sewer Facilities Plan. The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. This agreement also provides that the County will abide by the Town's policy for the use of reclaimed water. This will require the installation of reclaimed water improvements beginning in FY 2006. The Town of Cary and Durham County must complete the extension of reclaimed water lines to Kit Creek Road at Highway 55 in advance of any construction work by Wake County.



★ Proposed Location

Project Summary: Research Triangle Park Off-Site Infrastructure

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Water/Sewer Improvements	\$ 12,607,000	-	425,000	-	-	-	-	-	425,000
Jordan Lake loan repayment	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
TOTAL USES	\$ 12,657,000	30,000	455,000	30,000	30,000	30,000	30,000	30,000	635,000

Funding Sources

Cash	\$ 12,657,000	30,000	455,000	30,000	30,000	30,000	30,000	30,000	635,000
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New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WATER AND SEWER

Research Triangle Park On-Site Infrastructure

To encourage job creation and economic development, the County has provided funds for the installation of off-site water and sewer infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water and sewer service up to the property line of the individual sites within RTP. In addition, the Wake County Water and Sewer Funding Policy specifically provides for assistance with the construction of on-site water and sewer lines to industrial tenants within RTP. The Board of Commissioners has in the past provided funding for the construction of on-site water and sewer lines to within five feet of the building for the existing industries in RTP including Cisco, Biogen, Sony Ericsson, Diosynth and Magnequench, and most recently approved funding for on-site infrastructure to serve the proposed \$100 million Credit Suisse First Boston Global Business Center.



Ericsson Property in Wake County Portion of RTP

Project Summary: Research Triangle Park On-Site Infrastructure

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Water and Sewer Lines	\$ 2,257,000	250,000	1,750,000						
Funding Sources									
Cash	\$ 2,257,000	250,000	1,750,000						
New Operating Budget Impact	\$ -	-							
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WATER AND SEWER

Research Triangle Park Reclaimed Water

The October 2003 agreement between Wake County, the Town of Cary and Research Triangle Park provides that water and sewer customers in Research Triangle Park will abide by the Town of Cary's reclaimed water policy. At such time as the Town of Cary constructs the primary system to deliver reclaimed water to the boundaries of Research Triangle Park, the County agrees to install, if practical, the secondary system to deliver the reclaimed water to the customers in RTP. Based upon a Water Reclamation and Reuse Plan for RTP South completed in October 2003, approximately \$5.5 million is included in the FY 2006-2012 CIP for water reclamation in RTP. The Town of Cary will be responsible for the operation and maintenance of the reclaimed water system and for providing the reclaimed water to RTP customers.



Reclaimed Water Facility

Project Summary: Research Triangle Park Reclaimed Water

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
RTP Water Reclamation	\$ 100,000	100,000	2,395,000	3,038,000	-	-	-	-	5,533,000
Funding Sources									
Cash	\$ 100,000	100,000	2,395,000	3,038,000	-	-	-	-	5,533,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

WATER AND SEWER

Water/Sewer Plan Implementation

The 1998 Wake County Water/Sewer Plan provides the framework for long-term water and sewer infrastructure development in the County. To ensure an adequate, reliable, and economical water and sewer system for all county residents, the Plan recommends establishing two utility systems by 2010 and consolidating into a single water and sewer utility system by 2015.

The County continues to support the merger of municipal utility systems and has demonstrated a willingness to fund feasibility studies for utility system mergers and other regional solutions. To this end, the FY 2006-2012 CIP includes \$1.5 million to fund preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities.

Currently, Wake Forest and Knightdale are proceeding with plans to merge their utility systems with the City of Raleigh. Feasibility studies to merge the Wendell and Zebulon utility systems with Raleigh have recently been completed and both towns are pursuing merger contracts with Raleigh. These projects have no operating impact on the County, because municipalities assume the operating impact of the actual utility system mergers. Most recently, the Town of Cary and Town of Morrisville have initiated the merger process.



Sewer Bore

Project Summary: Water/Sewer Plan Implementation

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Engineering work	\$ 2,454,000	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Funding Sources									
Cash	\$ 2,454,000	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Element Summary: Wake County Public School System

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
WCPSS Plan 2004	\$218,300,000	160,100,000	-	-	-	-	-	378,400,000
WCPSS Future Projects	-	-	181,433,000	185,000,000	185,000,000	553,000	575,000	552,561,000
TOTAL USES	\$218,300,000	160,100,000	181,433,000	185,000,000	185,000,000	553,000	575,000	930,961,000
FUNDING SOURCES								
Bonds--Authorized	\$ 75,000,000	-	-	-	-	-	-	75,000,000
Bonds--Issued	75,000,000	150,000,000	-	-	-	-	-	225,000,000
Debt--To be Authorized	41,000,000	-	175,000,000	175,000,000	175,000,000	-	-	566,000,000
Interest Earnings	2,904,000	686,000	533,000	790,000	670,000	553,000	575,000	6,711,000
Schools Capital Fund Balance	19,096,000	3,814,000	-	3,010,000	2,930,000	-	-	28,850,000
State--Public School Building Fund	5,300,000	5,600,000	5,900,000	6,200,000	6,400,000	-	-	29,400,000
TOTAL SOURCES	\$218,300,000	160,100,000	181,433,000	185,000,000	185,000,000	553,000	575,000	930,961,000
NEW OPERATING IMPACT	\$ 1,391,000	3,745,000	3,879,000	878,000	*	*	*	9,893,000

* The operating budget impact for all years may be revised once the school construction schedule has been finalized.

Seven-Year CIP Summary

The FY 2006-2012 CIP includes \$931 million to improve school facilities. Plan 2004 funds are primarily derived from bonds previously authorized by Wake County citizens and from the State Public School Building Fund. Beginning in FY 2008, future projects will be supported primarily through debt that is yet to be authorized.

History / Background

The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by about 4,000 to 5,000 students a year. Enrollment is projected at approximately 126,000 students by 2008; by 2020, updated student population projections show a total of approximately 190,000 students in the system. WCPSS's Plan 2000 capital plan, one phase of an aggressive building program to provide facilities to accommodate projected growth is nearing conclusion. The next phase is Plan 2004, which addresses facilities needs through 2008 and includes funds to repair and renovate existing schools as well as for land acquisition, construction, and initial equipping of new schools. Wake County voters approved a bond referendum in November 2000 to support Plan 2000 and again in October 2003 to support Plan 2004.

Plan 2000

- A 31-member Citizens Advisory Committee for School Facilities Planning and Funding submitted its findings to the County in April 2000. Plan

WAKE COUNTY PUBLIC SCHOOL SYSTEM

2000 incorporated the committee's recommendations into a new building program totaling \$550 million (\$500 million of which was bond funded.)

- The Plan called for the construction of 14 new schools to accommodate the 111,000 students expected in County schools by 2004. It also included extensive renovations to 32 schools and provided needed maintenance and repair to 61 other schools.
- The building plan included funding for technology infrastructure, deferred maintenance, energy compliance, and code compliance.
- Plan 2000 included \$20 million for planning and design work for Plan 2004.

Plan 2004

- The Board of Education presented a priority list of projects totaling \$867 million to the Board of Commissioners in April 2003. The Board of Education established its highest-priority projects and pared down the scope of Plan 2004 to a list of projects totaling \$550 million.
- The adopted Plan 2004 includes 13 new schools, one pre-kindergarten center, 16 comprehensive renovation projects, and re-roofing and repair projects at 61 campuses.
- At its November 17, 2003 meeting, the Board of Commissioners approved a resolution appropriating the Plan of Record on the books of the County in the amount of \$479.9 million. This amount represents new funds as follows:

Bond Proceeds	\$450,000,000
State Funding	21,900,000
Pay-As-You-Go Funds	8,000,000
Total New Funds	<u>\$479,900,000</u>
Savings Transferred	<u>22,420,515</u>
	\$502,320,515

- Approximately \$47.7 million of Plan 2004 is unfunded at this time. On January 18, 2005, the Board of Commissioners approved strategies to meet Plan 2004 funding of \$550 million and fund mobile and modular classrooms/schools to meet growth needs. These strategies included: WCPSS continuing to identify savings in Plan 2000 and Phase IIIB; accelerating capital fund balance appropriation and utilizing commercial paper to generate short-range debt capacity.
- On March 1, 2005, the Board of Education adopted a resolution pertaining to funding of Plan 2004. The resolution states that the Board of Education will allocate future Plan 2000 savings to be applied as part of the total \$550 million and that the Board of Education will cover cost escalations by deferring the funding of specific projects to the next building program.

Operating Impact

The school system estimates the cost of operating and staffing new facilities and includes these costs in the annual budget that it requests from the County. The non-instructional operating costs (i.e., facility maintenance housekeeping and utilities) have recently been estimated to be \$4.25 per square foot. Personnel costs associated with increased enrollment are not calculated here since many of these costs occur whether or not new schools are built.

WAKE TECHNICAL COMMUNITY COLLEGE

Element Summary: Wake Technical Community College

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Ten-Year Master Plan	\$ 290,000	-	-	-	-	-	-	290,000
401 North Campus Buildings	1,000,000	5,400,000	10,220,000	9,890,000	1,490,000	-	-	28,000,000
Chapanoke Road Property	2,400,000	1,125,000	1,625,000	-	-	-	-	5,150,000
Furnishings	1,250,000	-	-	-	-	-	-	1,250,000
General Repairs and Renovations	125,000	25,000	200,000	-	-	-	-	350,000
Holding Hall Renovation	155,000	-	-	-	-	-	-	155,000
Individual Learning Ctr. Relocation	680,000	-	-	-	-	-	-	680,000
Mechanical/Electrical Projects	380,000	1,465,000	500,000	-	-	-	-	2,345,000
Re-Roofing Projects	505,000	165,000	-	-	-	-	-	670,000
Technical Education Bldg. Renovations	30,000	610,000	-	-	-	-	-	640,000
TOTAL USES	\$6,815,000	8,790,000	12,545,000	9,890,000	1,490,000	-	-	39,530,000
FUNDING SOURCES								
Bonds--Authorized	\$6,815,000	8,790,000	12,545,000	9,890,000	1,490,000	-	-	39,530,000
TOTAL SOURCES	\$6,815,000	8,790,000	12,545,000	9,890,000	1,490,000	-	-	39,530,000
NEW OPERATING IMPACT	\$ -	761,000	200,000	307,000	271,000	(24,000)	-	1,515,000

Seven-Year CIP Summary

The FY 2006-2012 CIP includes \$39.5 million for improvements and expansion for Wake Technical Community College (Wake Tech). Approximately 75% of the funding will be used for land acquisition, construction, and other costs related to the College's future North Wake Campus. Of the remaining funds, most are allocated for proposed renovation projects include renovating property on Chapanoke Road for a Public Safety Training Center, renovating a portion of Holding Hall to house the Facilities Administration Staff, re-roofing multiple buildings, and undertaking needed mechanical and engineering projects. Funding for all projects comes from general obligation bonds.

History / Background

As part of the 1993 bond referendum, Wake County funded the construction of two new buildings (a new bookstore and a new automotive education center) for Wake Tech totaling \$30 million. Between 1993 and 2004, Wake Tech submitted no new requests for capital improvements to the County. On November 2, 2004, Wake County voters overwhelmingly approved a bond referendum for \$40 million in general obligation bonds for Wake Tech to finance acquisition, construction, installation and equipping of modifications, renovations, additions, improvements and extensions to existing facilities,

WAKE TECHNICAL COMMUNITY COLLEGE

and for one or more new buildings or other educational facilities for the college. Wake Tech developed a Plan of Record for the \$40 million, designed to meet facility needs for the College through fiscal year 2010, which was presented to and approved by the Board of Commissioners in March 2005.

