



Adopted Operating
and
Community Improvement Budgets

For the Fiscal Year July 1, 2006 through June 30, 2007

Wake County, North Carolina

Annual Adopted Budget for Fiscal Year 2007

Board of County Commissioners



Harold Webb
Vice Chair



Tony Gurley
Chairman



Joe Bryan



Herb Council



Kenn Gardner



Phil Jeffreys



Betty Lou Ward

County Administration:

County Manager: David C. Cooke

County Attorney: Michael Ferrell

Clerk to the Board: Susan Banks

Deputy County Manager: Joseph K. Durham

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GFOA DISTINGUISHED BUDGET PRESENTATION AWARD



Leadership Partnership Stewardship Leadership Partnership Stewardship

Leadership Partnership Stewardship

2007 Fiscal Year Adopted Budget

May 15, 2006

Wake County Board of Commissioners:

Each spring, it is the County Manager's responsibility, and privilege, to present a balanced budget to the Board of Commissioners and the citizens of Wake County for their consideration. The FY 2007 Wake County Budget I recommend today reflects the priorities established by the Board of Commissioners, including education, mental health, and public safety. The budget also builds on, and supports, our many community partnerships.

Wake County is the sixth fastest growing County in the nation. On an average day, we grow by 79 new residents and convert 27 acres of land to a human-built environment. Each month, we issue 1,000 new residential building permits. Each year, our public school system adds over 6,000 new students. The County's job growth continues to outpace the state and the nation. Our financial condition continues to be strong as evidenced by our AAA bond rating – Wake County is one of only 22 counties in the United States with a AAA bond rating from all three rating agencies. Visionary leadership, responsible stewardship and effective partnerships within the Triangle region and the County have contributed to our success, and these qualities will be required to meet the future challenges as we continue to grow to a projected population of nearly 1.4 million 25 years from now—nearly double today's population.

The Board of Commissioners is to be applauded for leadership and planning efforts. In January of this year, you established priority goals to serve as the focus of your energy while leading Wake County through this time of rapid growth. To address the capital needs of our school system, you have worked with the Wake County Public School System through recurring monthly meetings to prepare for the System's new building program. To address a broader array of community

needs, you commissioned the Blue Ribbon Committee on the Future of Wake County. This committee of sixty-five community leaders has evaluated the countywide infrastructure for the next 25 years and determined the funding needs and potential revenues sources and will make recommendations to you on addressing these long-term needs.

This weekend we read the polls about our citizens' responses to tax increases to build new schools, with some uncertainty about their support for mandatory year-round schools. On the other hand, driving to work this morning, I saw yard signs urging "NO mandatory year-round schools." It is our responsibility to provide funding for schools to meet both operating and capital needs. After meetings with the many families whose loved ones have a mental illness, you have committed funds and support for a local inpatient psychiatric facility. And we have worked hard to ensure that our community can provide the many other services needed when hospitalization is thankfully not needed. You as the County's elected officials are responsible for ensuring the Sheriff, EMS, fire and emergency management are protecting the public safety and health of our citizens.

Tackling these issues and garnering public support for them will test our leadership, our partnerships and our stewardship. These high-quality public services are opportunities our citizens can see and value. We have shown ourselves to be excellent stewards of the public's money – and, now, we are asking for their continued support and trust in our accountability. This is the context for the budget I am recommending to you and our citizens today.

The FY 2007 Recommended Budget is one step in the process of achieving our long-term goals. We face many challenging decisions in the coming years, and the FY 2007 budget is the next one. The total recommended General Fund Budget for FY 2007 is \$849 million, which includes a 3-cent tax increase in the property tax rate to adequately fund education in our community, follow through on our com-

mitment to care for citizens needing specialized mental health services, and improve a range of public safety services throughout the County.

REVENUES

The County is fortunate to have a strong property tax base. As the economy continues to rebound and housing starts remain steady at more than 1,000 building permits each month, the tax base remains strong and is expected to grow by 4.9% over 2006. This projection is slightly up from the assessed value estimates shared at the Board of Commissioners annual planning retreat. New revenue from normal growth in property (\$22.3 million) and sales taxes (\$4.1 million) is expected to increase by \$26.4 million. But this growth alone is not sufficient to meet the priorities outlined in this budget and therefore, this budget recommends a 3 cent property tax increase that will generate an additional 22.9 million.

Sales Taxes

Sales tax is the County's second largest revenue source and is affected closely by the national and regional economies. While sales tax growth remains steady, the projection for FY 2006 is that the revenues will be slightly less than estimated. Because of this, and because of the uncertainties surrounding consumer spending as fuel prices continue to rise, the FY 2007 estimate reflects an increase of only 3% over the current budget.

FUNDING OUR PRIORITIES AND COMMITMENTS

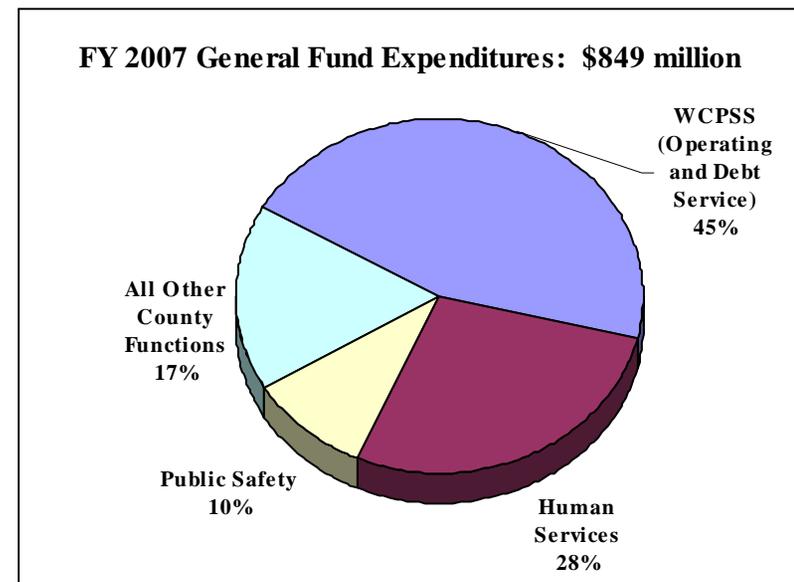
Early in every budget process, we identify funding needs required to honor previous commitments and to adhere to sound financial policies. Often, the increases required for these areas consume a large portion of new revenues. Before considering anything else, the budget funds these areas:

- Transfers to the Debt Service Fund and Community Improvement Plan—To provide sufficient funding for community improvements and to maintain our AAA rating, we commit 16.5 cents of the property tax rate to debt service and the CIP. The additional funding needed in FY07 is \$5.6 million;

- Annualization of new facilities opened during FY 2006—The FY 2006 budget funded several new facilities for partial years including 4 new or expanded libraries. The FY 2007 budget requires new funds of \$1.5 million to operate these facilities for a full year;
- Wake Tech will open additional new facilities that will increase the need for County funds by \$1 million;
- Annualization of employee pay and benefit increases in FY 2007 totals \$1.4 million;
- Increases in fuel and utility costs will total approximately \$1.5 million;
- State-mandated increases—Wake County's local match for Medicaid services will increase by \$2.2 million next year; and
- To continue funding to the Wake County Public Schools at the same equivalent tax rate level would require approximately \$12.7 million.

These commitments total more than \$25.9 million and are slightly less than the amount of new revenues available from the current tax rate and sales tax dollars.

The total recommended General Fund Budget is \$848,969,000. The



funding allocation emphasizes the County’s highest priority areas with the Wake County Public School System receiving approximately 45% of the budget for operating and debt service expenditures, Human Services – 28%, Public Safety – 10%, and all other functions of County government representing 17%.

Wake County Public Schools

Enrollment growth continues at a fast pace for the Wake County Public School System (WCPSS).

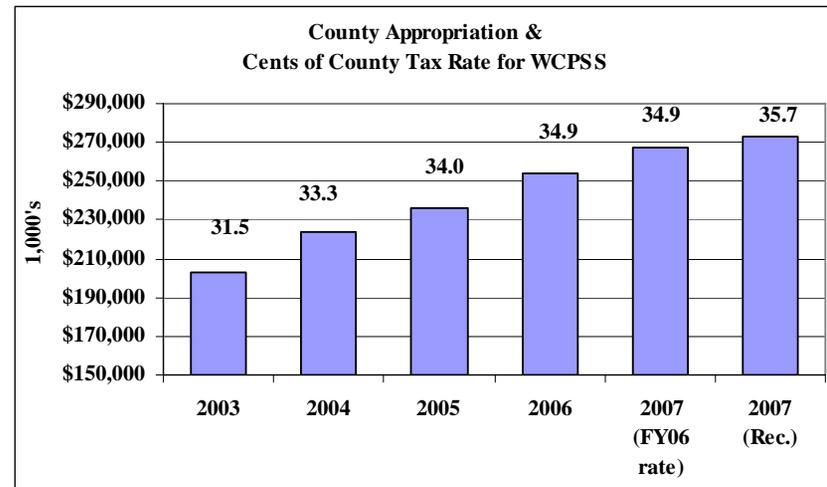
The Board of Education’s Plan for Student Success is built on an enrollment growth estimate of 7,060, which would be a 5.9% increase from the 2005 20th day student enrollment.

Public Schools Funding	
FY 2006	FY 2007
\$254.4 m	\$272.9m
7.3 % Increase	

For operating needs, the Board of Education requests total funding from the County of \$275.8 million, an increase of \$21.4 million over FY 2006. The County has committed to the funding increases in student enrollment and the cost of opening new schools. The County’s per pupil funding for FY 2006 is \$2,030. Based on a projected student enrollment for FY 2007 of 127,564 and the opening of six new elementary and two new high schools during FY 2007, the County appropriation to WCPSS is recommended at \$272.9 million, a 7.3% or \$18.5 million increase. This will increase per pupil funding to \$2,066. In addition to direct operating support, debt service related to school construction will increase by \$6.6 million to a total of \$113.7 million, bringing total funding for WCPSS to \$386.6 million or 45% of the total County operating budget.

While this budget does not fully fund the School System’s request, the recommended County funding demonstrates the County’s commitment to quality education as County funding continues to outpace the growth in numbers of students. Over the past six years, County funding will have increased by an average of 7% while the student population will have increased an average 4.6%.

For the past five years, WCPSS’ share of County property tax revenue has grown each year. For FY 2007, the County appropriation for operating expenditures equals 56% of the property tax rate.



Wake Technical Community College

The budget recommends a third consecutive year of increased funding for Wake Tech. Since FY 2004, the County’s support of the College has increased by 73% to a total of \$14.9 million. The FY 2007 increase of \$2.2 million is proposed primarily for: North Campus start-up staffing (\$990,000); plant operations and maintenance costs due to expanded campus facilities, including the first building at the new North Campus (\$1.02 million); and maintenance contracts, technology costs and salaries and benefits funded by County (\$470,000).

Community College Funding	
FY 2006	FY 2007
\$12.7 m	\$14.9 m
17 % Increase	

In addition to operating budget funding, the Community Improvement Plan includes \$750,000 in increased pay-as-you-go funding for general repairs and renovations at College facilities. These funds are for furniture, fixtures and equipment for first North Campus building.

Mental Health and Human Services

The Human Services FY 2007 budget of \$235.9 million continues a range of services from mental health treatment to flu shot clinics to em-

ployment training. County tax dollars fund \$84 million of these services, with other revenue sources comprising the remaining funds of \$145 million in services.

The State’s mental health reform efforts have significantly impacted – and will continue to impact – how Wake County consumers receive mental health services. As part of mental health reform, the pending closure of Dorothea Dix hospital reinforced the County’s need for local inpatient psychiatric beds. The budget commits \$5 million to meet the needs of clients requiring in-patient psychiatric services as payments from Medicaid, private insurance and clients themselves are not expected to be sufficient to cover the total cost of care. We have continued to work with our local partners to pursue a local psychiatric hospital for this area, and will use this \$5 million to make good on our commitment to fund operating gaps.

Human Services	
FY 2006	FY 2007
\$ 245.8 m	\$235.9 m
4% Decrease	

The Human Services budget includes other significant changes related to the State’s Mental Health Reform. The State recently reduced its funding for Wake County’s Local Managing Entity by approximately \$3.3 million. Those cuts, in both revenues and expenditures, are reflected in the budget.

Also, the budget includes an increase of over \$2 million for the “Medicaid match” – the portion of the State’s Medicaid cost that it passes on to all 100 counties. In other changes, Human Services’ budget decreases by \$20 million in both revenues and expenditures related to Medicaid-funded services. These reductions do not mean that Wake County consumers will lose benefits or receive less service. Instead, these reductions reflect the fact that community health providers will bill the State directly for Medicaid reimbursement, and these transactions will no longer pass through the County’s books.

The budget includes increases to keep up with population growth. It includes 39.5 new staff members to maintain services levels in:

- Maternal and Child Health
- The Child Health Clinic
- The Women’s Health Clinic
- Child Protective Services
- Foster Care and Adoption Services
- School Health Nurses

Public Safety

The recommended budget increases funding for the high priority area of public safety. The annualized costs of new facilities are included, as well as improvements to existing services and some new services.

Sheriff’s Office: The Sheriff’s Office budget increases by \$6.2 million, largely resulting from the annualization of detention positions at the new Hammond Road 1B Detention Facility (\$2.5 million). The budget also funds cost increases in inmate health care services, food services and the Sheriff Safekeeper’s program. Law Enforcement increases support the final phase of vehicles purchased in FY 2006 for Courthouse deputies. Lastly, approximately \$500,000 is provided to adjust detention and law enforcement salaries for salary compression. Salary compression occurs when market conditions require higher starting salaries while existing employees’ pay is not adjusted to reflect the change in market conditions. This is a one-time adjustment and will become effective in October.

Sheriff’s Office	
FY 2006	FY 2007
\$49.0 m	\$55.2 m
13 % Increase	

Emergency Medical Services: The budget funds increasing costs for staffing, fuel, and supplies. On the recommendation of the EMS Peer Review Committee, the budget funds new ambulances needed to meet existing response time goals. Three new ambulance units will be in service during the daytime, when the need is highest. To better meet system-wide response time goals, these units will not be limited to a specific geographic area, but deploy around the County. The budget also converts a 12-hour unit stationed in North Raleigh (the Durant Road service area) to a 24-hour unit.

Law Enforcement and Inmate Detention: The budget funds a full-time Forensic Computer Examiner position in the City-County Bureau of Identification (CCBI). This position will assist the County's law enforcement agencies by analyzing computers, cell phones, PDAs, and other technology used by criminals. To address inmate detention, the budget funds the Criminal Justice Advisory Board's recommendation to expand the capacity of the electronic monitoring program from 60 to 85 positions.

Again, the foundation of our request supports these three priority areas of critical need -- education, mental health and public safety. Largely to fund these priorities, this budget calls for a 3-cent increase in the property tax rate, from 60.4 to 63.4 cents per \$100 of valuation. Beyond funding our priorities, this budget holds the line in other areas of County government, including parks, inspections, permitting and other areas.

OTHER EXPENDITURE HIGHLIGHTS

Libraries

The Library Master Plan calls for the opening or expansion of new libraries from 2006-2010, and the recommended budget provides funding to run these new libraries.

The new West Regional Library and Holly Springs Community Library

	Projected Opening Date	New Square Footage	New Positions in FY07
West Regional Library	August 2006	30,000	-
Holly Springs Community Library	December 2006	8,000	5.0
North Regional Library	January 2007	12,000	4.5

are scheduled to open during the first part of FY07. This year's budget provides the remaining funds needed to staff and open these libraries and annualizes funding for operating Cameron Village Regional Library, which re-opened in January 2006. Providing full year funding

for these three facilities adds \$1.3 million to the FY07 budget.

The FY07 budget also includes dollars for the expansion and relocation of North Regional Library, which is scheduled to open in January 2007. In addition to funds provided for recruitment and training in the first part of FY07, the budget also includes a half-year of operating funds for the expanded library.

General Services Administration

Rising utility costs drive the recommended increase for General Services (GSA)—of the nearly \$2 million increase, utilities account for 80%. The utilities budget anticipates a four percent increase in electricity and 11% in natural gas, combined with the annualization of utility costs for the recently opened Hammond Road 1B Detention Facility.

The recommended budget also supports four cost-neutral positions to address facility maintenance, management of after-hours security events, and maintaining the facility management system for the County's portfolio. In addition, the vehicle fleet fund will support an additional Master Mechanic position to address demands associated with a growing fleet inventory.

General Services	
FY 2006	FY 2007
\$ 23.1 m	\$ 25.0 m
9% Increase	

Other County Departments

The budget funds additional resources for these County departments:

- Budget and Management Services: one position to provide additional financial analysis, long-term planning, and project management;
- Community Services - IDPP: one position to support increase volume in Plans and Permits.
- Information Services: one additional position to support the billing and collections system, a key part of the County's revenue application. Funds are also included for increases in license and maintenance fees that support desktop services and network security.
- Planning Department: one additional Planner I to provide coor-

dination for code enforcement

- Register of Deeds: one position to better meet service demands in the Vital Records Office

Fire Tax District

The Fire Commission, which makes recommendations relating to fire service in the Fire Tax District, unanimously recommends a FY 2007 operating budget consistent with its Long-Range Plan, approved by the County Commissioners in February 2005. The budget, which does not propose a tax increase, funds cost increases for fuel, liability insurance, and health plans. The Fire Commission’s budget also funds a number of staffing improvements, including an additional \$200,000 to support volunteer stipends, seven additional full-time firefighters at rural departments, and funding to cost-share eight positions with Fuquay-Varina, Garner, and Holly Springs.

Solid Waste

The FY07 Budget for the Solid Waste Enterprise Fund totals \$22.8 million for the cost of operating North Wake Landfill, Citizen Convenience Centers, and recycling promotion and other solid waste activities. The budget includes \$3.7 million reserved for the possible construction of the South Wake landfill, which the Board of Commissioners will discuss in June. The budget does not increase the landfill tipping fees or household fees, which make up over 80% of the fund’s budget.

SUPPORT FOR MEMBERSHIPS AND PUBLIC AGENCIES

The budget includes County funding to community agencies and not-for-profit organizations. The Recommended Budget provides \$3.1 million for memberships and public agencies. Memberships will require a 12% increase. The budget recommendation maintains our commitments to public agencies. While the funding does not fully fund the request for two of the agencies, United Arts Council and Wake County Economic Development, it does restore their funding to the FY 2002 level. Also included is funding for the County’s commitment to the EDGE3 program, a five-year program in conjunction with North Carolina State University to attract technologically oriented employers to the County. The following table summarizes these allocations:

Agency or Organization	FY 2006	FY 2007	FY 2007
	Funding	Requested	Recommended
Memberships:			
North Carolina Association of Co. Commissioners	\$ 57,750	61,523	61,523
National Association of Counties	9,051	11,257	11,257
Institute of Government	69,950	74,904	74,904
Triangle J Council of Governments	168,020	170,788	170,788
Capital Area Metro Planning Organizations	121,412	161,634	161,634
RDU International Airport	12,500	12,500	12,500
Subtotal Memberships	\$ 438,683	492,606	492,606
Public Agencies:			
The Healing Place of Wake County	\$ 242,750	250,000	250,000
The Healing Place for Women	150,000	250,000	250,000
Wake County United Arts Council *	301,000	350,000	310,000
North Carolina Symphony	34,000	34,000	34,000
Exploris Operation Contribution	1,000,000	1,000,000	1,000,000
Operating Support for Soccer Center	150,000	150,000	150,000
Mid-Eastern Athletic Conference	200,000	200,000	200,000
Women's Commission of Wake County	12,500	12,500	12,500
Wake County Economic Development *	286,500	306,867	295,000
Wake County Economic Development - EDGE3		100,000	100,000
Subtotal Public Agencies	\$ 2,376,750	2,653,367	2,601,500
Total Memberships and Agencies	\$ 2,815,433	3,145,973	3,094,106
* Restored funding to F Y 2002 levels			

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 competitiveness of our pay ranges are evaluated each year through targeted salary studies. All pay ranges will be adjusted this year between 2% and 5% in the FY 2007 budget to ensure our ranges remain competitive. Approximately 100 employees’ pay will be increased to bring their current salary to the new pay minimum. Also, the recommended performance pay increase is budgeted at 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, optional life insurance and short-term disability programs and dental insurance. All these benefits will remain unchanged in FY 2007.

One benefit, the County's health insurance plan, will change somewhat in the upcoming year due to continuing increases in the cost of health care and increased usage of health care services by our employees. The adjustments being made to the health insurance plan in FY 2007 are designed to ensure that the County has adequate revenues to cover its claims with as few changes as possible to our current Base and Premium health insurance plan options. In the coming year a full evaluation of health insurance options and costs will be conducted under the leadership of the County's Health Insurance Core Team, a cross-departmental team, including a retiree representative, to work with our health care consultant in FY 2007 to develop a sustainable, strategic plan for health care. This evaluation will include input from a broad cross section of County employees and will result in a long-term strategic plan for health care for the organization.

A detailed analysis of our FY 2006 claims and trends in our health care utilization over the past few years indicates that both medical and pharmacy services costs continue to increase at slightly higher rates than industry norms and that the rates for the County's Premium Plan are not sufficient to cover the costs incurred by these plan participants. While adjustments were made last year to address this trend, claims data indicated that further adjustments must be made in FY 2007 to properly price the Premium Plan.

To cover these increases, benefits changes will be made to both the Base and Premium Plans: the co-pay for specialist services will increase from \$25 per visit to \$35 per visit and the prescription drug cost for the most expensive group of drugs (Tier 3) will increase from a \$50 co-pay for each prescription to a range of \$50-\$100 co-pay depending on the cost of the drug.

Both plans will also reflect changes in the co-insurance for outpatient hospital and surgery services to allocate costs to the users of these services. Co-insurance for the Base Plan will go from 90% to 80% and the Premium Plan will go from 100% to 90%, with a maximum out-of-pocket of \$1,500 for single subscribers and \$3,000 for dependent cover-

age.

The County will increase its share of health insurance contributions by 7.5% or \$800,000, and will continue to cover 100% of the employee-only level in the Base Plan. Dependent coverage rates paid by employees will also increase 7.5% on the Base Plan, with employee contribution rates on the Premium Plan increasing by \$29 per month for employee only coverage to \$112 per month for family coverage.

Providing an affordable health care plan that meets the needs of the County's active employees and retirees is a challenging task. I look forward to sharing the work of the Health Insurance Core Team over the next year so together we can craft a plan that balances care for our employee family with the fiscal stewardship our citizens expect.

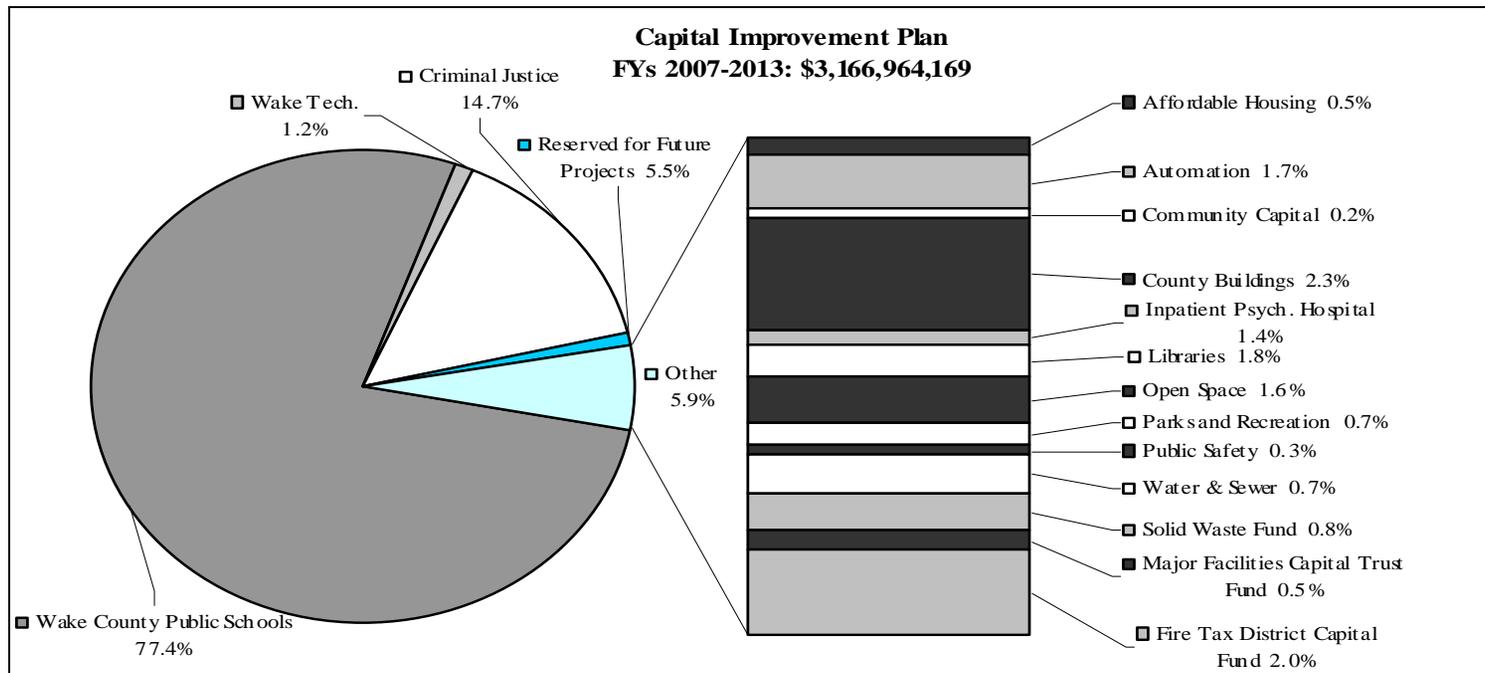
COMMUNITY IMPROVEMENT PLAN

The FY 2007-2013 Community Improvement Plan (CIP) totals \$3.2 billion, with FY 2007 accounting for \$235.4 million of those expenditures. The recommended CIP reflects the priorities of the 2006-2012 Plan. This seven-year plan invests heavily in education, for both the Public Schools and Wake Technical Community College. It also allocates considerable resources to criminal justice, public safety, and mental health. 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.

Station #2 to accommodate an ambulance and staff.

In the area of mental health, the CIP also provides \$6 million for an Inpatient Psychiatric Facility. With this funding, the County's total funding reserved for this community improvement is at \$10 million. We will continue to work with the State and our community partners to address this need.

Wake County Public School System: The Board of Commissioners top goal for 2006 is to work with the school board to develop strategies and an action plan to meet growing school capital needs, including an expedited school bond in November 2006. The amounts included in the CIP are tentative until final decisions are reached on the size of the bond.



CIP Highlights

New Projects: The Community Improvement Plan recommends two new projects in the areas of Public Safety. These include planning and design funds for future EMS facilities and expanding the Wendell Fire

Criminal Justice: Developing a long-term plan for the County's courthouse and judicial facilities needs was another of the Board of Commissioners goals for 2006. The County's rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY07-13 CIP includes \$468 million for

Criminal Justice facilities. The Board of Commissioners endorsed this plan in FY 2006, along with a funding strategy for the capital improvements proposed through 2013 for both detention and judicial facilities.

LEADERSHIP, PARTNERSHIP, STEWARDSHIP

The FY 2007 Recommended Budget balances the need to support the County's highest priorities with the need to maintain service levels. This budget, and the budgets to come, will challenge us as we continue our efforts to plan responsibly for the future of our growing community. The FY 2007 budget was developed within the context of our long-range financial planning model, to ensure that we remain financially strong in the face of these challenges. In future budgets, we will also be able to consider recommendations from the Blue Ribbon Committee that you commissioned, which has worked tirelessly throughout the past five months to strategically assess our long-term needs. With this dedication to long-range financial and infrastructure planning, we will be better equipped to help Wake County continue to be a great place to live, work and play.

As leaders of our community, we will continue to take a long-term approach to financial planning. This will enable us to maintain our strong financial position and use taxpayer dollars efficiently. Specifically, we will work with our community partners to:

- Plan comprehensively for mental health programs and, specifically, an Inpatient Psychiatric Facility;
- Implement a new capital building program for public schools;
- Pursue legislative authority for a half-cent local option sales tax for school construction;

- Monitor and analyze the deployment of public safety resources, including ambulance units and fire department staffing.

By maintaining service levels and increasing support to the community's highest priority programs, 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. As we lead Wake County through this period of change and growth, we will strive to maintain and build partnerships with community stakeholders, and we will continue to be good stewards of the taxpayers' resources.

Respectfully submitted,



David C. Cooke
County Manager

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ADOPTION OF FISCAL YEAR 2007 OPERATING AND CAPITAL BUDGETS

Agenda Item Title:

Adoption of Fiscal Year 2007 Operating and Capital Budgets and Personnel Ordinance

Specific Action Requested:

That the Board of Commissioners adopt the FY 2007 budget and personnel ordinances.

Item Summary:

On May 15, 2006, the County Manager presented a recommended fiscal year 2007 General Fund budget totaling \$848,969,000.

On June 5, 2006, the Board of Commissioners held a public hearing and on June 12, 2006, the Board of Commissioners conducted a budget work session.

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

General Fund

Added \$2,836,000 to the recommended appropriation for the Wake County Public School System, bringing the total direct appropriation to \$275,827,000.

In FY07, this additional \$2.836 million will be provided using County fund balance. In the coming year, the Board expects the State legislature to provide relief for the county share of Medicaid costs. Should the State not provide this expected relief, the Board anticipates increasing the tax rate between 0.3 and 0.4 cents in FY08 to maintain the level of support established by this \$2.836 million increase.

Added an appropriation of \$75,000 for Communities in Schools of Wake County and reduced the Board of Commissioners' contingency by \$75,000 to a total of \$425,000.

Added \$40,000 to the recommended appropriation for the United Arts Council of Raleigh and Wake County, bringing the total to \$350,000.

This additional \$40,000 represents a one-time fund balance appropriation over and above the historical level of support.

Capital Improvement Fund

Added \$94,905 to the recommended capital budget to purchase equipment for eight one-stop voting sites, to be funded with appropriated capital fund balance. The operating costs associated with the one-stop sites will be funded within the Board of Elections FY07 budget.

Added \$347,000 to the recommended capital budget to partially fund a \$497,000 expansion of the existing South Raleigh Branch of the Wake County Public Library System. The remainder of the cost (\$150,000) will be funded with re-allocated capital funds. The total project budget of \$497,000 will be used to renovate and equip the expanded space and to expand the branch's collection.

South Raleigh Branch Library is located in a retail center near the intersection of Crosslink Road and Rock Quarry Road in South Raleigh. An expansion of 2931 SF will be added to the existing 2552 SF space to provide an expanded area of 5483 SF to serve the South Raleigh community. A lease modification will be negotiated with the Landlord for this expansion. The expansion space will then be designed, bid and constructed, along with the ordering of books, shelving and furniture, with an anticipated opening of the space in the latter part of FY 2007.

Revised the FY07 appropriation for Open Space by \$1,000,000 to reflect accelerated use of Open Space funds; bond proceeds provide funding for this appropriation.

FISCAL YEAR 2007 BUDGET ORDINANCE

The attachments include all ordinances to implement the fiscal year 2007 operating and capital budgets as amended on June 12, 2006. The totals of each fund are:

Fund	Amount
General Fund	\$ 851,845,000
Debt Service Fund	130,069,000
Revaluation Reserve Fund	1,809,523
911 Fund	1,551,374
Risk Management Fund	28,117,627
Solid Waste Management Fund	22,804,673
Fire Tax District Fund	18,213,000
Major Facilities Fund	27,330,000
Affordable Housing Fund	4,507,944
Capital Area Workforce Development	2,917,641
Capital Improvement Fund	232,822,963

FISCAL YEAR 2007 BUDGET ORDINANCE

Operating Budget Ordinance for Fiscal Year 2007

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, 2006 and ending June 30, 2007:

General Government:

Board of Commissioners	\$ 450,945
County Manager	1,185,757
County Attorney	1,153,235
Board of Elections	1,952,696
Budget & Management Services	783,195
Facilities Design & Construction	1,103,178
Finance	2,415,177
General Services Administration	25,142,152
Human Resources	1,551,678
Information Services	9,652,281
Planning	1,484,543
Register of Deeds	2,943,315
Revenue	4,645,926
Community Services	22,017,807
Environmental Services	8,545,203
Human Services	235,945,132
Public Safety	27,353,663
Education:	
Wake County Public Schools:	
Current Expense	274,229,012
Capital Outlay	1,597,988
Community Use of Schools	410,000

Wake Technical Community College:	
Current Expense	14,093,000
Capital Outlay	810,000
Sheriff	54,853,690
Non-Departmental:	
Medical Examiner	200,000
Membership Agencies	492,606
Public Agencies	2,421,500
Non-Departmental Services	827,183
Reserve for Salary and Benefit Increases	5,480,138
Transfers:	
Transfer to Capital Projects Fund	22,745,000
Transfer to Debt Service Fund	121,366,000
Transfer to Revaluation Reserve	1,100,000
Transfer to Risk Management Fund	2,468,000
Contingency	425,000
Total General Fund Appropriation	\$ 851,845,000

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

Ad Valorem Taxes	\$ 488,853,000
Sales Tax	141,920,000
Tax Penalties and Interest	2,000,000
Lease/Rental Vehicle Tax	2,500,000
Payment in Lieu of Taxes	1,148,000
Real Property Transfer (Excise) Tax	14,400,000
Other Taxes	1,400,000
Federal Shared Revenues	8,923,323
State Shared Revenues	97,276,924
Local Shared Revenues	4,255,273
Licenses and Permits	3,743,013
Charges for Services	70,792,207

FISCAL YEAR 2007 BUDGET ORDINANCE

Investment Earnings	176,152
Miscellaneous	322,045
Transfers from Other Funds	1,118,200
Appropriated Fund Balance	13,016,863
<hr/>	
Total General Fund Revenue	\$ 851,845,000

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, 2006 and ending June 30, 2007 for the purpose of paying debt service commitments:

Debt Service Principal, Interest and Fees	\$ 127,990,413
Reserved for Future Debt Service	2,078,587
<hr/>	
Total Debt Service Fund Appropriation	\$ 130,069,000

Section 4: It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2006 and ending June 30, 2007:

Transfer from General Fund – Ad valorem	\$ 102,866,000
Transfer from General Fund – Sales Tax	18,500,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District	472,000
Investment Earnings	7,240,000
<hr/>	
Total Debt Service Fund Revenue	\$ 130,069,000

Section 5: The following is hereby added as an appropriation in the Revaluation Reserve Fund for the fiscal year beginning July 1, 2006 and ending June 30, 2007 for the purpose of conducting a revaluation of real property within Wake County:

Revaluation Expenses	\$ 1,809,523
<hr/>	
Total Revaluation Reserve Fund Appropriation	\$ 1,809,523

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, 2006 and ending June 30, 2007:

Transfer from General Fund	\$ 1,100,000
Investment Earnings	76,688
Appropriated Fund Balance	632,835
<hr/>	
Total Revaluation Reserve Fund Revenue	\$ 1,809,523

FISCAL YEAR 2007 BUDGET ORDINANCE

Section 7: The following is hereby appropriated in the 911 Special Revenue Fund for the fiscal year beginning July 1, 2006 and ending June 30, 2007 for the purpose of maintaining an Emergency 911 system in Wake County:

Emergency 911 Recurring Expenses	\$ 1,551,374
	<hr/>
Total 911 Special Revenue Fund Appropriation	\$ 1,551,374

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, 2006 and ending June 30, 2007:

911 Surcharge	\$ 1,551,374
	<hr/>
Total 911 Special Revenue Fund Revenue	\$ 1,551,374

Section 9: The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2006 and ending June 30, 2007:

Operating Expenses	\$ 18,606,673
Transfer to General Fund	298,000
Transfer to Capital Projects Fund	3,900,000
	<hr/>
Total Solid Waste Enterprise Fund Appropriation	\$ 22,804,673

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, 2006 and ending June 30, 2007:

Disposal and License Fees	\$ 19,456,800
Intergovernmental Revenue	945,000
Miscellaneous	358,900
Investment Earnings	650,000
Appropriated Fund Balance	1,393,973
	<hr/>
Total Solid Waste Enterprise Fund Revenue	\$ 22,804,673

Section 11: The following amount is hereby appropriated in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2006 and ending June 30, 2007:

Risk Management Expenses	\$ 28,117,627
	<hr/>
Total Risk Management Internal Service Fund Appropriation	\$ 28,117,627

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, 2006 and ending June 30, 2007:

Transfer from the General Fund	\$ 2,468,000
Investment Earnings	125,000
Appropriated Fund Balance	3,107,949
Employee/Employer Contributions	22,361,678
Other Sources	55,000
	<hr/>
Total Risk Management Internal Service Fund Revenue	\$ 28,117,627

FISCAL YEAR 2007 BUDGET ORDINANCE

Section 13: 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, 2006, 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	\$711,446,009	1.9625 cents	\$139,622

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, \$139,622, 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 14: 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.
- 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 15: 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; (3) lease of personal property for more than 12 months if the annual expense is less than \$50K; and (4) service contracts within appropriations or contracts for 12 months or less.
- 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 16: 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,

FISCAL YEAR 2007 BUDGET ORDINANCE

2003. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

Section 17: 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, 2006 payroll.

Section 18: There is hereby levied a tax at the rate of sixty-three and four-tenths cents (63.4¢) 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-six billion, six hundred fifty-five million dollars (\$76,655,000,000), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.50%.

Section 19: 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 20: Operating funds encumbered by the County as of June 30, 2006 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2006 are hereby appropriated to this budget.

Section 21: Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2006, are designated for future year expenditures on white goods programs and are hereby ap-

propriated to the enterprise fund budget.

Section 22: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED this the 19th day of June 2006.

FISCAL YEAR 2007 BUDGET ORDINANCE

Capital Improvement Fund 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, 2006:

Automation	\$4,804,905
Community Capital Projects	500,000
County Building Improvements	11,143,000
Criminal Justice	11,633,000
Inpatient Psychiatric Facility	6,000,000
Libraries	1,552,000
Open Space	7,000,000
Parks and Recreation	475,000
Public Safety	974,000
Transfer to Affordable Housing Fund	1,000,000
Water/Sewer	3,197,000
	<hr/>
Total County Capital Projects Appropriation	48,278,905

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, 2006:

Bonds: Authorized	\$8,205,000
Debt – To Be Authorized	8,174,000
Interest Earnings	569,000
Transfer In – Ad Valorem Tax	22,745,000

Water / Sewer Funds	631,500
Municipal Reimbursement	295,000
Federal Grant	1,163,000
Fund Balance Appropriation	6,496,405

Total County Capital Projects Revenue	<hr/> \$48,278,905
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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, 2006:

Fire Expenditures	\$4,284,462
Reimbursement to the County Capital Projects Fund for 800 MHz Radios	870,596

Total Fire Capital Appropriation	<hr/> \$5,155,058
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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, 2006:

Transfer In: Fire Tax District Fund	\$5,155,058
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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, 2006:

Apex Performing Arts Center	\$100,000
Carolina Mudcats Restaurant Loan	135,000
USA Baseball	790,000

Total Major Facilities Capital Trust Subfund Appropriation	<hr/> \$1,025,000
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FISCAL YEAR 2007 BUDGET ORDINANCE

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, 2006:

Hotel/Motel & Prepared Food and Beverage Tax	\$1,000,000
Loan Repayments	25,000
	<hr/>
Total Major Facilities Capital Trust Subfund Revenue	\$1,025,000

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, 2006:

Wake County Public Schools	\$164,654,000
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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, 2006:

Bonds: Authorized	\$150,000,000
Lottery Proceeds	9,000,000
State Public School Building Fund and Other	5,654,000
	<hr/>
Total Education: WCPSS Revenue	\$164,654,000

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, 2006:

401 North Campus Buildings	\$5,400,000
Chapanoke Road Property	1,625,000
General Repairs and Renovations	975,000
Mechanical and Electrical Projects	465,000
Re-Roofing Projects	165,000
Technical Ed. Building Renovations	610,000
	<hr/>
Total Education: Wake Technical Community College Appropriation	\$9,240,000

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, 2006:

Bonds: Authorized	\$8,490,000
Fund Balance Appropriation	750,000
	<hr/>
Total Education: Wake Technical Community College Appropriation	\$9,240,000

Section 11: The following amount is hereby appropriated in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2006:

Solid Waste Expenditures	\$4,470,000
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FISCAL YEAR 2007 BUDGET ORDINANCE

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, 2006:

Transfer In: Solid Waste Enterprise Fund	\$3,900,000
Reserve for Closure/Post-Closure	570,000
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Total Solid Waste Capital Appropriation	\$4,470,000

Section 13: The Finance Director is hereby directed to maintain within the County Capital Projects Fund, the Education Capital Projects Fund, the Fire Capital Projects Fund, 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.

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

ADOPTED this the 19th day of June 2006

FISCAL YEAR 2007 BUDGET ORDINANCE

Capital Area Workforce Development 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 workforce development activities, including the Job-Link Centers career system, youth development activities, job training partnerships, and service to dislocated workers and companies facing layoffs and closures. The state and federal government provide funds for all projects.