NCGS §115D-32 requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

- Plant Fund – Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.
- Current Expense Fund
 - Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.
 - Support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Operating Impact

The new operating budget impacts shown in the element summary reflect the costs of operations and maintenance at the Chapanoke Road property and the new North Campus site. These costs are anticipated to begin in FY 2007. Per NCGS §115D-32, the County is required to maintain buildings and grounds and operations of facilities; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

WAKE TECHNICAL COMMUNITY COLLEGE

Ten-Year Master Plan

Wake Technical Community College has outgrown the ability to track its physical resources and long term facility needs without the benefit of a comprehensive facility master plan. A long range plan of 10 years will address the issues of program growth and appropriate locations within the County for the College's various programs, the location of satellite campuses relative to the County's demographics and workforce needs, maintenance plans for existing facilities, and identify capital expansion needs to accommodate future growth. The College currently comprises approximately 28 buildings that in total are in excess of 776,000 square feet. A facilities master plan will provide the basis for future requests for county capital appropriations or general obligation bonds. Elements of a ten year facilities master plan will include, but not be limited to, the following: define critical characteristics, uses, and activity patterns for each campus; provide all campuses with an ongoing maintenance repair and renovation plan; develop cost estimates for new construction, major renovations, capital repairs and improvements, and funding needs for facility operations and maintenance; and identify future capital projects on the basis of comprehensive facility assessments.

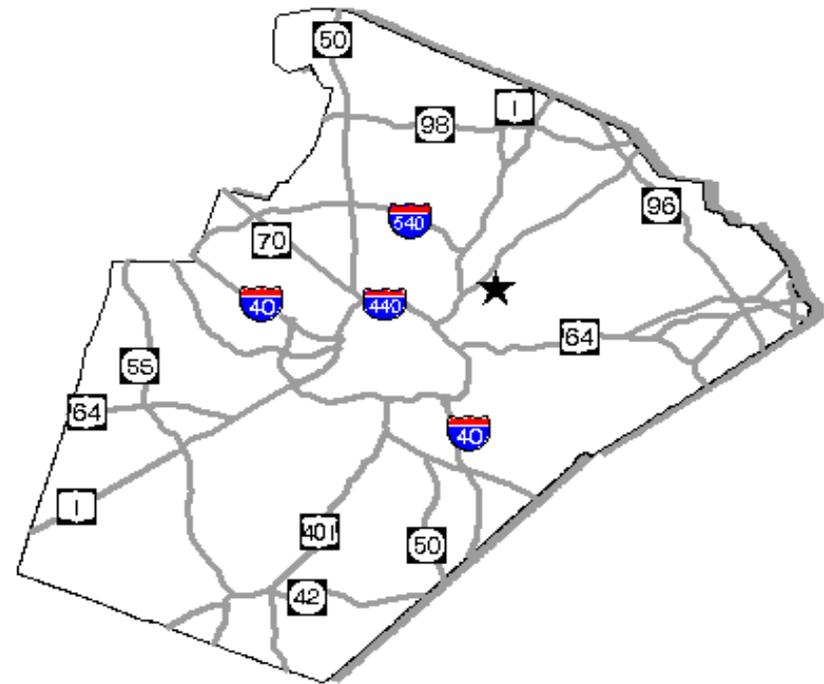
Project Summary: 10 Year Master Plan									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Master Planning	\$ 50,000	290,000	-	-	-	-	-	-	290,000
Funding Sources									
Bonds--Authorized	\$ 50,000	290,000	-	-	-	-	-	-	290,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

401 North Campus

State demographics predict a 45% rise in Wake County's population by the year 2012. Currently, over 3000 students attend Wake Technical Community College from zip code areas in the northern part of the county. These students will fill the available spaces in the first two buildings due for completion and occupancy in 2007. An additional building to be completed in 2009 will have the space for additional programs in areas such as business and industry, continuing education and computer labs. These programs had only minimal space allocated in the first two buildings, as the requirements of a full college transfer curricula occupied the majority of the space.

This project will cover an estimated \$5,000,000 construction cost shortfall for the first two classroom buildings in Phase 1 on Wake Tech's North Campus. In addition, a third classroom building, yet to be designed, will house classrooms, computer labs, student services, expanded business programs, bookstore capability and faculty offices. Estimated at 75,000 gross square feet, it will require programming, design and construction. This building will tie into a new regional plant completed in Phase One.



★ Proposed Location

Project Summary: 401 North Campus

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning/Design	\$ -	1,000,000	300,000	300,000	190,000	20,000	-	-	1,810,000
Construction	-	-	4,600,000	9,220,000	8,800,000	850,000	-	-	23,470,000
Equipment/Furnishings	-	-	-	-	500,000	500,000	-	-	1,000,000
Other	-	-	100,000	200,000	100,000	-	-	-	400,000
Contingency	-	-	400,000	500,000	300,000	120,000	-	-	1,320,000
TOTAL USES	\$ -	1,000,000	5,400,000	10,220,000	9,890,000	1,490,000	-	-	28,000,000

Funding Sources

Bonds--Authorized	\$ -	1,000,000	5,400,000	10,220,000	9,890,000	1,490,000	-	-	28,000,000
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New Operating Budget Impact	\$ -	761,000	(48,000)	307,000	(24,000)	-	-	-	996,000
Total Operating Budget Impact	-	761,000	713,000	1,020,000	996,000	996,000	996,000	996,000	5,482,000

WAKE TECHNICAL COMMUNITY COLLEGE

Chapanoke Road Property

Wake Technical Community College plans to purchase a 101,666 square foot building on 7.5 acres at 321 Chapanoke Road in Raleigh. The building is comprised of a three-story 35,000 square foot section constructed in 1994, and a one-story 66,666 square foot section built in 1988. The three-story section and 5,000 square feet of the one-story section will be renovated to house the Public Safety Training Center. The program has been developed with staff and faculty of the College. Future renovations call for classrooms, computer labs, and offices to house the Adult Education Center which is currently housed in leased space on Capital Boulevard. This section of the building will require complete plumbing, mechanical, electrical and fire alarm renovation for this future use.

The College's Public Safety program annually trains approximately 30,000 students/personnel in law enforcement, fire service, EMS/EMT, corrections, and occupational services such as certified nursing, hospitality, and Travel and Tourism. Currently this training occurs at 37 different locations throughout Wake County, such as the North Carolina State Highway Patrol training center, Wake County Sheriff's Training Facility at Mt. Auburn, and various police and fire departments. To bring all these training needs together would require a facility of approximately 35,000 square feet which would give a program of 14 classrooms, one conference room to accommodate 100 people, defensive tactics room, weight room, mock courtroom, mock jailer facilities, booking room with two 8 by 8 foot holding cells, computer labs, forensic lab, communication room, firearms storage room, and other spaces as required by NC Criminal Justice Training and Standards Division.

Part of the needs of the Public Safety curriculum are housed in leased space throughout the County. Once construction is completed on the Chapanoke Road property, the College will terminate these leases, leading to future operating savings. Should the Adult Education Center relocate to this site in the future, additional lease savings will be generated.

Project Summary: Chapanoke Road Property									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning/Design	\$ -	150,000	125,000	25,000	-	-	-	-	300,000
Land Acquisition	350,000	2,250,000	-	-	-	-	-	-	2,250,000
Construction	-	-	950,000	1,500,000	-	-	-	-	2,450,000
Contingency	-	-	50,000	100,000	-	-	-	-	150,000
TOTAL USES	\$ 350,000	2,400,000	1,125,000	1,625,000	-	-	-	-	5,150,000
Funding Sources									
Bonds--Authorized	\$ 350,000	2,400,000	1,125,000	1,625,000	-	-	-	-	5,150,000
New Operating Budget Impact	\$ -	-	-	248,000	-	295,000	(24,000)	-	519,000
Total Operating Budget Impact	-	-	-	248,000	248,000	543,000	519,000	519,000	2,077,000

WAKE TECHNICAL COMMUNITY COLLEGE

Furnishings

This project provides furnishings for 115,000 square feet of new classroom, laboratory, computer classroom, and office space for Phase 1 of the North Campus project. The project budget for the first two classroom buildings on the 401 North Campus does not cover the total furniture cost due to the addition of a regional plant that will serve two new classroom buildings and house the maintenance function. The new plant will expand with future development to encompass the next three classroom buildings.

Project Summary: Furnishings

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Equipment/Furnishings	\$ -	1,250,000	-	-	-	-	-	-	1,250,000

Funding Sources

Bonds--Authorized	\$ -	1,250,000	-	-	-	-	-	-	1,250,000
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New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

General Repairs and Renovations

Funds will begin a study/design of the Student Services Building to identify the impacts of moving Financial Aid from Holding Hall into the Student Services Building to create more space for that department. Financial Aid personnel are currently housed in three separate areas in Holding Hall, all with inadequate space. This move will address the need to consolidate all student service functions, currently housed in separate buildings, into one building while simultaneously addressing the Financial Aid department's current space needs. Other student service departments to be included in the study for relocation to the Student Services Building are Disability Support Services, Registrar, Admissions, Student Government and Counseling. Additional miscellaneous repairs and renovations to College facilities call for the replacement of 22,000 square feet of carpet in the library.

Project Summary: General Repairs and Renovations									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning/Design	\$ -	-	25,000	-	-	-	-	-	25,000
Construction	-	125,000	-	200,000	-	-	-	-	325,000
TOTAL USES	\$ -	125,000	25,000	200,000	-	-	-	-	350,000
Funding Sources									
Bonds--Authorized	\$ -	125,000	25,000	200,000	-	-	-	-	350,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Holding Hall Renovation

Wake Technical Community College relocated its Print Shop from Holding Hall to the new Bookstore building in 2004. The 1,800 square-foot vacated space in Holding Hall will be renovated for the Facilities Administration Department, which is currently fragmented in several different locations throughout campus. The efficiency and effectiveness of the department can improve with proximity, shared support services, files and personnel. Three persons are currently housed in space to be renovated this summer for the Individual Learning Center. Renovations to Holding Hall consist of a new mechanical unit, key shop, plans room, offices, and a conference room/kitchenette for functions for Holding Hall staff. Demolition and asbestos abatement activities have occurred within the interior space of Holding Hall. Renovation design is under contract and development drawings are in progress. Changes to the building's mechanical equipment will be coordinated with the HVAC study of Holding Hall for future upgrades.

This project was initiated with 1993 County bond funds that remained in the Holding Hall renovation project.

Project Summary: Holding Hall Renovation									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ 20,000	127,725	-	-	-	-	-	-	127,725
Equipment/Furnishings	-	19,500	-	-	-	-	-	-	19,500
Contingency	-	7,775	-	-	-	-	-	-	7,775
TOTAL USES	\$ 20,000	155,000	-	-	-	-	-	-	155,000
Funding Sources									
Bonds--Authorized	\$ 20,000	155,000	-	-	-	-	-	-	155,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Individual Learning Center Relocation

After renovation, the old Engineering Building (vacated with the construction of a new facility in 2002) will house the Individual Learning Center (ILC). This building is currently being used as flex classroom space during the renovation of Pucher/LeMay Halls project currently under construction. The building is actually two buildings of 17,300 gross square feet connected by a breezeway. The 2000 State Higher Education Bonds provided \$427,241 for mechanical renovation; however, certain rooms need to be upgraded to ADA standards and much architectural up-fit is necessary to enable the ILC program to use the space. The roofs of both buildings date from 1967 and are in need of replacement. The project also includes complete asbestos abatement.

The ILC has continued to operate in the same 6,800 square feet since 1987. Over 400 students a day go through the ILC and as many as 100 can be in the space at one time along with 20 staff members. Relocating to the old Engineering Building will allow for space for computer stations in each lab, offices for faculty and staff, reception and waiting areas for students, as well as adequate teaching space for the student population. Proceeds from the 2000 State Higher Education Bonds are inadequate to complete construction as needed. The FY 2006 appropriation of \$680,000 will be sufficient to cover the construction shortfall, re-roofing and furnishings.