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

Federal Shared Revenues	\$	2,917,641
<hr/>		
TOTAL REVENUES	\$	2,917,641

Section 3: The following amounts are appropriated for the projects of the Capital Area Workforce Development fund:

Fiscal Year 2007 CAWD Program	\$	2,917,641
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TOTAL EXPENDITURES	\$	2,917,641

Section 4: The Finance Director is hereby directed to maintain, within the Capital Area Workforce Development 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 Capital Area Workforce Development Fund.

Section 7: Upon its adoption, this Capital Area Workforce Development Ordinance will become part of a multi-year special revenue fund for workforce development activities, which include enhancing a workforce system that is responsive to local needs, connects private and public resources, enables individuals to attain and upgrade skills necessary for gainful employment, and assists businesses in maintaining a skilled workforce to compete in a global economy.

Section 8: Copies of this Capital Area Workforce Development Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 19th day of June, 2006.

FISCAL YEAR 2007 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, 2006 and ending June 30, 2007:

Ad valorem taxes	\$17,513,000
Fund balance appropriation	700,000

Total Fire Tax District Special Revenue Fund Revenue	\$ 18,213,000

Section 2: The following amount is hereby appropriated in the Fire Tax District Special Revenue Fund for the fiscal year beginning July 1, 2006 and ending June 30, 2007:

Contracted Services	\$13,711,472
Other Operating Expenses	\$990,790
Transfer to Debt Service Fund	\$472,000
Transfer to Fire Tax District Capital Fund	\$3,038,738

Total Fire Tax District Special Revenue Fund Appropriation	\$18,213,000

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, 2006, 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, seventeen billion, two hundred forty eight million dollars, four hundred fifty four thousand dollars (\$17,248,454,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 97.5% 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, 2006.

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

ADOPTED this the 19th day of June 2006.

FISCAL YEAR 2007 BUDGET ORDINANCE

Housing and Community Revitalization 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	\$	2,440,752
Program Income		85,000
Transfer from Capital Improvement Fund		1,000,000
Transfer from General Fund		104,000
Prior Years' Program Income - CDBG		315,269
Prior Years' Program Income - HOME		231,382
Prior Year's Program Income - County Funds		331,541
<hr/>		
Total	\$	4,507,944

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

Fiscal Year 2007 HOME Program	\$	1,139,879
Fiscal Year 2007 CDBG Program		1,934,849
American Dream Downpayment Initiative		16,675
Affordable Housing Activities		1,416,541

Total	\$	4,507,944
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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 19th day of June, 2006.

FISCAL YEAR 2007 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	\$12,403,900
Prepared Food & Beverage Tax	14,926,100
	<hr/>
Total	\$27,330,000

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	601,600
Allocation to the Greater Raleigh Convention & Visitors Bureau	3,255,200
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	10,361,800
Operating Support for the Centennial Authority	1,585,700
Debt Service on the RBC Center Construction	5,206,200
Reserve for Future Projects	1,828,500

Transfer to General Fund, Admin. Fee for Occupancy Tax	372,000
Transfer to General Fund, Admin. Fee for Prepared	448,000
Transfer to County's CIP Fund for Discretionary Projects	1,000,000
	<hr/>
Total	\$27,330,000

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 19th day of June 2006.

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, 2006, to June 30, 2007 ("fiscal year 2007").

Process and Policies

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

Sample Fund Summary Format:

Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing for FY 2005 actual results; the FY 2006 budget, both adopted and current as of March 31, 2006; and FY 2007 adopted budget. A sample of the format is provided below:

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 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.

Community Improvement Plan

These sections provide detailed budget information about the County's seven-year Community 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. All departments developed a three-year (2006 to 2008) 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 include the department's prioritization of services. Business plans are updated and refined annually.

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 Instruction Manual and the development of the budget calendar. The calendar establishes the timelines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

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 budget requests to County Commissioners. The process consists of (1) Describing programs and emphasizing the outcomes produced by each department; (2) Clearly articulating measurable service objectives; (3) Identifying existing or new performance measures, specifying targets for each; (4) Identifying strategies to achieve the improvements; (5) Linking resources with outcomes; and (6) Discussing requests and strategies with the County Manager, who develops a recommended budget.

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 funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (Revaluation Reserve, Capital Area Workforce Development, Community Development, and 911 Special Revenue Fund) and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

BUDGET PROCESS

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 Services 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 2007

Date	Budget Activity
October 18, 2005	Budget Instruction Manual distributed to departments Budget Kickoff with Extended Management Team
December 16, 2005	Departmental Business Plans updated
September to December 2005	Community Improvement Plan Review—Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
February 10, 2006 and February 24, 2006	Departments submit FY 2007 Operating Budget Requests
May 2006	Board of Education and Wake Technical Community College submit formal budget requests
May 15, 2006	Formal presentation of FY 2007 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 5, 2006	Public Hearing on Operating Budget, annual Community Plan and any proposed fee or tax changes
June 12, 2006	Special Budget Work Session with Board of Commissioners
June 19, 2006	Adoption of FY 2007 Operating Budget and Community 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 two broad fund types and then into 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: Capital Area Workforce Development 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 Improvement 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

Basis of Budgeting

All funds of the County are budgeted for and accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the costs for goods or services are incurred (except for 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 Community Improvement Plan Fund, which are carried forward until the project is completed.

Basis of Accounting

Basis of accounting refers to how revenues and expenditures or expenses and related assets and liabilities are recognized in the accounts and reported in the combined financial statements.

The governmental funds (General Fund, Special Revenue and Capital Projects Funds) are also presented on a modified accrual basis in the combined financial statements in the 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 expensed 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 11% 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 Community 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 Community 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 be accomplished without precluding their use. A sliding-scale

USER FEE POLICY

fee is one strategy for accomplishing this.

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

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

FINANCIAL MODELS

Capital and Debt

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

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

The primary revenues deposited into the debt service fund include a portion of the property tax (currently about 83% of the 16.5 cents) plus the entire portion of sales taxes that is required by state law to support public school capital outlay. Investment income from the County's general fund and debt service fund is the other source of revenue. The remaining 17% of the 16.5 cents property tax plus various other revenues are deposited into the County's capital projects funds.

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

Operating

Recently, the County has developed a similar long-term financial planning model for its general fund, taking into account general fund revenue, expenditures, transfers, and fund balance. The County uses the

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

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

Note: Additional information on the financial planning model is found after the CIP section of this document.

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 313 – 326).

Board of Commissioners' Goals

On January 27, 2006, the Board of Commissioners identified eight goals that will be their highest priorities over the next year. These goals do not cover all of the initiatives or services the County is responsible for or involved in achieving. Instead, these goals identify the primary issues that will require the Board of Commissioners' leadership and are of significant importance to the community.

1. **School Capital Needs:** Work with the School Board to develop strategies and an action plan to meet growing school capital needs, including an expedited school bond in 2006.
2. **Changing Faces:** Study the impact of changing demographics on Wake County services and programs to guide plans now and in the future.
3. **Local Sales Tax:** Pursue authorization from the General Assembly for a 1/2-cent sales tax to be used for County school construction.
4. **Blue Ribbon Committee:** Support the work of the Blue Ribbon Committee on the Future of Wake County (in cooperation with the Chamber of Commerce and the Wake County Mayors' Association) to study the future infrastructure needs of the County and ways to fund them.
5. **Mental Health Reform:** 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 units.
6. **Urban County Leadership:** Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas, involving transportation, water supply, Medicaid financing and air quality, for example.
7. **Legislative Lobbyist:** Establish a relationship with a lobbyist to work with the State Legislature, especially the Wake delegation, to ensure Wake County's interests are pursued and met.
8. **Criminal Justice Trends:** Assess the impact on the County's criminal justice system resulting from the effects of mental health reform and the increased use of illegal drugs.

In addition to the new goals, the Commissioners confirmed their desire to continue work on goals from previous years. Those goals are:

9. **Economic Development:** Attract new investment and create new jobs, working with the Wake County Economic Development program and all municipal Chambers of Commerce.
10. **Open Space Preservation:** Complete Little River Reservoir land acquisition to protect future drinking water, and accelerate open space acquisitions in other approved watersheds and corridors.
11. **Solid Waste Solution:** Decide on a long-term strategy for solid waste disposal, by working in partnership with all municipalities.
12. **Citizen Awareness:** Implement strategies to increase citizen awareness of and support for Wake County services.
13. **Volunteer Recognition:** Continue a countywide volunteer celebration event and award.
14. **Criminal Justice Facilities:** Implement a courthouse and criminal justice long-term capital plan.
15. **Long-Term Financial Planning:** Continue businesslike approach to budget discussion and long-term financial planning, e.g., with the school system, Wake Tech, the Sheriff's office and municipalities, and arrive at consensus on priorities of services and programs.
16. **Transportation Strategies:** 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.
17. **Unified Development Ordinance:** Simplify and update the County's subdivision, zoning and other ordinances to reflect current policies and initiatives (unified development ordinance).

LONG-RANGE PLANNING

Board of Commissioners' goals (cont'd)

18. **Unincorporated Growth/ETJ:** 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

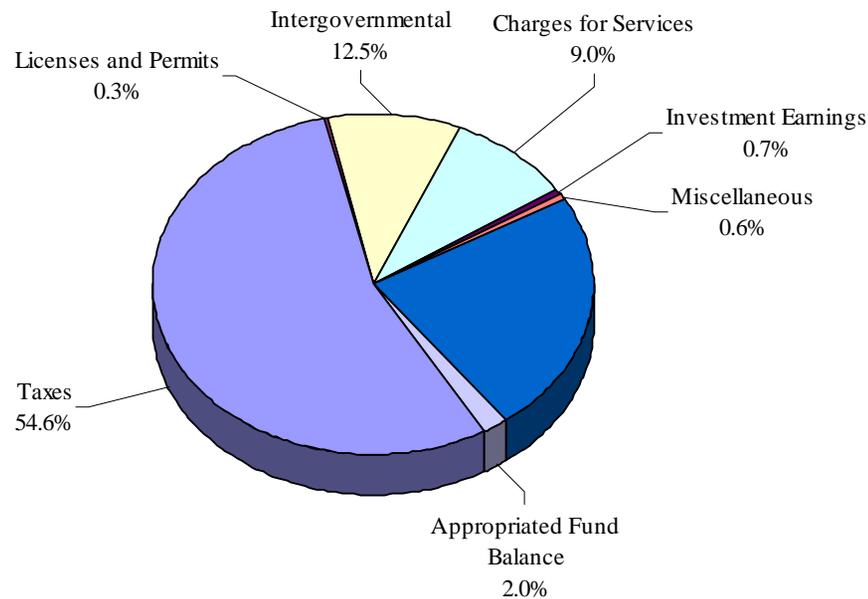
Total Revenues by Fund

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
General Fund	\$	764,041,956	808,796,000	827,256,588	851,845,000
Debt Service Fund		123,048,353	122,471,000	122,471,000	130,069,000
Special Revenue Funds					
Capital Area Workforce Development		5,747,882	-	4,746,150	2,917,641
Emergency 911		1,222,802	1,232,400	1,232,400	1,551,374
Fire Tax District		16,019,010	17,603,178	17,657,942	17,222,210
Housing and Community Revitalization		4,120,606	3,883,463	3,883,463	4,507,944
Major Facilities		24,359,213	24,929,000	24,929,000	27,330,000
Revaluation Reserve		1,017,362	1,045,262	1,045,262	1,525,561
Capital Improvement Fund		33,439,773	283,786,481	290,813,807	349,822,963
Risk Management Internal Service Fund		20,045,405	26,958,800	28,982,025	28,117,627
Solid Waste Enterprise Fund		21,179,190	21,085,249	21,756,254	22,804,673
Total Revenues	\$	1,014,241,552	1,311,790,833	1,344,773,891	1,437,713,993
Less Interfund Transfers		(142,916,584)	(150,749,351)	(152,760,641)	(159,302,938)
Total Revenues all Funds, Net of Interfund Transfers	\$	871,324,968	1,161,041,482	1,192,013,250	1,278,411,055

TOTAL REVENUES BY SOURCE

Total Revenues by Source

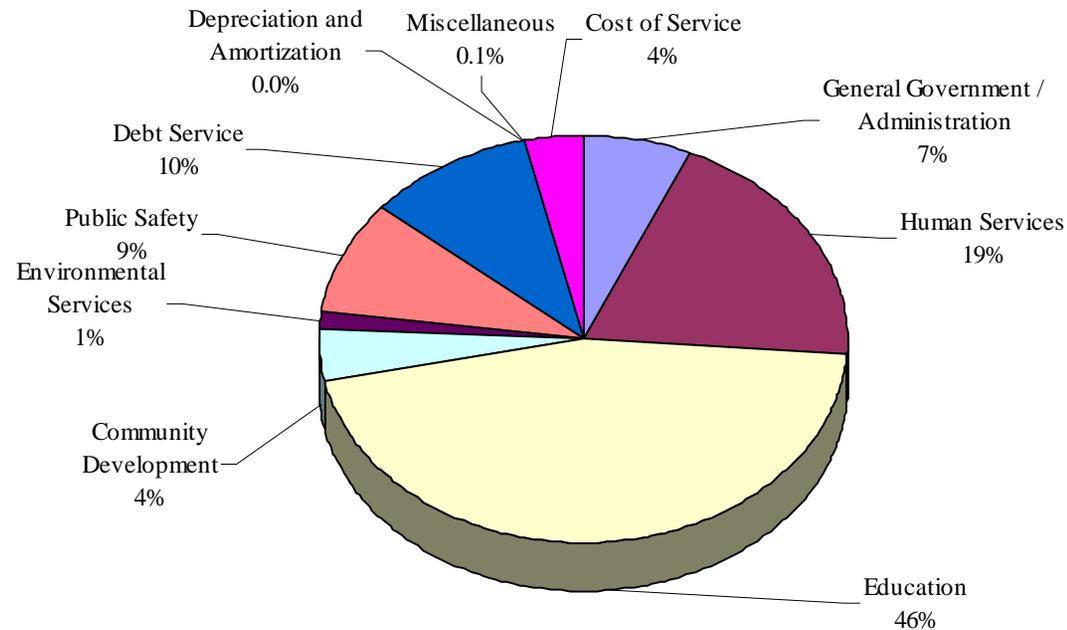
		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Taxes	\$	609,335,018	642,547,659	642,547,659	698,047,549
Licenses and Permits		3,836,405	3,955,409	3,955,409	3,746,813
Intergovernmental		118,483,896	113,186,434	127,251,673	125,758,913
Charges for Services		121,602,324	128,714,529	129,073,195	115,394,402
Investment Earnings		14,774,319	10,661,472	10,661,472	8,890,840
Miscellaneous		1,599,667	22,109,632	22,117,100	7,933,945
Bond Proceeds and Premiums		1,693,339	219,897,000	226,261,500	293,001,000
Appropriated Fund Balance		-	19,969,347	30,145,242	25,637,593
Total Revenues by Source	\$	871,324,968	1,161,041,482	1,192,013,250	1,278,411,055



EXPENDITURES BY USE

All Funds

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
General Government / Administration	\$	55,506,613	79,536,221	73,822,209	83,692,643
Human Services		242,728,896	243,765,404	258,630,023	249,266,717
Education		386,077,258	486,567,000	493,447,500	582,034,000
Community Development		60,264,665	62,118,276	69,597,592	55,260,307
Environmental Services		9,699,551	8,631,201	9,059,764	16,164,667
Public Safety		101,784,935	111,116,774	115,623,986	114,652,995
Debt Service		115,694,883	122,387,000	122,311,999	129,838,875
Depreciation and Amortization		-	2,201,000	2,201,000	579,262
Miscellaneous		-	-	-	1,828,500
Cost of Service		39,677,908	44,718,606	47,319,177	45,093,089
Total Operating Expenses	\$	1,011,434,709	1,161,041,482	1,192,013,250	1,278,411,055



SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

General Fund

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ 568,293,147	595,954,000	595,954,000	652,221,000
Licenses and permits	3,826,961	3,955,409	3,955,409	3,743,013
Intergovernmental	107,986,471	109,507,024	116,774,578	110,455,520
Charges for services	82,244,747	86,779,461	87,138,127	70,792,207
Investment earnings	80,730	77,210	77,210	176,152
Miscellaneous	983,296	560,613	568,081	322,045
Total Operating Revenues	763,415,352	796,833,717	804,467,405	837,709,937
Operating Expenses				
General administration	49,688,805	63,533,096	57,650,424	64,358,041
Human services	228,733,066	235,703,941	245,822,410	235,841,132
Education	248,315,000	261,452,000	267,807,500	291,140,000
Community development	18,801,198	20,057,146	21,034,136	22,017,807
Environmental services	7,550,021	8,101,201	8,529,764	8,497,667
Public safety	65,498,927	77,211,616	81,664,064	82,207,353
Debt service	-	-	-	-
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	-	-	-
Distributions	-	-	-	-
Total Operating Expenses	618,587,017	666,059,000	682,508,298	704,062,000
Revenues Over (Under) Expenditures	144,828,335	130,774,717	121,959,107	133,647,937
Other Financing Sources (Uses)				
Transfers in	626,604	1,022,870	1,022,870	1,118,200
Transfers out	(135,688,000)	(142,737,000)	(144,748,290)	(147,783,000)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(135,061,396)	(141,714,130)	(143,725,420)	(146,664,800)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	9,766,939	(10,939,413)	(21,766,313)	(13,016,863)
Fund Balance at Beginning of Year	154,850,024	164,616,963	164,616,963	142,850,650
Fund Balance at End of Year	\$ 164,616,963	153,677,550	142,850,650	129,833,787

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Debt Service Fund

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for services	-	-	-	-
Investment earnings	5,126,014	7,000,000	7,000,000	7,240,000
Miscellaneous	-	-	-	-
Total Operating Revenues	5,126,014	7,000,000	7,000,000	7,240,000
Operating Expenses				
General administration	-	-	75,000	104,501
Human services	-	-	-	-
Education	-	-	-	-
Community development	-	-	-	-
Environmental services	-	-	-	-
Public safety	-	-	-	-
Debt service	115,694,883	122,387,000	122,311,999	129,838,875
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	84,000	84,001	125,624
Distributions	-	-	-	-
Total Operating Expenses	115,694,883	122,471,000	122,471,000	130,069,000
Revenues Over (Under) Expenditures	(110,568,869)	(115,471,000)	(115,471,000)	(122,829,000)
Other Financing Sources (Uses)				
Transfers in	116,229,000	115,471,000	115,471,000	122,829,000
Transfers out	-	-	-	-
Bonds and other financing transactions	1,693,339	-	-	-
Total Other Financing Sources (Uses)	117,922,339	115,471,000	115,471,000	122,829,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	7,353,470	-	-	-
Fund Balance at Beginning of Year	52,003,056	59,356,526	59,356,526	59,356,526
Fund Balance at End of Year	\$ 59,356,526	59,356,526	59,356,526	59,356,526

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Special Revenue Funds

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ 41,041,871	42,067,178	42,067,178	45,826,549
Licenses and permits	-	-	-	-
Intergovernmental	8,535,364	2,727,910	7,462,769	5,358,393
Charges for services	443,878	323,953	323,953	1,531,017
Investment earnings	386,762	70,262	70,262	76,688
Miscellaneous	-	-	-	-
Total Operating Revenues	50,407,875	45,189,303	49,924,162	52,792,647
Operating Expenses				
General administration	302,132	1,045,262	1,045,262	1,525,561
Human services	9,932,485	3,883,463	8,629,613	7,425,585
Education	-	-	-	-
Community development	22,773,899	22,190,130	22,190,130	22,690,500
Environmental services	-	-	-	-
Public safety	13,703,862	14,135,677	14,190,441	14,683,584
Depreciation and amortization	-	-	-	-
Debt service	-	641,000	641,000	579,262
Miscellaneous	-	-	-	1,828,500
Cost of service	-	60,420	60,420	-
Distributions	-	-	-	-
Total Operating Expenses	46,712,378	41,955,952	46,756,866	48,732,992
Revenues Over (Under) Expenditures	3,695,497	3,233,351	3,167,296	4,059,655
Other Financing Sources (Uses)				
Transfers in	2,079,000	2,079,000	2,090,291	2,204,000
Transfers out	(6,028,584)	(6,737,351)	(6,737,351)	(6,321,738)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(3,949,584)	(4,658,351)	(4,647,060)	(4,117,738)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(254,087)	(1,425,000)	(1,479,764)	(58,083)
Fund Balance at Beginning of Year	10,346,623	10,092,536	10,092,536	8,612,772
Fund Balance at End of Year	\$ 10,092,536	8,667,536	8,612,772	8,554,689

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Solid Waste Fund

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	9,444	-	-	3,800
Intergovernmental	969,896	951,500	951,500	945,000
Charges for services	19,170,702	19,172,209	19,172,209	19,453,000
Investment earnings	692,881	460,000	460,000	650,000
Miscellaneous	336,267	274,500	274,500	358,900
Total Operating Revenues	21,179,190	20,858,209	20,858,209	21,410,700
Operating Expenses				
General administration	1,434,687	1,191,539	1,215,749	1,279,354
Human services	-	-	-	-
Education	-	-	-	-
Community development	-	-	-	-
Environmental services	-	-	-	-
Public safety	-	-	-	-
Debt service	-	-	-	-
Depreciation and amortization	-	1,560,000	1,560,000	-
Miscellaneous	-	-	-	-
Cost of service	17,632,870	18,058,710	18,705,505	17,327,119
Distributions	-	-	-	-
Total Operating Expenses	19,067,557	20,810,249	21,481,254	18,606,473
Revenues Over (Under) Expenditures	2,111,633	47,960	(623,045)	2,804,227
Other Financing Sources (Uses)				
Transfers in	-	-	-	-
Transfers out	(200,000)	(275,000)	(275,000)	(4,198,200)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(200,000)	(275,000)	(275,000)	(4,198,200)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,911,933	(227,040)	(898,045)	(1,393,973)
Fund Balance at Beginning of Year	11,492,431	13,404,364	13,404,364	12,506,319
Fund Balance at End of Year	\$ 13,404,364	13,177,324	12,506,319	11,112,346

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Risk Management Fund				
	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	-	-	-	-
Intergovernmental	324,824	-	-	-
Charges for services	17,543,595	21,775,906	21,775,906	22,416,678
Investment earnings	176,986	150,000	150,000	125,000
Miscellaneous	-	-	-	-
Total Operating Revenues	18,045,405	21,925,906	21,925,906	22,541,678
Operating Expenses				
General administration	180,403	443,324	512,774	477,281
Human services	-	-	-	-
Education	-	-	-	-
Community development	-	-	-	-
Environmental services	-	-	-	-
Public safety	-	-	-	-
Debt service	-	-	-	-
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	22,045,038	26,515,476	28,469,251	27,640,346
Distributions	-	-	-	-
Total Operating Expenses	22,225,441	26,958,800	28,982,025	28,117,627
Revenues Over (Under) Expenditures	(4,180,036)	(5,032,894)	(7,056,119)	(5,575,949)
Other Financing Sources (Uses)				
Transfers in	2,000,000	3,133,000	5,133,000	2,468,000
Transfers out	-	-	-	-
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	2,000,000	3,133,000	5,133,000	2,468,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(2,180,036)	(1,899,894)	(1,923,119)	(3,107,949)
Fund Balance at Beginning of Year	10,541,635	8,361,599	8,361,599	6,438,480
Fund Balance at End of Year	\$ 8,361,599	6,461,705	6,438,480	3,330,531

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Capital Improvement Fund

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ -	4,526,481	4,526,481	-
Licenses and permits	-	-	-	-
Intergovernmental	667,341	-	2,062,826	9,000,000
Charges for services	2,199,402	663,000	663,000	1,201,500
Investment earnings	8,310,946	2,904,000	2,904,000	623,000
Miscellaneous	280,104	21,274,519	21,274,519	7,253,000
Total Operating Revenues	11,457,793	29,368,000	31,430,826	18,077,500
Operating Expenses				
General administration	3,900,586	13,323,000	13,323,000	15,947,905
Human services	4,063,345	4,178,000	4,178,000	6,000,000
Education	137,762,258	225,115,000	225,640,000	290,894,000
Community development	18,689,568	19,871,000	26,373,326	10,552,000
Environmental services	2,149,530	530,000	530,000	7,667,000
Public safety	22,582,146	19,769,481	19,769,481	17,762,058
Depreciation and amortization	-	-	-	-
Debt service	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	-	-	-
Distributions	-	-	-	-
Total Operating Expenses	189,147,433	282,786,481	289,813,807	348,822,963
Revenues Over (Under) Expenditures	(177,689,640)	(253,418,481)	(258,382,981)	(330,745,463)
Other Financing Sources (Uses)				
Transfers in	21,981,980	29,043,481	29,043,480	30,683,738
Transfers out	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Bond proceeds and premiums	-	219,897,000	226,261,500	293,001,000
Total Other Financing Sources (Uses)	20,981,980	247,940,481	254,304,980	322,684,738
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(156,707,660)	(5,478,000)	(4,078,001)	(8,060,725)
Fund Balance at Beginning of Year	522,566,778	365,859,118	365,859,118	361,781,117
Fund Balance at End of Year	\$ 365,859,118	360,381,118	361,781,117	353,720,392

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

All Funds				
	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Operating Revenues				
Taxes	\$ 609,335,018	642,547,659	642,547,659	698,047,549
Licenses and permits	3,836,405	3,955,409	3,955,409	3,746,813
Intergovernmental	118,483,896	113,186,434	127,251,673	125,758,913
Charges for services	121,602,324	128,714,529	129,073,195	115,394,402
Investment earnings	14,774,319	10,661,472	10,661,472	8,890,840
Miscellaneous	1,599,667	22,109,632	22,117,100	7,933,945
Total Operating Revenues	869,631,629	921,175,135	935,606,508	959,772,462
Operating Expenses				
General administration	55,506,613	79,536,221	73,822,209	83,692,643
Human services	242,728,896	243,765,404	258,630,023	249,266,717
Education	386,077,258	486,567,000	493,447,500	582,034,000
Community development	60,264,665	62,118,276	69,597,592	55,260,307
Environmental services	9,699,551	8,631,201	9,059,764	16,164,667
Public safety	101,784,935	111,116,774	115,623,986	114,652,995
Debt service	115,694,883	122,387,000	122,311,999	129,838,875
Depreciation and amortization	-	2,201,000	2,201,000	579,262
Miscellaneous	-	-	-	1,828,500
Cost of service	39,677,908	44,718,606	47,319,177	45,093,089
Distributions	-	-	-	-
Total Operating Expenses	1,011,434,709	1,161,041,482	1,192,013,250	1,278,411,055
Revenues Over (Under) Expenditures	(141,803,080)	(239,866,347)	(256,406,742)	(318,638,593)
Other Financing Sources (Uses)				
Transfers in	142,916,584	150,749,351	152,760,641	159,302,938
Transfers out	(142,916,584)	(150,749,351)	(152,760,641)	(159,302,938)
Bond proceeds and premiums	1,693,339	219,897,000	226,261,500	293,001,000
Total Other Financing Sources (Uses)	1,693,339	219,897,000	226,261,500	293,001,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(140,109,741)	(19,969,347)	(30,145,242)	(25,637,593)
Fund Balance at Beginning of Year	761,800,547	621,691,106	621,691,106	591,545,864
Fund Balance at End of Year	\$ 621,690,806	601,721,759	591,545,864	565,908,271

REVENUE HIGHLIGHTS

Property Tax

The property tax is levied against real and personal property not exempt from taxation. For FY07 the general property tax rate is increased by .03 to a total rate of \$.634 per \$100 assessed valuation. The overall increase in the valuation of property is projected to increase by 4.9 percent. Each component of the property tax base is discussed below.

Composition of Tax Base FY 2006 Estimates

Real Property	\$62.8 billion
Business Personal Property	\$4.5 billion
Public Service	\$3.0 billion
Motor Vehicles	\$7.3 billion

The County's property tax collection rate continues to be one of the highest in the state, at 98.9 percent of the levy collected. One cent on the general fund property tax rate generates approximately \$7.6 million.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Values of real property are assessed every eight years. The last revaluation of real property occurred in FY01. The real estate portion of the FY07 tax base is estimated to in-

crease by 5.8 percent compared to the FY06 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 3.3 percent in FY07.

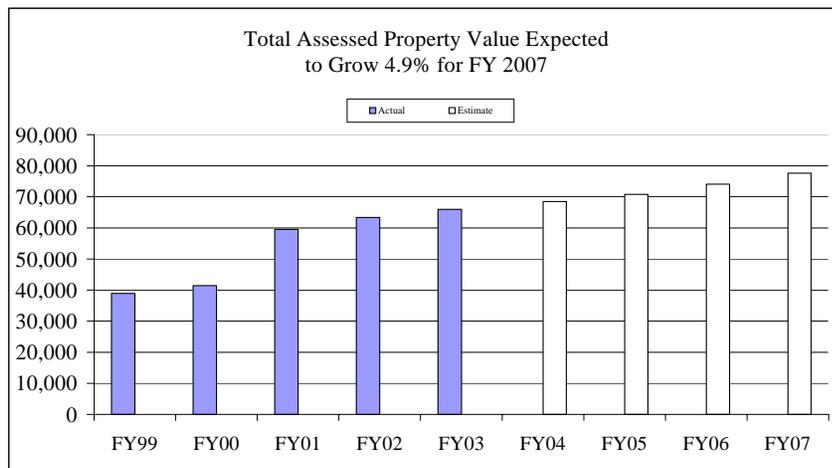
All registered vehicles are included in the motor vehicles portion of the tax base. Values are adjusted annually. The growth rate of 6.6 percent in FY 2007 is higher than the previous year.

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. The FY07 valuation is expected to decrease slightly by .1 percent.

Sales Tax

Wake County's second largest revenue source is the sales tax. Total sales tax revenue for FY07 is estimated to be \$141.9 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



REVENUE HIGHLIGHTS

vendors in Wake County now goes to surrounding counties. There are no restrictions as to how receipts from the one-cent local option sales tax can be used within the county budget.

Revenue from the one-cent sales tax for the FY06 budget year is projected to be \$11 million less than estimated. One-cent sales tax revenue in FY07 is estimated to grow by seven percent to \$73.2 million. Projections are based on historical trends and actual revenues collected during the current fiscal year.

Sales Tax

Sales Tax	FY 2006 Est.	FY 2006 Proj.	FY 2007
Article 39 (1967)	\$70.3 million	\$68.4million	\$73.2 million
1/2 cent Article 40 (1983)	\$21.0 million	\$20.2 million	\$21.3 million
1/2 cent Article 42 (1986)	\$20.7 million	\$19.9 million	\$21.0 million
1/2 cent (excludes unprepared food) Article 44 (2002)	\$25.8 million	\$24.6 million	\$26.3 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. Revenue from these two half-cent sales taxes for FY07 is projected to grow by five percent over the current year estimate. The amount required by state statute for school capital is transferred to the capital projects fund.

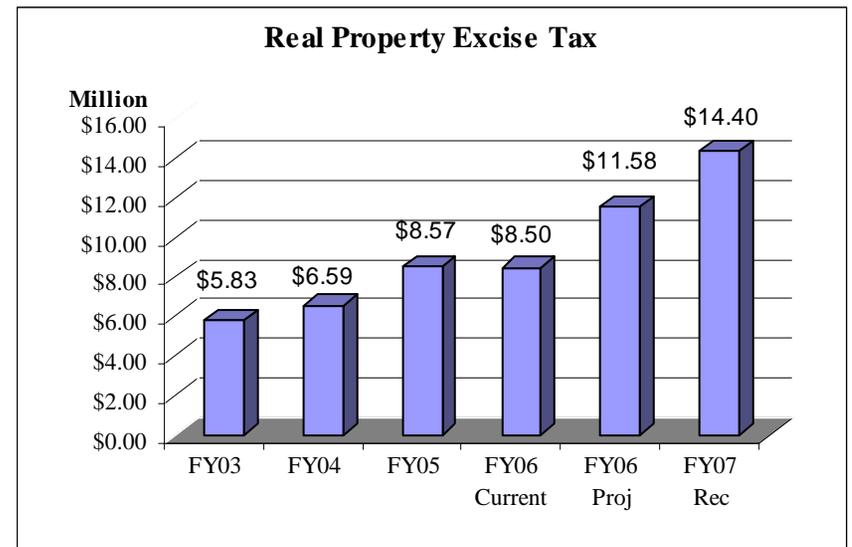
Article 44 of the N.C. General Statutes authorizes counties to levy a one-half cent sales tax. This sales tax authorization replaces state reim-

bursements 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 FY06 amount is estimated at \$24.3 million with six percent growth expected in FY07.

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



REVENUE HIGHLIGHTS

County services with the other half remitted to the state. The FY07 budget reflects a 24% increase over the projected FY06 amount.

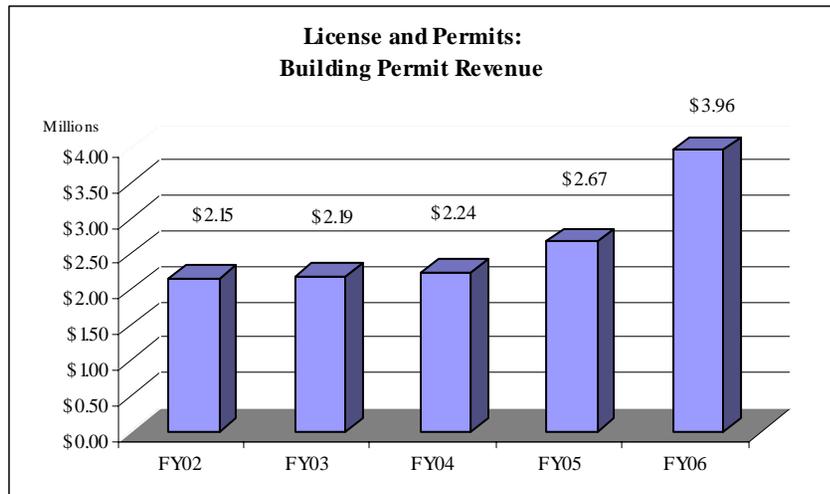
Lease/Rental Vehicle Tax

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 \$2.5 million dollars from this revenue source in FY07 based on collections during the current fiscal year and historical trend information.

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 \$750,000 based on state estimates of a 2% increase.

Licenses and Permits



The largest revenue source in this category is from building permits. For FY07, revenue is projected to remain stable as building activity is projected to slightly increase. 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, State and Local Shared Revenue

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 2007 for Human Services Shared Revenue is \$102.2 million. This is an increase of approximately \$3.1 million over the FY06 adopted budget. The change is primarily due to a \$4.7 million increase in Child Care Subsidy funds and a \$1.5 million increase in Adult Development funds, offset by a \$3.3 million reduction in state mental health funds for the Local Managing Entity for Mental Health.

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. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book.

Human Services Fees and Charges

In FY07, the Human Services department will receive approximately 30% of its revenue (or \$42 million) from fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending/sales income. The FY07 budget of \$42 million is \$18 million lower than in FY06. This decrease is primarily due to a change in how Medicaid payments are processed, which reduced both the County's revenues and expenditures by \$20 million.

REVENUE HIGHLIGHTS

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 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.

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 Medicaid Reimbursement Schedule. The County contracts with an EMS billing firm to collect all current and delinquent fees. Beginning with the FY 2006 budget, staff and EMS stakeholders have strived to develop more accurate revenue projections. Several factors, including payment issues with Blue Cross/Blue Shield, have made estimating FY07 collections difficult. The budget anticipates that the County will receive roughly \$6 million and the contracted squads will receive \$5.4 million. Revenues from the EMS Subscription program are estimated at \$1.25 million. The subscription fee will remain at \$60 per household.

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 FY07, the Environmental Services department expects to receive \$2 million from charges and fees, which is an increase of \$230,000 from the FY06 Adopted Budget.

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. The FY07 budget anticipates modest increases in these revenues at just over \$7 million.

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 debt service 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 \$298,200 to the General Fund for costs associated with supporting the activities of the Solid Waste Management division, including salaries and benefits totaling \$88,000 in the General Fund's Facilities Design and Construction department. Also, the Major Facilities Trust Fund will transfer \$820,000 to the General Fund to pay the County's administrative cost for collecting the one percent tax on Prepared Food and Beverages and on Hotel/motel Occupancy revenues.

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.

Non-General Fund Revenues

Debt Service Fund

Debt service fund revenues are comprised of transfers from the General

REVENUE HIGHLIGHTS

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. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. In addition, interest income from the General and Debt Service funds is an additional funding source.

Housing and Community Revitalization Fund

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 10% and 9% respectively in Fiscal Year 2007 over the current year levels, to \$13 million for occupancy and \$15.6 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 primary source of revenue is from a twenty-five cent surcharge fee on land-line telephone bills within the County. The funds also receives revenue from a 911 revenue sharing agreement with the City of Raleigh. Total revenues for this fund will be roughly \$1.5 million.

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 and the Town of Wendell. A ten-cent property tax is levied on all residential and commercial property in the district to fund both operating and capital needs. The Fire Commission and staff estimate that tax revenues will reach \$17.5 million.

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 2007 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 85% of the funds total revenues.

Risk Management

This fund's revenue comes from transfers from the General Fund and from charges to other funds to finance the countywide expenses for health and dental insurance for County employees, Worker's Compensation, auto and general liability, and other claims and insurance.

EXPENDITURE HIGHLIGHTS

Community Services

The Community Services budget includes partial year funding for North Regional Library, which is being relocated from its current location that composes a total of 18,000 square feet. A new 30,000 square foot facility is slated to open in January 2007. The budget also annualizes partial year funding for West Regional and Holly Springs Community libraries. West Regional Library is slated to open in late August 2006 and Holly Springs is scheduled to open in December 2006. The budget also adds 1.5 positions for an expanded South Raleigh Community Library.

In FY06, Veterans Affairs was transferred from Human Services to Community Services. The FY07 budget includes funding for this office, including two positions approved by the Board of Commissioners in November 2005.

Education

School Operating Expense: The Wake County Board of Education requested an increase of \$21,450,781 over and above the FY06 County Appropriation of \$254,376,000. Included in the FY07 budget is an increase in WCPSS funding of \$21,451,000, bringing the FY07 county appropriation to the Wake County Public School System to \$275,827,000.

Wake Technical Community College: The Wake Technical Community College's Board of Trustees requested \$19.26 million in operating funds, a 51% increase over the FY 2006 budget of \$12.7 million. While the FY 2007 budget recommendation is not able to accommodate the full request, a net funding increase of \$2.2 million is proposed for the College. The County will continue to support start-up staffing for the College's North Campus in FY 2007 (\$990,000). Funding also supports salary and benefit increases on currently funded County positions (\$180,000), increases in property, workers' compensation, and dental insurance premiums, and other fringe benefit increases (\$125,000). An additional \$1.02 million is funded to support plant operations and maintenance costs associated with expansion of campus facilities and rising utility costs, and to add three new positions for facility maintenance and warehouse activities. Lastly the budget supports a \$165,000 increases in

maintenance contracts and other technology operating expenses.

General Services Administration (GSA)

Rising utility costs largely drive the increase in the budget for GSA. Of the nearly \$2 million increase, utilities account for 80%. Electric and natural gas cost escalations of four and eleven percent, respectively, combined with the annualization of utility costs for the recently open Hammond Road 1B detention facility drive these numbers.

Five new full-time positions are planned for GSA in FY 2007. Four are created by converting temporary/contracted services dollars to permanent positions for a portfolio manager position to maintain the facility management system in Administration, a Security Trades specialist for management of after-hours security events, and two Master Mechanic positions to address increased electrical and HVAC systems maintenance. The Fleet Fund will support the fifth new position, Master Mechanic, to address demands associated with a growing fleet inventory.

Human Services

Human Services FY 2007 budget totals \$236 million. The budget includes an increase of just over \$2 million for the County's match for the total cost of providing services to Medicaid-eligible citizens throughout the County.

The Human Services budget also includes several significant changes related to the State's Mental Health Reform. The State recently reduced its funding for Wake County's Local Managing Entity by approximately \$3.3 million. Those cuts, in both revenues and expenditures, are included in the budget. Also related to Mental Health, the budget includes \$5 million reserved for mental health.

In other changes, Human Services' budget decreases by \$20 million in both revenues and expenditures related to Medicaid-funded services. These reductions reflect the fact that community health providers are billing the State directly to be reimbursed for Medicaid, and these transactions will no longer pass through the County's books.

EXPENDITURE HIGHLIGHTS

Information Services

The budget includes funding for 1 position to serve as the project manager to directly support the County's land records application, which handles appraisal, valuation, billing, and collection for personal and real property. Funds are also included for increases in license and maintenance fees that support desktop services and network security. The FY07 budget also reflects 9.0 positions that were transferred from the County Manager and Human Services.

Office of the Sheriff

The Sheriff's Office budget increases by \$5 million, largely resulting from increases in detention. These include the annualization of detention positions associated with the opening of Hammond Road Phase 1B (\$2.5 million), increased costs associated with inmate health care services (\$375,000), food services (\$257,000) and the Sheriff Safekeeper's program (\$100,000). Law Enforcement budget increases support higher fuel costs (\$384,000), annualization of lease rates for 22 add-on vehicles in FY 2006, higher lease rates for recently replaced vehicles (\$275,000), and additional lease and fuel charges for the final phase of vehicles purchased in FY 2006 for Courthouse deputies. Lastly, \$506,900 is provided to adjust for compression in both law enforcement and detention. Funding is provided for nine months.

Public Safety

The FY 2007 budget funds a number of public safety improvements, while covering cost increases due to fuel and increases in service demand. On the recommendation of the EMS Peer Review Committee, the budget funds three additional ambulance units during peak-demand hours. The EMS system will not base these units in a single location, but, rather, they will rotate throughout the County as needed. In addition, the peak-demand unit currently deployed along the Durant Road corridor will convert from a 12-hour unit to a 24-hour unit. These deployment strategies will help the system consistently meet response time goals and better serve citizens. The budget will also improve pre-hospital medical care by funding new equipment designed to assist cardiac arrest patients.

In Criminal Justice Planning, the budget expands the electronic moni-

toring program, which is provides unique benefits to inmates while allowing for law enforcement tracking. On the recommendation of the Criminal Justice Advisory Board, this program will expand from 60 slots to 85 slots. To assist the County's law enforcement agencies, the budget also funds a Computer Forensic Analyst in CCBI.

Salaries, Wages, and Benefits

The cost of salaries and benefits, 35 percent of the non-education operating budget, totals \$195.9 million. This includes a reduction of \$5.3 million to avoid budgeting for positions while vacant. Performance pay increases are budgeted at an average of four percent and totals \$5.3 million. The County cost of health insurance will increase 7.5% requiring an additional \$.68 million to cover the costs of active employees as well as retirees. Dental insurance premiums are up minimally at an additional cost of \$40,000.

REQUESTS NOT FUNDED

BUDGET AND MANAGEMENT SERVICES **\$59,000**

Additional Staff - 1 FTE

COMMUNITY SERVICES **\$414,010**

Parks - Additional Staff, OakView - 1 FTE
 Libraries - Expand South Raleigh Community Library

ENVIRONMENTAL SERVICES **\$281,362**

One FTE for Stormwater Engineering/Consulting;
 7 FTEs for Wake County Animal Care,
 Control and Adoption Center

FINANCE **\$30,000**

Contract funds for year one of a systematic review
 of County business processes

HUMAN RESOURCES **\$61,350**

Additional staff - Human Resource Trainer

HUMAN SERVICES **\$2,369,310**

Health Care Access/Disparity -- 11.5 FTEs
 Child Health Clinic
 Women's Health Clinic
 Laboratory
 Local Managing Entity for Mental Health

Health Care Access/Demand -- 6.5 FTEs
 Pharmacies
 Dental Health Clinic
 Adult Mental Health and Substance Abuse

Preventive Health Strategies - 3.5 FTEs
 Partnership for Educational Success
 Health Clinic Technician and Vehicle for Outreach Program
 Health Promotion
 Employee and Occupational Health

Child Protective Services/Foster Care - 4 FTEs
 Treatment
 Assessments and Investigations
 Foster Care and Adoption Services

Increased Demand/Demographics - 1 FTE
 School Dental Program

Economic Security - 5.5 FTEs
 Adult Guardianship
 Senior Adult Services
 Medicaid and Food Assistance

INFORMATION SERVICES **\$161,170**

Additional staff - 3 FTEs

PLANNING **\$108,050**

Additional Staff—2 FTEs

PUBLIC SAFETY **\$2,427,810**

CCBI:
 Additional Latent Fingerprint Examiner
 CALEA Accreditation

Emergency Management:
 LERT
 Warehouse Expansion
 CERT
 Emergency Shelter Supplies

Emergency Medical Services:
 Additional Staff - 13 FTEs
 Tactical Team Support
 HazMat/USAR capability
 Illness Prevention
 Logistics Warehouse

REQUESTS NOT FUNDED

Requests not Funded (cont'd)

Patient Satisfaction Surveys
Vehicle for transporting materials
Incident Management Training
Upgrade Supervisor Vehicles
Convert PT to FT/Admin Mgr Pos
Garner Deputy Chief & HR/Accounting positions
Extrication Gear
Convert PT staff to FT (contracted squads)

NON-DEPARTMENTAL **\$161,881**

Edge 3 Program
Historic Preservation
Economic Development

**WAKE TECHNICAL COMMUNITY
COLLEGE** **\$4,764,186**

TOTAL REQUESTS NOT FUNDED **\$10,838,129**

PERSONNEL SUMMARY

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
General Fund				
General Government				
County Commissioners	3.00	3.00	3.00	3.00
County Manager	11.00	12.00	13.00	13.00
County Attorney	10.00	10.70	10.70	10.70
Board of Elections	14.60	16.00	16.00	16.00
Budget & Management Services	7.00	7.00	8.00	9.00
Facilities Design & Construction	10.00	10.00	11.00	11.00
Finance	29.50	30.10	30.10	30.10
General Services				
Administration	7.00	8.00	8.00	9.00
Central Services	21.00	22.00	22.00	23.00
Field Services	30.00	31.00	31.00	31.00
Fleet	12.00	13.00	13.00	14.00
Physical Plant	46.00	52.00	52.00	54.00
General Services Total	116.00	126.00	126.00	131.00
Human Resources	21.00	21.00	22.00	22.00
Information Services	64.50	67.50	81.50	82.50
Planning Department	20.00	20.00	20.00	20.00
Register of Deeds	38.00	38.00	38.00	39.00
Revenue Department	62.00	62.00	62.00	62.00
General Government Total	406.60	423.30	441.30	449.30
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	34.00	34.00	35.00
Libraries	170.50	198.50	198.50	210.50
Parks, Recreation and Open Space	27.00	27.50	25.50	25.50
Veterans Services	0.00	0.00	4.00	4.00
Community Services Total	254.50	284.00	286.00	299.00
Environmental Services	99.00	101.00	101.00	101.00

PERSONNEL SUMMARY

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Human Services	1,716.30	1,744.10	1,754.85	1,761.80
Public Safety				
EMS	122.00	122.00	122.00	136.00
Fire/Rescue	21.00	21.00	17.00	17.00
CCBI	63.00	63.00	63.00	64.00
Emergency Management	7.00	7.00	7.00	7.00
Administration	4.00	4.00	4.00	4.00
Public Safety Total	217.00	217.00	213.00	228.00
Office of the Sheriff				
Detention	273.00	392.00	389.00	389.00
Law Enforcement	380.00	382.00	386.00	387.00
Office of the Sheriff Total	653.00	774.00	775.00	776.00
Subtotal General Fund	3,346.40	3,543.40	3,571.15	3,615.10
Other Funds				
Debt Service	0.00	0.00	1.00	1.00
Housing and Community Revitalization Fund	7.50	7.50	7.50	7.50
Risk Management Internal Service Fund	4.00	4.00	4.00	4.00
Solid Waste Enterprise Fund	15.00	14.00	14.00	14.00
Capital Area Workforce Development	12.00	12.00	12.00	12.00
Subtotal Other Funds	38.50	37.50	38.50	38.50
Total Positions All Funds	3,384.90	3,580.90	3,609.65	3,653.60
Increase from Current to Adopted				43.95

PERSONNEL SUMMARY

Position Changes in the FY 2007 Adopted Budget

Budget and Management Services—Net Change +1.0 FTE

Add 1.0 FTE as a Budget Manager. The position will help provide the County Manager and Board of Commissioners with requested analysis and coordinate organization-wide projects.

Community Services—Net Change +13.0 FTEs

Add 5.0 positions to support the opening of Holly Springs Community Library in December 2006.

Add 4.5 positions to support the opening of North Regional Library in January 2007.

Add 1.0 position to support the expanded Cameron Village Regional Library, which opened in January 2006.

Add 1.5 positions to support expansion of South Raleigh Community Library.

Add 1.0 FTE to Inspections/Development Plans and Permits (IDPP) by converting a temporary Plans and Permit Technician to a permanent position. This position helps direct inquires and visitors to the proper department, issues certificates of occupancy, power tickets to various utilities, and mechanical permits.

Environmental Services—Net Change 0.0 FTE

Transferred 1.0 FTE to the Sheriff's Communications section to address animal control dispatch services. Added 1.0 FTE to review and process applications for site plans for land use permits, general use permits, and special use permits and to assist with subdivision inspection as required by the County's Uniform Development Ordinance.

General Services Administration—Net Change +5.0 FTEs

Five new full-time positions are planned for GSA in FY 2007. Four are created by converting temporary/contracted services dollars to permanent positions for a portfolio manager position to maintain the facility management system in Administration, a Security Trades specialist for management of after-hours security events, and two Master Mechanic positions to address

increased electrical and HVAC systems maintenance. The Fleet Fund will support the fifth new position, Master Mechanic, to address demands associated with a growing fleet inventory.

Human Services—Net Change +6.95 FTEs

Positions Added: 39.5 FTEs

The 39.5 positions added to the Human Services budget all seek to keep up with increased demand due to County growth.

Positions added were: 15 FTEs total for Child and Protective Services and Foster Care; 3.0 FTE School Health Nurses; 11 FTEs total for the Child Health and Women's Health clinics; 1 FTE Attorney and 1 FTE Administrative Staff for Child Support Enforcement; 3 FTEs for Adult Medicaid Services; 2 FTEs for Child and Adult Services; 2.5 FTEs for Maternal and Child Health nurse home visiting; 1 FTE to serve as the Director of the upcoming Northern Regional Center.

Positions Abolished: 32.55 FTEs

The budget abolishes 32.55 FTEs in the Human Services Local Managing Entity (LME), because of a \$3.3 million reduction in state mental health funds for the Local Managing Entity for Mental Health.

Information Services—Net Change +1.0 FTEs

Add 1.0 FTE to serve as the project manager for ongoing and future land record projects. This position directly supports the County's land records application, which handles appraisal, valuation, billing, and collection for personal and real property. It is anticipated that projects will include statutory changes, on-line credit card payments, archiving data, and application security improvements. The position will also provide vendor management.

Public Safety—Net Change +15.0 FTEs

The budget includes 2.0 paramedic positions to convert the ambulance stationed on Durant Rd. (in north Raleigh) from a 12-hour to a 24-hour unit. The budget funds 12.0 additional para

PERSONNEL SUMMARY

Position Changes in the FY 2007 Adopted Budget (cont'd)

medics to staff three peak-demand units. Lastly, 1.0 FTE is added to CCBI for a Computer Forensic Analyst.

Register of Deeds—Net Change +1.0 FTE

Add 1.0 FTE for additional staffing needed in the department's vital records office. The position will help the office address growing customer volume and undertake a back file scanning project.

Office of the Sheriff—Net Change +1.0 FTE

The Law Enforcement section of the Sheriff's Office will add one permanent full-time FTE. This position is a transfer from the Environmental Services department to the Sheriff's Communications section to address animal control dispatch services.

TOTAL POSITION CHANGE: +43.95FTEs

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GENERAL FUND REVENUE SUMMARY

Description	FY 2005 Actual Revenues	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget	Change from FY 2006 Current
TAXES					
Ad Valorem	\$ 428,501,858	443,670,000	443,670,000	488,853,000	10.2%
Sales Tax	124,534,823	137,811,000	137,811,000	141,920,000	3.0%
Penalties & Interest	2,187,317	1,375,000	1,375,000	2,000,000	45.5%
Lease/Rental Vehicle Tax	2,013,845	2,200,000	2,200,000	2,500,000	13.6%
Payments in Lieu of Taxes	1,146,017	1,148,000	1,148,000	1,148,000	0.0%
Real Property Transfer (Excise) Tax	8,574,547	8,500,000	8,500,000	14,400,000	69.4%
Other Taxes	1,334,740	1,250,000	1,250,000	1,400,000	12.0%
Taxes Subtotal	568,293,147	595,954,000	595,954,000	652,221,000	9.4%
FEDERAL SHARED REVENUES					
Human Services	5,923,880	6,965,776	6,075,259	5,668,653	-6.7%
Public Library	83,310	-	-	-	n/a
Public Safety-Other	567,301	5,939,898	6,681,657	2,830,279	-57.6%
Public Safety Sheriff	769,170	412,600	615,903	424,391	-31.1%
Environmental Services	75,322	-	9,500	-	-100.0%
General Administration	118,176	-	3,650	-	-100.0%
Federal Shared Subtotal	7,537,159	13,318,274	13,385,969	8,923,323	-33.3%
STATE SHARED REVENUES					
Public Library	552,754	483,000	483,000	500,000	3.5%
Human Services/Other than 1571	69,021,427	66,765,563	73,564,004	70,419,065	-4.3%
HS/FED 1571	23,053,686	21,765,716	21,943,897	23,424,804	6.7%
HS/State 1571	2,140,409	1,840,917	1,840,917	1,667,512	-9.4%
Public Safety, Other	371,828	342,915	363,615	340,203	-6.4%
Environmental Services	2,216	-	-	-	n/a
Other	56,693	1,000,000	1,000,000	-	-100.0%
ABC 5 Cent Bottle	180,071	175,340	175,340	175,340	0.0%
Beer & Wine	746,578	650,000	650,000	750,000	15.4%
State Shared Revenues Subtotal	96,125,662	93,023,451	100,020,773	97,276,924	-2.7%

GENERAL FUND REVENUE SUMMARY

Description	FY 2005 Actual Revenues	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget	Change from FY 2006 Current
LOCAL SHARED REVENUES					
Human Services	935,373	783,299	971,686	971,621	0.0%
Board of Alcohol Control	3,065,000	2,165,000	2,165,000	3,065,000	41.6%
Local Contributions-Other	323,277	217,000	231,150	218,652	-5.4%
Local Shared Revenues Subtotal	4,323,650	3,165,299	3,367,836	4,255,273	26.4%
LICENSES AND PERMITS					
	3,826,962	3,955,409	3,955,409	3,743,013	-5.4%
CHARGES FOR SERVICES					
Public Health	10,814,417	9,860,461	9,710,434	10,651,142	9.7%
General Services Admin.	1,476,293	1,550,500	1,550,500	1,651,000	6.5%
Mental Health	45,617,245	49,690,578	49,399,503	28,450,669	-42.4%
Public Safety	7,467,767	7,695,084	7,695,084	7,949,621	3.3%
Social Services	219,303	222,801	222,801	3,210,947	1341.2%
Sheriff	3,232,377	3,067,000	3,067,000	3,464,000	12.9%
Community Services	559,438	1,044,017	1,044,017	657,500	-37.0%
Planning/Development Services	674,160	731,958	731,958	967,450	32.2%
Libraries	641,035	568,750	568,750	729,500	28.3%
Parks & Recreation	107,348	111,640	111,640	131,267	17.6%
Human Services Fees Transportation	316,992	523,167	523,167	569,756	8.9%
Other	1,605,049	1,866,269	2,296,037	1,919,475	-16.4%
Environmental Services	1,075,213	1,222,358	1,222,358	1,178,820	-3.6%
Bureau of Identification	775,376	775,000	775,000	775,000	0.0%
Register of Deeds	5,755,967	6,175,400	6,545,400	6,749,500	3.1%
Tax Collection Fees	947,160	844,450	844,450	854,500	1.2%
Rental/Lease Income	411,123	356,546	356,546	353,800	-0.8%
Vending Income	548,484	473,482	473,482	528,260	11.6%
Charges for Services Subtotal	82,244,747	86,779,461	87,138,127	70,792,207	-18.8%
INVESTMENT EARNINGS					
	80,730	77,210	77,210	176,152	128.1%

GENERAL FUND REVENUE SUMMARY

Description	FY 2005 Actual Revenues	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget	Change from FY 2006 Current
MISCELLANEOUS					
Sale of Material & Fixed Assets	693,763	537,933	537,933	289,093	-46.3%
Other	289,532	22,680	30,148	32,952	9.3%
Miscellaneous Subtotal	983,295	560,613	568,081	322,045	-43.3%
OTHER FINANCING SOURCES					
Capital Leases	523,937	-	-	-	
Appropriated General Fund Balance	-	10,939,413	21,766,313	13,016,863	-40.2%
Other Financing Sources Subtotal	523,937	10,939,413	21,766,313	13,016,863	-40.2%
TRANSFERS	626,604	1,022,870	1,022,870	1,118,200	9.3%
TOTAL REVENUE	\$ 764,565,893	808,796,000	827,256,588	851,845,000	3.0%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget	<i>Change from FY 2006 Current</i>
General Government					
Board of Commissioners	\$ 433,629	458,294	471,184	450,945	-4.3%
County Manager	1,097,735	1,162,850	1,121,533	1,185,757	5.7%
County Attorney	1,015,530	1,091,318	1,122,315	1,153,235	2.8%
Board of Elections	2,293,634	2,508,245	2,537,634	1,952,696	-23.1%
Budget and Management Services	526,054	548,776	571,033	783,195	37.2%
Facilities Design & Construction	856,411	941,680	1,048,404	1,103,178	5.2%
Finance	2,236,508	2,341,949	2,436,476	2,415,177	-0.9%
General Services	21,821,257	22,905,530	23,812,959	25,142,152	5.6%
Human Resources	1,469,379	1,470,492	1,511,561	1,551,678	2.7%
Information Services	8,073,208	8,242,404	9,073,820	9,652,281	6.4%
Planning	1,250,466	1,443,841	1,478,124	1,484,543	0.4%
Register of Deeds	2,337,078	2,800,313	2,871,554	2,943,315	2.5%
Revenue	4,294,170	4,460,604	4,620,635	4,645,926	0.5%
General Government Subtotal	47,705,059	50,376,296	52,677,232	54,464,078	3.4%
Community Services					
Administration	305,931	332,531	341,072	255,271	-25.2%
Libraries	12,536,186	13,374,790	14,147,993	15,166,072	7.2%
Cooperative Extension	542,893	0	0	0	n/a
Geographic Information Systems	1,451,297	1,560,627	1,620,217	1,618,828	-0.1%
Inspections/Development Plans/Permits	2,269,358	2,365,353	2,432,594	2,464,534	1.3%
Parks, Recreation and Open Space	2,223,195	2,423,845	2,398,911	2,301,824	-4.0%
Veterans Services	-	-	93,349	211,278	126.3%
Community Services Subtotal	19,328,860	20,057,146	21,034,136	22,017,807	4.7%
Environmental Services					
Administration	695,718	587,547	603,926	542,404	-10.2%
Health and Safety Division	3,148,382	3,503,737	3,574,770	3,669,374	2.6%
Water Quality	3,955,767	4,009,917	4,351,068	4,333,425	-0.4%
Environmental Services Subtotal	7,799,867	8,101,201	8,529,764	8,545,203	0.2%

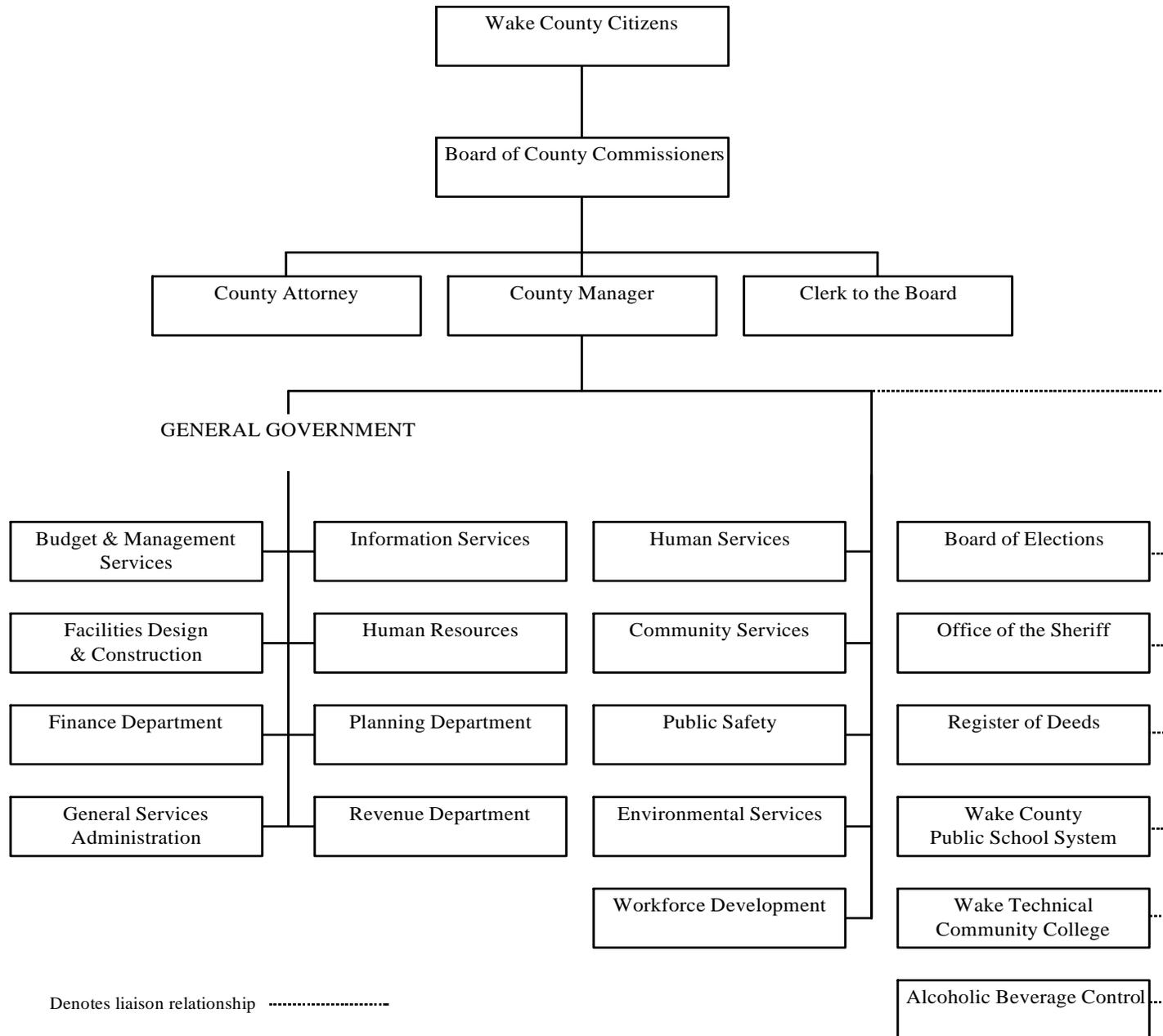
GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget	Change from FY 2006 Current
Human Services					
Resource Management	17,338,828	24,249,751	15,818,409	16,321,125	3.2%
Family and Youth Success	112,999,875	109,614,642	114,512,311	94,670,565	-17.3%
Community Health	12,685,703	16,860,670	17,937,982	18,048,011	0.6%
LME - Mental Health	1,103,204	-	9,319,183	11,232,432	20.5%
Transportation	1,335,760	1,310,808	1,781,442	1,537,202	-13.7%
Adult Services	19,793,919	19,364,081	20,108,537	21,942,986	9.1%
Eastern Regional Center	3,373,689	3,347,674	3,653,430	4,023,761	10.1%
Southern Regional Center	3,327,382	3,433,093	3,722,567	3,930,874	5.6%
Emergency and Adult Mental Health	19,244,184	16,948,272	17,799,422	17,833,220	0.2%
Economic Self Sufficiency	38,845,063	40,678,950	41,124,428	46,404,956	12.8%
Human Services Subtotal	230,047,607	235,807,941	245,777,711	235,945,132	-4.0%
Public Safety					
Emergency Medical Services	11,875,483	12,309,609	12,778,215	14,748,054	15.4%
Fire/Rescue Services	1,625,736	1,680,811	1,774,886	1,724,440	-2.8%
Law Enforcement Services	3,780,787	3,955,714	4,112,246	4,134,931	0.6%
Emergency Management	3,363,386	8,683,547	10,670,917	5,117,122	-52.0%
Public Safety Administration	1,476,359	1,590,119	1,770,320	1,629,116	-8.0%
Public Safety Subtotal	22,121,751	28,219,800	31,106,584	27,353,663	-12.1%
Education					
Wake County Public Schools	236,814,997	248,678,000	254,786,000	276,237,000	8.4%
Wake Technical Community College	11,500,000	12,774,000	13,021,500	14,903,000	14.4%
Education Subtotal	248,314,997	261,452,000	267,807,500	291,140,000	8.7%
Sheriff					
Law Enforcement	26,695,020	27,165,177	28,335,831	29,398,127	3.7%
Detention	18,182,896	21,826,639	22,221,648	25,455,563	14.6%
Sheriff Subtotal	44,877,916	48,991,816	50,557,479	54,853,690	8.5%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget	Change from FY 2006 Current
Medical Examiner	218,125	200,000	200,000	200,000	0.0%
Transfers to Other Funds	135,584,000	142,633,000	144,633,000	147,679,000	2.1%
Non-Departmental	4,491,851	3,292,224	4,595,932	3,741,289	-18.6%
Reserves					
Reserve for Future Appropriation	-	3,300,000	-	-	n/a
Salary Adjustment Reserve	-	4,600,000	168,370	5,480,138	n/a
Contingency	-	500,000	168,880	425,000	151.7%
Health Insurance Reserve	-	1,264,576	-	-	n/a
Reserves Subtotal	-	9,664,576	337,250	5,905,138	1651.0%
Total Expenditures	\$ 760,490,033	808,796,000	827,256,588	851,845,000	3.0%

WAKE COUNTY GOVERNMENT FISCAL YEAR 2007 ORGANIZATIONAL CHART



GENERAL GOVERNMENT BUDGET SUMMARY

Expenditures					
		FY 2005	FY 2006	FY 2006	FY 2007
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
County Commissioners	\$	433,629	458,294	471,184	450,945
County Manager		1,097,735	1,162,850	1,121,533	1,185,757
County Attorney		1,015,530	1,091,318	1,122,315	1,153,235
Board of Elections		2,293,634	2,508,245	2,537,634	1,952,696
Budget & Management Services		526,054	548,776	571,033	783,195
Facilities Design and Construction		856,411	941,680	1,048,404	1,103,178
Finance Department		2,236,508	2,341,949	2,436,476	2,415,177
General Services Administration		21,821,257	22,905,530	23,812,959	25,142,152
Human Resources		1,469,379	1,470,492	1,511,561	1,551,678
Information Services		8,073,208	8,242,404	9,073,820	9,652,281
Planning Department		1,250,466	1,443,841	1,478,124	1,484,543
Register of Deeds		2,337,078	2,800,313	2,871,554	2,943,315
Revenue Department		4,294,170	4,460,604	4,620,635	4,645,926
Total Expenditures	\$	47,705,059	50,376,296	52,677,232	54,464,078
Non-Departmental and Reserves	\$	4,491,851	3,292,224	4,595,932	3,741,289

COUNTY COMMISSIONERS

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	331,770	340,694	353,584	333,345
Operating Expenses		101,859	117,600	117,600	117,600
Capital Outlay		0	0	0	0
Expenditure Totals	\$	433,629	458,294	471,184	450,945
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

- Developed strategies and an action plan to meet school capital needs over the next four to seven years.
- Implemented a Multiple Response System that better investigates reports of physical and sexual abuse.
- Added staff and space to serve a growing number of eligible veterans applying for benefits and services.
- Added new ambulance units along the Durant Road corridor and in Garner to improve emergency medical services in those areas, and realigned services to Brier Creek and downtown Raleigh to better meet demand.
- Increased citizen awareness of Wake Count services by publishing an annual report that highlights the many services and launched a newly redesigned web site that helps citizens find information quickly and easily.
- Opened the newly remodeled and expanded Cameron Village Regional Library and the new West Regional Library in Cary.
- Launched a much-requested program for audio books.
- Opened Historic Yates Mill which is home to the only remaining gristmill in Wake County.

Issues for FY 2007

- Work with the School Board to develop strategies and an action

COUNTY COMMISSIONERS

plan to meet growing school capital needs, including an expedited school bond in November 2006.

- Study the impact of changing demographics on Wake County services and programs to guide plans now and in the future.
- Pursue authorization from the General Assembly for a 1/2 cent sales tax to be used for County school construction.
- Support the work of the Blue Ribbon Committee on the Future of Wake County (in cooperation with the Chamber of Commerce and the Wake County Mayors' Association) to study the future infrastructure needs of the County and ways to fund them.
- 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 units.
- Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas, involving transportation, water supply, Medicaid financing and air quality, for example.
- Establish a relationship with a lobbyist to work with the State Legislature, especially the Wake delegation, to ensure Wake County's interests are pursued and met.
- Assess the impact of illegal drugs and mental health programs on the County's criminal justice system.
- Attract new investment and create new jobs, working with the Wake County Economic Development program and all municipal Chambers of Commerce.

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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,002,853	1,066,825	1,025,118	1,031,397
Operating Expenses		94,882	96,025	96,415	154,360
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,097,735	1,162,850	1,121,533	1,185,757
Number of FTEs		11.00	12.00	13.00	13.00

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 like the Office of the Sheriff, Board of Elections, and the Register of Deeds. The Office's primary function is to make operational and policy recommendations to the Board of Commissioners and ensure that County staff implements the Board's policy direction effectively and efficiently. In order to carry out these functions, the County Manager's Office provides corporate direction, communication and coordination of strategic initiatives, and efficient management of the County's workforce and resources.

Major Accomplishments

- Coordinated the Blue Ribbon Committee on the Future of Wake County (in cooperation with the Chamber of Commerce and the Wake County Mayors' Association) to study the future infrastructure needs of the County and ways to fund them.
- Developed a long-term strategy for solid waste disposal by working in partnership with Wake County municipalities.
- Substantially completed the Little River Reservoir land acquisition

process.

- Completed the long-term capital plan for the courthouse and criminal justice facilities.
- Produced a Unified Development Ordinance that updated and merged the zoning ordinance, subdivision ordinance, and other development regulations into a single document.
- Established a relationship with a lobbyist to work with the State Legislature, especially the Wake delegation, to ensure Wake County's interests are pursued and met.
- Completed a process of prioritizing all County services to help determine how to best allocate resources.
- Instituted a Countywide Volunteer celebration and recognition event and awarded the Larry B. Zieverink "Volunteer-of-the-Year" Award.
- Consolidated staff from multiple departments into a single Public Affairs Office to coordinate countywide communications and outreach, serving Commissioners, staff, the media and the public.
- Led community partners' emergency response and communications at the Hurricane Katrina Victims Evacuation Center and during the National Disaster Medical System deployment of Hurricane Rita victims to Wake County.

COUNTY MANAGER

- Launched a newly redesigned and more user-friendly Wakegov.com Web site to provide citizens greater access to County information and online services.

Issues for FY 2007

- Work with the School Board to develop strategies and an action plan to meet growing school capital needs, including an expedited school bond in 2006.
- Study the impact of changing demographics on Wake County services and programs to guide plans now and in the future.
- Pursue authorization from the General Assembly for a 1/2-cent sales tax to be used for County school construction.
- Work to implement the recommendations of the Blue Ribbon Committee on the Future of Wake County.
- 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 units.
- Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas, involving transportation, water supply, Medicaid financing and air quality, for example.
- Assist the County's lobbyist in working with the State Legislature, especially the Wake delegation, to ensure Wake County's interests are pursued and met.
- Assess the impact on the County's criminal justice system resulting from the effects of mental health reform and the increased use of illegal drugs.

Horizon Issues

- A significant portion of Wake County Government's budget is allocated to the Wake County Public School System. The way in which the County and the School System work together to use funds and community resources as efficiently as possible will have a significant impact on the level of resources remaining to provide other 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.

- Provide County leadership in coordinating intergovernmental emergency and crisis response and communications.

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Conduct annual goal and priority setting process for Board and staff	Yes	Yes	Yes	Yes
<i>Effectiveness</i>				
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%
Respond to citizen inquiries/comments within two working days	100%	100%	100%	100%

Program Area 2: Public Affairs

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Produce monthly TV show for airing on 3rd Monday	10	10	10	12
Publish weekly employee newsletter	52	52	52	52
<i>Effectiveness</i>				
Respond to media inquiries same business day	100%	100%	100%	100%
Respond to citizen inquiries within two business days	100%	100%	100%	100%

COUNTY ATTORNEY

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	940,069	1,010,677	1,040,750	1,060,679
Operating Expenses		75,461	80,641	81,565	92,556
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,015,530	1,091,318	1,122,315	1,153,235
Number of FTEs		10.00	10.70	10.70	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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,711,987	1,525,749	1,547,977	1,122,707
Operating Expenses		581,647	893,293	900,454	819,989
Capital Outlay		0	89,203	89,203	10,000
Expenditure Totals	\$	2,293,634	2,508,245	2,537,634	1,952,696
Intergovernmental Revenues	\$	174,869	0	3,650	0
Fee & Other Revenues		92,996	284,425	284,425	0
Revenue Totals	\$	267,865	284,425	288,075	0
Number of FTEs		14.60	16.00	16.00	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; process provisional ballots; recruit and train precinct officials and secure polling places; insure polling place ADA compliant accessibility; 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 the change to SEIMS, the statewide voter registration and election management information system.
- Created 7 additional precincts, reducing the number of registered voters in those precincts to no more than 3,000.
- Successfully conducted the October 2005 election for Raleigh, Cary, and Board of Education.
- Successfully conducted the November 2005 municipal elections and run-offs.
- Met statutory requirements for the purchase of new voting equipment for use in Election Day precincts and One Stop voting locations.
- Conducted the May 2006 Primary.
- Negotiated a new contract with Wake County's municipalities, which covers administrative, supply, and One Stop expenses.

BOARD OF ELECTIONS

- To comply with State legislation, the Board acquired all new voting equipment.

Issues for FY 2007

- Wake County currently has 189 voting precincts, 60 of which contain more than 3,000 voters. The Board will be requesting additional One Stop voting sites and encourage early voting in lieu of splitting the 60 precincts until after the 2006 elections.
- 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.
- The Board will continue to learn and adapt to SEIMS, the statewide voter registration and election management information system. The system's performance capabilities are inferior to the former system. The limitations and labor-intensive nature of SEIMS will impact future staffing needs, especially in the areas of reporting capabilities and provisional ballot processing.
- The Board will continue its efforts to achieve full accessibility in polling places, utilizing federal grant money received last year.
- The Board will implement procedures to allow for reporting of absentee by mail and provisional ballots by the voter's precinct.
- The Board will continue to learn, train precinct officials, and conduct elections with new voting equipment and polling place procedures.
- The Board will continue to promote the involvement of high school students and young adults in elections and train students to become election assistants.
- The Board will develop a procedure to complete a "pre-election checklist" for accessibility in every polling location.
- The Board will implement a hand-to-eye recount of ballots cast in a sampling of precincts, early voting sites, and by-mail absentee in each election, as mandated by statute and prescribed by the State Board of Elections.

- The Board will continue to meet a statutory requirement to notify voters by First Class mail if their voter registration applications are incomplete.

Horizon Issues

- The state-mandated migration to SEIMS has had a significant impact on the Wake County Board of Elections operations and technical infrastructure. The SEIMS system's technical requirements and performance capabilities are inferior to those of the former system. The Board will document and report problems and advocate for improvements to the statewide voter registration and election management information system in effort to improve its accuracy and efficiency.
- The State Board of Elections has begun an initiative to standardize election procedures and forms in all 100 counties. This initiative could require the Wake County Board of Elections to adopt significant changes in every aspect of the elections process. The Board will push for standardization practices that are developed with large counties in mind and improve - not hinder - our capabilities.
- The State Board of Elections will consider technological advances that can be used to improve the voting process, such as electronic poll books, for certification. If new equipment is certified, the Board will consider implementing its use in Wake County.
- The Board of Elections will develop plans for meeting a new requirement to survey every polling location for accessibility prior to each presidential election (every four years). The Board will seek assistance from county and municipal inspectors to complete the surveys.

BOARD OF ELECTIONS

FY 2006 to FY 2008 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. Ensure that all eligible citizens have the opportunity to register to vote.
- **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 vote. Uphold our responsibility for protecting the will of the people, protecting democracy as a concept and as a form of government.
- **Process Provisional Ballots:** Adapt to statewide software for processing provisional ballots. Improve efficiency of the process and advocate for improvements to the software. Implement statutory requirement to report provisional ballots by the voters' precinct.
- **Precinct Official and Polling Place Recruitment, Retention, and Training:** Work towards the goal of fewer than 3,000 voters per precinct. Improve training tools for election officials. Train officials to use new voting equipment and follow new procedures. Adapt to statewide software that provides fewer capabilities than the former software. Advocate for improvements to the software.
- **Polling Place Accessibility:** Meet the Help America Vote Act and Americans with Disabilities Act requirements of 100% accessible polling places.
- **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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of registered voters	489,722	503,000	N/A	N/A
Elections held	4	3	1	N/A
Efficiency				
Cost per voter registration card processed (*FY07 increase due to postage and paper cost increases, incomplete voter registration application mailing requirements)	\$1.01	\$1.01	\$1.25*	N/A
Effectiveness				
Percentage of votes cast without voter complaints	99.5%	99.5%	99.5%	99.5%

BUDGET AND MANAGEMENT SERVICES

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	498,093	528,186	538,456	747,198
Operating Expenses		27,961	20,590	32,577	35,997
Capital Outlay		0	0	0	0
Expenditure Totals	\$	526,054	548,776	571,033	783,195
Number of FTEs		7.00	7.00	8.00	9.00

Department Purpose and Goals

Budget and Management Services (BMS) assists the County Manager in budgeting and planning operational 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. The department's main responsibility is to organize the annual budget process and compile the annual budget information for all Wake County government services. Additional duties include providing financial information and policy analysis to the Board of Commissioners and County Manager, and advising departments on the financial conditions of their respective operations. BMS staff frequently lead or assist with major projects, such as school system funding, inpatient mental health facility planning, employee health care, criminal justice facility planning, solid waste operations planning, and a County-wide prioritization of services.

Major Accomplishments

- Assisted with the financial development of 25-year master plans for judicial and detention facilities.
- BMS actively participated in the development of future WCPSS capital building programs. BMS served as a liaison between county

and school staff, aided in drafting the capital planning assumptions, and prepared several presentations of the fiscal impacts of proposed WCPSS building program scenarios.

- Increased budget management of the WCPSS Plan 2004 building program.
- Completed Service Prioritization project for the entire County.
- Conducted "Making Cent\$ of the Budget" Workshops for County Staff.

Horizon Issues

- Continue to build analytical capacity in departments to promote informed decision-making.
- Development of the Intergovernmental Relations position function.

FACILITIES DESIGN AND CONSTRUCTION

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	773,977	862,849	953,568	1,019,778
Operating Expenses		82,434	78,831	94,836	83,400
Capital Outlay		0	0	0	0
Expenditure Totals	\$	856,411	941,680	1,048,404	1,103,178
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		0	0	75,000	88,000
Revenue Totals	\$	0	0	75,000	88,000
Number of FTEs		10.00	10.00	11.00	11.00

Department Purpose and Goals

The Facilities Design & Construction Office plans and implements the capital improvement program for County departments and the Board of Commissioners. Projects generally range in value from \$100,000 to as much as \$200 million each. The duration of individual projects varies from several months to 4-5 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 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, interlocal 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 build partnerships to collaboratively plan, share costs and jointly develop public facilities throughout the County.

FACILITIES DESIGN AND CONSTRUCTION

- 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, and to provide new facilities within budget and in timely manner (consistent with Board approved project schedules).
- 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.
- To professionally and fairly conduct all real estate negotiations, achieving a high level of trust and confidence by property owners and Board of Commissioners.

Major Accomplishments

- Worked with Raleigh staff, design team and construction managers in critical design and cost estimating sessions for development of the new 500,000 sq.ft. Convention Center under construction in downtown Raleigh.
- Installed emergency generators at seven County-owned EMS stations.
- Continued next phase of critically important alterations and repairs to 29 fire and 13 EMS stations identified as Phase 2 of 2002 Facility Assessments.
- Continued implementing 10-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the 35-year old Courthouse; Prepared construction documents and completed renovations identified for Year Three of the Plan.
- Design and installation of electronic equipment for video visitation/video arraignment for PSC, Hammond Road Jail 1A and 1B was completed.
- Energy conserving construction projects were completed in the following buildings: Public Safety Center, A.A. Thompson Center, Human Services Sunnybrook Building, Wake Office Building, and Youth & Health Services Center. Projected annual energy savings from these 5 projects exceeds \$200,000.
- Completed re-roofing Human Services Sunnybrook Building, Southeast Regional Library, Wake County Office Building and portion of GSA Center.
- Completed Yates Mill Environmental Education and Research Center.
- Completed construction of a new 416-bed detention facility (Phase 1B) on Hammond Road in Raleigh; Facility became operational in Spring 2006.
- Completed the annual facility assessment of the condition of 1/7 of the square footage of County facilities; Findings of these assessments are the basis for allocating capital improvement funds designated for facility alterations, repairs and systems replacement.
- Continued implementation of public libraries capital improvement projects:
 - * Completed construction of a new 36,000 sq.ft. Cameron Village Regional Library. The library opened January 2006.
 - * Completed design, permitting and began construction of a new 30,000 sq.ft. regional library in Cary. The library is on schedule to open Summer 2006.
 - * Completed design, permitting and began construction of 20,000 sq.ft. jointly developed branch library and cultural center with the Town of Holly Springs. Facilities are planned to open in Fall 2006.
 - * Completed design, permitting and began construction of 30,000 sq.ft. replacement facility for the North Regional Library. Opens December 2006.
 - * Acquired site in Wakefield for future Regional Library.
- Continued 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; Approximately 600 acres were preserved through these efforts in FY 2006.
- Acquired 19-acre parcel on Sunnybrook Road in Raleigh for potential use as site for County Inpatient Psychiatric Hospital.