Project Summary: Individual Learning Center Relocation									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Construction	\$ -	500,000	-	-	-	-	-	-	500,000
Equipment/Furnishings	-	150,000	-	-	-	-	-	-	150,000
Contingency	-	30,000	-	-	-	-	-	-	30,000
TOTAL USES	\$ -	680,000	-	-	-	-	-	-	680,000
Funding Sources									
Bonds--Authorized	\$ -	680,000	-	-	-	-	-	-	680,000
New Operating Budget Impact	\$ -	-							
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Mechanical, Electrical and Plumbing Projects

This project calls for the replacement of chillers at Library Education Building, Mechanical Technology/Ready Hall, complete HVAC renovation of Holding Hall and renovations and HVAC repairs to the Medical Office Building at 100 Sunnybrook Road. All systems have exceeded their life expectancy and are not energy efficient.

Library Education Building

The existing York Chiller, with a capacity of 200 tons, has been in service 16 years. The equipment age raises the risk of system component failures. The manufacturer's operational life expectancy for this equipment is 10-15 years.

Mechanical Technology Facility/Ready Hall HVAC Study & Replacement

The existing Carrier condensing units at Mechanical Technology, with a total capacity of 72 tons, have been in service 17 years. This facility does not have a redundant cooling source. The Air Conditioning equipment serving Ready Hall totals 85 tons, and was installed in 1978. That equipment has been in service for 26 years, exceeding the manufacturer's operational life expectancy of 10 – 15 years.

Holding Hall HVAC Renovation

Holding Hall was constructed in 1963. Four dual duct air conditioning and heating systems serve the building. The building has two hot water boilers. The mechanical equipment has exceeded its normal life expectancy and is not energy efficient. Replacement of the boilers is recommended with new high energy gas burners and the existing condensing units will be replaced with a chilled water system.

Medical Office Building at 100 Sunnybrook Road

This building is 14,000 square feet on 1.6 acres of at the Health Science Campus. The building is served with a number of DX units with a total capacity of 140 tons. A majority of the units have been in service for over 20 years. The manufacturer's life expectancy for these units is 10-15 years.

Project Summary: Mechanical, Electrical and Plumbing Projects

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning/Design	\$ -	100,000	115,000	15,000	-	-	-	-	230,000
Construction	-	266,000	1,290,000	460,000	-	-	-	-	2,016,000
Contingency	-	14,000	60,000	25,000	-	-	-	-	99,000
TOTAL USES	\$ -	380,000	1,465,000	500,000	-	-	-	-	2,345,000

Funding Sources

Bonds--Authorized	\$ -	380,000	1,465,000	500,000	-	-	-	-	2,345,000
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New Operating Budget Impact	\$ -	-							
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Re-Roofing Projects

This project consists of re-roofing three buildings, two at the main campus on Fayetteville Road and one at the Health Science Campus on Holston Lane:

Allied Health Building (28,500 square feet)

The built-up roof is original to the building (1961) and is in need of extensive repairs. Replacement of the existing roof is recommended based on exceeded life expectancy, the extent of necessary repairs, and the need to protect the integrity of the building structure and interior contents. A roofing contractor prepared cost estimates, and College staff verified costs based on recent similar re-roofing projects on campus.

Childcare Building (20,318 square feet)

The Childcare Building has a pitched metal roof in combination with low slope roof areas. The insulation is phenolic foam and was a product deemed to be faulty and recalled by the manufacturer. A preliminary review of the existing condition was performed in December 2003, and several metal panels were removed to reveal conditions contributing to the existing roof leaks. Because of the corrosive action of phenolic foam and water on steel, it is recommended that the metal decking, fasteners and other metal components need examination as soon as possible to determine the extent of repairs to be made to the roof.

Mechanical Technology Building (18,456 square feet)

The 18-year-old single-ply roof has outlasted its 15-year warranty. The seams are failing due to poor installation and replacement is recommended. Facilities Department staff developed cost estimates using comparisons of similar recent roof replacements on a square footage basis.

Project Summary: Re-Roofing Projects									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning/Design	\$ 50,000	15,000	5,000	-	-	-	-	-	20,000
Construction		490,000	160,000	-	-	-	-	-	650,000
TOTAL USES	\$ 50,000	505,000	165,000	-	-	-	-	-	670,000
Funding Sources									
Bonds--Authorized	\$ 50,000	505,000	165,000	-	-	-	-	-	670,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Technical Education Building Renovations

The Individual Learning Center will move to the old Engineering Building upon that facility's renovation in FY 2006. The vacated space in the Technical Education Building (approximately 6,800 square feet) will be renovated for faculty offices, housing up to 31 faculty and staff. Faculty offices represent one of the College's most pressing facility needs. Currently, 100 Math Department and Computer Information Systems faculty and staff are housed in the third floor of LeMay Hall, most in cubicles and many sharing one cubicle on a rotating basis. Throughout the College, conditions are crowded except for in the newest buildings where the problem has been addressed. The office suite planned for the Technical Education space will house the Math Department and the Dean of the Mathematics and Science Division. This move will bring science and math into the same building in which they share classrooms.

Project Summary: Technical Education Building									
Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning/Design	\$ -	30,000	20,000	-	-	-	-	-	50,000
Equipment/Furnishings	-	-	390,000	-	-	-	-	-	390,000
Other	-	-	100,000	-	-	-	-	-	100,000
Contingency	-	-	100,000	-	-	-	-	-	100,000
TOTAL USES	\$ -	30,000	610,000	-	-	-	-	-	640,000
Funding Sources									
Bonds--Authorized	\$ -	30,000	610,000	-	-	-	-	-	640,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

FIRE/RESCUE

Element Summary: Fire/Rescue

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
800 MHz Radios	\$ 896,000	870,596	-	-	-	-	1,100,000	2,866,596
Brush Trucks	82,220	64,200	30,034	-	-	72,600	104,580	353,634
Defib./Thermal Camera Replacement	124,800	23,184	-	117,081	219,406	143,473	212,415	840,359
Heery Improvements	1,851,360	1,980,955	2,045,752	1,872,954	1,200,000	-	-	8,951,021
Large Apparatus, Rural	-	588,500	911,625	2,080,500	205,625	877,250	1,120,500	5,784,000
Large Apparatus, Municipal	-	285,423	-	261,260	563,119	-	389,063	1,498,863
New Stations	-	-	-	1,200,000	1,250,000	2,600,000	-	5,050,000
Pager Replacement	-	-	-	377,382	78,737	78,737	157,474	692,330
Small Vehicles	114,885	77,361	61,891	7,832	181,749	29,911	506,952	980,581
Reserved for Future Projects	522,216	-	95,878	-	-	1,419,420	-	2,037,514
TOTAL USES	\$3,591,481	3,890,218	3,145,180	5,917,007	3,698,636	5,221,390	3,590,984	29,054,896
FUNDING SOURCES								
Debt Financing	\$ -	588,500	911,625	3,280,500	1,455,625	3,477,250	1,120,500	10,834,000
Fire Tax District Revenues	2,526,481	2,272,465	2,233,555	1,944,447	1,911,790	1,744,140	1,721,767	14,354,645
Transfer Fire Tax Fund Balance	1,000,000	-	-	-	-	-	-	1,000,000
Other	65,000	-	-	-	-	-	-	65,000
Appropriated Fire Capital Fund Balance	-	1,029,253	-	692,060	331,221	-	748,717	2,801,251
TOTAL SOURCES	\$3,591,481	3,890,218	3,145,180	5,917,007	3,698,636	5,221,390	3,590,984	29,054,896
NEW OPERATING IMPACT	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

Funds totaling \$29.1 million are projected to be available for fire capital expenditures over the next seven years. All fire projects will be funded with a combination of fire district tax revenues, fund balance, and debt. Projects contained in this element address apparatus replacement, facility maintenance and repair, new facilities, and equipment.

FIRE/RESCUE

History / Background

The primary goals of the Fire/Rescue element are to:

- Provide fire facilities that will support the effectiveness and efficiency of Wake County's fire departments;
- Meet Wake County and insurance industry standards for fire station location; and
- Achieve "seamless" emergency service delivery through nearest station response.

Wake County contracts with 19 fire departments to provide fire protection and emergency services in the unincorporated areas of the county. Fourteen fire departments are incorporated nonprofit organizations, while five are municipal fire departments (Apex, Fuquay Varina, Holly Springs, Morrisville and Zebulon). The fire departments provide fire suppression, medical first responder, rescue and some fire prevention services. To pay for these services, the Board of Commissioners levies a fire tax on appropriate real and personal property through a single fire tax district to support both operating and capital expenditures. The Fire Commission recommends maintaining the current rate of \$0.10 for FY 2006. The Commission, however, recommended decreasing the revenue allocated to capital from 2.5 cents to 2.25 cents. The FY 2006 Adopted CIP incorporates this change.

During FY 2004, the Fire Commission and County staff identified a number of policy issues and capital needs to address. The FY 2005 budget was approved with the understanding that the Fire Commission and staff would commit to completing a long-range business plan for the Fire Tax District. The issues facing the Fire Tax District have been grouped into the following categories: performance standards, apparatus, stations, staffing, and financial policies. In February 2005, the Fire Commission and staff presented a long-range plan to the Board of Commissioners, which the Board accepted. It included detailed recommendations on apparatus and a broad approach for addressing station location.

The Board of Commissioners approved the recommended apparatus replacement program. The program balances the interests of individual departments, the system as a whole, and the taxpayer. The highlights of this program include:

- Priority replacement for engines and tankers over 20 years old
- Development of a Fire District specification ("spec") for engines and tankers, including options for individual departments
- Maximum price of \$275,000 for engines and \$175,000 for tankers
- Debt financing plan for engines and tankers
- Replacement plan for small vehicles (brush trucks, pick-ups, SUVs, and sedans)
- Policies on changes to fleet size and cost-sharing with municipalities

The Fire Commission and County staff have made significant progress on station location decisions, but the long-range plan does not currently have detailed plans. The Fire Commission has approved criteria for station closure. Also, staff and Chiefs are analyzing closure impact and negotiating with municipalities for coverage. Specifically, analysis has been done on areas served by Bayleaf 3, Falls, Wake New Hope 1, and Western Wake 1 and 2. Staff and Fire Chiefs will evaluate all existing stations on a continuing basis, and begin analyzing the need for new stations.

FIRE/RESCUE

Project Accomplishments in FY 2005

- Submitted Long-Range Plan to Board of Commissioners in February 2005, which addressed such capital needs as apparatus replacement and station location
- Transitioned to new 800 MHz radio communications system, which significantly improves radio interoperability between and among various emergency service agencies.
- Developed a financial model to assist committees and Fire Commission with long-range capital planning
- Initiated coverage discussions with the City of Raleigh and Town of Cary; discussions will continue in FY 2006

Horizon Issues

- **Station locations/closure issues**
Analyze service delivery options for areas served by Bayleaf #3, Falls, Wake New Hope, and Western Wake #1 and #2.
- **New Stations**
Analyze the need for new stations in unincorporated area, including major renovations.
- **Equipment**
Schedule replacement of major equipment, such as breathing apparatus and protective gear.
- **Apparatus**
Schedule replacement of aerials and service vehicles.

Operating Impact

The investments in fire capital will not have an operating impact on the County's budget; however, any new operational costs (such as increased personnel or higher utilities) will have to compete for other operational costs funded by the fire tax associated with the single fire tax district.