Issues for FY 2007

The Facilities Design and Construction department will continue to play a lead role in the development and execution of the County's capital improvement program, and in the handling of real estate assign-

FACILITIES DESIGN AND CONSTRUCTION

ments. Major projects that impact departmental activities in the upcoming fiscal year include the following:

- Finalize the following Master Plans: Randleigh Farm, Lake Benson/Lake Wheeler Swift Creek Greenway, Human Services Ten Year Facility Plan
- Finalize design and begin construction of an approximately 800-space parking deck on County-owned land in Downtown Raleigh.
- Complete architectural program and schematic design for new Criminal Courthouse and adjacent Public Records Building.
- Complete architectural program and schematic design for next phase of planned detention facilities at Hammond Road site.
- 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 9 corridors previously approved by Commissioners and partnerships with municipalities.
- Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park.
- Finalize site location for new branch library in Leesville area.

Horizon Issues

- Continue implementation of the Justice Facility Master Plan as follows:
 - * Complete design/construction of an approximately 800-space parking deck on County-owned Davie/McDowell Street site by Fall 2008.
 - * Temporarily relocate County functions in Garland H. Jones Building and Judicial Services Building by Fall 2008; Complete demolition of these buildings and the adjacent old parking deck by Spring 2009.
 - * Finalize construction documents for new Criminal Courthouse and Public Records/Administration Building Fall 2009.
- Continue implementation of the long term Detention Facility Master Plan as follows:
 - * Finalize construction documents for Phase II Hammond

Road Detention Center expansion by Fall 2009.

- Complete design and construction of two new libraries in North Raleigh:
 - * Leesville Branch – Open Fall 2008
 - * Northeast Regional (Wakefield area) – Open Winter 2009
- Implement priority capital improvements identified in Ten Year Human Services Master Plan.
- Continue annual existing facility condition assessments and implement capital plan to address high priority items identified in assessments.
- Continue open space preservation consistent with County priorities and partnerships developed.
- Complete construction and open new Northern Regional Center in Wake Forest by late Fall 2007.

FACILITIES DESIGN AND CONSTRUCTION

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

Program Area 1: Capital Program Planning and Implementation

Key Objectives:

- Work closely with service departments and the Budget and Management Services department to update the seven year County Capital Improvement Program, incorporating the results of any facility master planning or similar studies that are completed during the preceding three quarters. Implement the County's Capital Improvement Program, consistent with project schedules approved by the County Manager or Board of Commissioners.
- Continue the successful partnership with the Wake County Public School System to jointly develop community use school parks and other public use facilities at new school sites.
- Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park.
- Manage planning, design and construction of water and sewer projects consistent with the County's water and sewer development policy. Continue working collaboratively with staff of all municipalities in Wake County, Wake County Public School System and non-profit groups in effectively coordinating and jointly planning public facilities to enhance community user and make the best use of government resources.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Active Capital Improvement Projects Managed	55	76	70	70
Efficiency				
Percent of projects completed in accordance with County's CIP schedule	81%	83%	85%	88%
Projects within budget	88%	100%	100%	100%
Percentage of projects meeting or exceeding County energy efficiency standards	98%	100%	100%	100%
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	90%	92%	94%	96%
Percentage of projects which have computer generated schedules developed and maintained current	100%	100%	100%	100%

FACILITIES DESIGN AND CONSTRUCTION

Program Area 2: Real Estate and Land Rights Management

Key Objectives:

- Professionally manage all County real estate property assignments, complete land acquisition initiatives and resolve landrights matters as requires to support County service delivery and the capital program.
- 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 9 corridors approved by Commissioners and partnerships with municipalities.
- Complete acquisition (through negotiation or condemnation) of remaining property for future Little River Reservoir in eastern Wake County; Pursue interlocal agreement with Raleigh which results in them assuming the lead role in permitting, designing and constructing the planned reservoir.
- Provide cost effective real estate consulting services to meet real property and long-term facility leasing needs of County agencies. Manage all real estate services to support the County's capital improvement program and open space preservation program.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Active Real Estate, landrights, and facility lease projects	220	200	175	175
Efficiency				
Percentage of real estate/landrights assignments completed within project timeframe	72%	82%	84%	86%

FINANCE DEPARTMENT

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,817,709	1,928,793	1,999,485	1,990,074
Operating Expenses		418,799	413,156	436,991	425,103
Capital Outlay		0	0	0	0
Expenditure Totals	\$	2,236,508	2,341,949	2,436,476	2,415,177
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		10,054	5,000	5,000	32,065
Revenue Totals	\$	10,054	5,000	5,000	32,065
Number of FTEs		29.50	30.10	30.10	30.10

Department Purpose and Goals

The Finance Department has a wide range of responsibilities, such as: providing the 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.
- Refunded \$147.4 million in bonds to save taxpayers \$5.9 million in interest payments.

- Effectively managed the mixture of variable and fixed rate debt in the County's portfolio, saving \$11.3 million over the past three fiscal years.
- Assisted other County departments with studies of business processes, assessments of internal controls, audits of account balances and special studies.
- Maintained the County's AAA bond rating, as affirmed by all three national credit rating agencies in November 2004 and again in April 2005.

Issues for FY 2007

The County continues to work towards implementing a new, integrated Finance and Human Resources System. Projects of this scope normally take a range of 1 to 2 years to implement, depending on scope of project and size of unit of government. This system implementation will significantly impact the workplans of the Finance staff, as well as those of Human Resources, Budget, and numerous other County Departments, for the fiscal years 2007 and 2008.

FINANCE DEPARTMENT

In addition, the department plans to use staff and external contractors over fiscal year 2007, 2008 and 2009 to systematically review all major business processes and to document the internal control systems associated with those processes. The intention is that all County departments will be covered over the next three years, with the initial work starting in fiscal year 2007.

Horizon Issues

Finance anticipates that the accounts receivable portion of the replacement financial system will be a later phase to the financial system project, most likely taking place in fiscal year 2008. It is expected that

Finance Department Accounting and Reporting staff will primarily work with the system implementation team to complete this phase of the project.

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
- Obtain 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. Ensure that the 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 new financial and human resource system(s) will be implemented such that customization is kept to a minimum.
- Solve major business process issues such as electronic timekeeping, 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.

FINANCE DEPARTMENT

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).
- Maintain a Commercial Paper Program that will not negatively impact the County's AAA bond rating.
- Program will increase capacity in the County's CIP model due to delay in long-term financing.

Program Area 3: Accounts Receivable System

Key Objectives:

- Approve and document an Accounts Receivables policy and procedure for each of the County's significant receivable balances, depending upon legal environment and collection procedures that are appropriate for that receivable; create a countywide accounts receivable manual.
- Foster and implement procedures for sharing information on customers.
- Develop a uniform, centralized bad debt collection process, including Debt Offset, where legally appropriate.

GENERAL SERVICES ADMINISTRATION

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	6,004,366	6,600,520	6,607,021	6,855,280
Operating Expenses		11,237,020	12,070,033	12,862,354	16,596,472
Capital Outlay		4,579,871	4,234,977	4,343,584	1,690,400
Expenditure Totals	\$	21,821,257	22,905,530	23,812,959	25,142,152
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		4,065,793	3,412,863	3,412,863	3,314,104
Revenue Totals	\$	4,065,793	3,412,863	3,412,863	3,314,104
Number of FTEs		116.00	126.00	126.00	131.00

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 discreet 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.

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Major Accomplishments

Facility Management

- Implemented Computer-Aided Facility Management Web product. Currently in limited production, this Intranet application opens a window to Wake County, GSA; its 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.
- 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. Several projects were funded and are scheduled as a result of this team's efforts (CCBI finish upgrade and system furniture replacement, renovation of the PSC conference center, renovation of the EMS#1 station at PSC, and Environmental Services renovation WCOB 6th fl).
- Continued branding of County facilities by expanding corporate exterior signs.
- Responded to national emergency event by activating a vacant facility to serve as a recovery center for the evacuees of Hurricane Katrina.

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.
- Increased the County's hybrid electric vehicle inventory to 26 vehicles, which increases the total number of alternative fuel compatible vehicles to 20% of our entire fleet.
- Studied 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.

- Signed service agreement with vendor to process in-house-warranty claims, allowing decrease in need to sublet work to outside vendors.

General Government

- Implemented recommendations as proposed in a parking study to understand the impact on the parking facilities in the downtown business district. GSA changed the Martin St. entrance into an inbound/outbound traffic lane to reduce the wait time to exit the deck.
- Upgraded reprographics equipment with the installation of a high-speed DVD and CD burner for a new service offered by GSA.
- Purchased and installed new mail meters. Wake County is now in compliance for a mandate from the USPS scheduled for 2007.

Criminal Justice Support

- Support the technical solutions that affect safety, time and efficiency like 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 operate a 35-person program.
- Supported restacking plans of the Courthouse by renovating and moving the District Attorney staff and murder files (7th floor & Basement-WCOB), Clerk of Court (1st & 11th floors) and 2 court floors (2nd & 5th floors).

Issues for FY 2007

- Upgrading Fuel Data collection system to more modern and dependable product.
- Researching potential fueling sources for Ethanol Fuel.

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- Making accessible information from the Fleet Information System to the County users.
- Implementing FM Moves as a companion module to FM Interact for managing move process.
- Researching wireless handheld device to deploy in department for work order portability and tracking time and materials to work order (& facility).
- Creating a new division for security. The emphasis on security within the county and growth in this area suggests a vertical structure for staffing and services.
- Conserving and managing utilities with energy saving measures including, fuels, electricity and natural resources in our facilities and community.

Horizon Issues

- Staffing levels to manage facility and fleet inventory growth.
- Preparing for the construction of the new courthouse and parking structures in the downtown business district. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

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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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Rentable square footage managed (gross)	2,842,465	2,968,199	3,053,829	N/A
Facility space receiving cleaning services (sq. ft.)	2,272,110	2,278,818	2,349,725	N/A
Acres of land being landscaped	617.47	645.20	653.55	N/A
Number of facilities with building control systems	34	39	40	N/A
Number of facilities with SCADA controls (MOSCAD)	24	34	34	N/A
Percent of extended hour facilities (ex. 24/7)	54%	59%	59%	N/A
Efficiency				
Average facility maintenance cost per square foot	\$1.18	\$1.29	\$1.34	N/A
Percent of facilities free of regulatory violations	99%	99%	99%	N/A

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of vehicles managed in lease program	723	755	792	N/A
Number of contracted, non-leased, or grant units and equipment	241	256	256	N/A
Number of gallons of fuel consumed	942,000	918,000	998,000	N/A
Number of alternative fuel vehicles in lease program	14	26	30	N/A
Leased fleet average miles per gallon (mpg)	13.45	14.45	15	N/A
Efficiency				
Ratio of staff mechanics to units	1:120	1:116	1:105	1:100

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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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Pieces of mail processed	898,358	1,042,035	1,000,000	N/A
Access card holders in security system	20,961	21,887	22,775	N/A
Number of security incident reports investigated	1,425	1,510	1,625	N/A
Number of road name signs repaired or replaced	3,558	4,910	5,000	N/A
Reprographics - number of impressions	13,016,513	12,795,113	13,000,000	N/A
Efficiency				
Reprographics – average cost per impression	\$0.052	\$0.058	\$0.056	N/A

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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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Number of contraband and weapons detected at screening stations	9,729	10,512	11,300	N/A

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Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,132,598	1,152,482	1,192,067	1,216,202
Operating Expenses		336,781	318,010	319,494	335,476
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,469,379	1,470,492	1,511,561	1,551,678
Number of FTEs		21.00	21.00	22.00	22.00

Department Purpose and Goals

The Human Resources (HR) 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 completed the first "one-third" market salary survey with BOC approval for changes made on July 11th, 2005. This ensured our salaries continue to be competitive and market-driven, while making appropriate adjustments within our compensation framework. HR identified the classifications to be used in our next one-third survey, and distributed the survey in January, 2006.

- HR participated in a benchmarking survey of Best Employers in December 2004, in order to establish a baseline of the health of the organization as well as to gain insight into our standing as a "Best Employer." HR received survey data as analyzed by Modern Think; and several SMT sessions (including the SMT Retreat in October 2005) have been at least partially dedicated to processing through the information and preparing for improvements.
- HR increased number of career fairs attended to 21, the most ever attended. HR also coordinated and successfully implemented the 1st Annual Wake County Career Fair with over 700 candidates and citizens attending to learn more about County functions and employment opportunities.
- HR implemented new life insurance to cover employees at 1x annual salary, and subsequently implemented more options for supplemental life insurance coverage, accidental death & dismemberment, and short-term disability programs to provide maximum choice to our employees. This year's open enrollment was successfully completed using an online, paperless process, which was more efficient for all involved. HR conducted a highly successful Wellness & Benefits Fair, with over 900 employees in attendance. This

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event focused on educating our employees to be healthier which reduces absenteeism in the workplace.

- HR coordinated the 2005 “Garland H. Jones Excellence in Public Service Awards” luncheon, which was held in May 2005 at Historic OakView County Park. Winners for the five categories were presented – Administrative Support Staff; Manager, Supervisor, Team Leader; Professional or Technical; Trades and Service Maintenance; and, Team. A \$500 award was given to the winner of each category. The winning Team split the award. In addition to the monetary award, a trophy was given to the winners. All nominated employees were recognized and given framed certificates. HR expects to have a similar recognition event sometime in 2006.
- HR coordinated the quarterly “Caring, Serving, and Respecting Customers” Awards Program with 8 winners presented to the Commissioners at a Board of Commissioners Meeting and presented with their awards. HR also orchestrated a Holiday Event with the music, entertainment, and dessert reception held in the North Carolina Museum of Art. Electronic invitations were sent to employees. Hard Copy invitations were sent to Retirees. Approximately 1500 RSVP’s were received, and the event was well attended.
- HR enhanced service delivery to the citizens by offering skill-building opportunities to employees. HR training received 1630 registrations for 56 training workshops, yielding 178 training dates/times/opportunities; conducted 13 special retreats; implemented Leadership Program curriculum with the inclusion of Ground Rules into core programs – IM and Leadership: Everyone’s Role; conducted Unlocking the Mystery of Wake County programs. Wake County Government had six members become certified to deliver DDI workshops, as part of the Training Consortium initiative.
- HR coordinated several successful blood drives, resulting in Wake County receiving recognition while being designated as a member of the American Red Cross Top 10 for the tri-county area.

- HR proactively engaged employees; supervisors and managers in a variety of sessions, such as “Meet the Manager” sessions; Extended Management Team (EMT) meetings; new employee orientations; and others. HR conducted six employee relations “road shows” aimed at enhancing leadership skills in resolving workplace conflicts, and ensuring all employees are treated with respect and dignity.
- HR was instrumental in the successful review, analysis, procurement and contract negotiation for the integrated Budget, Finance, and Human Resources information system. In looking at the possibilities from very diverse stakeholder perspectives, the consensus decision was the CGI AMS solution best met the County's overall objectives.

Issues for FY 2007

- Obtain space for records retention needs and begin to look at more progressive, technologically advanced means of records retention (e.g. electronic storage via CD’s)
- Aggressively pursue the acquisition and successful implementation of an integrated HR/Finance/Budget management/information system. (FY07 and beyond – with “Go Live” planned for a date to be determined, anticipated for sometime in 2007.
- Continue to manage increasing health care costs while ensuring quality coverage and services are provided to employees and retirees in a cost sharing mode.

It is imperative that the County in partnership with the HR department continue to sustain appropriate training resources throughout the county to ensure ongoing development of our employees in all skill areas (i.e. Leadership; Management/Supervisory; General).

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Horizon Issues

HR has two critical items that it wants to accomplish over the next three years, which tie directly into the department's horizon issues:

First, HR wants to ensure the successful implementation of an integrated Finance/Human Resources/Budget system for Wake County. HR has already invested significant time and resources over this past year, leading up to the recent selection of CGI-AMS as the service provider with final contract negotiations completed in December, 2005 (BOC approval given on December 5th, 2005). This multi-year effort will require continued time and energy by HR team members directly involved in the implementation, and by others (including contractors for backfilling) to ensure regular ongoing HR workload demands are met in all service areas. While much more specific implementation plans and timelines will soon be developed, HR anticipates and are planning for a successful "Go-Live" date to be determined, anticipated for sometime in 2007 for HR related functionality. HR also plans to work with CGI-AMS and GFOA to ensure other qualitative and quantitative measures of success are developed and completed for the post-implementation environment.

The second critical item is to develop both short and long term strategies regarding Wake County's health care programs. Currently HR is participating in the recently formed Wake County Core Health Care team, which includes cross-departmental representation throughout the organization. The purpose of this team is:

- Ensure that the County is currently set up to be successful doing self-insurance.
- To make a recommendation for the County's FY07 health insurance plan.
- To create a long-term strategic plan for health care for Wake County employees, family members and retirees.

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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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of benefits-related workshops conducted	32	40	50	50
Number of wellness activities and initiatives	2	6	6	10
Number of flu shots administered	0	964	1,000	>1,000
Number of employees participating in pre-tax reimbursement accounts (“flex accounts”)	368	600	700	>700
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%	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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Effectiveness</i>				
Percentage of employees who seek the advice of Employee Relations staff prior to addressing an issue	64%	65%	66%	TBD
Percentage of supervisors/managers who seek the advice of Employee Relations staff prior to addressing and issue	75%	78%	80%	TBD
Percentage of non-discrimination grievances resolved at department level	90%	80%	80%	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.
- 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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of Employee and Position Actions Completed	3,603	3,500	TBD	N/A
Vacancy Recruitments Conducted	613	600	TBD	N/A
Career Fairs Attended	21	11	10	TBD
Applications Received and Screened	26,059	29,000	TBD	N/A
Average number of days for referral	.94	1	1	TBD
Effectiveness				
Number of bilingual candidates	708	500	500	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	FY05 Actual	FY06 Estimated	FY07 Target	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"	N/A	95%	95%	100%
Percentage of Training Consortium members who attended "Train the Trainer" training	N/A	30%	100%	TBD
Percentage of Training Consortium members who attended "Unlocking the Mystery: Wake County Government."	N/A	30%	100%	100%
Increased training opportunities through the Training Consortium	N/A	10	20	TBD

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Program Area 4B: Employee Recognition and Appreciation

Key Objectives:

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

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of Customer Service Recognition Awards recipients	8	10	10	TBD
CHEER participants (including department-funded purchases for temps)	3,600	3,920	4,050	TBD
Attendance at Holiday Event by Employees/All Attendees	800	1,262	1,500	TBD

INFORMATION SERVICES

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	4,341,841	4,813,745	5,442,850	5,900,948
Operating Expenses		3,696,614	3,428,659	3,630,970	3,751,333
Capital Outlay		34,753	0	0	0
Expenditure Totals	\$	8,073,208	8,242,404	9,073,820	9,652,281
Number of FTEs		64.50	67.50	81.50	82.50

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 3,500 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 and back up connection supplied by the North Carolina Research and Education Network (NCREN). 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 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

- Create an environment where innovation and collaboration are encouraged, team and individual contributions are valued, and fiscal stewardship and accountability are required in the application of technology to the business of County governance.
- Make Wake County government accessible and easy to do business with by providing customer friendly, cost-effective electronic options for delivering information and services to the community, County employees and our municipal partners.
- Create and sustain a stable, secure, scalable and recoverable techni-

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cal environment that balances innovation with reliability to deliver information and services to the community, County employees and our municipal partners.

- Further the effective use of the County's electronic environment by providing appropriate computer equipment, telecommunications services, training, and asset management services to the organization and our municipal partners.

Major Accomplishments

- Property Tax System Rewrite: Completed assumption of ongoing support for the tax billing & collection component not supported by the vendor; completed the Computer Aided Mass Appraisal component and associated interface with the upgraded Geographic Information System (GIS); made significant progress on Revaluation component which is scheduled for completion in FY07.
- Finance, Budget, Human Resources Systems Replacement Project: Completed extensive procurement process, executed vendor contracts and initiated first phase of the project focused on finance applications.
- Sheriff's System Upgrade Project: Completed contract negotiations with vendor and technical environment preparation; started upgrade project with completion scheduled for FY07.
- Wireless Infrastructure: successfully tested a secure, wireless data network for first responders as part of an emergency communications grant funded initiative-first in the nation to do so; implemented a wireless broadband replacement platform for use by mobile workers in the Sheriff, Public Safety, Environmental Services and Inspections business units which was also made available to municipal partners; and completed wireless standards for the organization.
- Website: Completed the upgrade of Wakegov.com with an increased number of on-line services for citizens and improved navigation.
- Electronic Workplace: Initiated upgrade of the Lotus Notes calendaring and email system for County employees with completion scheduled for FY07.

Issues for FY 2007

- Finance, Budget, Human Resources Systems Replacement Project: provide leadership and technical support for the new system involving technical architecture definition and installation, report and interface programming, database support, system administration and training and help desk services.
- Property Tax System Rewrite: provide ongoing support for the billing & collections component of the system and establish support contracts with the vendor for the components of the new system that will be supported.
- Planning and Permitting System Project: Lead the requirements gathering effort and procurement process for the new system and initiate system implementation once a vendor selection is made.
- Board of Elections Support: provide support for new State mandated equipment for the Board of Elections voting sites.
- Document Management-expand document management capabilities either through the Finance, Budget, Human Resources Systems Replacement Project or through a separate multi-phased enterprise-wide document management project.

Horizon Issues

- Expand the use and support of electronic options to facilitate working from home offices and remote locations.
- Build in-house capabilities to process financial transactions over the internet.
- Increase citizen and employee access to County services via the internet and telephone systems.
- Leverage GIS capabilities by customizing applications to use geographic data.
- 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: Leadership

Key Objectives:

- Internal collaboration with non-reporting relationship departments to explore areas to better leverage technology resources
- External collaboration with other jurisdictions and the Wake County School System to explore areas for joint initiatives
- Increased emphasis on new project assessment and completed project effectiveness through the newly created Applied Technologies Division
- Continued focus on customer service and meeting performance targets and service level agreement metrics

Costs are spread over the applications, infrastructure, and customer service program areas.

Program Area 2: Applications

Key Objectives:

- Finance/Budget/Human Resources new system phase one implementation
- Computer Aided Mass Appraisal (CAMA) and Revaluation system rewrites and associated geographic information system integration
- Planning & Permitting System new system development
- Sheriff's system upgrade implementation
- Mental Health replacement system phase one implementation
- Applied Technologies initiatives-internal website upgrade, business unit driven projects
- Document Management system investigation
- E-Mail system upgrade implementation

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 \$63/hr.

Program Area 3: Infrastructure

Key Objectives:

- Disaster recovery plan continued refinement and testing
- Enterprise-wide business continuity plan support
- Security policy and procedure refinement and continued HIPAA compliance assurance
- Infrastructure security improvements
- Network upgrades including 100 Mb to desktop projects and building rewiring projects
- Server upgrades including end of life replacements and storage area network enhancements
- Continue operations transition from mainframe environment to server environment and staff retraining
- Design and implement in-building and mobile wireless environments

INFORMATION SERVICES

Program Area 3: Infrastructure (cont'd)

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Network services support requests (design, configure, install, fix)	425	467	589	N/A
Centralized services support requests (access & data mgt, security)	1,984	2,182	2,877	N/A
Efficiency				
Network services	\$18/device/mo	\$18/device/mo	\$18/device/mo	\$18/device/mo
Centralized services	\$31/device/mo	\$31/device/mo	\$41/device/mo	\$41/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 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 99.13%	Meet target 98%	Meet target 99%	Meet target 99%

INFORMATION SERVICES

Program Area 4: Customer Service

Key Objectives:

- Complete Service Level Agreements for business unit specific applications
- Expand remote location and teleworking support
- Implement Desktop Management software and achieve associated service improvements
- Expand Help Desk services and better link in-house employee training offerings
- Complete Five-Year Telecommunications Plan
- Continue to evaluate enterprise browser, operating system and software standards and determine if upgrades are needed
- Continue scheduled computer equipment replacement/upgrade/new unit provisioning work

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Voice services support-moves, adds and changes	3,729	4,097	4,917	N/A
Desktop and Help Desk support	33,272	36,600	69,562	N/A
Efficiency				
Voice services	\$9/line/mo	\$9/line/mo	\$8/line/mo	\$8/line/mo
Desktop & Help Desk services	\$16/device/mo	\$16/device/mo	\$23/device/mo	\$23/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 65%	Meet target 75%	Meet target 75%	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 85%	Meet target 90%	Meet target 90%	Meet target 95%

PLANNING DEPARTMENT

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,090,393	1,227,956	1,263,015	1,267,545
Operating Expenses		160,073	215,885	215,109	216,998
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,250,466	1,443,841	1,478,124	1,484,543
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		301,474	218,987	341,780	305,650
Revenue Totals	\$	301,474	218,987	341,780	305,650
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 rec-

ommendations 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/Code Enforcement (5) Data Analysis and Modeling; (6) Historic Preservation; and (7) Support Services/Administration.

PLANNING DEPARTMENT

Major Accomplishments

- Completed the first Unified Development Ordinance (UDO) for Wake County, including updating and combining subdivision, zoning, and environmental regulations into one document.
- Completed a comprehensive analysis of historical ETJ and annexations in Wake's 12 municipalities.
- Completion of Phase II of Historic Resources Survey.
- Completion of WCPSS Planning Regions Profile.
- A Zoning database is completed.

Issues for FY 2007

Zoning Code Enforcement/Subdivision Review - As the work on Wake County's new Unified Development Ordinance (UDO) is completed in early 2006, 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 and subdivision review, the future expansion of staff is 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. (This also coordinates with updating the Wake County Water/Sewer Plan – described under Horizon Issues.)

5-Mile Protection Area Analysis for Harris Lake/Buckhorn Creek Basin – Recommend a process for establishing land use objectives, policies, and guidelines for the county's planning jurisdiction around Harris Nuclear Plant. Because of both the technical and political nature of this project, it is recommended that a consultant be hired to develop the Harris Lake/Buckhorn Creek Basin Area Land Use Plan. Developing the project scope, RFP document, process for choosing a consultant, and executing the contract for hiring the consultant will be completed

prior to the end of FY06.

Falls Lake Area Land Use Plan – Create an area land use plan for the Falls Lake Water Supply Watershed area. Compose a new chapter of the Wake County Land Use Plan to specifically guide future land use decisions and activities in the Falls Lake area. The public involvement process should include citizen advisory committee meetings to aid in policy recommendations and plan content. Planning staff will partner with other Wake County and municipal agencies as necessary and appropriate to share resources and gather information. Planning staff will have the primary responsibility of producing the final plan document. There will be a competent, consistent, and committed group of public volunteers to actively participate in as many advisory committee meetings as possible.

US 64/64 Bypass Interchange Study – Develop a Land Use Plan for the ultimate urban build-out of a small area centered on the US 64/64 Bypass. Planners from Knightdale, Wendell, and the Capital Area Metropolitan Planning Organization will assist Wake County planning staff in developing this Plan. The scope of work for this Plan will be finalized. Knightdale and Wendell's recently adopted annexation agreement forms the basis for this Plan's ultimate implementation.

WCPSS – Data analysis for the school system in terms of projections and other items, especially as it relates to the bond request.

Horizon Issues

- As with the Southwest Area Land Use Plan Update, the East Raleigh-Knightdale, Southeast, and Northeast Area Land Use Plans, adopted in 2000-01, will need updated. (The Land Use Plan calls for updates every five years.) This process normally takes 12 to 18 months to complete.
- Water supply watershed policies will come into question. The critical need to protect a finite resource, and how the non-urban areas that surround the existing and proposed water supplies should develop, will require current policies to be evaluated.
- The Wake County Water/Sewer Plan (1998) will need updating. How to address utility providers outside Wake County that create

PLANNING DEPARTMENT

growth pressures at the County's boundary, irrespective of Wake County's adopted plans, will require current policies to be evaluated, and a greater level of coordination between Wake County and local governments outside Wake County.

- Continue leadership role in multi-jurisdictional coordination for planning issues, bimonthly Municipal planners meetings. Coordination with the Capital Area Metropolitan Planning Organization on its Comprehensive Transportation Plan (CTP) and Triangle J Council of Government on its Center of the Region (CORE) Plan.

PLANNING DEPARTMENT

FY 2006 to FY 2008 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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Preliminary Plans	50	52	55	55
Exempts	335	340	340	345
Minors	170	175	180	180
Construction Final	100	105	110	110
Letters of Credit	12	12	12	12
Road Checks	15	15	15	15
Variances	3	4	4	4
Resubmittals	60	65	65	70

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Land Use Plan updates	Twice/year	Twice/year	Twice/year	Twice/year
LUP Comprehensive	Twice/year	Twice/year	Twice/year	Twice/year
Southwest Wake Area Plan	Twice/year	Twice/year	Twice/year	Twice/year
East Raleigh-Knightdale Area Plan	Twice/year	Twice/year	Twice/year	Twice/year
Neuse/Richland Creek	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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
General Use Permits	150	155	155	160
Property Descriptions	180	180	180	180
Sign Permits	40	45	45	50
Violations	80	100	100	100
Re-zonings	7	8	8	10
Conditional Use Permits	3	6	6	6
Special Use Permits	24	28	28	30
Variances	4	6	6	8
ABC Permits	7	8	8	10
Efficiency				
Unified Development Ordinance – Percentage Complete	75	95	100	N/A

PLANNING DEPARTMENT

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
School Enrollment Projections	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	FY05 Actual	FY06 Estimated	FY07 Target	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

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Historic Resource Designations	4	5	5	6

REGISTER OF DEEDS

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,903,774	1,958,896	1,717,116	1,731,006
Operating Expenses		426,661	803,117	1,133,138	1,152,309
Capital Outlay		6,643	38,300	21,300	60,000
Expenditure Totals	\$	2,337,078	2,800,313	2,871,554	2,943,315
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		14,650,482	15,316,520	15,316,520	21,456,650
Revenue Totals	\$	14,650,482	15,316,520	15,316,520	21,456,650
Number of FTEs		38.00	38.00	38.00	39.00

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 2007

- Ongoing backfile conversion to digitize and index older, paper documents.
- Investigation of electronic recording methods, vendors and their 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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	2,989,913	3,037,985	3,138,387	3,228,151
Operating Expenses		1,293,103	1,409,869	1,469,498	1,405,025
Capital Outlay		11,154	12,750	12,750	12,750
Expenditure Totals	\$	4,294,170	4,460,604	4,620,635	4,645,926
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		1,388,041	1,592,320	1,592,320	1,674,500
Revenue Totals	\$	1,388,041	1,592,320	1,592,320	1,674,500
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. The department also collects all current and delinquent taxes on such property. In addition to property tax, the department oversees the billing and collection of the 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 do this the department works as efficiently as possible to increase productivity and control costs.

Major Accomplishments

- Maintained a property tax collection rate of 99%.
- Effective July 1, 2005, took over from the City of Raleigh the responsibility of collecting the Major Facilities Hotel/Motel tax.
- Began use of the Land Records/CAMA (Computer Assisted Mass Appraisal) system.
- Completed the rewrite of revaluation component of the food/beverage/hotel tax system.

Issues for FY 2007 and 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. The department has begun work on the 2008 revaluation. For more information about Revaluation, please see the "Revaluation Reserve" section of this document, found behind the "Special Revenue Funds" tab.

REVENUE DEPARTMENT

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

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Total Tax Bills	976,847	1,032,300	1,135,500	N/A
Taxable Real Estate Parcels	283,003	293,371	323,371	N/A
<i>Efficiency</i>				
Cost Per Tax Bill	\$5.25	\$5.25	\$5.25	\$5.25
<i>Effectiveness</i>				
Property Tax Collection Rate: Real and Personal Property	99.63%	99.65%	99.65%	99.65%
Property Tax Collection Rate: Vehicles	91.43%	91.5%	91.5%	91.5%
Property Tax Collection Rate: Combined (Real, personal and vehicles)	98.86%	98.88%	98.88%	99%

NON-DEPARTMENTAL ACCOUNTS

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Requested	FY 2007 Adopted Budget
Memberships					
NC Assoc. of Co. Commissioners	\$ 54,484	57,750	57,750	61,523	61,523
National Association of Counties	8,804	9,051	9,051	11,257	11,257
Institute of Government	54,361	69,950	69,950	74,904	74,904
Triangle J Council of Governments	169,396	163,020	168,020	170,788	170,788
Capital Area Metro Planning Organization	36,677	121,412	121,412	161,634	161,634
RDU International Airport	12,500	12,500	12,500	12,500	12,500
Subtotal Memberships	336,222	433,683	438,683	492,606	492,606
Public Agencies					
The Healing Place for Men	242,750	242,750	242,750	250,000	250,000
The Healing Place for Women	-	125,000	125,000	250,000	250,000
Wake County United Arts Council	301,000	301,000	301,000	350,000	350,000
North Carolina Symphony	34,000	34,000	34,000	34,000	34,000
Exploris Museum & IMAX Theater	1,355,000	500,000	500,000	1,000,000	1,000,000
Reserve for Exploris	-	500,000	500,000	-	-
Operating Support for Soccer Center	150,000	150,000	300,000	150,000	150,000
Mid-Eastern Athletic Conference	-	200,000	200,000	200,000	200,000
CIAA Tournament	218,081	-	-	-	-
Aggie Eagle Classic	25,000	-	-	-	-
National Scholastic Foundation	-	-	-	-	-
Women's Commission	9,909	12,500	15,750	12,500	12,500
Edge 3	200,000	-	-	100,000	100,000
Other	519,000	-	-	-	-
Communities In Schools	-	-	100,000	75,000	75,000
Judge for Traffic Court	-	-	32,620	-	-
Ron Aycock Scholarship	-	-	1,000	-	-
St. Aug/Shaw Stadium Feasibility Study	-	-	37,500	-	-

NON-DEPARTMENTAL ACCOUNTS

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Requested	FY 2007 Adopted Budget
Interfaith Food Shuttle	-	-	125,000	-	-
Explori s/Playspace Feasibility Study	-	-	35,000	-	-
Subtotal Public Agencies	3,054,740	2,065,250	2,549,620	2,421,500	2,421,500
Non-Departmental Costs					
Auditing Fees	25,525	-	-	-	-
Consulting and Legal Fees	487,412	400,000	774,386	400,000	400,000
Contracted Services	203,947	40,000	320,501	150,000	150,000
Actuarial Fees	-	-	-	-	-
Wake Co. Economic Development	286,500	286,500	420,381	306,867	295,000
Historic Preservation	135,945	112,275	140,075	144,789	112,275
Charges to Other Departments	(194,297)	(145,484)	(145,484)	(230,092)	(230,092)
Miscellaneous Expenses	155,857	100,000	97,770	100,000	100,000
Subtotal Non-Departmental Costs	1,100,889	793,291	1,607,629	871,564	827,183
Total	\$ 4,491,851	3,292,224	4,595,932	3,785,670	3,741,289
RESERVE FOR SALARY & BENEFITS INCREASES					
	\$ -	5,864,576	168,370	5,480,138	5,480,138
RESERVE FOR FUTURE APPROPRIATION					
	-	3,300,000	-	-	-
TRANSFERS TO OTHER FUNDS					
Capital Projects Fund	17,371,000	24,517,000	24,517,000	22,745,000	22,745,000
Debt Service Fund	115,238,000	114,008,000	114,008,000	121,366,000	121,366,000
Revaluation Reserve Fund	975,000	975,000	975,000	1,100,000	1,100,000
Risk Management Fund	2,000,000	3,133,000	5,133,000	2,468,000	2,468,000
Total Transfers to other funds	\$ 135,584,000	142,633,000	144,633,000	147,679,000	147,679,000
BOARD OF COMMISSIONERS CONTINGENCY					
	\$ -	500,000	168,880	500,000	425,000

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 2007

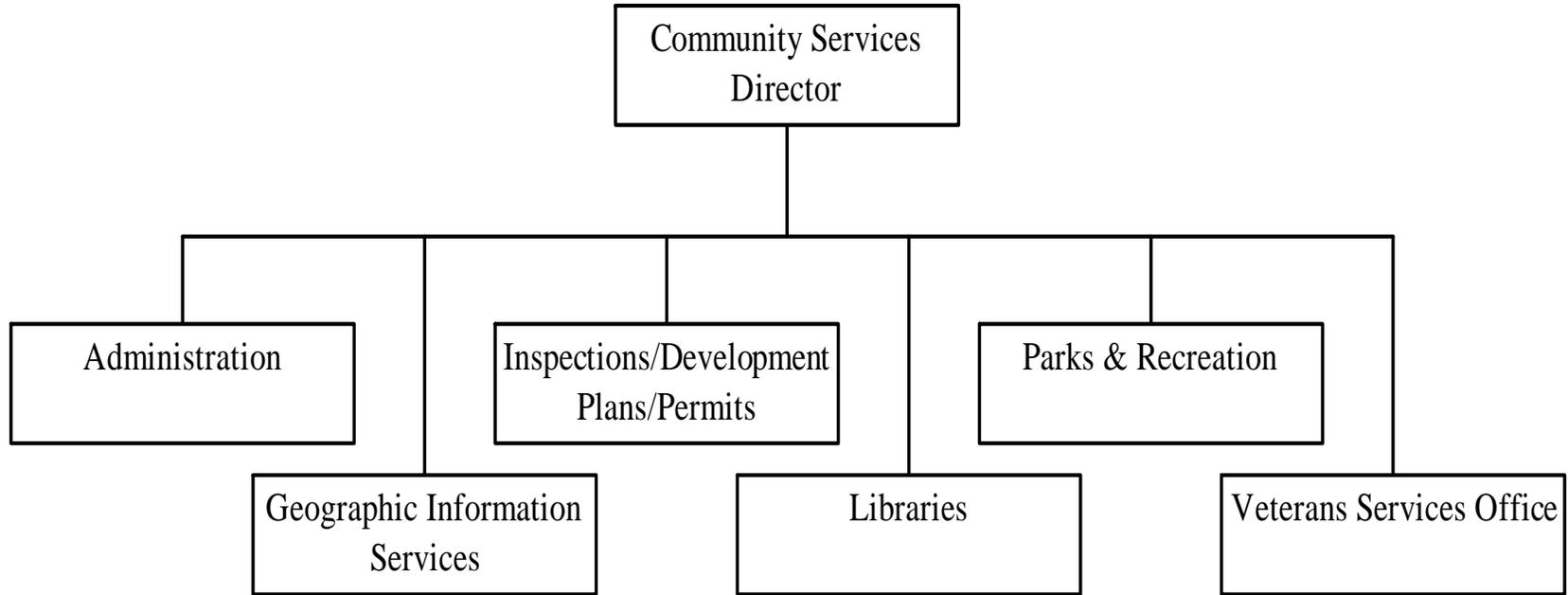
Memberships and Public Agencies

The total budget for Memberships and Public Agencies in FY07 is \$2.8 million. Funding for Exploris and IMAX® has remained at \$1,000,000. The budget also includes \$250,000 in operating subsidies for both The Healing Place for Men and The Healing Place for Women, and \$200,000 in support for the Mid Eastern Athletic Conference basketball tournament.

Non-Departmental and Other Costs

Funding for organization-wide activities including consultation, legal counsel, and other professional services have decreased slightly to \$717,000. 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. Pay-for-performance increases and related benefits are budgeted at \$5.3 million for an average of 4% percent increase in employee compensation. The County's contribution to employees health plan coverage is increasing by 7.5%. This represents a \$680,000 increase in cost.

COMMUNITY SERVICES



COMMUNITY SERVICES

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	13,746,163	14,541,612	14,968,528	16,006,238
Operating Expenses		5,546,483	5,502,134	6,043,433	6,003,369
Capital Outlay		36,214	13,400	22,175	8,200
Expenditure Totals	\$	19,328,860	20,057,146	21,034,136	22,017,807
Intergovernmental Revenues	\$	688,268	525,300	527,550	556,952
Fee & Other Revenues		4,246,639	4,576,141	4,578,141	4,550,726
Revenue Totals	\$	4,934,907	5,101,441	5,105,691	5,107,678
Number of FTEs		254.50	284.00	286.00	299.00

Department Purpose and Goals

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

COMMUNITY SERVICES

Division Summary - Administration

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	299,897	318,381	326,922	241,121
Operating Expenses		6,034	14,150	14,150	14,150
Capital Outlay		0	0	0	0
Expenditure Totals	\$	305,931	332,531	341,072	255,271
Number of FTEs		4.00	4.00	4.00	4.00

Division Summary - Geographic Information Services

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,239,691	1,260,127	1,301,967	1,313,263
Operating Expenses		211,606	300,500	318,250	305,565
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,451,297	1,560,627	1,620,217	1,618,828
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		19,401	18,300	18,300	18,496
Revenue Totals	\$	19,401	18,300	18,300	18,496
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-focused central resource of geographic information for Wake County, providing spatial data and solutions, which enable our customers to accomplish their business purposes.