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MAJOR FACILITIES CAPITAL TRUST FUND

Element Summary: Major Facilities Capital Trust Fund

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Apex Performing Arts Center	\$ 100,000	100,000	-	-	-	-	-	200,000
Carolina Mudcats Restaurant Loan	139,000	135,000	107,000	-	-	-	-	381,000
Centennial Park (Garner)	90,000	-	-	-	-	-	-	90,000
Factory Kids Foundation	500,000	-	-	-	-	-	-	500,000
USA Baseball	210,000	790,000	-	-	-	-	-	1,000,000
Future Projects	-	-	918,000	1,025,000	1,000,000	1,000,000	1,000,000	4,943,000
TOTAL USES	\$1,039,000	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	7,114,000
FUNDING SOURCES								
Hotel/Motel and Prepared Food and Beverage Tax	\$1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Greater Raleigh Convention and Visitors Bureau Reimbursement	25,000	25,000	25,000	25,000	-	-	-	100,000
Interest Income	14,000	-	-	-	-	-	-	14,000
TOTAL SOURCES	\$1,039,000	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	7,114,000
NEW OPERATING IMPACT	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2006-2012 CIP contains \$7.1 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund, and for repayment of a loan for the Carolina Mudcats for construction of a restaurant at Five County Stadium. Funds are committed through FY 2007 for projects approved by the Board of Commissioners in January 2004, and for the loan repayment. Beginning in FY 2008, the majority of funding from the Occupancy and Prepared Food and Beverage Tax is available for future projects.

History / Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are imposed on hotel and restaurant purchases made in the County. The County may levy up to 6% of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to 1% on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority and the Greater Raleigh Convention and Visitors Bureau.

MAJOR FACILITIES CAPITAL TRUST FUND

The County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement, each jurisdiction receives \$1,000,000 from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1 million distributions.

Under the interlocal agreement, any non-profit or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

In September 2003, the County Commissioners agreed to approve construction of a “shell” restaurant at Five County Stadium with funds advanced by the Carolina Mudcats, and the County repaying the advanced dollars from the proceeds of the Occupancy and Prepared Food/Beverage Taxes. The funds represented in the “Mudcats Restaurant Loan” project represent repayment of these advanced dollars, plus interest, through FY 2008.

Operating Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County’s capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. Because of this, no projects funded in the FY06-12 timeframe will require operating subsidies from the County.

MAJOR FACILITIES CAPITAL TRUST FUND

Apex Performing Arts Center

The Town of Apex will use funding to assist in the restoration and conversion of the former Apex Town Hall into a performing and cultural arts facility. This 5,600 square foot structure was constructed in 1912. Wake County designated it as an historic landmark by 1997; it is also listed on the National Register of Historic Places. Currently, the building houses the Town's Parks, Recreation and Cultural Resources Department.



Former Apex Town Hall

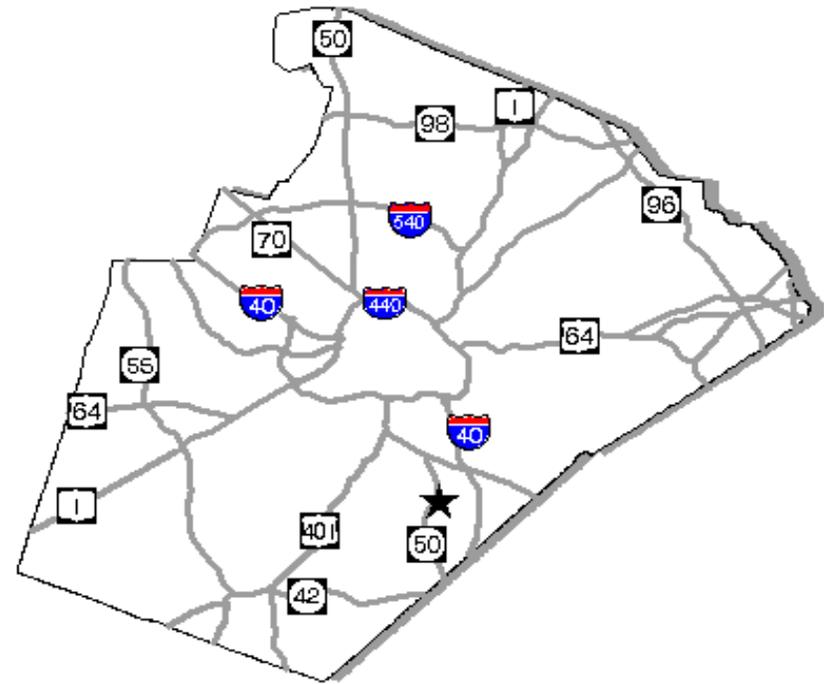
Project Summary: Apex Performing Arts Center

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Grant-in-Aid	\$ 350,000	100,000	100,000	-	-	-	-	-	200,000
Funding Sources									
Major Facilities Trust Fund	\$ 350,000	100,000	100,000	-	-	-	-	-	200,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

MAJOR FACILITIES CAPITAL TRUST FUND

Centennial Park

The Town of Garner will receive funding toward the construction of Centennial Park. This facility will provide parklands and soccer facilities for the greater Garner area, as well as providing tournament fields for national soccer tournaments. The Wake County Parks and Recreation Seven-Year Master Plan identified a need for soccer fields in the St. Mary's and Panther Branch Townships in southeast Wake County, which Centennial Park will serve. The park offers opportunities for the Town to partner with soccer organizations, such as the Capital Area Soccer League (CASL) to locate youth soccer tournaments in Garner.



★ Proposed Location

Project Summary: Centennial Park

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Grant-in-Aid	\$ 310,000	90,000	-	-	-	-	-	-	90,000

Funding Sources

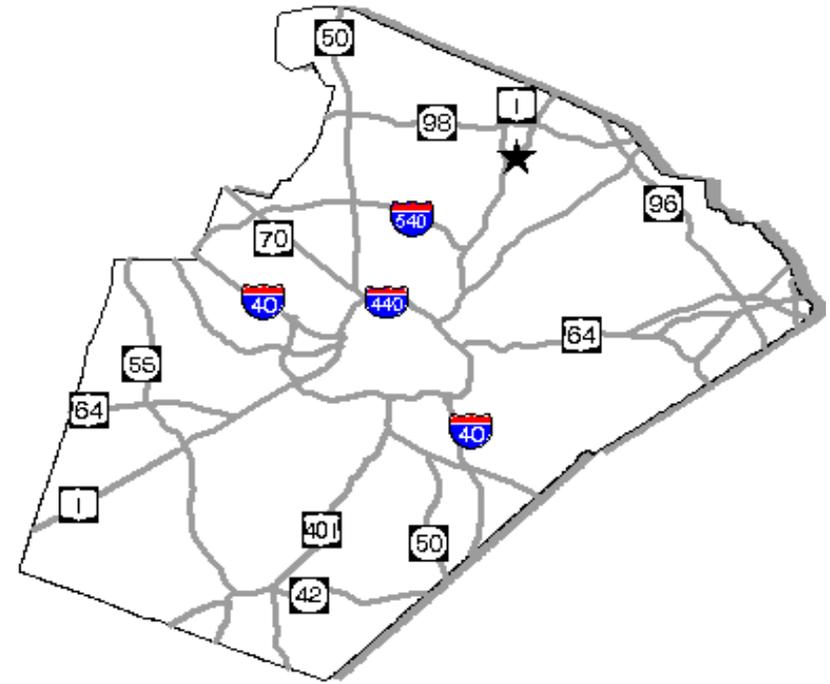
Major Facilities Trust Fund	\$ 310,000	90,000	-	-	-	-	-	-	90,000
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New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

MAJOR FACILITIES CAPITAL TRUST FUND

Factory Kids Foundation

The Factory Kids Foundation, a non-profit corporation, will receive funds to construct a baseball complex on 15 vacant acres of the former Athey Plant site in Wake Forest. The complex will include seven fields with lighting, dugouts, professional public address systems, irrigation systems and meeting/picnic/concession space. The baseball complex is part of a larger plan to develop a sports and entertainment center that could potentially host more than 600 children daily, all participating in diverse entertainment and sports activities. The baseball complex is proposed to host 30 little league and girls' softball tournaments annually, and will also provide a location for baseball clinics and tournaments throughout the year.



★ Proposed Location

Project Summary: Factory Kids Foundation

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Grant-in-Aid	\$ 1,000,000	500,000	-	-	-	-	-	-	500,000

Funding Sources

Major Facilities Trust Fund	\$ 1,000,000	500,000	-	-	-	-	-	-	500,000
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New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

MAJOR FACILITIES CAPITAL TRUST FUND

USA Baseball

USA Baseball recently relocated its national headquarters to the Triangle region. This organization will receive funding to assist with the development of a national training center in western Wake County at the Town of Cary's Thomas Brooks Park. This Center will address a need identified in the Wake County Parks and Recreation Seven-Year Master Plan for additional practice and play facilities throughout the County. The Center will include the construction of four Major-League-Baseball-level playing fields at Thomas Brooks Park. The Town of Cary appropriated \$8.5 million in its capital improvement program for the training center. The center is tentatively slated for completion by 2006.



Thomas Brooks Park - Town of Cary

Project Summary: USA Baseball

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Grant-in-Aid	\$ -	210,000	790,000	-	-	-	-	-	1,000,000
Funding Sources									
Major Facilities Trust Fund	\$ -	210,000	790,000	-	-	-	-	-	1,000,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

SOLID WASTE

Element Summary: Solid Waste

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
USES								
Convenience Center Program	\$ 50,000	500,000	500,000	500,000	500,000	500,000	500,000	3,050,000
North Wake Landfill	100,000	3,500,000	3,900,000	400,000	-	-	-	7,900,000
TOTAL USES	\$ 150,000	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,950,000
FUNDING SOURCES								
Solid Waste Cash	\$ 150,000	500,000	900,000	900,000	500,000	500,000	500,000	3,950,000
Reserves--Landfill Closure	-	3,500,000	3,500,000	-	-	-	-	7,000,000
TOTAL SOURCES	\$ 150,000	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,950,000
NEW OPERATING IMPACT	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing necessary public facilities in a timely manner and maintaining existing facilities in good condition. The capital improvement program includes investments in the County's disposal infrastructure in the form of improvements and remediation to existing facilities to meet demands of the general public. The current capital plan provides \$10.95 million for solid waste capital projects over the next seven years.

History / Background

The State of North Carolina passed legislation in 1989 that required local governments to submit comprehensive solid waste management plans. Subsequent amendments in 1996 required the first 10-year comprehensive solid waste management plans to be submitted to the State in 1997, with updates every three years. Wake County's plan was prepared and adopted in 1997 and updated in 2000 and 2003. The 10-year plan integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal and capital strategies) among all local governments within the county. In 2003, the Board approved an updated Ten-Year Comprehensive Plan for Solid Waste Management.

All local governments within Wake County were invited to participate in the development of the Solid Waste Plan. All municipalities agreed to be included, with the exception of the City of Raleigh, which opted to develop its own plan through a separate process. The Wake County Solid Waste Advisory Committee (SWAC) oversaw and participated in the Plan's development and approved the Plan for adoption by the elected officials of each participating jurisdiction. The SWAC consists of representatives from each participating jurisdiction, as well as citizens and business representatives appointed by the Board of County Commissioners.

SOLID WASTE

FY 2005 Accomplishments

The County's solid waste disposal facilities are reaching capacity. Therefore a number of major capital improvement projects have begun. Design, permitting and construction activities were required for the following projects:

- Completed Phase 1 Closure of the North Wake MSW Landfill
- Completed closure of the Feltonville C&D Landfill
- Design of the proposed South Wake Municipal Solid Waste Landfill is complete and the state Permit to Construct has been issued. Staff is working with municipal partners and consultants to evaluate long term disposal options and will present recommendations to the Commissioners during calendar year 2005.

Horizon Issues

South Wake Landfill - During FY 2005 Wake County, along with its 12 municipalities, began evaluating long-term waste disposal options. Options ranged from shipping waste to an out-of-county landfill, contracting with a private firm to build and/or operate a landfill within Wake County, and Wake County building and operating a landfill. Negotiations are currently underway with private vendors to either ship waste to an out of county landfill or to contract building and operating a landfill in Wake County. The decision on waste disposal is expected to be finalized during calendar year 2005. The County remains firm in its commitment to continue working with the 12 municipalities to develop long-term disposal options. The recommendation will ultimately be presented to the Board of Commissioners for their consideration. At such point, the budget will be established and the capital improvement plan for Solid Waste will be amended accordingly.

Operating Impact

Because the majority of the capital investments are improvements to existing facilities, increases in operating costs are expected to be negligible during the current capital improvements planning period. Decisions regarding long-term options for solid waste disposal will most likely impact operating costs at some point in the future. This impact would be borne by the Solid Waste Management Enterprise Fund, rather than the General Fund.

SOLID WASTE

Convenience Centers

The County currently operates two multi-material facilities (North Wake and Feltonsville) that accept various recyclable commodities from both residential and commercial customers. Material accepted includes corrugated cardboard, white goods (e.g., refrigerators, washers, dryers), lead-acid batteries, used motor oil and scrap tires. The North Wake facility also accepts electronics for recycling. Eleven convenience center sites are located throughout the County, where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, clear), aluminum containers, steel cans, scrap metal and plastics. The County operates two household hazardous waste drop-off facilities at North Wake and Feltonsville for residential customers only.

Funding in the FY 2006-2012 CIP will be used to conduct a comprehensive assessment of the locations and conditions of all existing convenience centers. In addition, the services currently offered at the centers will be evaluated. A multi-year plan for improving convenience center facilities and enhancing services will be prepared. It is anticipated that facility modifications and improvements will be completed during the seven-year period.



Drop-Off Center at Convenience Center #4

Project Summary: Convenience Centers

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
Planning	\$ 50,000	-	-	-	-	-	-	-	-
Engineering & Construction	-	50,000	500,000	500,000	500,000	500,000	500,000	500,000	3,050,000
TOTAL USES	\$ 50,000	50,000	500,000	500,000	500,000	500,000	500,000	500,000	3,050,000

Funding Sources

Solid Waste Cash	\$ 50,000	50,000	500,000	500,000	500,000	500,000	500,000	500,000	3,050,000
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New Operating Budget Impact	\$ -	-							
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

SOLID WASTE

North Wake Landfill

In 1996, Wake County opened a lined landfill off Durant Road in north Raleigh. This landfill accepts municipal solid waste and is projected to reach capacity in late 2007. Closure of this landfill occurs in two phases. Phase I, consisting of 27 acres, was completed in FY 2005. Phase II (approximately 40 acres), will begin after the last amounts of waste are received in approximately late 2007, depending upon usage. Final closure cost estimate is \$7,000,000 and will be funded by reserves that were accumulated as part of the tipping fee structure throughout the life of the landfill.

The North Wake Landfill property may lend itself to beneficial uses after closure. Wake County, in cooperation with a Citizens' Advisory Committee, is exploring options for potential uses, such as incorporating greenways and open space uses. Land Planning consultants will be retained to assist with development of a master plans for post-closure use of the property. Expenditures for master planning will occur in FY 2006 with construction anticipated to begin in FY 2008.



North Wake Construction and Demolition Landfill

Project Summary: North Wake Landfill

Uses	Prior Funding	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total 06-12
N. Wake Landfill Master Plan									
Planning & Design	\$ -	100,000	-	-	-	-	-	-	100,000
Construction	-	-	-	400,000	400,000	-	-	-	800,000
N. Wake Subtitle D Landfill Closure									
Engineering and Construction - Phase II	-	-	3,500,000	3,500,000	-	-	-	-	7,000,000
TOTAL USES	\$ -	100,000	3,500,000	3,900,000	400,000	-	-	-	7,900,000
Funding Sources									
Solid Waste Cash	\$ -	100,000	-	400,000	400,000	-	-	-	900,000
Closure Reserve Allocation	-	-	3,500,000	3,500,000	-	-	-	-	7,000,000
TOTAL SOURCES	\$ -	100,000	3,500,000	3,900,000	400,000	-	-	-	7,900,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

Financial Planning Model

Financial Planning Model

Wake County uses a long-term financial planning model (“the Model”) that was created for both operating and capital budgeting. The Model serves two major purposes:

- the operating component is used to project future deficits or surpluses in the General Fund operating budgets and to measure the impact on the county’s fund balance target; and
- the capital and debt component is used to evaluate the impact of capital and decisions on the County’s financial condition to ensure that policy targets are maintained long-term.

The Capital and Debt Component

The capital and debt component of the Model projects budgets through fiscal year 2020, a 15-year timeframe. The Model, which uses the County’s seven-year CIP as the major driver, helps policy makers maintain the debt policy objectives necessary to retain the County’s AAA bond rating. These objectives include:

- Fund the CIP with dedicated revenue sources;
- Maintain the mix of cash (“pay-as-you-go”) and debt funding within a range of 75% to 85% debt over the span of the seven year CIP;
- Maintain a fund balance of at least 19% in the Debt Service Fund; and
- Project debt repayment schedules that observers expect of AAA counties.

Capital and Debt Component Assumptions

The assumptions for capital and debt component of the Model are as follows:

Dedicated Revenue Sources

- **Property Taxes:** The County allocates a portion of the property tax rate specifically for debt service and cash funding for capital. The tax rate for FY 2006 is 60.4 cents with 16.5 cents dedicated for capital / debt. In FY 2008, the tax rate is assumed to increase to 64.4 cents with the 4 cents increased dedicated to capital, adjusting the capital / debt rate to 20.5 cents (31.83% of the total tax rate).

The County has an eight-year revaluation cycle for residential property. In the year of revaluation, FY 2009, the assessed value of property of is increased to reflect current market rates and the tax rate is decreased to be revenue neutral. The projected tax rate in FY 2009 is forecast to be 55.3 cents with capital / debt portion of the tax rate remaining at the same relative percentage as prior to the revaluation the result being a dedicated capital / debt tax rate of 17.6 cents.

- **Sales Taxes:** State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds from the local half-cent sales and use tax authorized July 1, 1984 Article 40 of the North Carolina General Statutes and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 under Article 42 are required to be used for school capital outlay, capital projects, and/or school debt service. This amount represents \$18,737,000.

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

- **Property Tax Assessed Value Growth:** 3.5% in FY 2007, 3.9% in FY 2008, 20.4% in FY 2009 (revaluation year) and 3.5% annually from FY 2010 to FY 2020.
- **Sales Tax Growth:** 4% annual growth each year with the FY 2006 budget serving as the base.
- **Interest rate on Future Debt Issuance:** Based on 4.5% over the av-

Financial Planning Model

verage life of the debt issuances and is reflective of historical issuance rates.

- **Cash Funding for Capital:** A percentage of property tax revenues is allocated to the Debt Service fund to ensure that the Debt Service Fund Balance does not fall below 19% of the following year's estimated debt service expenditures during the full horizon of the Model (2006 to 2020). The remaining amount of property tax revenues is available for cash funding for capital projects.

Capacity for New Capital Projects

While the County's CIP is for the period from 2006 to 2012 and is based on current tax rates and specific capital plans, the County's Model has been developed for 2006 to 2020 with various assumptions. When a tax increase is assumed in the Model, additional capacity is created through the model's full timeframe.

To determine the capacity available for new capital projects, the capital component of the Model includes a line item for future debt funded projects with a corresponding revenue source of debt to be authorized (future projects). The amount of debt funded projects has been established to yield an 80% to 20% debt to cash funding ratio for the Model through 2020 based on a 4 cent tax increase in FY 2008. The additional capacity in the Model is shown in the following chart:

Capital Funding Sources	2006-2012 Actual CIP	2013-2020 Model Only	2006-2020 Totals
Cash Funding Available	\$ 143	\$ 357	\$ 500
New Debt Planned (See Note 2)	\$ 673	\$ -	\$ 673
Additional Debt Capacity at Target Ratio (Note 1)	\$ 475	\$ 1,600	\$ 2,075
Total Capital Expenditures	\$ 1,291	\$ 1,957	\$ 3,248

Note 1: Debt to Cash ratio target over the entire period from 2006-2020 is 80% debt, 20% cash.

Note 2: New Debt Planned includes: Schools: \$525 million in 2008 to 2010;

Operating Component

The time frame used for the operating component of the Model is through fiscal year 2010 (a 5-year window) and only considers the County's General Fund. The Model is forecast using growth assumptions for recurring general fund revenues and expenditures and incorporated the anticipated operating impacts of projects included in the County's 2006-2012 CIP. The Model does not attempt to balance each fiscal year's budget. Any projected deficits are assumed to be balanced with appropriated fund balance. A section of the Model calculates the resulting end-year fund balance compared to the County's General Fund Balance target of 11% of the next fiscal year's budget.

Operating Component Assumptions

Operating component assumptions are based on historical trends adjusted for current economic conditions and expected population growth or result from specific calculations. The assumptions for operating component of the Model are as follows:

General Fund Revenues

- **Property Tax Assessed Value Growth:** 3.5% in FY 2007, 3.9% in FY 2008, 20.4% in FY 2009 (revaluation year) and 3.5% annually from FY 2010 to FY 2020.
- **Sales Tax Growth:** 4% annual growth each year with the FY 2006 budget serving as the base.
- **Human Services Revenues:** 3% annual growth over the FY 2006 estimate. As the County's Medicaid eligible population continues to grow, the County has experienced steady increases in the cost of Medicaid eligible services that are 100% reimbursed. The percentage growth in revenues reflects the same level of growth on the expenditure side of the budget.
- **Fund Balance Appropriation:** Fund balance appropriation is estimated at 2% of non-education, non-capital expenditures. The fund balance appropriation is used as a "margin for error" with it anticipated that the use of fund balance would not be needed as a result

Financial Planning Model

of revenues exceeding estimates or expenditures being less than budget.

- **Other Revenues:** The remaining revenues represent approximately 8% of the total budget and are estimated at various rates based on historical trends within each revenue category.

fund balance goals over the model's timeframe.

General Fund Expenditures

- **Capital Improvement Plan Impacts:** A component of the capital budget includes projecting the impact of capital projects on the operating budget. The anticipated amounts for 2006 to 2010 have been taken from the CIP and included in the Model.
- **Education Funding:** A separate calculation is included for education funding. The amount is based on County funding per pupil plus the operating costs associated with opening new schools.
- **Pay and Benefits:** 3.5% annual growth for pay and benefits combined over the FY 2006 budget.
- **Contractual Increases:** The County operates under many long-term contracts. A contract increase of \$1 million is assumed for each year beyond the FY 2006 budget.
- **Human Services:** 3% annual growth, which reflects the consistent increase in Medicaid-eligible services which is offset by a corresponding revenue increase. One percent (1%) growth on all other Human Service related expenditures that reflect an increase in County funding for Human Service activities.
- **All other expenditures:** All other expenditures categories not referenced above are assumed at 0% annual growth.
- **Inflation:** The County does not assume general inflation increases in the Model.