GIS 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 meet these two business needs, GIS staff provides technical support including needs analysis, programming/application development, hardware/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 our customers need.

Wake County GIS provides these services to three primary customer groups: Wake County governmental agencies, other governmental jurisdictions, and the public. Over the past few years, our customers have begun to rely more heavily on our on-line services. We have taken this opportunity to apply some of these staff resources to other tasks. As a result, our internal and external customers are significantly impacting and directing 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) through additional data, upgrades to the software and hardware, and application tuning.
- Enhancements and additions to digital information and PDF map that can be downloaded by customers.
- Enhancements to digital GIS data provided via NC OneMap and the National Map online map viewers that allows the public to view data from counties, municipalities, state and federal agencies overlaid seamlessly.

ArcGIS Conversion

- Installed and implemented ArcGIS Versions 8.3 and 9.1 products on the desktops of all Wake County ArcGIS users.
- Completed basic and follow-up ArcGIS training for Geographic Information Services, Emergency Management, Fire Services, EMS, and Soil and Water Conservation District.
- Completed development, testing, training, and implementation of the Interactive Parcel Maintenance property mapping application and integration with the Land Records / CAMA Application .

2008 Property Revaluation Project

- Worked with the Revenue Department and Farragut Systems Inc. to develop the Analytical Mapping Interface (AMI) web application to support the 2008 Property Revaluation effort.
- Assisted the Revenue Department in implementing ArcMap-based analyses and mapping for complex analytical needs for the Reval Project that are not met by AMI.

Aerial Photography Project

- Completed contracts to produce and review the 2005 color and black/white orthophotographs.

Groundwater Information Management System

- Provided guidance, geographic data, and technical assistance to Environmental Services' consultant in loading their web-browser application (Groundwater Information Management System).

Open Space Support

- Continued to provide data analysis on potential open space acquisition sites in priority corridors as well as the Falls Lake watershed.

Disaster Debris Management Plan

- Provided guidance, geographic data, and technical assistance to Environmental Services' consultant (Dewberry) in loading their web-browser application (DARRT).
- Provided technical solutions to Environmental Services to meet their additional debris management tracking needs.

Historical Aerial Photography Scanning Project

- Completed a contract 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.

COMMUNITY SERVICES

(GIS cont'd.)

Global Positioning Satellite (GPS) System Project

- Enhanced the application that is being used by Environmental Services to locate domestic wells and record information about each well using handheld data collection devices.
- Assisted other departments in recommending hardware and software and developing procedures to upload/download information as they began using GPS technology.

Automatic Vehicle Locating System (AVL)

- Began providing AVL support to achieve integration with the Motorola Printrak CAD product used by the Raleigh/Wake Communication Center.

Special Project Mapping

- Continued to evaluate and provide for the analytical and mapping needs of departments and the public.

Issues for FY 2007

- MAPS Rewrite - Complete development, training and installation for users of new interfaces by the 2nd Quarter of FY 06-07.
- 2008 Property Revaluation Project – Provide assistance to conduct analyses and mapping for complex analytical needs for the Reval Project.
- Disaster Assistance Response and Recovery Toolkit / Disaster Debris Management Plan – Provide Environmental Services with additional capabilities to manage disaster related debris.
- Stormwater Management Project - Provide database and GIS analytical support as required to support the project.
- Permitting / Inspections System – Participate in discussions to investigate the new Permitting and Inspections system and plan for and implement linkages to the GIS.
- GIS/Emergency Operations Center Project – Contingent on plan developed in FY 05-06.
- Mobile GIS Project – Assist agencies in implementing GIS components within their mobile computing environments.
- Automatic Vehicle Location System (AVL) - Provide support to this project as it relates to the CAD system and tracking and dispatching emergency vehicles that are closest/quickest to an inci-

dent.

- In-Vehicle-Navigation (IVN) - Provide support to this project as it relates to GIS and the 911 system.
- Global Positioning [Satellite] System (GPS) Projects – Explore additional uses of GPS technology in County departments.
- Location of County Lines - Continue working with Franklin County, Harnett County and Granville County to locate those lines being jointly used since the early 1990s, survey and monument the lines, and record the surveys with the appropriate agencies.

Horizon Issues

- GIS / Emergency Operations Center Project - Contingent on the plan being developed in FY 2006 and progress made in FY 2007.
- Global Positioning [Satellite] System Projects - Contingent on projects and priorities set during FY 2007.
- Environmental Services' Stormwater Mapping Project - Provide database and GIS analytical support to support the project .
- Permitting / Inspections System - Participate in discussions with working groups to implement the new Permitting and Inspections system, implement linkages to the GIS, and arrange for requested functionality (such as routing).
- Location of County Lines - Based on the progress in completing the project to jointly locate the Wake/Franklin County, continue working with Harnett County and Granville County to locate those lines being jointly used since the early 1990s, survey and monument the lines, and record the surveys with the appropriate agencies.

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Parcels created in GIS per year	12,023	14,100	16,190	15,000
Addresses assigned per year	203	185	250	250
Master Street Address Guide (MSAG) Ledgers submitted to telephone company contractor per year	1,170	1,122	1,200	1,200
Street centerline segments mapped per year	2,151	2,272	2,196	2,100
Number of "visits" on GIS's iMAPS web site	1,061,823	1,396,642	1,368,348	1,350,000
Effectiveness				
Percentage of time that special projects requests are delivered on time or ahead of schedule based on customers' requested delivery date	90%	95%	95%	95%

COMMUNITY SERVICES

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

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,982,929	2,031,144	2,095,037	2,119,119
Operating Expenses		286,429	328,309	331,657	344,715
Capital Outlay		0	5,900	5,900	700
Expenditure Totals	\$	2,269,358	2,365,353	2,432,594	2,464,534
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		3,302,145	3,777,451	3,777,451	3,569,463
Revenue Totals	\$	3,302,145	3,777,451	3,777,451	3,569,463
Number of FTEs		33.00	34.00	34.00	35.00

Inspections/Development Plans/Permits Purpose and Goals

Inspections/Development Plans/ Permits Division (IDPP) provides for the administration and enforcement of the North Carolina State Building Codes as adopted by the Building Code Council and enforced by State and Local code enforcement officials. IDPP provides staff, training, technology and physical facilities to bring the services closer to the customer. It builds partnerships for the sharing of resources, services and knowledge as well as develops education and training programs for staff, internal and external county partners. IDPP prepares 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.

This is a program mandated by the State of North Carolina. The purpose is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing con-

struction 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. With permits and inspections on the increase, this trend is expected to continue for the next two years.
- Updated remote access system for computers: Assisted the Network Team of the Information Services Department in completing the transition from the obsolete CDPD system to the Sprint/NetMotion CDMA system. This system provides better coverage and increased speed.

COMMUNITY SERVICES

(IDPP cont'd.)

- Completed implementation of the Salary Tiering Program: Allows for compensation for inspectors performing Multi-Trade inspections. These inspections save both time and vehicle fuel as well as positioning IDPP to better respond to emergencies.
- Commercial on line plan review: Began electronic plan review as a yearlong pilot program using Autodesk Buzzsaw technology. This system allows the paperless exchange of essential drawings and design information between parties at remote locations. Training has been completed and reviews will soon be taking place.
- The Development Guide: The sections for Single Family Homes, Additions, Alterations, Renovations and Accessory Structures are under development and will be published mid FY2006. evaluate the types and needs for expanded services within the County's jurisdiction.

Issues for FY 2007

- New legislation requires all inspectors to obtain 6 hours of continuing education for each certificate they hold. Hours must be received prior to renewal June 30, 2007.
- Work with Facilities, Design, and Construction as the County establishes the Northern Regional Center site as a third Inspections Satellite Office.
- Create additional Development Guide sections for In-Home Day Care, Mobile Sales Centers and Commercial Development.

Horizon Issues

- Work on an updated and integrated Permits and Inspections/ Document Management system was postponed to fit with the funding and business plan of Information Services.

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

Program Area: IDPP

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Inspections Accomplished	57,141	59,000	60,000	N/A
Permits Issued	6,332	6,500	6,500	N/A
Efficiency				
Percentage of inspections performed within 24 hours	98%	98%	98%	98%

COMMUNITY SERVICES

Division Summary - Libraries

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	8,246,257	9,278,360	9,549,949	10,580,644
Operating Expenses		4,289,929	4,096,430	4,598,044	4,585,428
Capital Outlay		0	0	0	0
Expenditure Totals	\$	12,536,186	13,374,790	14,147,993	15,166,072
Intergovernmental Revenues	\$	680,154	519,000	521,250	538,000
Fee & Other Revenues		751,726	668,750	668,750	829,500
Revenue Totals	\$	1,431,880	1,187,750	1,190,000	1,367,500
Number of FTEs		170.50	198.50	198.50	210.50

Libraries Purpose and Goals

The Wake County Public Library System (WCPL) provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center and bridges the technology gap. The system operates 5 regional libraries, 10 community branch libraries, the Electronic Information Center, the Olivia Raney Local History Library and bookmobile services. There are other libraries within the county; however, they target the higher education community. Public library service is the sole responsibility of WCPL. Libraries are a vital component of a community's life. They help promote the love of reading and foster the pursuit of knowledge among the residents in the county.

Major Accomplishments

- Completed the development of a central Collection Services Department by selecting a Readers Services Collection Development Librarian.
- Expanded the Computer Operations Department by selecting a li-

brarian to provide technology support for new libraries.

- Negotiated new copier and microfilm leasing contracts resulting in enhanced technological capabilities for our customers.
- Implemented a successful wireless technology pilot project at the Cameron Village Regional Library, which resulted in the inclusion of this technology in Wake County Public Libraries (WCPL) existing libraries and new facilities.
- Received \$48,000 State Aid Technology Grant.
- Purchased a site for the Northeast Regional Library and selected architect for the project.
- Recruited and selected Librarians and Library Assistants for West Regional Library and Library Manager for Holly Springs Community Library.
- Increased revenues with increased book sale proceeds by 12% and received \$88,000 in E-rate funds.
- Implemented Shared Collection in existing branches and new libraries, which will keep General Services Administration from hav-

COMMUNITY SERVICES

(Libraries cont'd.)

ing to add an additional courier route to serve the library system as it continues to grow.

- Increased Youth Services presence in WCPL by re-classing vacant library assistant positions as they became vacant to YS Librarians at Wendell Branch Library, South Raleigh Branch Library, and Zebulon Branch Library. These re-classes have completed WCPL's plan and currently every branch library has a professional Youth Services Librarian on staff.
- Increased circulation of materials by 20%, program attendance by 15% and public computer use by 25%.
- Opened the Cameron Village Regional Library in an expanded facility and the new West Regional Library.
- Began construction of the new Holly Springs Library and expanded North Regional Library.

Issues for FY 2007

- Select Library Assistants for Holly Springs, Librarian and Library Assistants for North Regional expansion.
- Begin replacing outdated 3M self-checkout machines in existing branches.
- Begin bid process for replacing WCPL's 1996 Bookmobile which was destroyed by fire.
- To continue to maintain the integrity of existing facilities and by working with General Services Administration to renovate Eva Perry Regional Library and to schedule the renovation of the Wake Forest Community Branch Library.
- Open Holly Springs Community Branch Library and North Regional Library in an expanded facility.
- Begin Northeast Regional and Leesville Branch Design Phase.
- Continue to explore RFID (Radio Frequency Identification), which will increase the availability of self-service opportunities (check out, check in and book requests) and free library staff to assist customers.
- Continue to work with Facilities Design & Construction and the General Services Administration to explore the possibility of expanding the South Raleigh Community Branch Library from 2,500

SF to 5,000 SF.

- Update Wake County Public Library's Master Plan.

Horizon Issues

- Continue the design phase for Leesville Community Branch Library and Northeast Regional Library.
- Replace Wake County Public Library's 1998 Bookmobile.
- Recruit and select Library Manager for the Leesville Community Branch Library.
- Complete the installation of wireless technology in Wake County Public Library's existing and new libraries.

COMMUNITY SERVICES

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

Program Area: Libraries

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Total circulation of Youth Services	3,903,455	4,759,869	5,300,981	5,400,981
Total circulation of Adult Services	3,364,907	4,112,888	4,865,435	4,965,435
Program Attendance	192,111	220,644	250,892	302,947
School Interactions Attendance	109,692	114,776	120,000	130,000
Door Count	3,980,729	4,281,120	4,509,000	4,959,000
Library Online Catalog Visits	503,054	600,000	800,000	900,000
<i>Efficiency</i>				
Cost/ Circulation	\$1.66	\$1.60	\$1.59	\$1.52
Book/Process Costs	\$1.40	\$1.35	\$1.35	\$1.35
<i>Effectiveness</i>				
Programs Presented	5,183	5,804	7,804	8,000
School Interactions	901	1,000	1,500	1,600
PC Station Use	727,526	897,534	930,400	1,050,000
Circulation per FTE	43,582	40,950	43,591	45,972

COMMUNITY SERVICES

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

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,544,030	1,653,600	1,609,254	1,559,403
Operating Expenses		642,951	762,745	773,382	734,921
Capital Outlay		36,214	7,500	16,275	7,500
Expenditure Totals	\$	2,223,195	2,423,845	2,398,911	2,301,824
Intergovernmental Revenues	\$	8,114	6,300	6,300	18,952
Fee & Other Revenues		108,427	111,640	111,640	131,267
Revenue Totals	\$	116,541	117,940	117,940	150,219
Number of FTEs		27.00	27.50	25.50	25.50

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.

Major Accomplishments

- Hundreds of acres of land were purchased with PROS partners as a part of the open space initiative program.
- Staff continues to work collaboratively for the delivery of park, recreation, and open space services across the county.
- Visitation at County Parks continues to increase; the most recent

year's visitation was over 8% higher than the prior year.

- Staff continues to assist in administering the County's Recreation Land Dedication Ordinance for new subdivisions in the County. Fees collected through this ordinance to date total approximately \$350,000.
- Worked to promote the County's Environmental Stewardship Agenda, through educational programs and other activities.
- An additional section of the American Tobacco Trail was opened to the general public for use. Money was appropriated by the federal government and NC DOT to complete the missing sections of the trail as it proceeds north through Chatham and Durham counties.

COMMUNITY SERVICES

(PROS cont'd)

Issues for FY 2007

- 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 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.
- The Consolidated Open Space Plan will be reappraised and new policy directions will be discussed, debated and implemented.
- The American Tobacco Trail will be completed in Wake County, putting pressure on Chatham and Durham counties to complete their sections.
- PCB's in Lake Crabtree will continue to be an issue as Wake County and the City of Raleigh continue to urge EPA action in developing some type of resolution.

Horizon Issues

- The use of GIS and other technological equipment to assist staff in the decision making process will increase.
- PROS 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.
- A connected greenway system into a larger integrated grid that can be used by all of the citizens of Wake County.
- Some sort of remediation of the PCB's in Lake Crabtree.

COMMUNITY SERVICES

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

Program Area: Park Facilities

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Total Park Visitation	805,999	810,000	840,000	TBD
Number of Programs (school group and general public programs)	2,296	2,500	2,750	TBD
Program Attendance (school group and general public programs)	36,367	39,600	43,560	TBD
Special Events	38	40	42	TBD
Special Events Attendance	52,903	55,688	58,472	TBD
Number of Volunteer Hours	5,385	5,500	5,700	TBD

COMMUNITY SERVICES

Division Summary - Veterans Services Office

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	<i>Transferred from Human Services in 2006</i>		85,399	192,688
Operating Expenses				7,950	18,590
Capital Outlay				0	0
Expenditure Totals	\$	0	0	93,349	211,278
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		0	0	2,000	2,000
Revenue Totals	\$	0	0	2,000	2,000
Number of FTEs		0.00	0.00	4.00	4.00

Veterans Services Office Purpose and Goals

The Veterans Services Office (VSO) assists veterans and their families in the presentation, process, proof and establishment of claims, privileges, rights and benefits as they may be entitled to under Federal, State and local laws.

State District Offices provide training and support to County offices. A Veterans Services Officer must be certified in order to process claims with the accreditation being acquired through the North Carolina Division of Veterans Affairs. Claims must be processed through the District Offices where technical review and assistance is provided before the claim is submitted to the State Service Office. Wake County is part of State District V that includes the Counties of: Harnett, Johnston, Lee, Moore, and Sampson. There is only one Federal Veterans Affairs Office in the State and it is located in Winston-Salem.

Major Accomplishments

- Based on a staff and Board of Commissioners recommendation, the

Veterans Services Office was realigned to the Community Services Department and two additional positions were added to support the office.

- Assisted in processing over \$7 million to veterans as a result of VSO claims.
- Served over 10,000 veterans and or their families by telephone contacts, home visits, and in-person office visits.
- The VSO office relocated to a new physical address during February 2006.

Issues for FY 2007

- Recruit and select a Veterans Services Officer.
- Develop and update a VSO website.

Horizon Issues

- Develop programs, outreach and information.
- Increase public awareness of the services available to Veterans in District V.

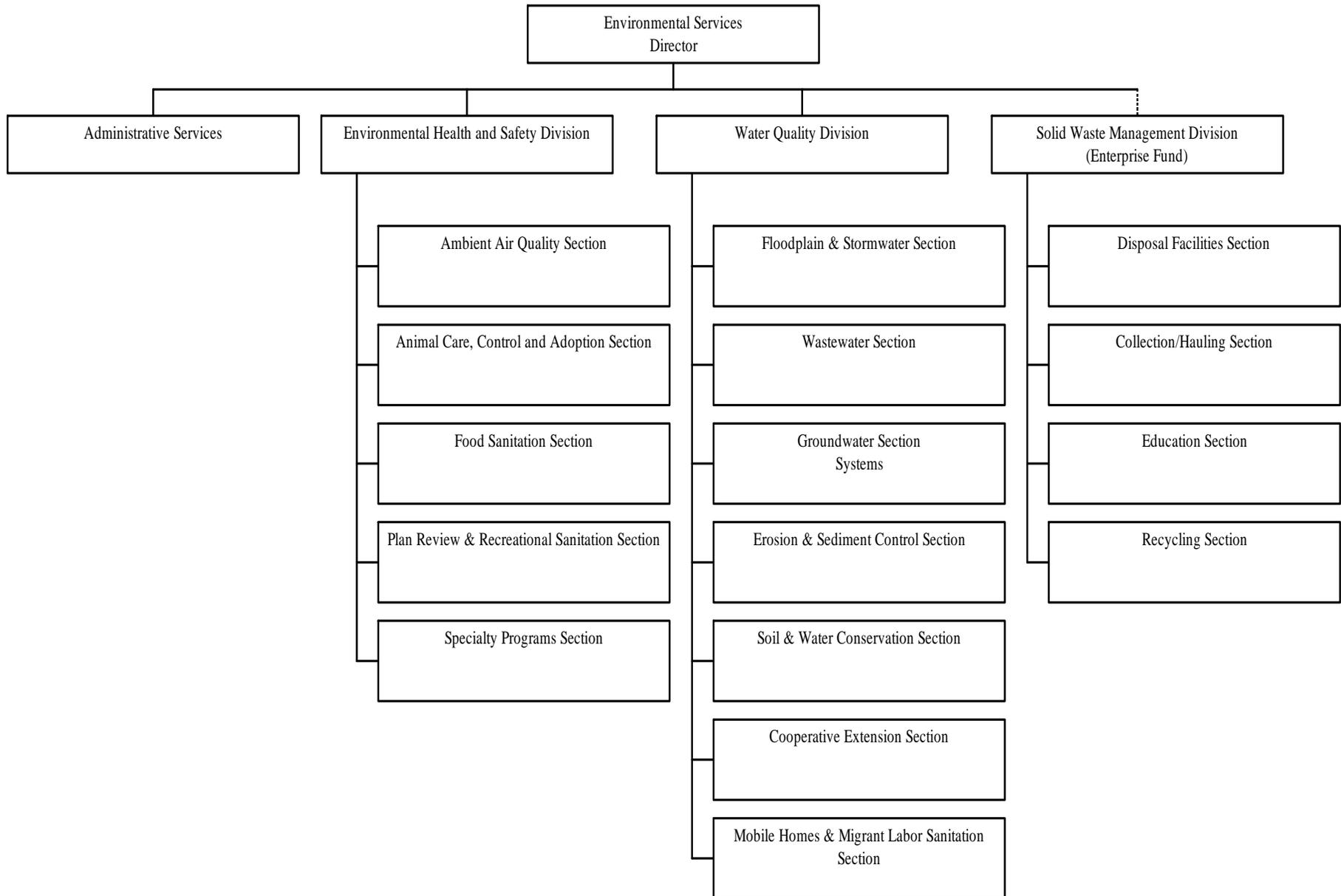
COMMUNITY SERVICES

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

Program Area: Veterans Services Office

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Telephone contacts	N/A	9,731	10,000	TBD
In-person office contacts	N/A	896	1,000	TBD
Home visits/outreach	N/A	425	600	TBD
Claims	N/A	628	750	TBD
Served through group information sessions	N/A	109	200	TBD
Number of awards to veterans as result of Wake County VSO Claims	N/A	614	700	TBD
Amount of awards to veterans as result of Wake VSO claims	N/A	\$9,726,400	\$10,000,000	TBD
<i>Efficiency</i>				
Number of claims per Veterans Services Officer	N/A	574	700	TBD
Number of claims per Customer Service Rep (certified VSO)	N/A	54	100	TBD
<i>Effectiveness</i>				
Percentage of claims successfully resolved	N/A	98%	100%	TBD

ENVIRONMENTAL SERVICES



ENVIRONMENTAL SERVICES

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	5,635,740	6,323,978	6,491,845	6,615,617
Operating Expenses		2,161,627	1,761,146	2,029,342	1,913,509
Capital Outlay		2,500	16,077	8,577	16,077
Expenditure Totals	\$	7,799,867	8,101,201	8,529,764	8,545,203
Intergovernmental Revenues	\$	634,475	60,556	70,056	60,556
Fee & Other Revenues		2,260,575	2,700,999	2,700,999	2,532,170
Revenue Totals	\$	2,895,050	2,761,555	2,771,055	2,592,726
Number of FTEs		99.00	101.00	100.00	101.00

Department Purpose and Goals

As Wake County continues to grow, issues regarding the quantity and quality of water in the County, the protection of public health, safety and the environment and the management of solid waste are of vital concern to citizens across the community. The Department's long-term goal is to ensure that future generations enjoy the same or better levels of environmental quality and public health that current citizens enjoy. To achieve this goal, the Environmental Services department is dedicated to proactively implementing the adopted Environmental Stewardship Agenda through research, education and regulatory programs. Environmental Services consolidates a number of programs that address water quality, air quality, environmental health and safety, animal care, control and adoption and solid waste.

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

- Environmental Health & Safety, combining food, institution and sanitation inspections, animal control and sheltering, ambient air

issues, mobile home inspections and the swimming pool program.

- Water Quality, combining the on-site water and wastewater, Cooperative Extension, Soil and Water Conservation District and erosion, flood and stormwater programs.
- Solid Waste Management, combining disposal, recycling, collection & hauling, collaborative development, enforcement and education/information.

All Environmental Services divisions plus the Wake County Department of Community Services are involved in environmental education. Cooperative Extension, which is a part of Environmental Services, is the lead agency for environmental education and is fashioning a comprehensive approach to environmental education.

By combining programs that deal with similar issues, program staffs are better able to coordinate and collaborate on common issues. This collaborative approach is needed in order to make the best use of staff tal-

ENVIRONMENTAL SERVICES

ents and County resources. This collaborative approach is also provides flexibility to the department to respond to changes in service demands.

Future challenges:

Wake County's July 2005 population is estimated at around 750,000 people, and it is projected to increase to 1 million people by 2015, an annual increase of about 25,000 people per year, or about 69 people per day. The land uses needed to accommodate that population growth will increase stresses on our water quality; the increase in vehicle miles traveled by motor vehicles will affect air quality; the solid waste stream generated by that population will place increasing demands on our solid waste management program; and the increased number of food and institutional establishments needed to serve the population will require inspections. The increased pet population and wildlife affected by in-

creased urbanization of previously undeveloped lands will also increase demands upon our animal care, control and adoption program. In order to be effective, Wake County's population will need to understand how to be good environmental stewards, increasing demands upon our environmental education programs. Wake County has a significant challenge ahead.

Division Summary - Administration

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	486,134	471,800	484,639	426,228
Operating Expenses		209,584	115,747	119,287	116,176
Capital Outlay		0	0	0	0
Expenditure Totals	\$	695,718	587,547	603,926	542,404
Intergovernmental Revenues	\$	79,633	0	0	0
Fee & Other Revenues		1,607	0	0	0
Revenue Totals	\$	81,240	0	0	0
Number of FTEs		6.00	6.00	5.00	5.00

ENVIRONMENTAL SERVICES

Division Summary - Environmental Health and Safety

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	2,221,459	2,479,594	2,546,398	2,544,132
Operating Expenses		926,923	1,015,566	1,019,795	1,116,665
Capital Outlay		0	8,577	8,577	8,577
Expenditure Totals	\$	3,148,382	3,503,737	3,574,770	3,669,374
Intergovernmental Revenues	\$	536,453	60,556	60,556	60,556
Fee & Other Revenues		86,120	615,083	615,083	581,845
Revenue Totals	\$	622,573	675,639	675,639	642,401
Number of FTEs		43.00	45.00	45.00	44.00

Environmental Health and Safety Purpose and Goals

Wake County citizens and visitors enjoy and expect a high quality of life relative to public health and safety. The Division protects public health and safety by monitoring, investigating, and correcting environmental conditions that may jeopardize the achievement of these goals by these individuals. The Division aligns its goals with the Board's adopted Environmental Stewardship Agenda and supports the County goal of ensuring a healthy and safe environment for its citizens.

- The Division's overarching goal of preventing and minimizing foodborne illness, communicable disease, zoonotic disease, and environmentally induced illness and injury is achieved by the following:
- Minimize the incidence of foodborne illness, communicable disease, and injury with a particular emphasis on inspection of food-service establishments and institutional facilities, ensuring that facilities are designed with "built-in sanitation" considerations.

- Ensure that the public is protected from incidences of disease and accidents at public swimming pools with existing pool inspections and pool construction plan review.
- Minimize the likelihood of outbreaks of infectious disease, such as West Nile Virus, encephalitis, vector borne and zoonotic diseases.
- Reduce countywide pet overpopulation and improve shelter adoption services, while continuing to decrease the euthanasia of abandoned or stray animals.
- Reduce the incidence of child lead poisoning.
- Reduce the occurrence of asthma triggers and medical issues associated with poor ambient and indoor air quality.
- Protect and enhance the environment and public health by partnering with other County agencies, State and local governments, and the private sector.
- Empower citizens and facility managers to become environmentally aware and active through increased environmental education to promote the goals of the Division.

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(EHS cont'd)

Major Accomplishments

Animal Care, Control and Adoption:

- Spay Day USA 2005 – First Spay Day with an outcome of 150 low income owned animals being spayed/neutered.
- Rabies Clinics – Three clinics were held during April 2005 resulting in 759 animals being vaccinated against rabies.
- Decreased the number of adoptable animals being euthanized. Currently 50% of those animals that are considered adoptable are placed with responsible owners.
- Developed partnership with NCSU College of Veterinary Medicine to improve general shelter health and to provide spay/neuter services to adopted animals. Third and fourth year veterinary students have clinical rotation at Wake County Animal Care, Control & Adoption Center.
- Increased offsite adoptions utilizing the mobile adoption and rescue unit.
- Supported the Hurricane Katrina disaster relief by providing a temporary onsite animal shelter facility.

Food Sanitation:

- Developed and deployed the Digital Health Department (DHD) public website, which facilitates access of inspection data via the public website for citizens and facility operators.
- Improved the capability for electronic notification to regulated facilities via fax or emails using the DHD computer application.
- Initiated the electronic generation of sanitation inspection reports at the point of service. Immediate data availability for the end user as well as the public.
- Redeveloped the quality assurance (QA) program for internal controls and program evaluation. The QA program focuses on behavior modifications realized in the regulated community.
- Strengthened the relationship with the County “epi-team.” Monthly meetings keep staff apprised of common goals of communicable disease prevention.
- Incorporated the Incident Command System (ICS) into emergency

plans.

- Expanded the Food Service Advisory Committee (FSAC), a committee composed of parties representing the regulatory and private sector communities.

Specialty Programs:

- Staff awarded Certified Indoor Environmentalist (CIE) credentials.
- Partnered with North Carolina Department of Environment and Natural Resources (NC DENR) to provide training at Centralized Intern Training.
- Developed electronic capability for immediate notification of regulated facilities via faxes or email blast. Partnered with Food Sanitation Section in the development of the Digital Health Department (DHD) software application.
- Involved with successful disaster relief regarding sheltering. Specialty program staff member served as the incident commander (shelter manager) at the March 2005 drill.
- Provided significant support for the rewrite of the North Carolina Temporary Food Establishment rules on a statewide committee.

Plan Review and Recreational Sanitation:

- Expanded public recreational water ambient sampling areas.
- Added three pool technicians to increase pool inspection frequency for public swimming pools.
- Migrated plan review data to a collaborative data platform involving other County trades such as fire services and commercial permitting.

Ambient Air Quality:

- Partnered with Wake County Public School System to receive a grant on their behalf to retrofit diesel school buses with diesel oxidation catalysts.
- Participated in the SmartCommute™ Challenge- 276 Wake County employees participated.
- Experienced no “Code Red” days during the 2005 ozone action season.
- Achieved “Best Workplaces for Commuters” goal. Fourteen percent of Wake County employees used an alternative method of

ENVIRONMENTAL SERVICES

(EHS cont'd)

transportation other than the single-occupant automobile to commute to work.

Issues for FY 2007

Animal Care, Control and Adoption:

- Planning for potential closure of the SPCA of Wake County animal intake facility.
- Expansion and renovation to the Wake County animal sheltering facility.
- Development an Animal Control Advisory Board.
- Increased spay/neuter services through humane alliances.
- Formalization of the New Hope placement partners program.
- Collaboration with the Code Enforcement Committee to study unified enforcement in the county.
- Conversion of all animal control vehicles to vans.
- Conversion of existing Animal Control software application to a new platform.
- Training for emerging zoonotic and vector borne diseases.
- Development of volunteer task force.
- Development of continuing educational opportunities for staff and volunteers.
- Implement home basing of Animal Control Officers to maximize staff efficiency and leverage resources.
- Seek adequate staffing to meet demands of population growth.

Food Sanitation:

- Implementation of risk-based inspection frequency.
- Enrollment in the FDA National Retail Food Regulatory Program Standards.
- Partner with local Law Enforcement to assist in the enforcement of illegal vendors.
- Provide online availability of the Food Talk™ food safety newsletter for regulated facility operators.
- Implement home basing of staff to maximize staff efficiency and leverage resources.

- Seek adequate staffing to meet demands of potential growth of facilities.

Specialty Programs:

- Provide indoor home assessments for asthma/allergy triggers.
- Provide specialized indoor air training for staff.
- Development of a county ordinance for clandestine methamphetamine lab site decontamination.
- Coordinate indoor air (radon, asthma, mold, etc.) outreach, utilizing grants if possible.
- Procure indoor air quality testing equipment.
- Investigate 10-19 microgram/deciliter blood lead level cases when/if proposed state law changes.
- Provide online availability of Food Talk (food safety newsletter) to facility operators.
- Redevelop in-house quality assurance program
- Implement home basing of staff to maximize staff efficiency and leverage resources.
- Provide training for emerging zoonotic and vector borne diseases
- Seek adequate staffing for indoor air and methamphetamine laboratory decontamination follow-up.

Plan Review and Recreational Sanitation:

- Expand recreational water ambient sampling.
- Expand training of and improved communications with Certified Pool Operators (CPO).
- Implement electronic plan review.
- Seek adequate staffing to meet demands of potential growth of facilities.
- Develop quality control measures.

Ambient Air Quality:

- Comply with National Ambient Air Quality Standards.
- Increase use of flex-fuel and hybrid vehicles in fleet.
- Increase the availability of affordable alternative fueling stations for County vehicles.
- Enhance education and promotion for commuter options for employees.

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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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
<i>Demand indicator: Number of Permitted Facilities</i>	3,112	3,314	3,532	3,532
<i>Demand indicator: Number of Required Inspections</i>	10,803	11,505	12,253	12,253
Inspections performed	7,033	7,033	8,000	8,000
Complaints investigated	462	450	500	500
Quality Assurance visits	*	198	220	250
Efficiency				
Number of facilities per Environmental Health Specialist	255	250	260	280
Average number of inspections per Environmental Health Specialist	586	600	600	600
Inspection Coverage	68%	70%	70%	100%
Service Request turnaround time (days)	*	3	3	3
Effectiveness				
Facility complaints per 1000 population	0.61	0.60	0.67	0.60
Customer Service approval rating (QA)	*	85%	90%	90%

*Proposed measurements

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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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Air Awareness posters displayed and updated daily in Libraries, Parks and Wake County Office Buildings	100%	100%	100%	100%
Efficiency				
Utilize Insights to publicize air quality issues	5 articles	12 articles	12 articles	12 articles
Effectiveness				
Number of Code Red ozone days	0	0	0	0

Program Area: 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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Swimming pools permitted	893	918	N/A	N/A
Pool inspections performed	2,882	3,000	N/A	N/A
Plans for new food institutions and pools reviewed	311	382	N/A	N/A
Efficiency				
Percent of pools requiring re-inspection	9.2%	6.4%	6.0%	4.0%
Inspections per technician per year	480	500	500	700
Effectiveness				
Complaints				

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Program Area: Animal Care, Control and Adoption

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
- Increase adoption rates
- Increase transferred animals to New Hope placement partners
- Decrease euthanasia rates

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Service calls	4,721	6,672	7,800	N/A
Animals impounded	6,361	10,368	12,131	N/A
Efficiency				
Service calls per officer per year	1,083	1,112	1,300	1,000
Effectiveness				
Animal adoption rate (total population)	31%	33%	35%	40%
Animal euthanasia rate	62%	67%	60%	50%
Owner reclaim rate	4.1%	5.0%	7.5%	8.0%
Animals moved to other facilities	528	581	660	660

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Program Area: Specialty Programs

Key Objectives:

- Reduce the incidence of vector-borne diseases
- Educate the public to reduce the exposure to asthma triggers
- Increase efficiency of mandated inspections
- Reduce incidence of communicable disease and environmentally induced illness
- Increase educational outreach to public and facility operators

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
<i>Demand indicator: Number of Permitted/Licensed Facilities</i>	1,174	1,467	1,525	1,525
<i>Demand indicator: Number of Required Inspections</i>	1,487	1,580	1,659	1,659
Inspections performed	1,094	1,250	1,300	1,659
Indoor air quality complaint consultations	99	150	150	75
Vector complaints investigated	90	125	135	75
Temporary food service permits issued	383	425	435	400
Efficiency				
Number of facilities per Environmental Health Specialist	378	425	450	350
Average number of inspections per Environmental Health Specialist	438	550	575	540
Inspection Coverage	73%	70%	68%	100%
Service Request turnaround time	*			
Elevated Blood Lead cases investigated within seven days	100%	100%	100%	100%
Effectiveness				
Facility complaints per 1000 population	.06	.03	.02	.02
Percentage tattoo artists permitted on initial inspection	100%	100%	100%	100%
Customer Service approval rating (QA)	*	85%	90%	90%

*Proposed measurements

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Division Summary - Water Quality

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	2,928,147	3,372,584	3,460,808	3,645,257
Operating Expenses		1,025,120	629,833	890,260	680,668
Capital Outlay		2,500	7,500	0	7,500
Expenditure Totals	\$	3,955,767	4,009,917	4,351,068	4,333,425
Intergovernmental Revenues	\$	18,389	0	9,500	0
Fee & Other Revenues		2,172,848	2,085,916	2,085,916	1,950,325
Revenue Totals	\$	2,191,237	2,085,916	2,095,416	1,950,325
Number of FTEs		50.00	50.00	51.00	52.00

Water Quality Purpose and Goals

Water Quality Division's strategy for managing Wake County's water resources is based on community values of healthy, sustainable, and uncontaminated surface and ground water for future generations. Fundamental goals to ensure comprehensive, coordinated, and long-range water-resources management are as follows:

- Deliver services and products that implement County strategic plans including, but not limited to, the Environmental Stewardship Agenda, Watershed Management Plan, Comprehensive Groundwater Investigation, and Water and Sewer Plan.
- Develop and lead partnerships with County agencies, State and local governments, and the private sector to achieve regional protection and enhancement of the environment and public health.
- Develop partnerships with the public at large by increasing scientific and environmental literacy and promoting their actions on water quality and public health initiatives.

- Administer development ordinances, with effectiveness, efficiency, and equity, and minimize adverse impacts from land disturbance and operations of groundwater and wastewater treatment systems.
- Develop new strategies and practices to conserve water, soil, and other natural resources that are critical to continued health of the hydrologic cycle.

Major Accomplishments

In conjunction with annually updating service priorities, the Division updates its work plan and identifies major accomplishments intended for each year. Major accomplishments intended for Fiscal Year 2006 follow:

Wells and Groundwater Protection:

- Groundwater Information Management System (GIMS) – Expand scope of GIMS to include: capability to query data, include data

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associated with wastewater management. Identify areas for improvement in system functionality.

- Fully assimilate Mobile Home Park and Migrant Housing Programs into the Groundwater Protection Program. Mobile Home Park ordinance will be reviewed for potential improvements in enforcement and efficiency.
- Groundwater Protection ordinance will be amended to address emerging concerns.
- Public education campaign- Website will be enhanced and promoted. Public, regulated communities and other internal departments will be advised of automated systems and information available on website as part of effort to reduce call volume.
- Multi-phased assessment of radon in groundwater continues to be an initiative of great interest to the program. Phase I and II have been completed with analysis of data and reporting currently underway. Indoor air quality with respect to the presence of radon is being investigated in conjunction with the investigation of radon in groundwater; especially considering the majority of health concerns associated with radon are from inhalation of radon gas. The program will implement the third and final phase. A comprehensive assessment report summarizing Phases I, II, and III indoor air and groundwater data analysis and study conclusions and recommendations will be prepared.

Wastewater Management:

- Septic tank pilot study report and associated wastewater system management recommendations were completed and presented to the Wake Board of County Commissioners.
- Establishment of a wastewater management section to assist with implementation of NPDES Phase II measures for illicit discharge detection/elimination, repair and verification of wastewater systems and development of implementation strategies for the septic tank pilot study recommendations.
- Conduct education and training sessions (Lunch and Learn) for the homebuilder/realtor customer base about the wastewater permitting process and problems. Reprinted the homeowners information guide to septic and well maintenance
- Complete hiring full staff by August 5,2005.

- Establish a Lunch & Learn Program with the Wake County Home Builders Association to educate homebuilders on the proper protection of single lots from off-site sedimentation.

Sediment & Erosion Control:

- Finalize revisions to simplify and update the Sedimentation & Erosion Control (S&EC) Ordinance, incorporating input from stakeholders, including the Planning Board, UDO stakeholders group, Water Quality Committee, Human Services and Environmental Services Board, Soil and Water Conservation Board, and NC DENR.
- Host a conference with all Wake County municipalities to discuss changes to our S&EC Ordinance and to solicit help with proposed construction requirements.
- Complete the S&EC's Policy and Procedures Manual.
- Develop a traveling display of photos of good and bad erosion control devices.

Stormwater Management:

- Use a stakeholder process to update (and simplify the format of) the Stormwater Management Ordinance; secure resources needed to implement the ordinance.
- Substantially complete (90%) the second phase of the Countywide Stormwater Management Evaluation with stakeholders and lay groundwork for implementation.
- Provide leadership for the State Division of Water Quality and the 33 counties, subject to the National Pollutant Discharge Elimination System, Phase II requirements, to formulate regional approaches to implementation
- Assist Inspections, Development Plans, and Permitting staff in the continued implementation of the Stormwater Certification review of document management process.
- Continue protocols to develop a subdivision wide approach to stormwater management.
- Conduct education and training sessions (Lunch and Learn) for the homebuilder/realtor customer base about the stormwater individual lot permitting

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- Procedure and improved synchronization of the plan review process with Wake County Wastewater and Well Programs.

Floodplain Management:

- Continued public notice of the preliminary Cape Fear Floodplain Re-mapping
- efforts for community appeal and protests.
- Assist IDPP staff in the continued implementation of the Floodplain Certification review of document management process.

Soil and Water Conservation:

- Develop Phases One and Two of the long-term water quality restoration and monitoring project. Include leveraging and collaboration with USGS, DENR, municipalities, and other stakeholders. Start preliminary planning.
- Leverage County with State, Federal, and Private funds to fund conservation "best management practices" on at least 1,200 acres to improve the resource base and protect water quality of watersheds.
- Assist County partners with planning, fund acquisition, and implementation to acquire protect and enhance the County's open spaces in accord with the Open Space Plan.
- Perform stream and watershed assessments as part of the Watershed Management Plan in priority areas to assess watershed health.
- Develop and conduct environmental education programs for County citizens on watershed protection. Included will be the planning of community conservation projects.
- Provide technical assistance to citizens regarding watershed protection and solutions to resource management issues.

Issues for FY 2007

Wells and Groundwater Protection:

- Implementation and enforcement of amended Groundwater Protection ordinance
- Identify and secure funding for Phase II of Groundwater Information Management System.
- Continue to promote public education and continue to provide training opportunities to well contractors, builders, realtors, etc.

- Partnership with Wastewater Management section and e-Gov to develop Internet access to site plans and permits.

Wastewater Management:

- Continue to pursue approaches to reduce staff turnover to manageable levels and assure that all staff positions are allocated to proper personnel bands.
- Provision of funding and staffing for implementation of wastewater management recommendations.
- Reduce backlog for all permit applications to less than 10 day objective
- Section to work with EE/EI committees to develop education strategies related to EE/EI Business Plan
- Continue to work with e-Gov on development of Internet access to site plans and permits.

Sediment & Erosion Control:

- Implementation and enforcement of new regulations approved in the revised Erosion and Sedimentation Control Ordinance.
- Continued educational program with the Wake County Home Builders Association.
- Solving the number one drainage complaint involving the single lot builder.

Stormwater:

- Secure and apply necessary resources to fully implement the updated Stormwater Management Ordinance including establishing a design manual
- Implement an inspection program for stormwater management improvements installed in developments
- Complete Phase Two and start Phase Three (implementation) of the Countywide Stormwater Management Evaluation
- Continue leading State DWQ and the 33 counties subject to NPDES II to ensure regional, coordinated approaches to stormwater management.
- Updating the web page to serve as primary source of Stormwater information and procedures.

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- Work with the Board of Adjustment and Planning Board by providing technical stormwater evaluation of site plans.
- Reducing backlog for all stormwater management permit certification applications to less than 5 days.

Floodplain Management

- Work with the Board of Adjustment and Planning Board by providing technical floodplain evaluation of site plans and participating in monthly meetings.
- Implement enforcement of the revised Neuse River and Cape Fear FEMA Flood Insurance Rate Maps.
- Update web page to serve as primary source of Floodplain information and procedures.
- Reduce backlog for all floodplain management permit certification applications too less than 5-day objective.

Soil and Water Conservation:

- Develop and oversee the Countywide water quality restoration and monitoring project, including coordination with State DWQ 319 grant, United States Geological Survey, and others.
- Preliminary planning for Phase III of restoration and monitoring project and mitigation banking program opportunities for Wake County.
- Seek more funding opportunities for open space acquisition to offset rising land prices to further implement the Open Space Plan.
- Provide nutrient and waste management solutions for horse operations and others.
- Begin implementing community conservation projects as coordinated with the State Division of Soil and Water.

Horizon Issues

Wells and Groundwater Protection:

- Sustainable use of groundwater
- Continue with efforts to provide the public easy access to groundwater data.
- Explore ways to provide services in a more efficient manner (technology, work schedules, work locations, etc).

Wastewater Management:

- Management to facilitate the long-term sustainability of decentralized (on-site) wastewater disposal technology.
- Working within section on employee efficiency and other related departments (IDPP) to further decrease turn around time on all applications. This includes restructuring of work hours, work location and use of technology advances to limit office time.
- Implement the EE/EI Business Plan.

Sediment and Erosion Control:

- Providing more education to our municipality partners regarding our Sedimentation & Erosion Control Program.
- Streamlining the Notice of Violation procedures.
- Expanding the database of Notices of Violations for Wake County since the program was instituted.

Stormwater:

- Complete and implement the Countywide Stormwater Management Evaluation.
- Further develop the inspection program for stormwater management improvements installed in developments.
- Further refine and implement regional approaches to complying with NPDES Phase II requirements.
- Develop database to include all implemented Stormwater Management BMP's including type, location and maintenance performed with a GIS link.
- Contribution to unite Section 1-1-31 of the Wake County Zoning and Subdivision Ordinance into Article 9, Stormwater Management of the Unified Development Ordinance.
- Explore the use of new technologies as to meet the intent of Stormwater attenuation and water quality.

Floodplain Management:

- Contribution to unite Section 1-1-26 of the Wake County Zoning and Subdivision Ordinance into Article 14, Flood Hazard Areas of the Unified Development Ordinance.
- National Federal Insurance Program (NFIP)-Hazard Mitigation Plan.

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Soil and Water Conservation:

- Implement Phase III of the restoration and monitoring project with mitigation banking, including partnering
- Continual focus on protecting the County's natural resource base and improving water quality by maintaining technical expertise in planning, design, and implementation of conservation projects.
- In partnership with County agencies and others, provide leadership and solutions to maintenance problems facing the Crabtree Flood Control Structures.
- Secure resources to address with partners increased environmental education needs.

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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 and tested.
- Ensure that abandoned wells that are potential conduits for ground-water contamination and possible safety hazards are properly closed out.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Permit Applications	959	700	950	N/A
Well Construction Inspections	1,478	1,650	1,600	N/A
Private Well Samples	1,984	1,300	1,950	N/A
Investigations/Consultations	132	150	145	N/A
Efficiency				
Wellhead Inspections Completed within Three (3) Working Days	82%	90%	90%	100%
Well Grout Inspections Completed	91%	90%	95%	100%
Water Samples Completed within Ten (10) Working Days	94%	97%	97%	100%

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Program Area 2: Wastewater Management

Key Objectives:

- Protect water quality by ensuring that wastewater disposal systems are properly sited, constructed, permitted and maintained and,
- Ensuring proper operation and maintenance of County and NC DENR permitted facilities.
- Provide timely service related to builder applications and complaint response.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Applications Submitted	2,446	2,410	2,400	2,400
Final Operation Permits	2,961	3,100	3,000	N/A
Complaint Responses Relative to On-Site Systems	796	770	800	N/A
Final Subdivision Review	152	165	160	N/A
Operation/maintenance inspections	323	325	350*	N/A
Efficiency				
Average Turnaround Time for Permit Applications (days)	13	10	10	8
Effectiveness				
% of systems 3 yrs old that are functioning properly	98.9%	98.9%	99.5%	100%

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Program Area 3: Sedimentation & Erosion Control

Key Objectives:

- Ensure development complies with the Erosion and Sedimentation Control Ordinance
- Reduce off-site sedimentation through increased site inspections.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Plans Submitted	241	250	225	N/A
Plans Approved	227	250	225	N/A
Site Inspections	3,384	2,700	3,000	N/A
<i>Efficiency</i>				
Number of Inspections Completed per Engineer	564	450	500	500
Percentage of Plan Reviews Completed within Required Timeframe	N/A	97%	98%	100%
Percentage of Enforcement Proceedings Initiated on Violation Sites within 24 hrs	N/A	97%	98%	100%

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Program Area 4: Stormwater and Floodplain Management

Key Objectives:

- Administer and enforce Wake County's Stormwater and Floodplain Ordinances, FEMA floodplain regulations, the Neuse River Basin

Nutrient Management Strategy, and appropriate components of NPDES Phase II Stormwater Management Program.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Flood Certifications Processed	315	230	250	N/A
Stormwater Certifications Processed	79	35	60	N/A
Flood Studies Reviewed	5	25	30	N/A
Efficiency				
Percentage of Stormwater Management Plans & Construction Drawings Reviewed & Acted upon within Thirty (30) Days	30%	75%	75%	90%
Percentage of Flood Studies Reviewed within Thirty (30) Days	25%	75%	75%	90%
Effectiveness				
Percentage of Applications Complete for Review upon Receipt	20%	50%	50%	75%

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Program Area 5: Soil & Water Conservation

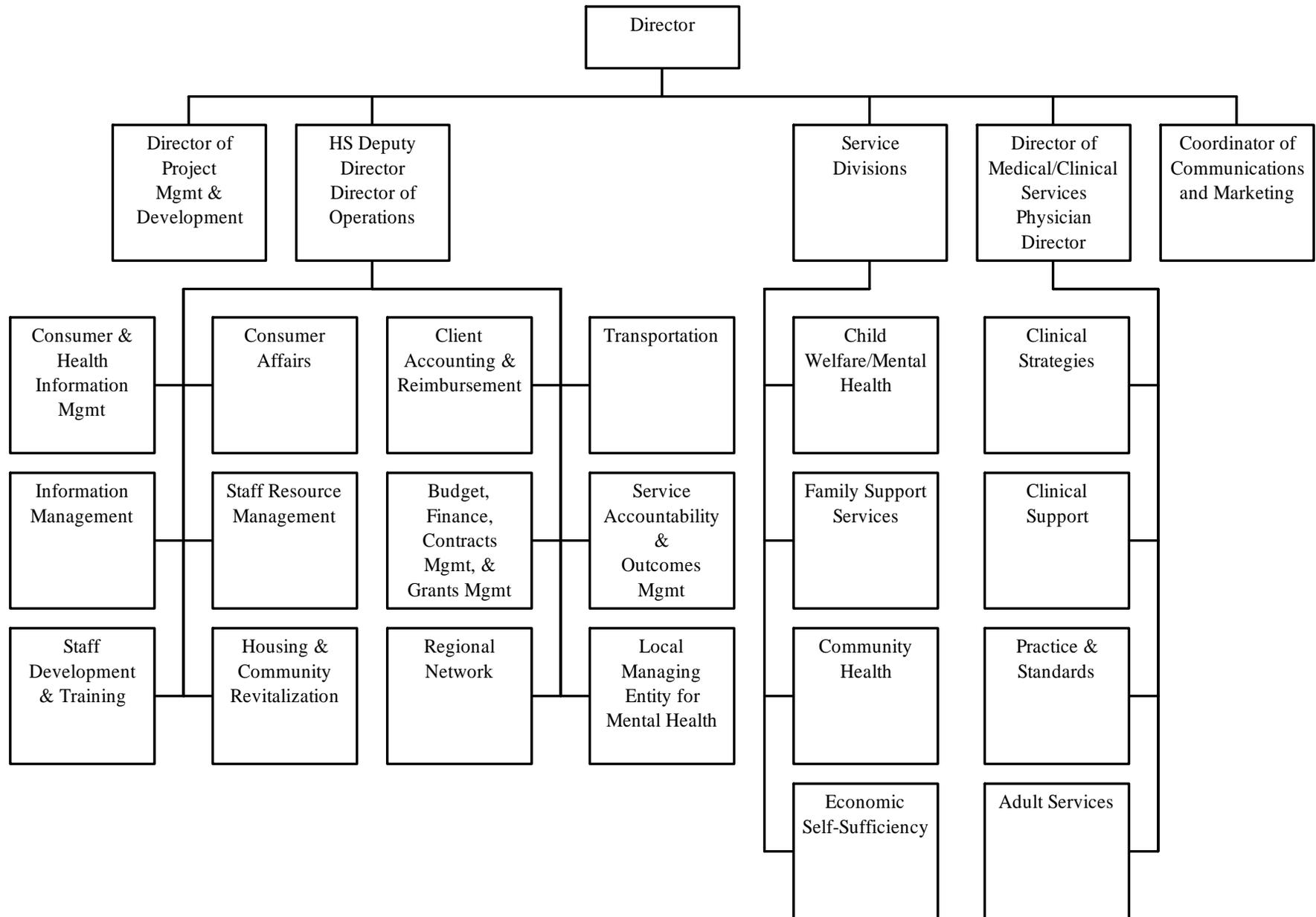
Key Objectives:

- Administer and enforce Wake County's Stormwater and Floodplain Ordinances, FEMA floodplain regulations, the Neuse River Basin

Nutrient Management Strategy, and appropriate components of NPDES Phase II Stormwater Management Program.

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
New Acres Under Land Management (Planning)	1,300	1,300	1,200	1,200
Application Acres	1,400	1,400	1,100	1,100
Efficiency				
% of Land Management Contracts Implemented within Contractual Time	80%	80%	80%	90%
Effectiveness				
Funds From Outside Partners (Private, State, and Federal) to Preserve, Protect, and Enhance Natural Resources (Note: some private and governmental partners pay project-costs directly and do not send funds through County budget.)	\$2,600,000	\$630,000	\$550,000	\$550,000
Tons of Sediment Kept From Surface Waters	2,400	2,500	2,500	2,500

HUMAN SERVICES



HUMAN SERVICES

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	90,061,071	90,082,920	93,300,741	96,363,166
Operating Expenses		139,426,285	145,250,521	151,613,045	139,268,002
Capital Outlay		560,251	474,500	842,349	313,964
Expenditure Totals	\$	230,047,607	238,698,824	245,937,701	235,945,132
Intergovernmental Revenues	\$	90,102,740	99,072,955	105,352,347	103,038,601
Fee & Other Revenues		52,872,783	59,996,294	61,268,823	42,990,041
Revenue Totals	\$	142,975,523	159,069,249	166,621,170	146,028,642
Number of FTEs		1716.30	1744.10	1754.85	1761.80

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.

HUMAN SERVICES

Department Summary by Division

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Resource Management	\$	17,338,828	15,351,888	15,818,409	16,321,125
Family and Youth Success		112,999,875	110,617,865	114,512,311	94,670,565
Community Health		12,685,703	17,107,164	17,937,982	18,048,011
LME - Mental Health		1,103,204	9,190,520	9,319,183	11,232,432
Transportation		1,335,760	1,317,690	1,781,442	1,537,202
Adult Community Support Services		19,793,919	19,593,839	20,108,537	21,942,986
Regional Centers		6,701,071	6,987,349	7,375,996	7,954,635
Emergency & Adult Health Services		19,244,184	17,362,914	17,799,422	17,833,220
Economic Self-Sufficiency		38,845,063	41,169,595	41,124,428	46,404,956
Total Expenditures	\$	230,047,607	238,698,824	245,777,710	235,945,132
Resource Management		18,430,520	5,083,047	6,414,679	7,809,932
Family and Youth Success		98,770,834	95,086,085	99,282,688	78,072,731
Community Health		5,528,888	9,797,627	10,465,512	10,568,421
LME - Mental Health		16,683	9,488,551	9,489,851	6,173,018
Transportation		445,838	1,518,868	1,668,868	1,784,550
Adult Community Support Services		11,449,277	13,203,024	13,803,875	15,714,250
Regional Centers		1,699,941	1,309,931	1,384,931	1,441,263
Emergency & Adult Health Services		10,255,026	11,225,829	11,675,761	11,088,194
Economic Self-Sufficiency		12,662,651	12,356,287	12,435,006	13,376,283
Total Revenues	\$	159,259,659	159,069,249	166,621,171	146,028,642

HUMAN SERVICES

Major Accomplishments

- Hurricanes Katrina and Rita required the mobilization of an unprecedented number of Human Services, General Services and other County Department staff for an extended period of time to respond to a disaster impacting residents not of Wake County or even North Carolina. More than 500 evacuees fleeing Hurricane Katrina received sheltering and economic, health and other support services in Wake County. All told, the Evacuation Center was open around the clock to serve Katrina evacuees for 19 days. Rita evacuees were placed at hospitals, assisted living facilities, and hotels with major operations ending after an additional 50 days.
- Project DIRECT completed a 10-year research phase. The Southeast Raleigh community and other community leaders are playing a key role in the institutionalization of research-based interventions and services at the community level and within the Community Health Division. A strategic plan has been developed to sustain the best practices in diabetes and other chronic disease prevention and control through the development of a 5019(c)3 that will increase the community's capacity to address diabetes in Wake County and have broad implications for how the community takes a leadership role in chronic disease prevention and education.
- Two consecutive years the WIDE –A –WAKE Community Forum focused on the reduction in the prevalence of childhood overweight and adult obesity. Over 550 community and agency partners participated. Survey results indicated that 97% of participants felt that the Forum helped them in better addressing the issues of childhood overweight and adult obesity.
- A new partnership was formed with the Recreation Resources Services of NCSU and the 12 municipal Parks and Recreation Departments in Wake County to address the Human Services agency priority of reducing the prevalence of childhood overweight and adult obesity.
- Human Services was the leader in the successful implementation of the North Carolina Immunization Registry throughout the agency in 2005. The registry is a tool to assist providers in obtaining historical immunization information for their clients, to aid in faster and more clear documentation of immunizations given at a current office visit, and to promote easier and more efficient vaccine inventory accountability and ordering capabilities.
- During national flu vaccine shortage 2004-2005, WCHS became responsible for the distribution of all available vaccine, working closely with private providers, nursing homes, rest homes, and high risk medical facilities to assure that at risk individuals received the vaccines. Over 25,000 doses of vaccine were distributed through Human Service clinics and to community partners.
- TRACS rural public transportation services expanded operation to 5 days per week, and added a 4th service zone, providing a reasonable, affordable transportation alternative to many people in need. This TRACS transportation service is in alignment with, and is supportive of agency outcomes.
- Human Services completed a 5-Year Transportation Services Plan. This plan will guide and direct our program in coming years on how best to provide a reasonable, affordable transportation alternative to many people in need. Competing the planning process for our transportation service is in alignment with, and is supportive of agency outcomes.
- In February 2005, Wake County began county wide implementation of a Child Welfare reform initiative called Multiple Response (MRS). Wake County is using an "assessment response" to most reports of child neglect in which social workers work together with families to determine what services are needed. Families, family advocates, and other service providers are invited to planning and decision making meetings. Parents have responded positively to the more family friendly approach, and CPS believes that improved collaboration and cooperation with families will lead to improved child protection and well being.
- Human Services Child Welfare's Faith Partnership continued to grow and won an Outstanding County Program Award from the North Carolina Association of County Commissioners. The partnership, which now numbers over 50 churches, helps recruit foster families and provides support to foster children and to kinship care families and other families at risk of having children enter foster care. Two new faith partnerships are forming around the Eastern and Southern Regional Centers.
- Wake County was chosen by Casey Families Program to join nine

HUMAN SERVICES

(Major Accomplishments cont'd)

states and three other counties in a Breakthrough Series Collaborative to reduce racial disparities in Child Welfare. The foundation is bringing together the Child Welfare programs around the country to learn from each other and to test innovative strategies to improve outcomes for African American and Native American families in Child Welfare.

- The GOLD Coalition (Growing Older and Living with Dignity) has charged by the Board to monitor implementation of Wake County Aging Plan. The Coalition advocates for senior and disabled adults; allocates funds for the Home and Community Care Block grant; reviews, monitors and assesses outcomes; provides technical expertise; and serves as a liaison for senior and disabled adults and the community at large.
- Human Services received the 2005 Glaxo-Smith-Kline Child Health Recognition Award in the Local Health Department category, presented to agencies who demonstrate measurable, sustainable outcomes in a prevention initiative. The Child Health Clinics collaborated with WakeMed, the Poe Center, and the Triangle YMCA in a program targeting children at risk for type II (non-insulin dependent) diabetes, providing comprehensive nutrition/activity assessments, lab screening, follow-up education and a 10-week exercise program for affected children and their families. Parents and children learn how to set goals for healthier lifestyles, benefiting everyone in the family.
- Integrated behavioral health services are working directly with other WCHS programs, including the Health Clinics, Regional Centers, Child Welfare, and WorkFirst. This has been as a result of the successful reorganization of our Adult Mental Health and Substance Abuse services and has led to an integrated behavioral health services working directly with other WCHS programs including this integration and has position Wake County to better respond to ongoing changes in state and local mental health reform.
- Achieved the goal of a multi-agency long term planning process to implement the first NC police Crisis Intervention Team. The CIT model is based on a well researched best practice model developed in Memphis, TN. Selected patrol officers are trained in techniques

to intervene successfully and safely with consumers with mental illness

- The AA Thompson Center renovations were completed, improving the delivery of community based mental health treatment and support services to inner city Raleigh.
- Continuous Quality Innovation activity is reported for more than 85% of Wake County Human Service programs. This represents significant self-examination and self-improvement for individuals as well as groups of services
- ERC consumer resource help file is an electronic program that lists all known eastern region resources that customer service staff access during their initial exchange with regional consumers. It is a very useful tool for staff especially when a consumer is not eligible for a service and requests other community options to explore.
- The Integrated employment services team at Southern Regional Center partnered with Wake Tech and local employers for a very successful annual area job fair. The joint effort among Workforce Investment, Employment Security Commission, Work First and CASAWORKS staff led to a recruitment of 50 employers and an attendance of more than 600 job seekers. Some of the largest companies in the Triangle participated such as: AFLAC, Pergo, Credit Suisse First Boston, Waste Industries, Food Lion Raleigh Region, UPS, Target and Wal-Mart. Integrating employment services is designed to increase employment of consumers.

Issues for FY 2007

Opportunities exist in changes in legislation, technology, resources and even the weather. WCHS monitors changes in the environment and looks for opportunities to leverage resources and situations to benefit the residents of Wake County.

- Wake County is participating together with nine states and three other counties in a National Breakthrough Series Collaborative (BSC) on reducing disparities in Child Welfare. The BSC is sponsored by Casey Family Programs provides an opportunity for all participants to learn from a nationally recognized faculty and from each other. Wake County has an excellent opportunity to apply the learning from this national effort to reduce racial disparities

HUMAN SERVICES

(Issues for FY 2007 cont'd)

- in Wake County across health, behavioral health, social, economic and educational outcomes.
- Wake County's Local Management Entity (LME) has been selected as one of four LME's in the state to participate in North Carolina's Mental Health Systems Transformation project, the goals of which are to develop the necessary infrastructure to successfully implement evidence-based practices for consumers with mental illness and substance abuse problems. Our participation in this initiative provides an opportunity to influence state decisions, supports and funding for implementation of evidence-based practices.
 - The Wake County Gang Prevention Partnership is developing a county-wide Gang Prevention Plan. There are some best practice models for interventions with youth involved with gangs that can be provided within the structure of the new service definitions Community Support and Multi-Systemic Therapy (MST). The LME and its provider network have the opportunity to be strong partners in the implementation of the county-wide Gang Prevention Plan.
 - Our community's unprecedented collaboration to resoundingly reject the notion that homelessness as an inevitable downside of contemporary society and create Ending Homelessness: The 10-Year Action Plan provides the framework for new partnerships between Wake County and non-profits, municipal, state and federal agencies, academia, developers and business leaders. Wake County has an opportunity to create effective partnerships with these groups, using evidence-based practices show to be effective, such as one stop shops, assertive outreach, intensive case management, permanent supportive housing, discharge planning and integrated treatment to end and prevent homelessness.
 - More than three thousand residents of Wake County called the volunteer telephone line during our Katrina Disaster Response offering many types of assistance and 2,995 of these callers said they would be available for future needs or other needs in Wake County. The Volunteer Services and Resource Development Programs will be working with our disaster response and other staff to link these volunteers and resources to Wake County opportunities, or to community-based organizations that need volunteers. In addition, they will be available to work with the Disaster Response Coordinator to establish a procedure for using volunteers in future disaster-related events.
- Opportunities exist to increase efficiency, cost effectiveness, and address service demand through the use of an automated systems such as:
 - * Appointment reminder to reduce the number of no-shows and customer backlog as a result of having to reschedule appointments adding to an existing waiting list
 - * Electronic client records system to improve customer service and increase efficiency having customer information readily available at all locations, especially the regional offices.
 - The State will change eligibility for NC Health Check (Medicaid) effective Jan. 1, 2006, moving all children 5 years of age and under currently receiving Health Choice to Medicaid. The move will improve significantly the breadth of coverage for these children. Additionally, the move frees up Health Choice slots for older children and will offer case management services to Health Choice children with chronic pediatric health conditions or overuse of emergency departments for their care. The net effect should be an increase in the number of insured and case managed children across the county and state. A potential unintended impact could occur if physician offices choose to limit their participation in the Medicaid program, possibly shifting children to the public sector. The county's Medicaid match would increase for children five and under, but there should be an offset in savings from less emergency room use and better chronic disease management.
 - Work First and Child Welfare are planning a blended team at the Northern Regional Center to better serve families in that area. Likewise, Work First and Child Welfare will team to serve families living in the Mini City area, where there is a growing Latino population.
 - **Next Generation** continues to be a priority for Work First staff. The focus of **Next Generation** is to encourage 14 and 15 year olds to remain in school by providing information and support to teens
-

HUMAN SERVICES

(Issues for FY 2007 cont'd)

and their parents, as well as making them aware of opportunities for further education and training after high school. The ultimate goal is to prevent dependency on public assistance for another generation, thereby breaking the intergenerational dependency on welfare as a way of life.

- Opportunities continue to exist to increase resources available within the region through community partnerships. Interact has opened an office in Fuquay and WCHS plans to engage in joint service efforts that will benefit families. The successful Partnership for Educational Success involving the school system, Human Services, faith communities and business partners plans to expand this model to more schools in Wake County.

Horizon Issues

A critical issue for Wake County is the huge disparity between African-Americans and Whites across important health, behavioral health, social, economic and educational outcomes. Although these disparities mirror state and national trends, they are especially stark in Wake County, perhaps because African-Americans in Wake County do not share fully in the county's positive economy. Also, the Hispanic/Latino community in Wake County is facing many disparities and challenges as a new immigrant population. These disparities in outcomes tend to reinforce each other and can become generational. Reducing these disparities by improving outcomes is critical to Wake County's achieving its vision of being a great place to live, work, learn and play.

Health Disparities

- Although the breast cancer rate is similar among African-American and White women, African American women have a 32% higher death rate from breast cancer than White women.
- African-American men are twice as likely to be diagnosed with prostate cancer in late stages than are White men.
- A random study of kindergarten children revealed that 26% of Caucasians, 35% of African-Americans and 47% of Latinos had Body Mass Indices (BMI) over the 85% percentile placing them at an unhealthy weight.

- Among 15-19 year olds in Wake County, the pregnancy rate among minorities was 66.2, compared to 31.8 among Whites.
- 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.
- U.S. Latinos are disproportionately affected by sexually transmitted diseases (STDs). Rates of *reportable* STDs are known to be higher in Latinos than in non-Hispanic Whites. While representing only 11.8 percent of the population, Latinos represent 17 percent of all AIDS cases diagnosed within the United States. (American Social Health Associations Fact sheet 2005,
- In Wake County, as reported by the North Carolina 2004 Regional HIV/STD Surveillance Tables (08/05), within a five-year period (2000-2004) HIV cases among Hispanics rose from a rate of 19.1 per 100,000 (2000) to 32.9 per 100,000 (2004) as compared to 10.8 per 100,000 (2000) to 18.1 per 100,000 (2004) for Whites. This is also witnessed in the increase in Chlamydia cases among Hispanic females within the same five year period with rates of 689.5 per 100,000 (2000) to 1,008.1 per 100,000 (2004) compared with 101.3 per 100,000 (2000) to 119.7 per 100,000 (2004) for Whites, with the highest incidences occurring in females between the ages of 13-19 yrs old.
- Heart disease and stroke rank as the No.1 killer of Latino/Hispanic Americans. They claim the lives of 29.3 % of more than 117,000 Hispanics or Latinos who die each year. Cancer follows , killing 19.8%. all other causes of death account for 50.9%. (Source: CDC/NCHS)
- Mexican-American women were 1.2 times more likely than non-Hispanic White women to be obese. (source: 2005 Summary Health Statistics for US Adults: 2003)
- In 2004 a WCPSS Kindergarten Study showed Latino children are at a high risk for obesity compared to African-American and Caucasian. 47% of Latino children had a BMI> 85% compared to African American 35% and Caucasian 26%.

Education Disparities

- While the overall percentage of students who are at or above grade level continues to be high, the achievement of specific student sub-

HUMAN SERVICES

(Horizon Issues cont'd)

populations tells a compelling story of disparity in achievement. The gap in reading and math scores for Black and Hispanic/Latino students is 17 points lower than for White and Asian students. Students who are receiving free and reduced lunch, an indicator of poverty, are disproportionately represented in the numbers of students who are below grade level in reading and math. End of course data for high school students tells a similar story.

- The number of young people suspended from school continues to increase every year. Black males represent 28.5% of those suspended, four times the percentage of White males. Black females represent 14.6% of those suspended, more than six times the percentage of White females. The number of students retained in WCPSS over the past three years has been about 4,000 students each year, with the highest number of retentions occurring in ninth grade. Black and Hispanic/Latino students represent 49% of those retained in ninth grade. There is a strong correlation between multiple suspensions and poor academic performance, suffering poor health (especially mental health) and getting involved in the juvenile justice or corrections system. Ninth grade retention also correlates with high school dropout. Asian (92%) and White (88%) were more likely to graduate than Black (68%) and Hispanic/Latino students (72%). In North Carolina public schools the drop out rate for Hispanic students is one of the highest in the state 36%. In 2003-2004, 2,277 Hispanics graduated from High School, and 1,493 Hispanic High School students dropped out.

Economic Disparities

- Medicaid is a health insurance program for those whose income is so low that they cannot afford health care costs. The Medicaid/NC Health Choice programs receive on average 2,982 applications per month and approves on average 1,800 applications each month. Wake County's total recipient count for all Medicaid programs continues to grow at a steady rate. At the end of FY04-05 Wake's total Medicaid recipient count had risen to 72,300.
- Medicaid spending in our state has risen \$2 billion in just the past

five years, and if no action is taken to slow this growth, Medicaid, the fastest-growing part of the state budget, will consume fully 30% of the entire General Fund budget within five years. Wake County's 2006 Fiscal Year Adopted Budget report noted "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".

- The new Medicare Part D prescription drug plan will increase access to affordable medication for some, while reducing access to affordable medication for others. For example, some Medicare recipients who currently receive free medication through patient assistance programs will be required to pay substantially more for their medications. The additional cost for medication may limit access to or choice of medications for some mentally ill and elderly consumers, and may increase demand for Wake County's supply of sample medications and client assistance funds.
- 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. Food Assistance case managers processed on average 1,620 applications per month in FY04-05 as compared to an average 1,513 applications per month in the previous FY. During FY 04-05, approximately 15,483 Food Assistance applications were approved.
- While Congress continues to debate re-authorization of Temporary Assistance for Needy Families (TANF), it has already been determined that certain aspects of TANF will change. Families will be required to increase the number of hours spent in work or work related activities to 40 hours per week. The change would require that at least 20 of the 40 hours be work-related before other activities could be counted for the additional 20 hours. The federal Participation Rate goal for all families would increase to 55%. These changes would require even more attention by staff to help families gain and maintain employment, requiring the development of additional supportive services. The impact on families and staff would

HUMAN SERVICES

(Horizon Issues cont'd)

be significant, with an increase in caseload being a reality and families staying on assistance longer to achieve the new goals.

- By the end of FY05, Wake County's Food Assistance reported 16,503 active cases (households) comprised of 40,658 individuals (recipients) as compared to 15,156 Wake County households (n=37,714 recipients) in FY03-04 and to 13,230 households (n=32,343 recipients) receiving food assistance in FY02-03. Approximately \$44,086,599 in Food Assistance was issued during the FY 04-05.
- Energy Assistance Programs generates over 9,000 applications annually for emergency assistance. In FY04-05, approximately 6,385 households met income eligibility requirements for energy assistance (heating & cooling). By November 2005, natural gas prices have increased more than 50% over last year, while propane and oil prices are up more than 30%. This expected growth will generate an even greater demand for services and staff to service this increase.
- The economic downturn has resulted in a wait list of over 3,000 for families seeking childcare subsidy and an increase in WIC, which now exceeds 14,000 participants. Moreover, the list of families waiting for child services coordination averages 175.
- Sixty-three percent of people who are homeless in Wake County are African-American while only 20% of the population in Wake County is African-American.
- Wake County has a growing number of seniors with incomes barely over the federal poverty level (\$798/month) who are precluded from receiving benefits to help them to live independently in the community. The average Social Security in wake County benefit is \$857 Individuals who might require personal care services and home health – a limited benefit under Medicare – would be unable to afford these services in addition to shelter, food, clothing, etc., unless there is family to act as a caregiver or to assist with paying for services. The only option then is to seek more expensive nursing home care.

Other Key Issues

- 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. Health Support Services (7,794 interventions) including nursing assessments, obtaining physician orders, writing care plans, training non-medical staff to perform procedures, monitor care and procedures at school increased 22% from last year. The significant rise in physicians' orders is reflected by an increase of 16%, while the student population increased 4% in 2004-05.

- There is a critical need to increase the accessibility of quality services for all age and disability groups. Service gaps continue to be encountered, attributable to: demand in excess of capacity; shift of services from institutional to community-based settings; continued county population growth. An immediate and critical gap is the scheduled closure of Dorothea Dix Hospital.
- There is considerable uncertainty about MH/DD/SA funding at both Federal and State governmental levels. The implications of pending changes in service definitions are not fully understood, and will likely result in significant changes in the service continuum, its management and funding.
- The southern region continues to be one of the fastest growing areas within Wake County and future projections indicate that the growth will continue. With the high costs of health care and economic conditions, Regional Centers will continue to be a main hub for services within the area. Southern Regional Center is approaching its ten-year anniversary of being in operation. There are few options left to accommodate new staff to meet the demands of services. Alternatives are in place, but without space redesign or renovations, SRC is at capacity.
- The school-age population in the Wake County Schools reached 114,068 students enrolled during the 2004-05 school year. Schools in the southern region of Wake County had an enrollment of approximately 29,000 students. With an increasing school population, youth violence, substance abuse and teen pregnancy, there is a need for strong community advocacy that will increase structured youth activities. These activities include increasing educational programs, which include career awareness and job skill develop

HUMAN SERVICES

(Horizon Issues cont'd)

ment, and increase preventative services in the areas of violence, substance abuse and pregnancy.

- The southern region of Wake County is home to an increasing number of seniors who have always lived within the region and those who have chosen our county as an ideal place to retire. The cost of living as the population ages becomes a challenge in addition to facing health and functioning limitations. There will be a need for more senior services in addition to case management services to address community members who may not have family members to assure their well-being.
- Services for Latinos are not keeping up with the growth of immigrant populations with mental health, substance use, and other behavioral health needs. Integrated service approaches are necessary to better respond to cultural and social issues affecting mental health detection, treatment and referral. Clinic and social services programs need to actively recruit and retain bi-lingual and bi-cultural behavioral health clinicians to be integrated into their programs to better address the needs of their clients.
- The infant mortality rate for Wake County rose for the second consecutive year, while deaths of non-white infants remain greater than twice the rate for White infants. Human Services continues to serve record numbers of uninsured and uninsured women seeking prenatal care in collaboration with WakeMed, though total visits have fallen to six visits per pregnancy. Additionally, the infant mortality rate for Latino infants has begun to rise as the “healthy immigrant effect” fades and Latino women adopt the American diet and assume other risky health behaviors.

HUMAN SERVICES

Department Structure and Organization

Human Services works towards its goals by providing many programs and services through eight separate divisions. A brief summary of each of these divisions follows.

Adult Services Division

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.

Child Welfare and Child Mental Health (CMH) Division

The division of Child Welfare and Mental Health seeks to assure safety, permanent homes, and wellbeing for children who have been abused or neglected. The division seeks to accomplish this work by supporting and positively engaging families and by integrating Child Welfare, Mental Health and other services. The division has set the goals relevant to the following two major Human Services Outcomes.

- Children and vulnerable adults will not experience abuse and neglect.
 - * Assessments of alleged child maltreatment will meet standards of timeliness and thoroughness 95% of the time.
 - * 95% of children found to have been maltreated who receive ongoing Child Protective Treatment Services will remain safely in their home while receiving services.
- Children removed from their parents will have a permanent home.
 - * The median length of stay in foster care will be reduced to 12 months for children reunified with their family and 24 months for children who are adopted.
 - * The rate of re-entry to foster care will be less than 5%.

Clinical Strategies Division

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.
- Meet Title VI interpretation and translation requirements for Latino clients.

Community Health Division

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

HUMAN SERVICES

(Department Structure and Organization cont'd)

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

Local Managing Entity for Mental Health Division

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.

Economic Self-Sufficiency Division

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.

Family Support Division

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 Services, 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

(Department Structure and Organization cont'd)

Resource Management

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

Regional Networks Division

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. County departments made a business case for the justification of the next regional center in the Northern Region (Wake Forest), confirming the sequence outlined in the 2004-2010 Community Improvement Plan. A planning committee with representation from County Departments produced data and information for the report. The County Manager and the County Commissioners confirmed the Northern Regional site in Wake Forest.

HUMAN SERVICES

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

Human Services has adopted twelve outcomes to guide its work and to serve as goals against which it holds itself accountable over time. The twelve outcomes are listed below, along with progress towards each goal made during the last year.

Women and families will have healthy, planned births.

- The expansion of family planning services during evening hours at the Southern Regional Center increased access for 273 women. The department began an initiative to decrease the wait time for new prenatal appointments.

Families will support their children's successful development.

- Eighty-five percent of referrals to Ready To Learn Centers and eighty-nine percent of referrals to the Education, Health, Community Outreach team (ECHO) secured care for developmental, behavioral, health and family support services.
- Teachers surveyed completed on families participating in the Partnership for Educational Success (PES) indicate that families have become more actively involved in their child's education after participating in the program.
- All families whose children participated in Magic Camps contributed by donating food or money or by volunteering at the camp site.

Children will be ready for school.

- Per 2004 Immunizations Rate Assessment for children 24-35 months of age, Wake County had 86 percent of children immunized by 24 months. The 2004 NC State average for immunizations was 65 percent.
- In conjunction with community partners, the Ready to Learn Center (RTL) Program offered English as a second language classes for parents of pre-school children in all six RTL regions. Spanish Creative Play groups for Latino children to learn English and Spanish are offered in all six regions.
- The average star facility rating for children ages 0-5 receiving Smart Start subsidy increased from 3.40 stars to 3.96 stars. The average overall star rating of all children receiving childcare subsidy increased from 3.10 to 3.40. This means that more vulnerable children are in high quality childcare.

Children and youth will be successful in school.

- Six hundred and twenty four middle school students at risk for academic failure were served through the Support Our Students program at
- seven locations. Eighty percent of participants scored at or above grade level on math and reading end-of-grade tests.
- The Partnership for Educational Success was expanded to 51 schools in the southern/eastern regions, serving 310 families/594 children. Four hundred and seventy six of these children participated in Magic Camp summer programs at seventeen sites throughout Wake County. The participants showed improved educational outcomes and families showed greater involvement

Youth will make healthy decisions.

- One hundred and thirty nine youth completed the SuperSeed program, which focuses on substance use prevention and healthy decision making. The largest gains were noted in refusal skills, recognition of healthy relationships and decisions not to use physical violence.
- Seventy-three percent of tobacco smoking youth who participated in smoking cessation groups (Project Assist) successfully quit smoking.
- Human Services led and facilitated a countywide Gang Prevention Partnership, bringing together 88 partners.

Children and vulnerable adults will not experience abuse or neglect.

- A total of 796 families in which children were found to have been abused or neglected received in-home treatment services from Child Protective Services (CPS). In 90 percent of these families, children remained safely in their homes while receiving CPS Treatment Services.
- Child Protective Services conducted investigations or assessments on twice as many reports of child maltreatment during the last fiscal year than four years ago. CPS has implemented a more family friendly assessment process for most allegations of neglect, resulting in more families being positively engaged in voluntary services.

HUMAN SERVICES

Children removed from their parents will have a permanent home.

- Two hundred and fifty four foster children achieved a permanent home. Of these, eighty-one were reunited with their parents, forty-one were placed with relatives, and ninety-one were adopted. Wake County received bonuses totaling \$102,000 from the state for exceeding the state goal for adoptions.

The elderly and individuals with severe, chronic disabilities will live as independently as possible.

- Eighty-nine percent of our senior clients had medical, physical, mental and/or social needs met, allowing them to continue living at home.

Parents will financially and medically support their minor children.

- Child support collections in Wake County totaled \$32.3 million.

People will find and maintain employment.

- Seventy-two percent of Work First participants were employed 6 months after leaving Work First.
- Wake County's total Work First caseload has decreased by almost sixty-eight percent from June 1995 to September 2005.
- Ninety-seven percent of families stayed off Work First cash assistance after going to work.

People will have safe, affordable housing.

- One hundred and three South Wilmington Street Center transitional guests obtained housing.
- Four housing developments with a total of 167 units opened. Eighty-four of these units are available to families earning less than \$30,000 annually.
- Twenty-one substandard homes were repaired, enabling families to keep their housing and preventing homelessness.
- Twenty-two families were assisted with emergency repairs, enabling families to live safely in housing and preventing homelessness.

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

- Almost seventy-three percent of children with Medicaid insurance obtained recommended physical exams in 2004.
- Human Services served 414 new families, 60 percent 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).

- Human Services screened, immunized, and found medical homes for 108 clients from 18 different countries. These services are required to prevent the spread of communicable diseases, such as tuberculosis and measles.
- In response to data that indicated 55.8 percent of Wake County adults were overweight or obese, Human Services promoted the awareness of this issue and responded by providing cardiovascular screenings, nutrition and educational counseling, as well as health education services to over 59,000 citizens.
- A total of 186 new HIV cases and 1,463 cumulative AIDS cases were identified in Wake County. Human Services delivered primary medical care to half of the AIDS cases in the county (725), improving the general health of these individuals and reducing the spread of the infection in the general population.
- Health and behavioral health staff is working cooperatively across children's' and women's clinics to position mental health and substance abuse staff in clinic and community settings. New mothers suffering from post-partum psychiatric conditions are identified, screened, referred and treated.