Fund Balance

The General Fund revenues and expenditures are not balanced in the Model beyond the FY 2006 budget year. Expenditures in excess of revenues are assumed to be offset by an appropriation of General Fund balance. The fund balance level is calculated, as well as the amount in excess of, or below, the County's target of 11% of following year's total expenditures. This projection shows the County's adherence to its

Financial Planning Model—Capital Projects Summary

	2006	2007	2008	2009	2010	2011	2012	Total
COUNTY								
SOURCES:								
Bonds - authorized (Libraries)	6,682	1,205	3,095	4,323	3,517	-	-	18,822
Bonds - issued (Criminal Justice)	5,000	-	-	-	-	-	-	5,000
Bonds - issued (Libraries)	7,400	-	-	-	-	-	-	7,400
Bonds - authorized / unissued (Open Space)	3,000	5,000	5,000	5,000	5,000	-	-	23,000
Debt - to be authorized (Criminal Justice)	-	5,624	15,482	25,299	59,094	42,870	-	148,369
Debt - to be authorized (Future Projects)	-	-	25,000	25,000	25,000	200,000	200,000	475,000
Grants	-	-	-	-	-	-	-	-
Municipal Reimbursement	-	-	-	-	-	-	-	-
Water / Sewer loan repayments	663	631	-	-	-	-	-	1,294
Transfer In - Property tax	22,962	23,773	30,698	31,735	32,850	34,005	35,200	211,224
Interest Income - bond proceeds	187	-	-	-	-	-	-	187
Interest Income - capital projects	964	719	671	1,381	2,279	3,191	4,064	13,269
Capital fund balance appropriation	7,032	2,059	-	-	-	-	-	9,091
Total County Sources	53,891	39,011	79,946	92,738	127,740	280,066	239,264	912,657
Percent Debt Funded	33%	41%	48%	45%	35%	66%	58%	48%
USES:								
Affordable Housing	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Automation	7,214	4,000	2,500	2,500	3,171	2,500	2,500	24,385
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	6,109	5,948	4,350	4,843	3,714	4,052	3,571	32,587
Criminal Justice	14,868	5,624	15,482	25,299	59,094	42,870	-	163,237
Human Services	4,178	10,230	-	-	1,352	3,706	-	19,466
Libraries	14,082	1,205	3,095	4,323	3,517	-	-	26,222
Open Space	3,000	5,000	5,000	5,000	5,000	-	-	23,000
Parks & Recreation	1,250	1,800	1,700	1,303	1,250	1,050	1,250	9,603
Public Safety	1,310	354	-	-	800	2,049	-	4,513
Water / Sewer	380	3,350	3,568	530	530	530	500	9,388
Future Bond Funded Projects	-	-	25,000	25,000	25,000	200,000	200,000	475,000
Subtotal	53,891	39,011	62,195	70,298	104,928	258,257	209,321	797,901
Reserved for Future Capital Projects	-	-	17,752	22,440	22,812	21,809	29,913	114,726
Total County Uses	53,891	39,011	79,947	92,738	127,740	280,066	239,234	912,627
FUND BALANCE								
Beginning of Year	24,104	17,968	16,780	34,532	56,972	79,784	101,593	
Reimbursement from Fire Tax Fund	896	871	-	-	-	-	-	
Reserved for Future Cap. Projects	-	-	17,752	22,440	22,812	21,809	29,913	
Fund Balance Appropriated	(7,032)	(2,059)	-	-	-	-	-	
End of Year	17,968	16,780	34,532	56,972	79,784	101,593	131,506	

Financial Planning Model—Capital Projects Summary

	2006	2007	2008	2009	2010	2011	2012	Total
WAKE TECH								
SOURCES								
Bonds - to be authorized	6,815	8,790	12,545	9,890	1,490	-	-	39,530
USES								
Wake Tech Capital Plan	6,815	8,790	12,545	9,890	1,490	-	-	39,530
WAKE COUNTY PUBLIC SCHOOLS								
SOURCES:								
Bonds - authorized / unissued	116,000	150,000	-	-	-	-	-	266,000
Bonds - issued	75,000	-	-	-	-	-	-	75,000
Bonds - to be authorized	-	-	175,000	175,000	175,000	-	-	525,000
Transfer In - Property tax	-	-	-	-	-	-	-	-
Interest Income - bond proceeds	1,454	-	-	-	-	-	-	1,454
Interest Income - capital projects	1,450	686	533	790	670	553	575	5,257
State School Building Fund	5,300	5,600	5,900	6,200	6,400	-	-	29,400
Capital fund balance appropriation	19,096	3,814	-	3,010	2,930	-	-	28,850
Total Schools Sources	218,300	160,100	181,433	185,000	185,000	553	575	930,961
Percent Debt Funded	95%	95%	94%	0%	86%	90%	97%	86%
USES:								
Plan 2004	155,300	160,100	-	-	-	-	-	315,400
Future Projects	63,000	-	175,000	185,000	185,000	-	-	608,000
Subtotal	218,300	160,100	175,000	185,000	185,000	-	-	923,400
Reserved for Future Capital Projects	-	-	6,433	-	-	553	575	7,561
Total Schools Uses	218,300	160,100	181,433	185,000	185,000	553	575	930,961
FUND BALANCE								
Beginning of Year	36,239	17,143	13,329	19,762	16,753	13,823	14,376	
Reserved for Future Cap. Projects	-	-	6,433	-	-	553	575	
Fund Balance Appropriated	(19,096)	(3,814)	-	(3,010)	(2,930)	-	-	
End of Year	17,143	13,329	19,762	16,753	13,823	14,376	14,951	

Financial Planning Model—Capital Projects Summary

	2006	2007	2008	2009	2010	2011	2012	Total
TOTAL ALL PROJECTS								
SOURCES:								
Bonds - authorized / unissued	132,497	164,995	20,640	19,213	10,007	-	-	347,352
Bonds - issued	-	5,624	215,482	225,299	259,094	239,813	203,057	1,148,369
Bonds - to be authorized	87,400	-	-	-	-	-	-	87,400
Water / Sewer Funds	663	631	-	-	-	-	-	1,294
Transfer In - Property tax	22,962	23,773	30,698	31,734	32,850	34,005	35,200	211,222
Other funds	9,356	7,004	7,105	8,372	9,349	3,744	4,639	49,569
Capital fund balance appropriation	26,128	5,874	-	3,010	2,930	-	-	37,942
Total All Sources	279,006	207,901	273,925	287,628	314,230	277,562	242,896	1,883,148
Percent Debt Funded (excluding Solid Waste Fund)								
	79%	82%	82%	38%	77%	84%	86%	80%
USES:								
County	53,891	39,011	62,195	70,298	104,928	255,200	212,408	797,931
Wake County Public Schools	218,300	160,100	175,000	185,000	185,000	-	-	923,400
Wake Tech	6,815	8,790	12,545	9,890	1,490	-	-	39,530
Subtotal	279,006	207,901	249,740	265,188	291,418	255,200	212,408	1,760,861
Reserved for Future Capital Projects	-	-	24,185	22,440	22,812	22,362	30,488	122,287
Total All Uses	279,006	207,901	273,925	287,628	314,230	277,562	242,896	1,883,148

Financial Planning Model—Tax Assumptions and Debt Service Fund

AD VALOREM TAXES										
Assumptions:	Percentage	2006	2007	2008	2009	2010	2011	2012	2013	2014
Tax base		\$74,055,000	\$76,655,000	\$79,630,000	\$95,852,619	\$99,207,000	\$102,679,000	\$106,273,000	\$109,993,000	\$113,843,000
Annual growth rate		4.63%	3.51%	3.88%	20.37%	3.50%	3.50%	3.50%	3.50%	3.50%
Tax rate (cents)		60.4	60.4	64.4	55.3	55.3	55.3	55.3	55.3	55.3
Levy plus \$550 Late List less \$3m rebates		444,842	460,546	510,367	527,594	546,143	565,343	585,217	605,787	627,077
Collection rate		98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%
Total tax receipts		438,170	453,638	502,712	519,680	537,951	556,862	576,438	596,701	617,671
Revenue per penny		7,254	7,511	7,806	9,398	9,728	10,070	10,424	10,791	11,170
Capital tax rate		16.5	16.5	20.5	17.6	17.6	17.6	17.6	17.6	17.6
Ad valorem tax - capital program		119,699	123,924	160,025	165,426	171,242	177,262	183,494	189,944	196,619
Percent change - ad valorem tax		-	-	-	-	-	-	-	-	-
Ad valorem tax allocation:										
Debt Service Fund	80.82%	96,736	100,151	129,326	133,692	138,392	143,257	148,293	153,506	158,900
School Capital Projects Fund		-	-	-	-	-	-	-	-	-
County Capital Projects Fund		22,962	23,773	30,698	31,735	32,850	34,005	35,200	36,438	37,718
Total	100.00%	\$119,699	\$123,924	\$160,025	\$165,426	\$171,242	\$177,262	\$183,494	\$189,944	\$196,619
DEBT SERVICE FUND										
Assumptions:		2006	2007	2008	2009	2010	2011	2012	2013	2014
Sales tax annual growth rate		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Investment rate		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Tax-exempt variable interest rate		2.67%	2.67%	2.67%	2.67%	2.67%	2.67%	2.67%	2.67%	2.67%
DEBT SERVICE REVENUES										
Ad valorem tax		96,736	100,151	129,326	133,692	138,392	143,257	148,293	153,506	158,900
Sales Tax: Article 40 & 42		18,737	19,486	20,266	21,077	21,920	22,796	23,708	24,657	25,643
Transfer from Major Facilities Fund		991	991	991	991	991	991	991	991	991
Interest income - general fund		6,046	6,046	6,046	6,046	6,046	6,046	6,046	7,000	7,001
Plus interest income - debt service fund		2,309	2,485	3,051	4,861	6,024	7,464	7,794	8,385	7,911
Total Debt Service Revenues		124,819	129,160	159,680	166,666	173,373	180,554	186,832	194,539	200,446
DEBT SERVICE EXPENDITURES										
Five County Stadium financing agreement		991	991	991	991	991	991	991	991	991
G.O. debt service (DS)		118,085	113,321	112,753	135,889	135,701	170,619	170,352	204,710	201,977
Variable-rate bond fees*		1,098	448	448	448	448	448	448	448	448
Consultant fees		84	84	84	84	84	84	84	84	84
QZAB debt service		163	163	163	163	163	163	163	163	163
Total Debt Service Expenditures		120,421	115,007	114,440	137,575	137,387	172,305	172,039	206,397	203,663
Revenues in excess (less than) expenditures		4,398	14,152	45,240	29,090	35,985	8,249	14,793	(11,858)	(3,217)
Fund Balance - beginning of year		57,724	62,122	76,274	121,515	150,605	186,591	194,839	209,633	197,774
Fund Balance - end of year		62,122	76,274	121,515	150,605	186,591	194,839	209,633	197,774	194,557
Ending balance as percent of next year's G.O. DS		54.8%	67.6%	89.4%	111.0%	109.4%	114.4%	102.4%	97.9%	85.3%

*Remarketing, liquidity, rating and trustee fees.

Financial Planning Model—General Fund Revenues

General Fund Revenues (\$ 000)	Growth Rates for Forecast				Forecast					
	2007	2008	2009	2010	2005 Current Budget	2006 Recom'd	2007	2008	2009	2010
Taxes										
Ad valorem - current at \$0.604 tax rate	4.1%	3.9%	3.5%	3.5%	420,326	438,170	453,638	502,712	519,680	537,951
Ad valorem - delinquent	0.0%	0.0%	0.0%	0.0%	5,500	5,500	5,500	5,500	5,500	5,500
Business Incentive Investments										
Other taxes	0.0%	0.0%	0.0%	0.0%	775	1,250	1,250	1,250	1,250	1,250
Penalties and interest	0.0%	0.0%	0.0%	0.0%	1,375	1,375	1,375	1,375	1,375	1,375
Lease/rental vehicle tax	1.0%	1.0%	1.0%	1.0%	2,000	2,200	2,222	2,244	2,267	2,289
Sales tax	4.0%	4.0%	4.0%	4.0%	117,530	137,811	143,323	149,056	155,019	161,219
Pilot					1,140	1,148	1,148	1,148	1,148	1,148
Real property transfer (excise) tax	2.0%	2.0%	2.0%	2.0%	5,800	8,500	8,670	8,843	9,020	9,201
Total Taxes					554,446	595,954	617,126	672,129	695,259	719,933
Federal Shared										
Human Services - Federal only	3.0%	3.0%	3.0%	3.0%	6,402	6,966	7,175	7,390	7,612	7,840
Other	0.0%	0.0%	0.0%	0.0%	8,070	6,353	6,353	6,353	6,353	6,353
Total Federal Shared					14,472	13,319	13,528	13,743	13,965	14,193
State Shared										
Human Services	3.0%	3.0%	3.0%	3.0%	91,756	91,373	94,114	96,938	99,846	102,841
Other	3.0%	3.0%	3.0%	3.0%	2,701	1,650	1,700	1,750	1,803	1,857
Total State Shared					94,457	93,023	95,814	98,688	101,649	104,698
Local Shared										
Human Services	0.0%	0.0%	0.0%	0.0%	1,176	783	783	783	783	783
Board of Alcohol Control	0.0%	0.0%	0.0%	0.0%	3,165	2,165	2,165	2,165	2,165	2,165
Other	0.0%	0.0%	0.0%	0.0%	215	217	217	217	217	217
Total Local Shared					4,556	3,165	3,165	3,165	3,165	3,165
Licenses & Permits	2.0%	2.0%	2.0%	2.0%	2,677	3,955	4,034	4,115	4,197	4,281

Financial Planning Model—General Fund Revenues

	Growth Rates for Forecast				Forecast					
	2007	2008	2009	2010	2005 Cur Budget	2006 Recom'd	2007	2008	2009	2010
Charges for Services										
Bureau of ID	1.0%	1.0%	1.0%	1.0%	775	775	775	775	775	775
Community Services	0.0%	0.0%	0.0%	0.0%	475	1,044	1,044	1,044	1,044	1,044
Environmental Services	1.0%	1.0%	1.0%	1.0%	1,952	1,222	1,246	1,271	1,297	1,323
General Services Admin	3.0%	3.0%	3.0%	3.0%	1,550	1,551	1,551	1,551	1,551	1,551
HS - Mental Health	0.0%	0.0%	0.0%	0.0%	38,004	49,691	50,188	50,690	51,197	51,709
HS - Other	2.0%	2.0%	2.0%	2.0%	462	523	523	523	523	523
HS - Public Health	0.0%	0.0%	0.0%	0.0%	9,413	9,860	9,959	10,058	10,159	10,260
HS - Social Services	0.0%	0.0%	0.0%	0.0%	158	223	223	223	223	223
Libraries	0.0%	0.0%	0.0%	0.0%	539	569	569	569	569	569
Other	0.0%	0.0%	0.0%	0.0%	1,079	1,866	1,866	1,866	1,866	1,866
Parks & Recreation	0.0%	0.0%	0.0%	0.0%	102	112	112	112	112	112
Planning / Developmental Services	0.0%	0.0%	0.0%	0.0%	632	732	732	732	732	732
Public Safety	2.0%	2.0%	2.0%	2.0%	6,304	7,695	7,926	8,164	8,409	8,661
Register of Deeds	0.0%	0.0%	0.0%	0.0%	6,475	6,175	6,360	6,551	6,748	6,950
Rental / Lease Income	3.0%	3.0%	3.0%	3.0%	380	357	364	371	379	386
Sheriff	0.0%	0.0%	0.0%	0.0%	3,160	3,067	3,128	3,191	3,255	3,320
Tax Colleciton Fees	2.0%	2.0%	2.0%	2.0%	821	844	844	844	844	844
Vending Income	2.0%	2.0%	2.0%	2.0%	481	474	483	493	503	513
Total Charges for Services					72,762	86,780	87,894	89,029	90,184	91,361
Miscellaneous	0.0%	0.0%	0.0%	0.0%	799	561	561	561	561	561
Transfer in Footnote 1	2.0%	2.0%	2.0%	2.0%	563	1,023	1,043	1,064	1,086	1,107
Interest on investments	0.0%	0.0%	0.0%	0.0%	67	77	0	0	0	0
Proceeds from Capital Leases	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0
Appropriated Fund Balance	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0
Total revenues Footnote 2					\$ 744,799	\$ 797,857	\$ 823,166	\$ 882,494	\$ 910,065	\$ 939,300
Percentage Increase						7.1%	3.2%	7.2%	3.1%	3.2%

- 1 In FY04 and beyond, transfers in are transfers from the solid waste fund for indirect costs, and from the major facilities trust fund for costs associated with collecting the prepared food & beverage tax.
- 2 Excludes appropriated fund balance

Financial Planning Model—General Fund Expenditures

General Fund Expenditures and Transfers (\$ 000)

	Growth Rates for Forecast				Forecast					
	2007	2008	2009	2010	2005 Current Budget	2006 Recom'd	2007	2008	2009	2010
General Administration										
Board of Commissioners	0.0%	0.0%	0.0%	0.0%	456	458	458	458	458	458
Board of Elections	0.0%	0.0%	0.0%	0.0%	2,367	2,508	2,508	2,508	2,508	2,508
Budget & Management Services	0.0%	0.0%	0.0%	0.0%	546	549	549	549	549	549
Contingencies & Reserve	0.0%	0.0%	0.0%	0.0%	216	500	500	500	500	500
County Attorney	0.0%	0.0%	0.0%	0.0%	1,015	1,091	1,091	1,091	1,091	1,091
County Manager	0.0%	0.0%	0.0%	0.0%	1,107	1,163	1,163	1,163	1,163	1,163
Facilities Management & Construction	0.0%	0.0%	0.0%	0.0%	860	942	942	942	942	942
Finance	0.0%	0.0%	0.0%	0.0%	2,285	2,342	2,342	2,342	2,342	2,342
General Services Administration	0.0%	0.0%	0.0%	0.0%	22,221	22,905	22,905	22,905	22,905	22,905
Human Resources	0.0%	0.0%	0.0%	0.0%	1,434	1,470	1,470	1,470	1,470	1,470
Information Services	0.0%	0.0%	0.0%	0.0%	8,274	8,242	8,242	8,242	8,242	8,242
Non-Departmental	0.0%	0.0%	0.0%	0.0%	4,947	3,293	3,293	3,293	3,293	3,293
Planning	0.0%	0.0%	0.0%	0.0%	1,433	1,444	1,444	1,444	1,444	1,444
Register of Deeds	0.0%	0.0%	0.0%	0.0%	2,761	2,800	2,800	2,800	2,800	2,800
Revenue	0.0%	0.0%	0.0%	0.0%	4,463	4,461	4,461	4,461	4,461	4,461
Total General Administration					54,385	54,168	54,168	54,168	54,168	54,168
Human Services										
Human Services	1.0%	1.0%	1.0%	1.0%	220,701	225,576	227,832	230,110	232,411	234,735
Human Services - revenue impact	3.0%	3.0%	3.0%	3.0%		10,232	10,539	10,855	11,181	11,516
Medical Examiner	0.0%	0.0%	0.0%	0.0%	200	200	200	200	200	200
Total Human Services					220,901	236,008	238,571	241,165	243,792	246,451
Community Services	0.0%	0.0%	0.0%	0.0%	19,383	20,057	20,057	20,057	20,057	20,057
Environmental Services	0.0%	0.0%	0.0%	0.0%	7,873	8,101	8,101	8,101	8,101	8,101
Sheriff	0.0%	0.0%	0.0%	0.0%	45,302	48,992	48,992	48,992	48,992	48,992
Public Safety	0.0%	0.0%	0.0%	0.0%	28,469	28,220	28,220	28,220	28,220	28,220
Business Incentive Grants										

Financial Planning Model—General Fund Expenditures

	Growth Rates for Forecast				Forecast					
	2007	2008	2009	2010	2005 Current Budget	2006 Recom'd	2007	2008	2009	2010
Transfers										
Transfers to debt service - 16.5 cents	CIP	CIP	CIP	CIP	97,454	95,271	100,151	129,326	133,692	138,392
Transfers to debt service - sales tax	CIP	CIP	CIP	CIP	17,784	18,737	19,486	20,266	21,077	21,920
Transfers to capital - 16.5 cents	CIP	CIP	CIP	CIP	17,371	24,517	23,773	30,698	31,735	32,850
Transfers - Risk Mgmt					1,000	3,133	1,000	1,100	1,210	1,331
Transfers - Reval	0.0%	0.0%	0.0%	0.0%	975	975	975	975	975	975
Total Transfers					134,584	142,633	145,386	182,366	188,688	195,468
Capital Leases										
County Base					510,897	538,179	544,994	584,719	593,833	603,454
Salary and Benefits (see separate schedule)	3.5%	3.5%	3.5%	3.5%	-	5,865	10,869	15,990	21,300	26,808
Non-Salary Expenditures (see separate schedule)	Fixed	Fixed	Fixed	Fixed	-	-	1,000	2,020	3,060	4,122
Less: Year-end encumbrances										
Capital Budget Impacts (Footnote 2)										
Parks facilities	CIP	CIP	CIP	CIP	-	-	206	206	206	206
Libraries	CIP	CIP	CIP	CIP	-	-	1,530	1,592	2,056	3,184
Detention Facilities	CIP	CIP	CIP	CIP	-	-	3,533	3,533	3,533	3,533
Regional Centers	CIP	CIP	CIP	CIP	-	-	-	2,729	2,729	2,729
Wake Tech					-	-	761	961	1,268	1,539
Public Schools (Footnote 1)	Included in Appropriation Amount Below				-	-	-	-	-	-
Total Capital Budget Impacts					-	-	6,030	9,021	9,792	11,191
Education										
Board of Education (Footnote 1)	ADM	ADM	ADM	ADM	236,405	251,568	262,839	276,194	286,406	296,118
Board of Education - other	0.0%	0.0%	0.0%	0.0%	410	410	410	410	410	410
Wake Tech CC	3.0%	3.0%	3.0%	3.0%	11,500	12,774	13,157	13,552	13,958	14,377
Total Education					248,315	264,752	276,406	290,156	300,774	310,905
Total expenditures and transfers										
					\$ 759,212	\$ 808,796	\$ 839,300	\$ 901,905	\$ 928,759	\$ 956,479
Revenues (from Revenue Sheet)										
					\$ 744,799	\$ 797,857	\$ 823,166	\$ 882,494	\$ 910,065	\$ 939,300
Revenues greater than (less) expenditures										
					\$ (14,413)	\$ (10,939)	\$ (16,134)	\$ (19,412)	\$ (18,694)	\$ (17,179)
Fund balance appropriation (based on 2% of non-school / non-CIP expenditures)					12,988	8,082	8,320	8,555	8,750	8,962
Fund balance appropriation for WCPSS						2,857				
Fund balance appropriation for one time costs					1,425	-	-	-	-	-
Gap					-	-	(7,814)	(10,857)	(9,944)	(8,217)

1 See Education Expenditures Worksheet for Schools calculation

2 Capital Budget Impacts are presented in the CIP. Amounts for FY06 are reflected in the appropriate department budget.

Financial Planning Model—Education Expenditures

	Forecast					
	2005 (Actual)	2006	2007	2008	2009	2010
Selected expenditure assumptions:						
WCPSS Enrollment (Per Student Population Projection Model)	114,068	119,127	122,394	126,509	130,445	134,496
Charter Schools Enrollment	3,850	4,235	4,659	5,124	5,637	6,200
Wake County Schools Student Population	\$ 117,918	\$ 123,362	\$ 127,053	\$ 131,633	\$ 136,082	140,696
Board of Education - current expense (\$ 000) (see Note 1)	\$ 236,405	\$ 250,176	\$ 259,094	\$ 272,315	\$ 285,528	296,118
Operating impact of opening schools	\$ -	\$ 1,392	\$ 3,745	\$ 3,879	\$ 878	0
After new schools operating impact	\$ 236,405	\$ 251,568	\$ 262,839	\$ 276,194	\$ 286,406	296,118
Board of Education - current expense/student (\$)	\$ 2,053	\$ 2,005	\$ 2,039	\$ 2,069	\$ 2,098	2,105
After new schools operating impact	\$ 2,005	\$ 2,039	\$ 2,069	\$ 2,098	\$ 2,105	2,105
% change of expense/student	0%	0%	0%	0%	0%	0%

Note 1: The current expense for FY 2006 includes \$3,300,000 reserved to fund dental insurance for WCPSS employees. The Board of Education's budget action included that the \$3,300,000 be requested from the County in order to continue dental benefits to WCPSS employees.