HUMAN SERVICES

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	FY08 Target
Workload (Output)*				
Number of Work First clients who obtained employment	N/A	1024	900	900
Number of contacts with clients at the Southern Regional Center	97,700	97,850	98,000	98,000
Miles of service by Wake Coordinated Transportation Services	N/A	2.2 million	2.3 million	2.4 million
Trips provided by Wake Coordinated Transportation Services	N/A	135,957	142,755	149,893
Efficiency				
Percent of clients at the County's Crisis and Assessment Center who are evaluated within 30 minutes of arrival.	N/A	96%	95%	95%
Percent of clients needing seeking crisis services who are successfully linked to primary providers by the community-based team of mental health and substance abuse professionals (Mobile Support Team)	N/A	78%	75%	75%
Percent of Adult Mental Health outpatient clients seen on a timely basis (within 4 weeks)	N/A	50%	60%	65%
Staff accuracy rate on Adult Economic Services applications (e.g., for Medicaid) and case reviews	N/A	98%	97%	97%
Percent of Adult Economic Services applications (e.g., Medicaid applications) that are processed in a timely manner	N/A	96%	97%	97%
Budget management — measured by percent of actual budget spent at year-end	99.2%	98.8%	99%	99%
Average facility rating for children 0-5 who receive child care subsidy funds. Facilities are rated on a scale of 1 star (worst) to 5 stars (best).	N/A	3.96 stars	At least 3.96 stars	At least 3.96 stars
Effectiveness				
Percent of Work First clients still employed after 6 months	N/A	73%	73%	74%
Average hourly wage of employed Work First clients	N/A	\$7.93	\$7.95	\$8.00
Number of clients able to receive no-cost medication due to patient assistance programs	N/A	2640	5000	7500
Percent of Child Health Clinic clients who receive an annual Health Check visit	N/A	72.4%	72.8%	72.8%
Total Emergency Room visits by clients of the Child Health Clinics	N/A	11,826	9765	9765
Infant Mortality Rate (number of infant deaths per 1,000 live births)				
Total		6.3	6.0	5.7
White Infants		3.9	3.5	3.2
Non-White Infants		13.1	12.5	12.2
Dollars generated through partnerships at the Southern Regional Center	\$1,100,000	\$1,100,000	\$1,200,000	\$1,500,000
Overall client satisfaction as measured at the Southern Regional Center	90%	90%	TBD	TBD
Percent of two-year olds who are properly immunized	90%	90%	90%	90%
Breast cancer cases detected early through mammogram screenings (saving up to \$60,000 per case)	3	3	4	5
For the school dental program, rate at which care is secured for health concerns	N/A	95%	At least 95%	At least 95%

MEDICAL EXAMINER

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	0	0	0	0
Operating Expenses		218,125	200,000	200,000	200,000
Capital Outlay		0	0	0	0
Expenditure Totals	\$	218,125	200,000	200,000	200,000
Number of FTEs		0.00	0.00	0.00	0.00

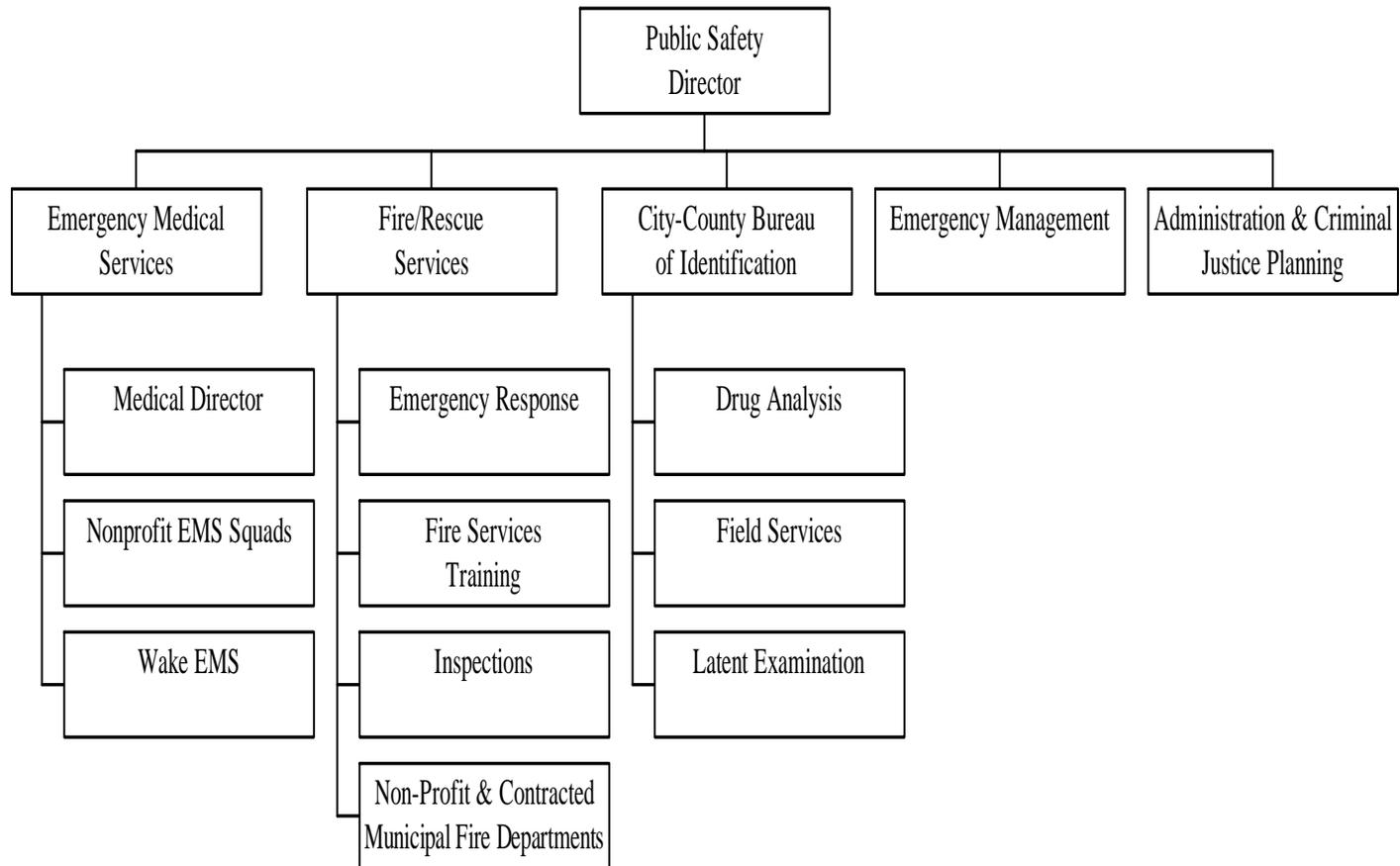
Medical Examiner Purpose and Goals

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 State Medical Examiner in Chapel Hill has the responsibility to select the Medical Examiner (s) for the County.

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.

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PUBLIC SAFETY



PUBLIC SAFETY

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	12,433,842	13,553,488	13,545,438	13,854,332
Operating Expenses		9,324,581	11,198,867	14,533,527	13,043,026
Capital Outlay		57,205	3,923,685	3,027,619	456,305
Expenditure Totals	\$	21,815,628	28,676,040	31,106,584	27,353,663
Intergovernmental Revenues	\$	1,140,524	6,408,813	7,201,828	3,297,182
Fee & Other Revenues		8,547,660	9,179,115	9,608,883	10,054,612
Revenue Totals	\$	9,688,184	15,587,928	16,810,711	13,351,794
Number of FTEs		217.00	217.00	213.00	228.00

Department Purpose and Goals

The Public Safety department has an Administrative division and four primary service delivery divisions: Emergency Medical Services, Fire/Rescue Services, City-County Bureau of Identification (CCBI), and Emergency Management. 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 partners 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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	7,344,491	8,059,479	8,063,523	8,558,629
Operating Expenses		4,504,863	4,393,976	4,497,049	5,819,782
Capital Outlay		26,129	57,643	217,643	369,643
Expenditure Totals	\$	11,875,483	12,511,098	12,778,215	14,748,054
Intergovernmental Revenues	\$	84,569	96,000	169,000	73,000
Fee & Other Revenues		6,729,885	6,840,892	6,840,892	7,378,967
Revenue Totals	\$	6,814,454	6,936,892	7,009,892	7,451,967
Number of FTEs		122.00	122.00	122.00	136.00

Emergency Medical Services Purpose and Goals

The EMS division is responsible for the administration, training and support of EMS operations in the county. These responsibilities include providing advanced life support paramedic ambulance service 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 provides continuing medical education services and oversees billing services for county and contract ambulance services, filing insurance claims for Medicare and Medicaid beneficiaries and marketing the membership/subscription program in the county. In addition to the Wake County EMS Division, there are six nonprofit EMS squads with whom the County contracts to provide services in portions of Wake County.

Major Accomplishments

- Delivered high-quality advanced life support services as an accredited "Model EMS System" recognized by the North Carolina Office of Emergency Medical Services.
- Deployed new, state of the art cardiac monitor-defibrillators throughout the system in December, 2005.
- Became the first EMS system in North Carolina to fully deploy level-C personal protective equipment to all paramedic personnel with the help of a grant from the Federal Health Resources and Systems Administration.

PUBLIC SAFETY

(EMS cont'd)

Issues for FY 2007

In FY 2007, the Wake County EMS System will continue to focus on the integration of technology and specialized training. EMS will expand its analysis of response data and use new technologies to drive efficient system-wide resource utilization. Geographic Information Systems (GIS) and planning data will be used for response data analysis. Implementation of an Automatic Vehicle Location (AVL) system, in cooperation with a new Computer Aided Dispatch (CAD) dispatch system, will assist efforts to improve emergency response and enhance system wide response performance. AVL will ensure that the closest EMS unit is dispatched to all requests for service.

The coming year will see the Wake County EMS system embrace a more dynamic form of ambulance deployment. Building on its nearly complete first layer of station-based ambulance coverage, the system will utilize dynamically-deployed "peak activity units" to improve coverage during the system's busiest hours.

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 expanded professional training to better prepare its members to deal with unusual and special emergency situations. Training will include: dealing with mass care and bioterrorism event. EMS Supervisors will participate in an enhanced program to improve both managerial and incident management skills.

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, research locating EMS units in new response areas to improve service delivery and response times based upon the 2003 TriData Study, and develop an In-Vehicle Navigation system to improve emergency response.

In addition, the EMS Division must develop and promote a business case for the additional facilities needed to support both population-driven growth and additional special capabilities. The concept of a "central operating facility" from which dynamically deployed units and special resources operate will be further refined in the coming year.

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)*				
Number of treatments and/or transports (Wake EMS only)	12,500	22,300	13,750	N/A
Number of treatments and/or transports (all Wake Co. service providers)	30,500	39,875	33,500	N/A
Efficiency				
90% Response time for an ambulance (Wake EMS only, emergency responses)	13:42 min	14:29 min	11:59 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	11:59 min
Effectiveness				
Rate of cardiac survival (Utstein model)**	21%	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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,062,436	1,141,293	1,142,562	1,124,748
Operating Expenses		555,402	569,596	629,024	596,392
Capital Outlay		7,898	3,300	3,300	3,300
Expenditure Totals	\$	1,625,736	1,714,189	1,774,886	1,724,440
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		267,198	312,956	312,956	288,874
Revenue Totals	\$	267,198	312,956	312,956	288,874
Number of FTEs		21.00	21.00	17.00	17.00

Fire/Rescue Purpose and Goals

The Fire/Rescue Services Division of Wake County Public Safety will ensure the delivery of the highest quality of professional service in fire code enforcement, emergency response, fire investigations, planning, fire/rescue training, and readiness for emergencies.

The Fire/Rescue Division accomplishes its mission through five program areas:

- Fire/Rescue Administration
- Fire Code Enforcement/Fire Prevention
- Fire/Rescue Training
- Emergency Response
- Fire Suppression

Divisional Goals

- The Fire/Rescue Division strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.
- Maintain and improve the physical and economic quality of life for those that live, work, play and travel in Wake County through comprehensive fire prevention services.
- Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.
- Improve the ability of contractors and other public safety partners to communicate and transfer data with and among each other, and increase the use of data in decision support processes.
- Provide a minimum recognized level of service countywide, to the extent that 90% of Wake County is located in a rated fire insurance district with a minimum rating of 9S.
- Provide leadership for the fire service in meeting the needs of Wake County's growing Hispanic population.

PUBLIC SAFETY

(Fire/Rescue cont'd)

Major Accomplishments

- Completed a training plan in support of National Incident Management System implementation.
- Completed a countywide specification for firefighting turnout gear purchase and coordinated a collaborative turnout gear purchase arrangement for the contracting fire departments.
- Initiated quarterly training sessions focusing on identified training needs to improve fire investigation competencies.

Issues for FY 2007

Fire/Rescue will continue to maintain high quality levels of service through increased system wide planning and coordination. Training delivery will be evaluated in a comprehensive manner based upon results of the strategic planning process in FY06. The division will also continue to provide end user support the maintenance for the Computer Aided Dispatch System. Fire/Rescue will continue to support the Wake County Fire Commission and maintain regulatory compliance. The division will revise various agreements relating to the County Fire Protection Ordinance, Fire Suppression Personnel and Hazardous Materials Response Services.

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 Community 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 management 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. In addition, Fire/Rescue expects to meet the demand for fire protection service by improving coordination of public fire prevention and life safety education efforts. Finally, the division will improve the ability of fire departments to effectively and safely respond to terrorism related events through training.

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Number of fire and medical incidents responded to by contracting fire departments	22,805	23,430	25,773	N/A
<i>Effectiveness</i>				
Percentage of one year occupancies inspected	91.0%	99.0%	99.0%	N/A
Percentage of two year occupancies inspected	30.0%	50.0%	50.0%	N/A
Percentage of three year occupancies inspected	26.0%	33.0%	33.0%	N/A
Percentage of students that scored below 70% on pre-test and score above 70% on post-test	N/A	100%	90%	N/A
Fire Service Casualties (Injury and Death) Per 100 Incidents	N/A	0.025	0.020	N/A

PUBLIC SAFETY

Division Summary - City-County Bureau of Identification

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	3,256,735	3,462,130	3,450,511	3,377,653
Operating Expenses		522,049	594,479	621,180	712,916
Capital Outlay		2,003	4,775	40,555	44,362
Expenditure Totals	\$	3,780,787	4,061,384	4,112,246	4,134,931
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		1,050,219	1,017,000	1,017,000	1,089,377
Revenue Totals	\$	1,050,219	1,017,000	1,017,000	1,089,377
Number of FTEs		63.00	63.00	63.00	64.00

City-County Bureau of Identification (CCBI)

Purpose and Goals

CCBI provides identification and investigation services to county law enforcement agencies, the judicial system, attorneys, the general public and other governmental agencies. Services include responding to crime scenes to identify, photograph, collect and analyze physical evidence, preparing evidence and developing crime scene videos, diagrams, courtroom exhibits and computer graphs for court. CCBI prepares and analyzes latent fingerprints, tire and shoe tracks and glove impressions against those of suspects. The division also completes computerized entry of latent prints for comparison with state files via an automated fingerprint identification system, and analyzes unknown controlled drug substances in the drug lab. Staff members 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

- CCBI was ranked #1 in suspect identification in the state through means of fingerprint, palmprint and footwear id.
- A Forensic Photographer was trained in performing video enhancements, which allows for digital or analog videotape footage; this contributes to enhanced investigator visibility.
- In an effort to address the growing Spanish speaking population in Wake County, two agents completed basic and intermediate Spanish courses offered through Wake County and Wake Technical Community College.
- Two Forensic Examiners are now certified experts in the field of footwear and fingerprint examination by the IAI. Only 28 individuals in the whole world hold both certifications.

PUBLIC SAFETY

(City-County Bureau of Identification cont'd)

Issues for FY 2007

In FY 2007, CCBI will continue to monitor the response time of its crime scene investigators, evaluate its goal of response within one hour of officer request 75% of the time and identify sources for further efficiency improvements. Due to an agency-wide reorganization, CCBI has increased its Field Supervisors from two to four. There will now be a 1:4 ratio of Field Supervisors to Agents, and the Field Supervisors will be “working” supervisors responding to requests for service along with the Agents. CCBI anticipates that the supervisors’ authority to prioritize requests and the increase in direct supervision will encourage even swifter Agent response times. The CCBI squad room will undergo renovation to accommodate additional hired staff.

To address the growing need of Forensic Computer examiners, CCBI will be requesting a full time position in the FY07 budget. CCBI will also upgrade its statewide Automated Fingerprint Identification System (AFIS) and is currently in the process of purchasing a palm print AFIS (APIS). AFIS allows CCBI to use the SBI fingerprint database to match fingerprints to identified suspects. APIS 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. As a result of these technology enhancements, CCBI will be requesting a new Latent Examiner Position. Finally, CCBI will also submit three equipment expansion requests and one CIP request to replace the following specialized equipment: a Gas Chromatograph Mass Spectrometer, two Crime Scope alternate light sources, a SyanoSafe Fuming Chamber and two DrySafe Forensic Evidence Drying Cabinet. This equipment is used to prepare evidence for processing and analysis.

CCBI will encourage its staff members to seek certifications and memberships with various National and International forensic related organizations. Due to the costs, CCBI will be submitting an expansion request to cover fees on an annual basis.

Horizon Issues

In the future, CCBI will focus its efforts on providing new and enhanced services to local law enforcement agencies and prosecutors. Over the next two years, CCBI will need to replace its LiveScan booking stations, which are used to capture finger and palm print data. In addition, CCBI is working with EGO in an attempt to replace all the digital hardware and software applications.

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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Number of crime scene calls answered	9,250	9,260	10,000	N/A
<i>Efficiency</i>				
Response time from officer request to CCBI agent arrival (Response within 1 hour 75% of time)	67.9%	75%	75%	N/A
Maintain a less than 1% State rejection on all linked fingerprints submitted to the State	1%	<1%	<1%	N/A
<i>Effectiveness</i>				
Percent of time staff evidence is admitted at trial	95%	95%	95%	100%

PUBLIC SAFETY

Division Summary - Emergency Management

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	514,114	594,212	594,928	517,269
Operating Expenses		2,828,097	4,337,740	7,309,868	4,560,853
Capital Outlay		21,175	3,857,967	2,766,121	39,000
Expenditure Totals	\$	3,363,386	8,789,919	10,670,917	5,117,122
Intergovernmental Revenues	\$	684,127	5,969,898	6,669,213	2,883,979
Fee & Other Revenues		464,108	972,917	1,402,685	1,256,269
Revenue Totals	\$	1,148,235	6,942,815	8,071,898	4,140,248
Number of FTEs		7.00	7.00	7.00	7.00

Emergency Management Purpose and Goals

The Emergency Management (EM) Division coordinates the emergency planning function for emergencies that occur in Wake County, including the municipalities. Through emergency response and preparedness training, the EM Division responds to emergencies on a 24-hour basis to assist fire, law enforcement, EMS/rescue and municipalities to insure continuity in response efforts. Activities may include coordinating efforts in an emergency operations center, evacuating persons from homes or businesses whose lives or property is threatened by an emergency situation, and giving informed recommendations on emergency protective actions and emergency response procedures. Key program areas involve the Harris Nuclear Plant and Homeland Defense in addition to public safety communications projects.

Major Accomplishments

- Updated the Wake County Emergency Operations Plans for the Towns of Morrisville, Apex, Garner, Fuquay-Varina and the City

of Raleigh.

- Granted a contract extension with the Department of Homeland Security to regionalize the Metro Medical Response System to include the following counties: Johnston, Lee, Harnett, Chatham, Durham, Vance, Granville, Orange and Person.
- Secured Homeland Security grants totaling \$2,416,278 to purchase equipment for the RUSH team, develop a tactical communications vehicle, equip and train enhanced HazMat materials, to update USAR services, establish NIMS compliance, assist in VIPER enhancement and assist in the development for Public Health, Public Works, and local hospital Emergency Operations Plans. Other projects and personnel training have been accomplished through use of Homeland Security funding.
- Upgraded the logger recording system for the 800 MHz Trunked Radio System. The 800 MHz trunked radio voice recordings provide database search capabilities and permit remote access to logging recorder databases.

PUBLIC SAFETY

(Emergency Management cont'd)

Issues for FY 2007

In FY 2007, 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 our regional partners and the Domestic Preparedness Task Force Steering Committee. This includes continued planning and implementation of the Metropolitan Medical Response System (MMRS), which unites medical and other support communities to better respond to a significant medical emergency in the region. It also includes continuing to operate, maintain and complete the Local Emergency Response/Domestic Preparedness training/exercise program. Finally, the division will continue to 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 transition the following systems to the Information Services department: Tone & Voice/Alphanumeric paging systems, Trunked 800 MHz radio system along with the maintenance, technical assistance, consulting and tenant services associated with those systems. However, Emergency Management will continue to play a strategic role in the radio system growth and expansion.

Horizon Issues

Emergency Management will continue its effort to meet the needs of the Local Emergency Response/Domestic Preparedness response 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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Emergency Operations Center exercises and drills	95%	90%	90%	90%
<i>Effectiveness</i>				
Rating percentage of emergency management programs, plans and/or procedures above average	93%	90%	90%	90%

PUBLIC SAFETY

Division Summary - Administration

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	256,066	296,374	293,914	276,033
Operating Expenses		1,220,293	1,303,076	1,476,406	1,353,083
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,476,359	1,599,450	1,770,320	1,629,116
Intergovernmental Revenues	\$	371,828	342,915	363,615	340,203
Fee & Other Revenues		36,250	35,350	35,350	41,125
Revenue Totals	\$	408,078	378,265	398,965	381,328
Number of FTEs		4.00	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 administration division is to provide management support services to the Department's operating divisions, allowing public safety services to be delivered in an effective and efficient manner to people in Wake County. To accomplish this goal, the administration division maintains and enhances service delivery systems that work, identify and incorporate innovations, efficiencies, partnerships and collaboration that improve service and encourages and supports 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)

- Formed partnerships with local governments and the RDU Airport Authority to operate and maintain data and communication systems
- Oversaw market study analysis of the Fire Commission salary bands.

Issues for FY 2007

In FY 2007, 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.

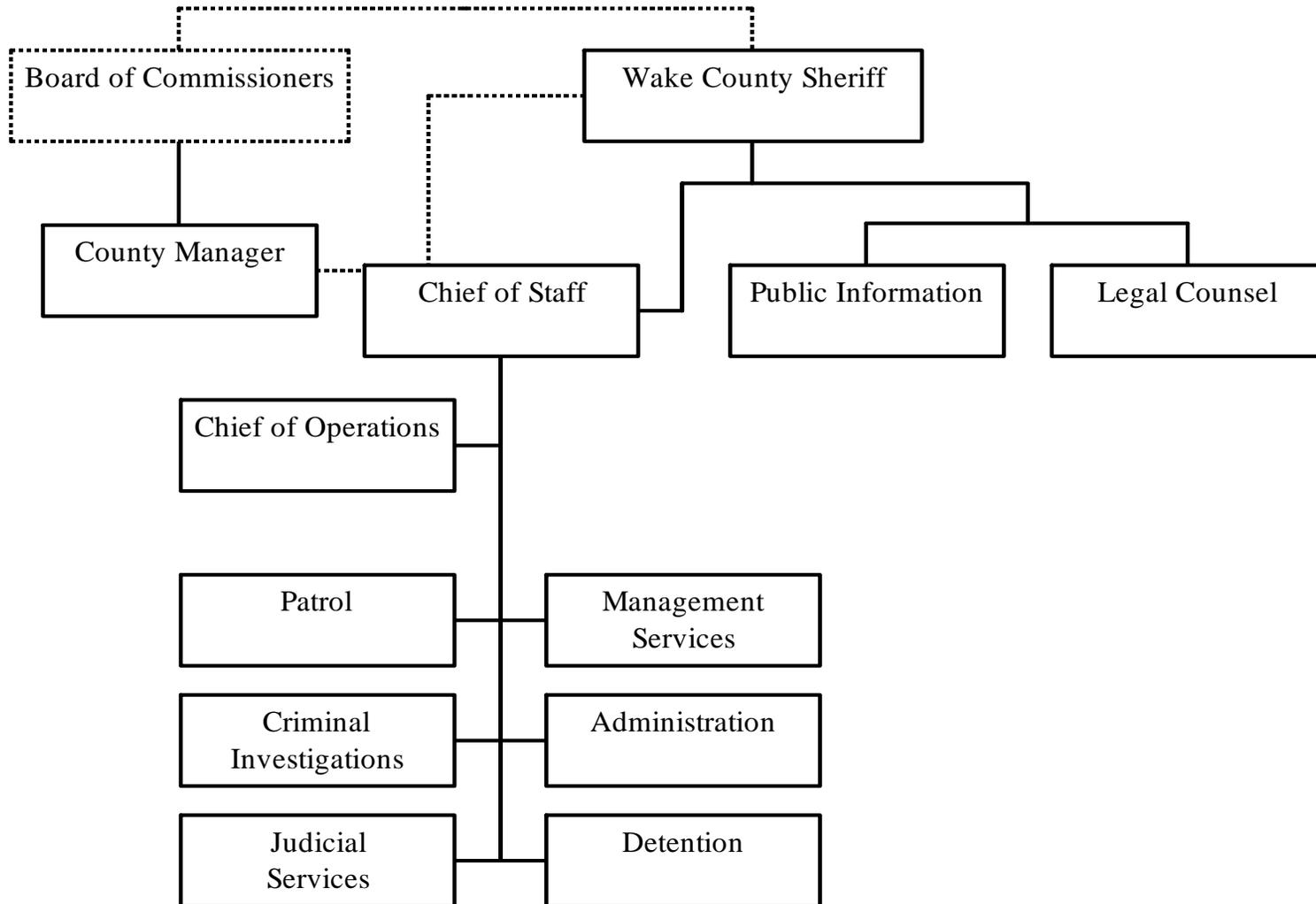
Other efforts in FY 2007 include hiring a communications manager to maintain and operate the County’s 800 MHz communication system.

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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	34,064,176	37,498,213	38,560,642	41,811,719
Operating Expenses		10,241,739	11,351,103	11,650,287	12,932,971
Capital Outlay		572,001	142,500	346,550	109,000
Expenditure Totals	\$	44,877,916	48,991,816	50,557,479	54,853,690
Intergovernmental Revenues	\$	905,535	689,400	867,147	750,229
Fee & Other Revenues		3,801,683	3,387,000	3,446,176	3,820,300
Revenue Totals	\$	4,707,218	4,076,400	4,313,323	4,570,529
Number of FTEs		653.00	774.00	775.00	776.00

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 also increase. 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.

The Sheriff’s Office consists of 776 personnel organized into 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 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	20,976,260	21,287,059	21,954,857	22,807,856
Operating Expenses		5,191,549	5,840,618	6,139,424	6,581,271
Capital Outlay		527,211	37,500	241,550	9,000
Expenditure Totals	\$	26,695,020	27,165,177	28,335,831	29,398,127
Intergovernmental Revenues	\$	882,072	669,400	847,147	630,229
Fee & Other Revenues		1,511,917	1,300,000	1,359,176	1,360,300
Revenue Totals	\$	2,393,989	1,969,400	2,206,323	1,990,529
Number of FTEs		380.00	382.00	386.00	387.00

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 pro-

cesses issued by the courts. The service of these processes 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
- Registering sexual offenders and predators residing in Wake County (including investigating their current address)

OFFICE OF THE SHERIFF

(Law Enforcement cont'd)

- Registering video poker games located within the county
- Issuing parade and picketing permits in the unincorporated areas of the county

Major Accomplishments

- Expanded K-9 team to 10 members
- Completed first full year of Sheriff's Traffic Observation Patrol (STOP) team with the purpose of reducing traffic related deaths and injuries (caused by substance abuse) and reducing criminal activity in targeted areas
- Implemented second phase of use of StopStick® apparatus for apprehending those trying to elude arrest (deployed 60 additional units)
- Implemented new "County Fleet Operations Gas Card" program to reduce gasoline volume usage and to increase patrol time
- On average maintained civil process papers in the field for service below benchmark of 750 (prior to 2004, the numbers were above 1000)
- Expanded School Resource Program from 16 school resource officers to 18 officers – added to Heritage and Moore Square middle schools.
- Began automation upgrade
- Re-programmed 350 800 MHz radios for better efficiency
- Processed all papers to be served within required timeline 97% of the time.
- Implemented Dictaphone® dictation/transcription program for investigations division which resulted in increased investigations productivity
- The Wake County Sheriff's Office, in partnership with Raleigh Police Department, Cary Police Department and Wake County Mental Health, organized a Crisis Intervention Team (CIT) in Wake County. CIT is a pre-booking jail diversion program designed to prevent the misdemeanor arrest of mentally ill subjects and assist them in getting the appropriate treatment.

Issues for FY 2007

- Develop three to five year business plan
- Further expansion of home fleet for judicial services deputies
- Finalize automation system upgrade for better data management
- Implement automated property inventory/order system
- Implementation of a salary administration plan that will make law enforcement officers pay competitive with other jurisdictions
- Expand detention transport team to reduce number of hours patrol deputies spend transporting prisoners to hospitals in order for deputies to return to patrol duties

Horizon Issues

- Construct new training facility
- Expand Special Response Team to respond to high-risk crisis events and to support investigations personnel
- Effective January 1, 2007 the NC Sheriffs' Education, Training & Standards Commission will require each sworn detention officer to take 16 hours of in-service training each year. This additional training load will require additional staff to do the teaching and to complete all of the necessary paperwork that must be submitted to the Commission.

OFFICE OF THE SHERIFF

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

Program Area: Law Enforcement

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Calls for service	51,673	52,000	53,000	N/A
Warrants, Summons, Orders for Arrest	9,549	9,000	9,000	N/A
Arrests made	5,137	5,200	7,000	N/A
Number of open investigations	7,039	7,100	7,150	N/A
Civil papers for service received & processed	86,121	88,000	90,000	N/A
Concealed handgun permits processed	822	800	800	N/A
Pistol permits processed	10,271	10,000	10,000	N/A
Sex offenders registered	105	100	100	N/A
Video poker games registered or moved	94	100	100	N/A
Building: Community security checks	6,1773	63,000	65,000	N/A
Effectiveness				
Response time (received to dispatch)	4.73 min.	4.7 min.	4.25 min.	4.0 min.
Response time (dispatch to arrival)	9.6 min.	9.2 min.	9.0 min.	8.0 min.
Investigations clearance rate	45.60%	47%	48%	50%

OFFICE OF THE SHERIFF

Division Summary - Detention

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	13,087,916	16,211,154	16,605,785	19,003,863
Operating Expenses		5,050,190	5,510,485	5,510,863	6,351,700
Capital Outlay		44,790	105,000	105,000	100,000
Expenditure Totals	\$	18,182,896	21,826,639	22,221,648	25,455,563
Intergovernmental Revenues	\$	23,463	20,000	20,000	120,000
Fee & Other Revenues		2,289,766	2,087,000	2,087,000	2,460,000
Revenue Totals	\$	2,313,229	2,107,000	2,107,000	2,580,000
Number of FTEs		273.00	392.00	389.00	389.00

Detention Purpose and Goals

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. North Carolina 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 three separate detention facilities: the Public Safety Center Detention facility, Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex. The Sheriff also transports prisoners to and from court appearances to the various units of the North Carolina Department of 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, two physician assistants, a full-time nursing staff on duty twenty-four hours each day, and through contracts with external medical providers.

Major Accomplishments

- Opened the Wake County Detention Center on Hammond Road in April 2006 (Phase 1B of Criminal Justice Facility Master Plan – Detention facilities)
- Developed facility procedures manual and staffing plan for the new detention facility
- Adopted a new process for hiring detention officers that includes a physical fitness test and a reading test to improve quality of workforce
- Installed video visitation system at the Public Safety Center detention facility
- Began implementation of Public Safety Center detention facility security improvements: replaced cell doors on two housing floors and installed video cameras on all housing floors
- Expanded the in-house 3-week orientation program, initially begun in 2004 for detention officers, to all clerical, medical, and other

OFFICE OF THE SHERIFF

(Detention cont'd)

- civilian staff.
- Developed and implemented new comprehensive training/ orientation program for all new medical staff
- Developed new handbook for inmates assigned to the Wake County detention facilities.

Issues for FY 2007

- Continue phasing in use of Wake County Detention Center on Hammond Road
- Fully hire and train new detention officers to staff new facility
- Control cost of inmate medical care
- Implement inventory system for medical supplies

Horizon Issues

With the completion of Phase 1B of the Wake County Detention Center, the County has bed space of 1320 in the three detention facilities operated by the Sheriff's Office. The most recent projection from the Wake County Justice System 30-year Facility Master Plan anticipated

the average daily population to be 1,434 by 2010. At the end of calendar year 2005, the average daily population hovered around 1300 with some days exceeding 1400. Current projections are that this facility will be at capacity in FY 2008, causing need for Phase 2 to be under construction earlier than originally expected.

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

Program Area: Detention

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Average Daily Population	1,193	1,260	1,340	N/A
Detention Intake	32,269	34,500	36,500	N/A

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DEBT SERVICE

Fund Summary - Debt Service

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Bond Principal	\$	70,642,456	70,480,946	70,480,946	71,522,353
Bond Interest		44,511,644	48,758,825	48,758,825	55,485,859
Bond Fees and Issuance Costs		123,829	1,182,001	1,182,001	877,700
Personnel Services		0	0	75,000	104,501
Reserved for Future Debt Service		0	2,049,228	2,049,228	2,078,587
Expenditure Totals	\$	115,277,929	122,471,000	122,546,000	130,069,000
Transfer from General Fund - Ad Valorem Tax	\$	97,453,000	95,271,000	95,271,000	102,866,000
Transfer from General Fund - Sales Tax		17,785,000	18,737,000	18,737,000	18,500,000
Transfer from Major Facilities Fund		991,000	991,000	991,000	991,000
Transfer from Fire Tax District		0	472,000	472,000	472,000
Interest Income		5,126,014	7,000,000	7,000,000	7,240,000
Appropriated Fund Balance		0	0	75,000	0
Revenue Totals	\$	121,355,014	122,471,000	122,546,000	130,069,000
Number of FTEs		0.00	0.00	1.00	1.00

Debt Service Expenditures by Entity

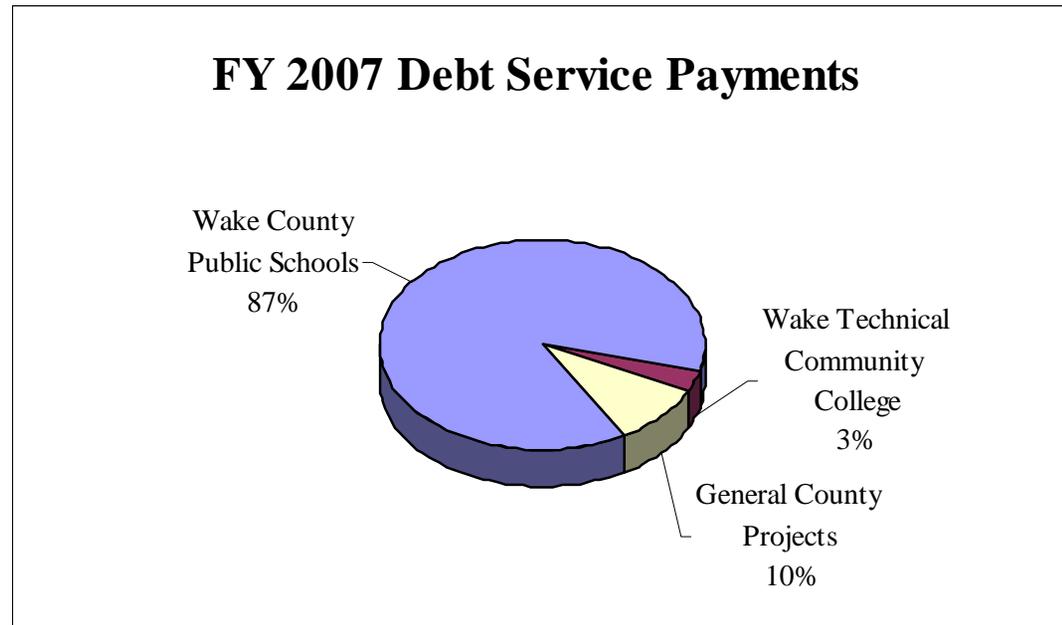
		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Wake County Public School System	\$	101,410,735	107,027,252	107,102,252	113,655,148
Wake Technical Community College		3,598,357	3,458,551	3,458,551	3,976,317
Wake County Government		9,227,260	8,944,969	8,944,969	9,367,948
Five County Stadium		1,041,577	991,000	991,000	991,000
Reserved for Future Debt Service		0	2,049,228	2,049,228	2,078,587
Expenditure Totals	\$	115,277,929	122,471,000	122,546,000	130,069,000

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 2007 totals \$130,069,000.



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 Community 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 pay 66% of bond principal paid within 10 years.**

	Wake	AAA Rated Counties			
		Average	Median	High	Low
Net Debt per capita	\$1,323	\$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, 2005 was \$1,323 and will be monitored annually.

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, 2005, the combined debt was approximately \$1,312 million or 1.7%

(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 1.39%.**

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, 2005 Wake County's debt service payments were 15.7% of the general and debt service fund budgets.

	Wake	AAA Rated Counties			
		Average	Median	High	Low
County and municipal debt as a percentage of tax base	1.7%	2.3%	2.0%	6.1%	0.1%

DEBT SERVICE

Schedule of Long-Term Debt Maturities and Annual Debt Service Requirements for Governmental Activities June 30, 2005

Bonded Debt Fiscal Year Ended June-30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2006	\$ 61,244,540	105,089,955	8,390,460	12,309,034	69,635,000	117,398,989
2007	61,821,739	99,181,665	7,328,261	10,866,668	69,150,000	110,048,333
2008	61,690,859	96,222,376	7,414,141	10,617,273	69,105,000	106,839,649
2009	61,800,447	93,413,445	7,424,553	10,286,288	69,225,000	103,699,733
2010	61,739,808	90,445,086	7,415,192	9,943,010	69,155,000	100,388,096
2011	62,474,957	88,275,509	6,715,043	8,909,112	69,190,000	97,184,621
2012	63,498,975	86,373,422	6,551,025	8,430,939	70,050,000	94,804,361
2013	63,359,044	83,173,960	6,725,956	8,291,736	70,085,000	91,465,696
2014	62,993,035	79,936,519	6,971,965	8,231,677	69,965,000	88,168,196
2015	62,890,240	76,995,982	7,034,760	7,976,113	69,925,000	84,972,095
2016-2020	322,125,158	352,325,026	13,774,842	15,123,475	335,900,000	367,448,501
2021-2022	17,000,000	17,377,571	1,100,000	1,171,500	18,100,000	18,549,071
Total Bonded Debt	\$ 962,638,802	1,268,810,516	86,846,198	112,156,825	1,049,485,000	1,380,967,341

Other Long-Term Debt

Total capitalized leases, clean water revolving loans, installment purchases, and qualified zone academy bonds:

2006	\$ 163,461	-	1,172,723	1,577,708	1,336,184	1,577,708
2007	163,461	-	1,187,477	1,557,744	1,350,938	1,557,744
2008	163,461	-	941,662	1,275,936	1,105,123	1,275,936
2009	163,461	-	843,954	1,166,057	1,007,415	1,166,057
2010	163,461	-	879,413	1,161,507	1,042,874	1,161,507
2011-2015	817,305	-	4,551,126	5,775,073	5,368,431	5,775,073
2016-2017	326,928	-	77,689	406,093	404,617	406,093
Total Other Long-Term Debt	1,961,538	-	9,654,044	12,920,118	11,615,582	12,920,118
Total Long- Term Debt	\$ 964,600,340	1,268,810,516	96,500,242	125,076,943	1,061,100,582	1,393,887,459

DEBT SERVICE

Computation of Legal Debt Margin June 30, 2005

Total Assessed Value	\$	71,124,922,096	
Less: Current Year Abatements		<u>(476,342,219)</u>	
Assessed Value of Taxable Property	\$		<u>70,648,579,877</u>
Debt Limit - Eight Percent (8%) of Assessed Value			5,651,886,390
Amount of Debt Applicable to Debt Limit:			
Total Bonded Debt			<u>1,049,485,000</u>
Legal Debt Margin	\$		<u>4,602,401,390</u>

CAPITAL AREA WORKFORCE DEVELOPMENT

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Intergovernmental Revenues	\$	4,719,569	N/A	4,430,425	2,917,641
Fee & Other Revenues		0	N/A	0	0
Revenue Totals	\$	4,719,569	0	4,430,425	2,917,641
Personnel Services	\$	1,039,844	N/A	1,196,464	677,438
Operating Expenses		3,679,725	N/A	3,233,961	2,240,203
Expenditure Totals	\$	4,719,569	0	4,430,425	2,917,641
Number of FTEs		12.00	12.00	12.00	12.00

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 largest population of North Carolina's local workforce areas.