Financial Planning Model—Fund Balance

General Fund - Fund Balance (\$ 000)

	Note Ref.	Historical				Projected					
		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Fund balance:				(restated)							
Beginning fund balance		\$ 124,957	\$ 141,997	\$ 137,990	\$ 142,799	\$ 154,850	\$ 153,425	\$ 150,568	\$ 142,754	\$ 131,897	\$ 121,953
Appropriated fund balance					-	(14,413)	(10,939)	(8,320)	(8,555)	(8,750)	(8,962)
Anticipated expenditure savings	7					12,988	8,082	8,320	8,555	8,750	8,962
Gap after fund balance appropriation		17,040	(4,007)	4,809	12,051	-	-	(7,814)	(10,857)	(9,944)	(8,217)
Ending fund balance		\$ 141,997	\$ 137,990	\$ 142,799	\$ 154,850	\$ 153,425	\$ 150,568	\$ 142,754	\$ 131,897	\$ 121,953	\$ 113,736
Fund balance as % of revenues		23.9%	22.8%	21.8%	21.0%	20.6%	18.9%	17.3%	14.9%	13.4%	12.1%
Fund balance as % of expenditures		24.6%	22.5%	21.6%	20.4%	19.0%	17.9%	15.8%	14.2%	12.8%	11.5%
Components of fund balance:											
Reserved for inventories	1	\$ 70	\$ 189	\$ 196	\$ 236	\$ 160	\$ 160	\$ 160	\$ 160	\$ 160	\$ 160
Reserved for noncurrent receivable	2	972	923	844	783	744	744	744	744	744	744
Reserved for encumbrances	3	3,783	3,741	3,689	3,621	3,000	3,000	3,000	3,000	3,000	3,000
Reserved by state statute	4	42,759	39,878	52,813	52,669	40,000	40,000	40,000	40,000	40,000	40,000
Designated for subsequent year expenditures					14,413	10,939	8,320	8,555	8,750	8,962	-
Unreserved fund balance	6	94,412	93,259	85,257	83,128	98,582	98,344	90,296	79,244	69,087	69,832
Total		\$ 141,997	\$ 137,990	\$ 142,799	\$ 154,850	\$ 153,425	\$ 150,568	\$ 142,754	\$ 131,897	\$ 121,953	\$ 113,736
Unreserved as a percentage of next year's expenditures		15.4%	14.1%	11.4%	10.9%	12.2%	11.7%	10.0%	8.5%	7.2%	7.1%
Unreserved dollars at 11% of next year's expenditures	5				83,513	88,968	92,323	99,210	102,164	105,213	108,369
Amount in excess of (below) 11% working capital					\$ 14,027	\$ 20,554	\$ 14,341	\$ (359)	\$ (14,170)	\$ (27,164)	\$ (38,537)

Notes:

- 1 - This reserve is to assure that funds are available to replenish inventory of supplies.
- 2 - This reserve is for those receivables that extend beyond one year.
- 3 - Encumbrance reserves are those funds reserved to pay outstanding purchase orders & contracts which were billed but not paid by June 30 of the fiscal year.
- 4 - N.C. General Statutes require governments to reserve "deferred revenues" revenues which are earned by County prior to June 30 yet not received.
- 5 - Typically 11% of the subsequent year's total budget is designated for working capital.
- 6 - Unreserved - designated for working capital plus undesignated component of the fund balance is the amount of funds for which there are no obligations or designations required.
- 7 - Annual budgets assume that the amount of appropriated fund balance representing 2% of non-education, non-capital expenditures will be unspent at the end of the budget year.

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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 750,000 residents (2005 forecast) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, 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 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, North Carolina State University, SAS Institute, Rex Healthcare, Progress Energy, Wake County Government, and the City

of Raleigh.

Recreation and leisure services range from lakes and 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 Florida Marlins baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes. The Hurricanes began playing their first season in 1997 and now play at the RBC Center, a local entertainment and sports arena.

Wake County Facts

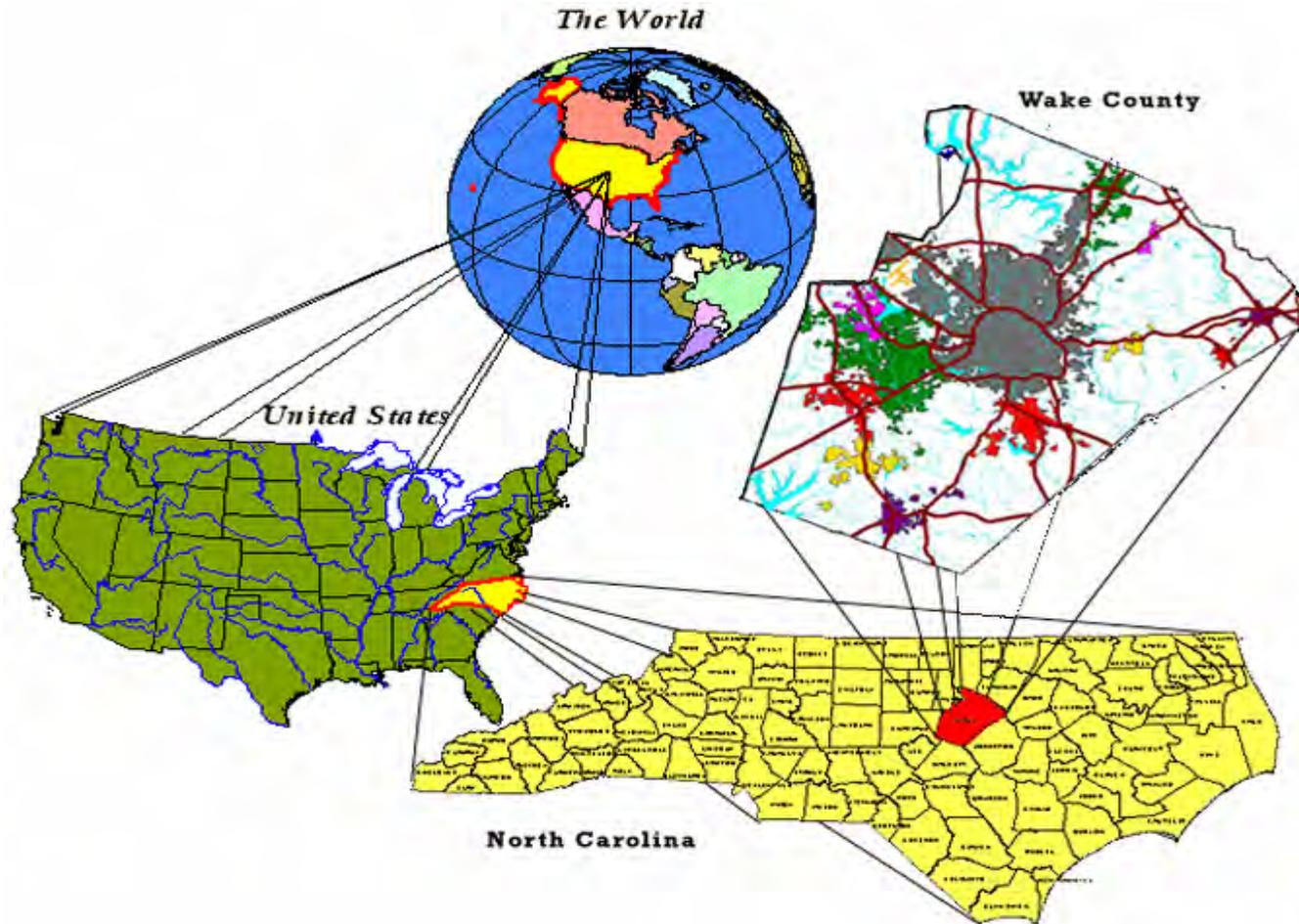
Wake County

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 832 total square miles (land and water approximately 857 square miles)
County Seat	Raleigh
County 2003 Population (1)	699,503
Municipalities	Population
Apex	24,701
Cary	106,264
Fuquay-Varina	9,726
Garner	20,144
Holly Springs	12,375
Knightdale	6,484
Morrisville	10,721 (2)
Raleigh	312,671
Rolesville	985
Wake Forest	16,415
Wendell	4,599
Zebulon	4,336
Unincorporated areas of Wake County	170,082

(1) The most current official NC State Demographer's Office county and municipal population estimates.

(2) This estimate does not reflect Morrisville's March 2004 special census count—11,915 residents.

Wake County Facts



According to the most recent U.S. Census Bureau estimates, Wake County's population continues to change, becoming a more urban, and ethnically diverse county. With a July 1, 2004 Census population estimate of 719,520 residents - reflecting a growth rate of approximately 15% since April 1, 2000 - Wake County remains the second most populous county in North Carolina (after Mecklenburg - 771,617 residents). It is the only county that ranks among the state's Top 10 counties in total population—2nd—and rate of population growth—8th. Wake County has gained almost 92,000 residents between April 1, 2000 and July 1, 2004. Most of the increase is a result of migration—both from

moves originating within the United States and internationally.

Wake County continues to experience a significant growth in its Hispanic population. Between 1990 and 2000, the number of Hispanic residents increased by a rate of 530 percent—from 5,396 to 33,985. According to U.S. Census Bureau July 1, 2003 estimates, 45,799 of Wake County's 695,681 residents were of Hispanic origin. Note: The Census Bureau will publish county-level 2004 Hispanic origin data later this year

Wake County Facts

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)
1996	550,532	85,411
1997	571,852	89,441
1998	593,001	91,911
1999	612,503	95,010
2000	634,003	97,691
2001	658,490	101,432
2002	679,510	104,461
2003	699,503	108,969
2004	725,902	114,068
2005	749,989	118,041 – 119,221

(1) North Carolina State Demographer's Office July 1 Population Estimates. Wake County Planning Projections for 2004 and 2005

(2) Wake County Public Schools Historic 20th Day Membership. Projected 2005-2006

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
1996	2.2%	28,253
1997	1.9%	30,181
1998	1.6%	32,056
1999	1.4%	33,435
2000	1.7%	35,959
2001	3.1%	36,145
2002	5.6%	35,515
2003	5.2%	35,864
2004	4.7%	Not available from this source
2005	4.5%	Not available from this source

(4) North Carolina Employment Security Commission: June unemployment rate, 2005—February.

(5) U.S. Department of Commerce, Bureau of Economic Analysis, Table CA1-3 Per Capita.

Wake County Facts

Wake County Ten Largest Taxpayers	2004 Assessed Valuation	Tax Levy
Progress Energy	\$2,085,524,664	\$12,596,569
Cisco Systems, Inc.	375,509,383	2,268,077
BellSouth Telephone Co.	329,649,564	1,991,083
NC Eastern Municipal Power Agency	321,779,094	1,943,546
SAS Institute, Inc.	286,136,802	1,728,266
Weeks Realty LP	269,314,407	1,626,659
CVM Holdings, LLC	173,085,658	1,045,437
Highwoods Realty LTP Partnership	165,141,699	997,456
Public Service Co. of NC, Inc.	150,686,129	910,144
SmithKline Beecham Corporation	133,514,091	806,425
Total	\$4,290,341,491	\$25,913,663

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Glossary of Budget Terms

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

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. State law requires 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 the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners 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 ten 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 more than \$5,000, less than \$100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds in which revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

Glossary of Budget Terms

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).

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include

employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: 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.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basis services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a spe-

Glossary of Budget Terms

cific 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.

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 governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

Real Property Tax Base: All land and buildings which are taxable.

Glossary of Budget Terms

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

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).

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

Transfer In/Out: Reallocating resources 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.

Working Capital: The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

Workload Indicator: Measurement used to reflect the quantity of services or effort.

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