Federal and state block grants provide funding for universal workforce development services to the two counties' employers, adult and youth job applicants, and to dislocated workers and companies experiencing layoffs and closings. The labor force in Wake and Johnston counties numbers over 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
- 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

Issues for FY 2007

- 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

EMERGENCY 911

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Taxes	\$	972,706	960,000	960,000	983,549
Charges for Services		245,906	272,400	272,400	567,825
Investment Earnings		4,190	0	0	0
Revenue Totals	\$	1,222,802	1,232,400	1,232,400	1,551,374
Personal Services	\$	0	0	0	0
Operating Expenses		1,242,378	1,232,400	1,232,400	1,551,374
Expenditure Totals	\$	1,242,378	1,232,400	1,232,400	1,551,374
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.

FIRE TAX DISTRICT

FY 2007 Fire Tax District Budget Revenues and Expenditures

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Revenues				
Fire Tax Revenue				
Operating		12,538,088	12,538,088	13,573,000
Operating--Debt Service		641,609	641,609	579,262
Capital		2,998,481	2,998,481	3,360,738
Subtotal	15,822,939	16,178,178	16,178,178	17,513,000
Appropriated Fund Balance	-	425,000	425,000	550,000
Fund Balance Transfer to CIP	-	1,000,000	1,000,000	150,000
Interest	134,434	-	-	-
Total Revenues	\$ 15,957,373	17,603,178	17,603,178	18,213,000
Expenditures				
Department Appropriations				
Personnel and Operating		12,341,174	12,341,174	12,924,616
Contingent Expansions (a)		-	-	207,594
Department Debt Service		641,609	641,609	579,262
Subtotal	11,706,601	12,982,783	12,982,783	13,711,472
Fixed Costs				
CAD Fire Costs	-	-	-	3,560
800 MHz Fire Costs (b)	87,178	136,214	136,214	266,639
NC Forestry--Wildfire Prevention	47,137	60,700	60,700	55,000
Equipment and Fixed Assets				
Turnout Gear Program	-	225,000	225,000	250,000
Small Capital Program	139,965	150,000	150,000	255,591
Air Bottle Replacement	-	-	-	100,000
Contingencies and Grant Matches	-	50,000	50,000	50,000
Other (c)	480,603	-	-	10,000
Subtotal Operating	12,461,484	13,604,697	13,604,697	14,702,262

FIRE TAX DISTRICT

	FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Transfer to Capital (Current Revenues)	3,610,980	2,526,481	2,526,481	2,888,738
Transfer to Capital (Fund Balance)		1,000,000	1,000,000	150,000
Transfer to Debt Service Fund (d)	-	472,000	472,000	472,000
Subtotal Capital	3,610,980	3,998,481	3,998,481	3,510,738
Total Expenditures	16,072,464	17,603,178	17,603,178	18,213,000

Difference	\$	(115,091)	-	-
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(a) This line includes funds for VFIS coverage, and cost-share amounts for Fuquay-Varina, Garner, and Holly Springs; The Budget Committee recommends that, if Towns do not include their cost-shares in adopted budgets, the funds be reverted to small capital

(b) Includes costs for system and equipment maintenance, repairs, and battery replacement

(c) The FY 2007 budget includes a one-time donation to Feed the Firefighters of \$10,000

(d) Debt payment for FY05-06 purchase of engines and tankers

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

- Increased fire service participation in the budget development process—Over 10 departments represented on Budget Committee.
- Staffing Committee progressed on long-range plan to address staff

ing needs County-wide.

- Increased funding for staffing resources, including \$200,000 additional funds for volunteer support and cost-shared positions with three municipalities.
- Continued funding for replacement of turnout gear and small capital.
- Developed the first countywide consensus specification for fire fighting turnout gear. The City of Raleigh Fire Department partnered with County departments in drafting the specifications.
- Completed the third and final year of the three-year implementation plan for the fire service compensation plan.
- Completed a salary market survey for the fire service compensation plan and revised salary bands based upon survey results and consultant recommendations.
- Recommended a uniform and consistent accidental death and injury insurance plan for all volunteers in all fire departments. This plan equalizes volunteer coverage countywide for accidental death and injuries.

FIRE TAX DISTRICT

Issues for FY 2007

- Continue to analyze potential station closures and negotiate coverage, cost and service agreements with Raleigh and Cary. The first goal is to complete the analysis of Western Wake Station #2 and bring the Fire Commission a recommendation on its status. Other stations that have been identified for analysis include Bayleaf #3, Falls, Wake New Hope #1, and Western Wake #1.
- Evaluate compliance with training and certification requirements of the fire service compensation plan. The fire service compensation plan required that incumbent employees meet identified training and certification requirements by July 1, 2006.
- Refine long-range plan for staffing that establishes staffing goals, analyzes departments' abilities to meet those goals, and projects costs.
- Refine long-term facility needs in the long-range plan. The Facility Committee is evaluating fire station needs in the East Garner area, Wake Forest area and Bay Leaf area.
- Analyze how departments use full-time, part-time, and volunteers to staff; and determine if most cost-effective staffing patterns are used.
- Analyze cost-sharing arrangements with municipalities and discuss related issues with Town officials. Towns include Apex, Fuquay-Varina, Garner, Holly Springs, Morrisville, Rolesville, Wake Forest, and Zebulon.
- Review level and equality of benefits provided to career employees in the contracting fire departments.

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.
- As the number of volunteers continues to decline, contracting fire departments will continue to rely more in paid staff to maintain service. This increased reliance on paid staff will increase the service cost to the fire tax district.

FIRE TAX DISTRICT

Summary of Appropriations by Department

Department		FY 2005 Actual	FY 2006 Adopted Budget	FY 2007 Current Budget	FY 2007 Adopted Budget
Bay Leaf	\$	1,110,154	1,228,295	1,228,295	1,317,284
Durham Highway		734,153	788,608	788,608	670,769
Eastern Wake		1,154,329	1,278,227	1,278,227	1,343,069
Fairview		792,017	786,944	786,944	822,363
Falls		296,978	315,793	315,793	317,447
Garner		843,668	1,008,670	1,008,670	1,047,866
Hopkins		399,224	542,223	542,223	579,014
Rolesville		254,649	356,190	356,190	395,424
Stony Hill		562,773	623,928	623,928	777,946
Swift Creek		384,009	419,520	419,520	464,252
Wake Forest		259,007	299,003	299,003	309,000
Wake-New Hope		829,323	933,108	933,108	878,772
Wendell		851,590	992,462	992,462	1,017,524
Western Wake		622,728	650,830	650,830	621,010
Total- Rural	\$	9,094,602	10,223,800	10,223,800	10,561,741
Apex		435,628	481,983	481,983	513,922
Fuquay-Varina		990,154	1,053,260	1,053,260	1,108,133
Holly Springs		272,586	275,083	275,083	301,905
Morrisville		571,354	604,958	604,958	657,094
Zebulon		260,526	336,581	336,581	361,083
Total- Municipal	\$	2,530,249	2,751,866	2,751,866	2,942,137
TOTALS:	\$	11,624,851	12,975,666	12,975,666	13,503,878

* FY 2007 appropriation amounts do not include some expansion funds for VFIS coverage and funds contingent on Town budget adoption.

HOUSING AND COMMUNITY REVITALIZATION

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Intergovernmental Revenues	\$	3,362,026	2,727,910	3,049,486	2,440,752
Fee & Other Revenues		1,263,954	1,155,553	1,222,553	2,067,192
Revenue Totals	\$	4,625,980	3,883,463	4,272,039	4,507,944
Personal Services	\$	508,864	491,376	476,348	434,860
Operating Expenses		5,335,251	3,392,087	3,798,353	4,073,084
Capital Outlay		60,000	0	(2,662)	0
Expenditure Totals	\$	5,904,115	3,883,463	4,272,039	4,507,944
Number of FTEs		7.50	7.50	7.50	7.50

Fund Purpose and Goals

Affordable housing continues to be a great need in Wake County. Human Services' Housing and Community Revitalization (HCR) program receives federal and county funds to mitigate this need. The HCR Fund has three primary revenue sources: federal Community Development Block (CDBG) grant funds, federal Home Investment Partnership Program (HOME) funds, Wake County capital funds. In addition, the Fund receives federal Emergency Shelter Grant (ESG) and Housing Opportunities for Persons with Aids (HOPWA) funds. Finally, the HCR fund earns program income on its CDBG, HOME, and County funds.

Every five years, HCR creates a five-year action plan which it submits to the federal government. The most recent five-year action plan was approved by the Board of Commissioners at its April 18, 2005 meeting. In addition, HCR annual creates a one-year action plan that will pursue the goals outlined in the five-year plan. The most recent one-year plan was presented to the Board of Commissioners in May, 2006. Since the

demand for affordable housing in Wake County exceeds the production capability of the HCR program budget, the five-year plan establishes priorities for spending. These are:

- Homeowners earning less than \$30,000 per year;
- Renters earning less than \$30,000 per year;
- Homeless individuals and families;
- Non-homeless individuals and families with special needs.

This segment of the population was selected by the Housing Committee of the Human Services Board for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and, it coordinates with other efforts such as the 10-year Plan to End Homelessness.

HCR will use four strategies to address the housing and community development needs of the population groups listed as a top priority:

- Preserve existing housing;

HOUSING AND COMMUNITY REVITALIZATION

- Add new affordable units;
- Provide short-term rental assistance;
- Fund public facilities improvements in low-income neighborhoods

Planned Activities for FY 2007

As part of the one-year action plan presented to the Board of Commissioners in May 2006, HCR outlined the outcomes that it expects to achieve in FY 2007, which included plans to:

- Help 20 homeowners repair sub-standard housing and help 10 homeowners with emergency repairs;
- Install a sidewalk in Garner;
- Fund street extensions in Apex for development of 12 units of af-

fordable single-family homes;

- Provide funding to support the development of affordable housing for 90 families earning at or below 40% Median Family Income;
- Assist two families in achieving homeownership through the American Dream Down payment Initiative, which is a separate allocation of HOME funds dedicated specifically to homeownership; and
- Provide services such as rental subsidies, utilities or mortgage payments for 460 families.

MAJOR FACILITIES

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2007 Current Budget	FY 2007 Adopted Budget
Occupancy Tax Proceeds	\$	10,997,889	11,340,000	11,340,000	12,403,900
Prepared Food & Beverage Tax Proceeds		13,160,031	13,589,000	13,589,000	14,926,100
Other Revenues		201,293	0	0	0
Revenue Totals	\$	24,359,213	24,929,000	24,929,000	27,330,000
City of Raleigh Hold-back from the Occupancy Tax Proceeds	\$	680,000	680,000	680,000	680,000
Town of Cary Hold-back from the Occupancy Tax Proceeds		533,953	549,990	549,990	601,600
Allocation to the Greater Raleigh Convention & Visitors Bureau		2,916,619	2,997,200	2,997,200	3,255,200
Allocation to the City of Raleigh for Discretionary Projects		1,000,000	1,000,000	1,000,000	1,000,000
Transfer to Debt Service on Five County Stadium		991,000	991,000	991,000	991,000
Allocation for Construction of the New Convention Center		8,257,151	8,763,621	8,763,621	10,361,800
Operating Support for the Centennial Authority		1,399,570	1,444,376	1,444,376	1,585,700
Debt Service on the RBC Center Construction		5,209,131	5,208,422	5,208,422	5,206,200
Transfer to Reserve for Future Projects		0	1,546,521	1,546,521	1,828,500
Transfer to the General Fund, Admin. Fee for Occupancy Tax		298,138	340,200	340,200	372,000
Transfer to General Fund, Admin fee for Prepared Food & Bev.		426,604	407,670	407,670	448,000
Transfer to the County's CIP Fund for Discretionary Projects		1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	\$	22,712,166	24,929,000	24,929,000	27,330,000

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 6% occupancy taxes. In 1993 the fund began collecting 1% prepared food and beverage taxes. The distribution of tax proceeds planned for fiscal

year 2007 is shown 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 Arts Center, SAS Soccer Complex, NC Museum of Natural Sciences,

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 June 2008.

Issues for FY 2007

In FY07 proceeds from the taxes are expected to grow by approximately 9% for the Prepared Food and Beverage tax and by nearly 10% for the Occupancy Tax. The projected growth is based on the most recent results from tax proceeds received in fiscal year 2006. 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.

MAJOR FACILITIES CAPITAL TRUST FUND

Fiscal Year	NC Art Museum	Cary Aquatics Center	NC Museum of Natural Sciences	St. Augustine's College Track	NC Ballet	Falls Whitewater Park
2007	3,400,000	500,000	-	100,000	50,000	150,000
2008	900,000	500,000	200,000	100,000	100,000	-
2009	1,000,000	500,000	200,000	100,000	100,000	-
2010	1,000,000	500,000	200,000	100,000	-	-
2011	1,000,000	700,000	200,000	100,000	-	-
2012	1,000,000	700,000	200,000	100,000	-	-
2013	1,000,000	1,000,000	200,000	100,000	-	-
2014	1,000,000	1,000,000	200,000	100,000	-	-
2015	1,000,000	1,000,000	200,000	100,000	-	-
2016	1,000,000	1,000,000	700,000	100,000	-	-
2017	1,000,000	1,000,000	700,000	-	-	-
2018	1,000,000	1,600,000	1,000,000	-	-	-
2019	700,000	-	2,000,000	-	-	-
TOTAL	15,000,000	10,000,000	6,000,000	1,000,000	250,000	150,000

REVALUATION RESERVE

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Transfer from General Fund	\$	975,000	975,000	975,000	1,100,000
Investment Income		42,362	70,262	70,262	76,688
Appropriated Fund Balance		0	0	0	632,835
Revenue Totals	\$	1,017,362	1,045,262	1,045,262	1,809,523
Contracted Services	\$	302,133	1,045,262	1,045,262	1,542,500
Other Operating Expenses		0	0	0	267,023
Expenditure Totals	\$	302,133	1,045,262	1,045,262	1,809,523
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 deposited into the revaluation reserve fund may not be used for any purpose other than the revaluation of real property.

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.
- 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.

REVALUATION RESERVE

Fund Financial Summary

- Fund balance at June 30, 2005 was \$2.59 million.
- The County has transferred \$975,000 annually into the fund since FY 2001. This transfer will increase to \$1.1 million annually for FYs 07 and 08, which will provide \$8.1 million over the eight-year period for the 2008 Revaluation. Additionally, these funds are projected to generate approximately \$437,000 in interest earnings.

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	1,100,000	1,100,000	See note
Investment Income		315,705	76,688	51,375	
Revenue Totals		6,165,705	1,176,688	1,151,375	-
Contracted Services	\$	4,429,136	1,542,500	1,585,000	507,200
Other Operating Expenses		931,672	267,023	307,673	40,411
Expenditure Totals		5,360,808	1,809,523	1,892,673	547,611
<i>Annual Surplus (Deficit)</i>		<i>804,897</i>	<i>(632,835)</i>	<i>(741,299)</i>	<i>(547,611)</i>
Prior Year Ending Fund Balance		1,112,310	1,917,207	1,284,372	543,073
Fund Balance at June 30	\$	1,917,207	1,284,372	543,073	(4,538)

Note: The FY09 General Fund Transfer will be designated towards the subsequent Revaluation. As such, it is not shown here.

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SOLID WASTE

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Intergovernmental Revenues	\$	969,896	951,500	951,500	945,000
Fee & Other Revenues		20,209,294	20,133,749	20,804,754	21,859,673
Revenue Totals	\$	21,179,190	21,085,249	21,756,254	22,804,673
Personal Services	\$	871,438	935,573	935,573	1,049,996
Operating Expenses		18,387,725	20,139,676	20,810,681	21,754,677
Capital Outlay		8,095	10,000	10,000	0
Expenditure Totals	\$	19,267,258	21,085,249	21,756,254	22,804,673
Number of FTEs		15.00	14.00	14.00	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 plan-

ning 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, recycling and disposal, disaster recovery and special waste manage-

SOLID WASTE

ment, 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 with municipalities to provide for long-term transportation and disposal of municipal solid waste.

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 2007

- 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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Tons of trash received at North Wake Landfill	365,326	365,824	N/A	N/A
Tons of trash received at Convenience Centers (disposal only)	43,490	41,227	N/A	N/A
Number of Household Hazardous Waste Facility customers per year	7470	8975	8975	N/A
Efficiency				
Operating cost per ton of trash delivered to North Wake Landfill	12.57	12.64	12.64	N/A
Operating cost per ton of trash delivered to Convenience Centers (disposal only)	63.10	65.96	65.96	N/A
Household Hazardous Waste Facility cost per customer	99.10	85.90	85.90	N/A
Effectiveness				
Number of landfill notices of violation	0	1	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.

SOLID WASTE

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of schools on Feed The Bin School Recycling Program	N/A	49	49	132
Number of external public communication pieces produced	77	80	80	85
Number of WCPSS students who have received recycling presentation	N/A	15,440	15,440	30,000
Number of lesson plans written	N/A	4	4	20
Number of organizations listed in Trash Takers	N/A	302	300	400
Efficiency				
Tons of paper recycled through school recycling program	N/A	122	122	260
School recycling program roll cart cost per ton	N/A	117.00	117.00	113.00
Effectiveness				
Number of school recycling operational complaints	N/A	7	0	0
Number of positive evaluations regarding school recycling presentation	N/A	56	56	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	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Number of committees, groups, task forces, etc. managed / coordinated	11	11	11	11
Number of budget reviews per year	1	2	2	4
Effectiveness				
Municipalities partnering in countywide 10 Year Solid Waste Management Plan.	11	11	11	12
Municipalities party to the Solid Waste Inter-local Disposal System	0	12	12	12

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RISK MANAGEMENT FUND

Fund Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Claims and Natural Disasters	\$	1,808,570	1,926,143	3,926,143	2,025,000
Dental Insurance		1,343,705	1,446,906	1,454,380	1,565,400
Health Insurance: Active Employees		15,804,592	19,765,000	19,765,000	20,796,278
Health Insurance: Retirees		2,269,656	2,580,000	2,580,000	2,468,000
Insurance Premiums (Non-health)		634,733	797,427	798,360	785,668
Non-personnel Operating Costs		124,591	182,879	197,697	197,598
Personnel Services		239,593	260,445	260,445	279,683
Total Expenditures	\$	22,225,440	26,958,800	28,982,025	28,117,627
Appropriated Risk Management Fund Balance	\$	0	1,899,894	1,923,119	3,107,949
Employee and County Share of Dental Premiums		1,363,246	1,446,906	1,446,906	1,565,400
Employee, Retiree and County Share of Health Premiums		16,122,301	20,274,000	20,274,000	20,796,278
General Fund Transfer		2,000,000	3,133,000	5,133,000	2,468,000
Interest Income		176,985	150,000	150,000	125,000
Other Sources		382,873	55,000	55,000	55,000
Total Revenues	\$	20,045,405	26,958,800	28,982,025	28,117,627
Number of FTEs		4.00	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

List of Major Services

- Safety training and inspection
- Claims management and litigation support
- Risk identification and control
- OSHA Recording Keeping and Reporting
- Creating and Maintaining Insurance Standards for Vendors Working with Wake County

Highlights

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 Program (OCIP)

An OCIP is a financial tool used to consolidate and handle construction risks of new facilities. The City of Raleigh is utilizing an OCIP on the construction of the new Raleigh Convention Center and parking deck. Wake County Risk Management is providing resources and program oversight to the City of Raleigh for the duration of construction of these facilities and through project closeout.

Policy Review

Risk Management will review the County's policies related to safety and liability, including those for blood-borne pathogens, fleet safety and accommodation under the *American with Disabilities Act*.

Employee Training

Wake County's favorable claims experience is due primarily to the fact that there are many experienced employees who have a good under-

standing of their risks and how to manage them. However, these demographics are beginning to change as long-term employees 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, such as Workplace Violence Prevention. Additionally, we will provide training to teach departments how to document labor and resources for reimbursement by FEMA in the event of a disaster.

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 will facilitate this work; accordingly, Risk Management will issue an RFP for a Risk Management Information System and support that will automate the tracking of employee training and immunizations, site inspections, and other related work.

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Current Expense	\$	233,570,790	245,139,744	251,247,744	274,229,012
Capital Outlay		2,834,207	3,128,256	3,128,256	1,597,988
WCPSS Direct Appropriation	\$	236,404,997	248,268,000	254,376,000	275,827,000
Community Use of Schools	\$	410,000	410,000	410,000	410,000
Debt Service		92,793,424	107,027,252	107,102,252	113,655,148
Expenditure Totals	\$	329,198,421	355,295,252	361,478,252	389,482,148

Description

The Wake County Public School System (WCPSS), the second largest K-12 education agency in North Carolina, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS currently operates 88 elementary schools, 28 middle schools, 17 high schools, and six special/optional schools.

The Wake County Board of Education, through the appropriation process, 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 provides funding for the construction and maintenance of school facilities through the operating budget appropriation and in the community improvement plan appropriations. Other voluntary funding by the Wake County Board of Commissioners includes appropriations for increased instructional and non-instructional personnel, salary supplements, and other operating support.

In 2006-2007, WCPSS expects membership of 127,564, an increase of 7,060 students or a 5.9 percent increase from the 2005-2006 20th day student enrollment.

During the 2005-2006 school year, 4,415 students were enrolled in charter schools; WCPSS anticipates that charter school enrollment will increase by 158 students for the 2006-2007 school year. 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 six new elementary schools during FY 2007; four in permanent facilities (Barwell Road, Brier Creek, Carpenter Village, and Harris Creek) and two early-start elementary schools that will move to permanent facilities at a later date (Holly Grove and River Bend). WCPSS will also open two new high schools (Holly Springs and Panther Creek) in FY 2007. These schools, and other renovations, will add a combined facilities area of approximately one million square feet. The total estimated operating costs for these new facilities is \$3.08 million.

WAKE COUNTY PUBLIC SCHOOL SYSTEM

For FY 2007, the total request by the Board of Education to the County Commissioners was approximately \$275.8 million, an increase of \$21.45 million (or 8.4 percent) from the FY 2006 County appropriation to WCPSS. The FY07 budget fully funds the Board of Education's total request.

WAKE TECHNICAL COMMUNITY COLLEGE

Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Current Expense	\$	11,089,000	11,613,000	11,860,500	14,093,000
Capital Outlay		411,000	1,161,000	1,161,000	810,000
Direct Appropriation		11,500,000	12,774,000	13,021,500	14,903,000
Debt Service		3,598,357	3,458,551	3,458,551	3,976,317
Expenditure Totals	\$	15,098,357	16,232,551	16,480,051	18,879,317

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 168 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 Garner; (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 Western Wake campus in Cary, which provides curriculum and continuing education classes. This campus also houses

the Business and Industry Center, providing customized employee training for businesses and specialized programs to assist displaced workers. As the lead college in a consortium with the community college system and the university system, the Western Wake Tech campus also contains an aseptic biotechnology lab for the Biotechnology Learning Center. Wake Tech also provides leadership for another consortium of six community colleges that operates the Eastern N.C. Plastics Technology Center in Zebulon. Wake Tech 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 the use of existing facilities and develop additional facilities to serve Wake County's rapidly growing population.
- Ensure that Wake County's citizens have the knowledge and skills required for success in the workplace.
- Implement a Ten-year Facilities Master Plan

WAKE TECHNICAL COMMUNITY COLLEGE

Major Accomplishments

- Opened the Western Wake Campus at Millpond Village in Cary in August 2005 serving over 1,200 curriculum and 2,300 continuing education students.
- Made considerable progress on Phase I construction of the Northern Wake Campus. Classes are scheduled to begin Fall 2007. Phase II design underway.
- Purchased Public Safety facility on Chapanoke Road in Garner. Renovations will begin this year.
- Documented the College's Ten Year Facilities Master Plan after completing a study called Focus 2015.
- Served over 53,000 adult students in Wake County.
- Partnered with regional health care employers, educators, community organizations, and workforce and economic development groups in the Health Care Works! Coalition to leverage resources and create and expand programs in high-demand health care fields.
- Upgraded the Automotive Systems Technology program to insure graduates meet changing industry needs.
- Initiated three new associate degrees and 19 new certificate programs, including Computer Forensics.

Issues for FY 2007

- Continue renovations to facility on Chapanoke Road to serve as a Public Safety Center.
- Complete construction on Phase I of the Northern Wake Campus.
- Bidding for Phase II construction of the Northern Wake Campus.
- Continuation of renovation projects on Main Campus, including work on Holding Hall, roof replacements, and renovations for faculty offices.
- Organize and implement the new HUB Institute.
- Recruit faculty and increase available space to keep up with the growing demand for classes.
- Offer first Early College High School program on the Health Sciences Campus in partnership with Wake Medical Center and Wake County Public Schools.
- Plan for an Early College High School with a technical and information technology focus on the Main Campus.

- Complete design and begin construction on Phase I of the Chapanoke Road Public Safety Center and begin design on Phase II.
- Continue to develop public safety and homeland security related programs.
- Begin planning a Wellness Center on the Main Campus.
- Fund the College's Technology Plan at a high enough level so that more than half of all instructional spaces will be at the minimum Level 1.
- Develop lateral entry options to meet the needs of the public schools for additional teachers.

Horizon Issues

- Meet growth demands at the Health Sciences Campus with an additional classroom building and parking deck.
- Acquire a suitable location for a permanent campus in western Wake County.
- Begin planning for Phase III of the Northern Wake Campus.
- Open Phase I of the Northern Wake Campus and begin construction on Phase II which is projected to open in 2009.
- Complete design construction on Phases II and III of the Chapanoke Road Public Safety Center.
- Transition each campus to a specific instructional focus.
- Fund the College's Technology Plan at a high enough level so that all 214 instructional spaces will be at the minimum of Level 1 as soon as possible.
- Capital funding for facilities.
- Need for competitive employee salaries.

The County's FY 2007-2013 Community 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 2007-2013 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 \$3,570,813,099. Of this amount, \$349,822,963 represents the capital budget for Fiscal Year 2007.

Highlights of the FY07-13 CIP

The \$3.57 billion FY07-13 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 three new library facilities that will require additional staff and other on-going operating costs; consequently, these libraries are considered non-routine capital investments.

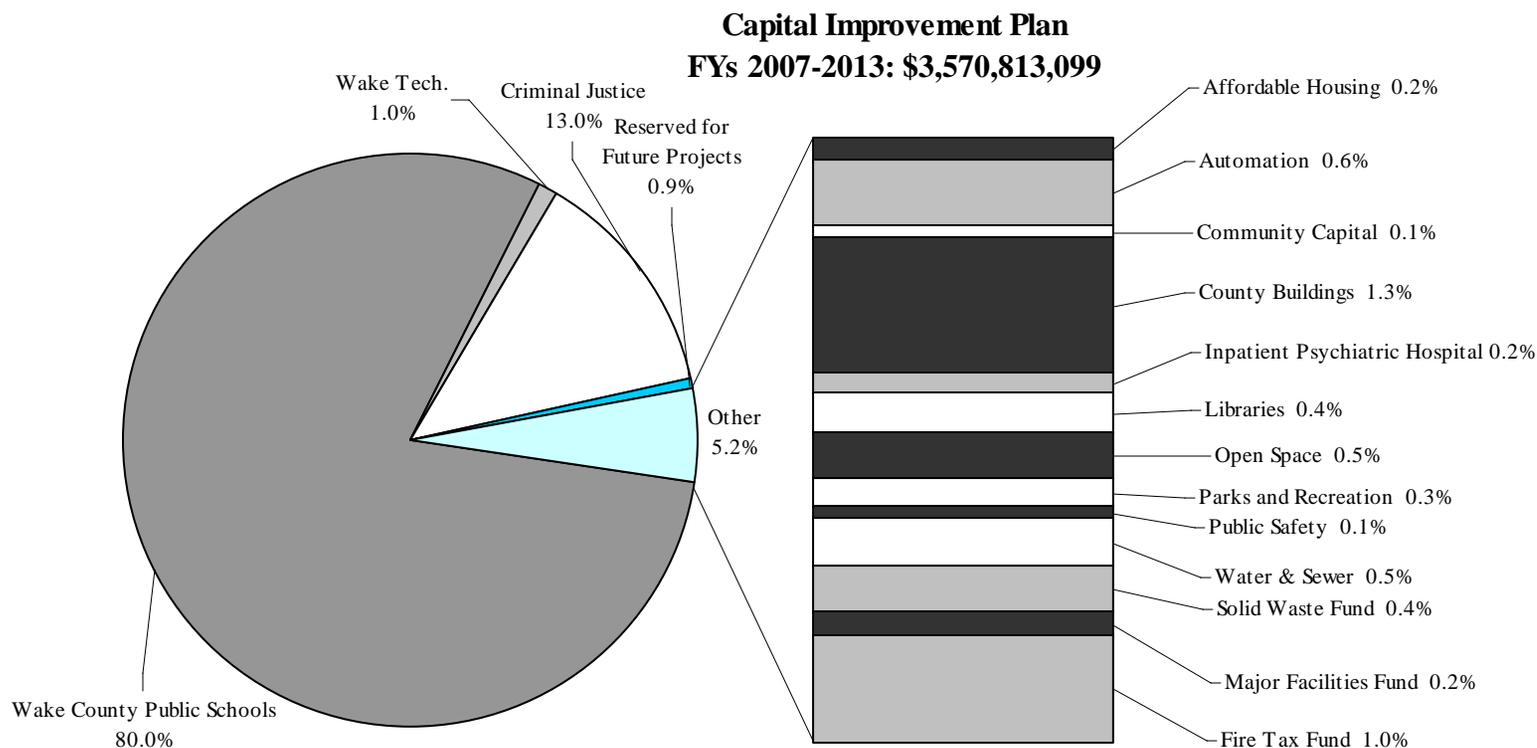
The majority of the non-routine capital projects in the FY07-13 CIP are driven by the County's rapid growth. Highlights of the seven-year plan are presented below; more information about each of these projects can be found in their respective sections of this document.

Wake County Public School System

The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by approximately 7,000 to 8,000 students per year. Enrollment is projected at approximately 135,000 students by 2008; by 2020, updated student population projections show a total of approximately 216,000 students in the system. Because of this enrollment growth, the Board of Commissioners' top goal for 2006 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 work sessions to discuss school capital needs and solutions. On June 6, 2006 the Wake County Board of Education approved a resolution requesting the Wake County Board of Commissioners to place on the November ballot a referendum authorizing the use of the County general obligation pledge to support bond funding for its 2007-2010 building program. This building program is slated to include construction of 17 new schools, 13 comprehensive renovation projects, lifecycle replacement projects, and start-up funding for future building programs. If approved by the voters in November 2006, general obligation bonds would help to fund a \$1.056 billion WCPSS 2007-2010 building program.

Criminal Justice

Developing a long-term plan for the County’s courthouse and judicial facilities needs was another of the Board of Commissioners goals for 2006. The County’s rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY07-13 CIP includes \$468 million for Criminal Justice facilities. In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to FY 2030. The Board of Commissioners endorsed this plan in FY 2006, along with a funding strategy for the capital improvements proposed through 2013 for both detention and judicial facilities. Recommendations included in the Master Plan should continue to guide decisions regarding current and long-term detention capital improvements.



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 FY07-13 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 replacement 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

County departments assess the needs for other capital investments 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 users teams such as the Court Facility Space Planning Committee,

CAPITAL BUDGET PROCESS

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.

Projecting Cost Escalations

The County regularly reviews cost estimates for projects in the 7-year plan. The significant cost increases in fuel and construction witnessed in FY 2006 have made projecting future costs a challenging task. In previous years, the standard escalation amount applied to capital projects was 3.5% annually (For example, a project funded in the third year of the CIP would be inflated by 3.5% for each of the three years). In this plan, many facility projects, such as criminal justice facilities and new libraries, have higher escalation amounts of 5% through FY 2010. In FY 2011, the escalation factor goes back to 3.5%. The County's experience with recent bids on construction projects may also prompt one-time increases in cost estimates.

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 COMMUNITY 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 Inpatient Psychiatric Hospital 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 2007 adopted appropriation and FYs 2008-2013 planned appropriations. The FY 2007 appropriation represents a financial commitment by the Board of Commissioners for expenditures planned in FY 2007. The projects and associated costs that are outlined for the remaining six years (fiscal years 2008-2013) represent a tentative plan for the future but are not firm funding commitments. The cost figures in FYs 2008-2013 reflect cost estimates that will be further refined as design, engineering, and cost studies are completed during FY 2007 and beyond.

The Financial Summary for each element also shows the funding sources and estimated operating impact for all years.

HOW TO READ THE COMMUNITY 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 2006**
- **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 2007 APPROPRIATIONS AND FUNDING SOURCES

USES

County Capital Fund

Affordable Housing	\$ 1,000,000
Automation	\$ 4,804,905
Community Capital Projects	\$ 500,000
County Building Improvements	
County Building Renovations	\$ 6,170,000
County Regional Centers	\$ 4,973,000
Criminal Justice	
Judicial Facilities	\$ 11,633,000
Inpatient Psychiatric Facility	\$ 6,000,000
Libraries	
North Regional	\$ 1,094,000
Leesville Community	\$ 111,000
South Raleigh Community	\$ 347,000
Open Space	\$ 7,000,000
Parks and Recreation	
Existing Facility Improvements	\$ 400,000
Facility Master Planning	\$ 75,000
Public Safety	
Emergency Generator Relocation	\$ 354,000
EMS Facility Planning	\$ 150,000
EMS Co-Location in Wendell	\$ 470,000
Water and Sewer	
RTP Off-site Infrastructure	\$ 425,000
RTP On-site Infrastructure	\$ 250,000
RTP Reclaimed Water Facility	\$ 1,922,000
RTP Wastewater Treatment	\$ 500,000
Water/Sewer Plan Implementation	\$ 100,000
SUBTOTAL COUNTY CAPITAL	\$ 48,278,905

USES (continued)

Education

Wake County Public School System	\$ 281,654,000
Wake Technical Community College	\$ 9,240,000

Fire Tax District Capital Fund

Fire/Rescue	\$ 5,155,058
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Major Facilities Capital Trust Fund

Apex Performing Arts Center	\$ 100,000
Carolina Mudcats Loan	\$ 135,000
USA Baseball	\$ 790,000

Solid Waste Capital Fund

Solid Waste	
North Wake Landfill	\$ 770,000
South Wake Landfill	\$ 3,700,000

TOTAL FY 2007 USES	\$ 349,822,963
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SOURCES

Bonds - Authorized	\$ 166,695,000
Debt - To be Authorized	\$ 125,174,000
Debt Financing - Other	\$ 1,132,000
Fire Tax Revenue or Fund Balance	\$ 2,888,738
Reserves - Landfill Closure	\$ 570,000
Transfer In - Solid Waste Enterprise	\$ 3,900,000
Hotel/Motel and Prepared Food Tax	\$ 1,000,000
Interest Earnings	\$ 623,000
Transfers In - Ad Valorem Tax	\$ 22,745,000
Lottery Proceeds	\$ 9,000,000
Water/Sewer Funds	\$ 631,500
Other Sources	\$ 7,253,000
Co. Capital Fund Balance Appropriation	\$ 8,210,725

TOTAL FY 2007 SOURCES	\$ 349,822,963
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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses								
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	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	3,210,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	18,210,000
Major Systems Replacement	1,500,000	-	-	-	-	-	-	1,500,000
Digital Aerial Photography	-	-	-	671,000	-	-	-	671,000
One-Stop Voting Sites	94,905	-	-	-	-	-	-	94,905
Subtotal: Automation	4,804,905	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	2,500,000	20,475,905
Community Capital								
Healing Place for Women	250,000	-	-	-	-	-	-	250,000
Reserved for Future Projects	250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
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	90,000	107,000	-	-	-	-	-	197,000
Major Renovations	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,182,000
Mechanical/Electric./Plumb.	1,760,000	561,000	482,000	72,000	4,000	43,000	138,000	3,060,000
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	764,000	354,000	1,129,000	257,000	508,000	53,000	-	3,065,000
Security Improvements	330,000	-	-	-	-	-	-	330,000
County Regional Centers	4,973,000	-	-	1,432,000	6,256,000	-	-	12,661,000
Subtotal: County Building Improv.	11,143,000	4,248,000	4,837,000	4,987,000	9,994,000	3,322,000	3,364,000	41,895,000
Criminal Justice								
Detention Facilities	-	-	7,497,000	28,206,000	66,689,000	67,504,000	14,824,000	184,720,000
Judicial Facilities	11,633,000	20,665,000	23,873,000	22,019,000	76,892,000	79,043,000	46,013,000	280,138,000
Subtotal: Criminal Justice	11,633,000	20,665,000	31,370,000	50,225,000	143,581,000	146,547,000	60,837,000	464,858,000
Inpatient Psychiatric Hospital								
Inpatient Psychiatric Hospital	6,000,000	-	-	-	-	-	-	6,000,000
Subtotal: Inpatient Psych. Hospital	6,000,000	-	-	-	-	-	-	6,000,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)								
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Libraries								
North Regional Library	1,094,000	-	-	-	-	-	-	1,094,000
Leesville Community Library	111,000	2,865,000	-	-	-	-	-	2,976,000
Northeast Regional Library	-	230,000	4,323,000	3,517,000	-	-	-	8,070,000
South Raleigh Community	347,000	-	-	-	-	-	-	347,000
Subtotal: Libraries	1,552,000	3,095,000	4,323,000	3,517,000	-	-	-	12,487,000
Open Space								
Land Acquisition	7,000,000	6,978,025	-	-	-	-	-	13,978,025
Subtotal: Open Space	7,000,000	6,978,025	-	-	-	-	-	13,978,025
Parks and Recreation								
Community Use/ School Parks	-	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	5,700,000
Existing Facility Improv.	400,000	400,000	250,000	250,000	250,000	250,000	250,000	2,050,000
Facility Master Planning	75,000	-	253,000	-	-	-	-	328,000
Subtotal: Parks and Recreation	475,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	1,050,000	8,078,000
Public Safety								
800 MHz Radio Replacement	-	-	-	-	1,221,000	-	-	1,221,000
Emerg. Shelter Generator Reloc.	354,000	-	-	-	-	-	-	354,000
Defibrillators for Emerg. Vehicles	-	-	-	800,000	828,000	-	-	1,628,000
EMS Facility Planning	150,000	-	-	-	-	-	-	150,000
EMS Unit Co-Location	470,000	-	-	-	-	-	-	470,000
Subtotal: Public Safety	974,000	-	-	800,000	2,049,000	-	-	3,823,000
Water/Sewer								
RTP Off-site Infrastructure	425,000	-	-	-	-	-	-	425,000
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
RTP Reclaimed Water	1,922,000	2,900,000	3,167,000	3,167,000	-	-	-	11,156,000
RTP Wastewater Treatment	500,000	250,000	-	-	-	-	-	750,000
Water/Sewer Plan Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Subtotal: Water/Sewer	3,197,000	3,500,000	3,517,000	3,517,000	350,000	350,000	350,000	14,781,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Reserved for Future Projects								
Reserved for Future Projects	-	261,000	-	6,638,000	-	-	20,378,000	27,277,000
Subtotal: Res. for Future Projects	-	261,000	-	6,638,000	-	-	20,378,000	27,277,000
Total: County Capital Fund Uses	48,278,905	44,447,025	49,350,000	75,605,000	161,024,000	155,469,000	89,979,000	624,152,930

County Capital Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Bonds - Authorized	8,205,000	10,073,025	4,323,000	3,517,000	-	-	-	26,118,025
Debt - To Be Authorized	8,174,000	8,535,000	17,963,000	43,713,000	123,531,000	125,805,000	60,300,000	388,021,000
Interest Earnings	569,000	91,000	236,000	676,000	1,102,000	895,000	947,000	4,516,000
Transfer In - Ad Valorem Tax	22,745,000	23,878,000	25,023,000	25,903,000	26,814,000	27,756,000	28,732,000	180,851,000
Transfer In - Fire Tax CIP	870,596	-	-	-	-	-	-	870,596
Water/ Sewer Funds	631,500	-	-	-	-	-	-	631,500
Municipal Reimbursement	295,000	309,000	1,796,000	1,796,000	-	-	-	4,196,000
Federal Grant	1,163,000	1,561,000	-	-	-	-	-	2,724,000
Fund Balance Appropriation	5,625,809	-	9,000	-	9,577,000	1,013,000	-	16,224,809
Total: County Capital Fund Sources	48,278,905	44,447,025	49,350,000	75,605,000	161,024,000	155,469,000	89,979,000	624,152,930

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Education Capital Funds: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Wake County Public School System								
WCPSS Plan 2004	155,000,000	5,900,000	-	-	-	-	-	160,900,000
WCPSS 2007-2009 CIP	126,000,000	304,000,000	363,000,000	209,000,000	48,000,000	6,000,000	-	1,056,000,000
WCPSS Future Projects	-	-	-	161,000,000	382,000,000	512,000,000	582,000,000	1,637,000,000
Reserve for Future Projects	654,000	80,000	359,000	375,000	392,000	410,000	428,000	2,698,000
Subtotal: Wake Co. Public Schools	281,654,000	309,980,000	363,359,000	370,375,000	430,392,000	518,410,000	582,428,000	2,856,598,000
Wake Technical Community College								
401 North Campus Buildings	5,400,000	10,220,000	9,890,000	1,490,000	-	-	-	27,000,000
Chapanoke Road Property	1,625,000	1,125,000	-	-	-	-	-	2,750,000
General Repairs and Renovations	975,000	500,000	500,000	500,000	500,000	500,000	500,000	3,975,000
Mechanical/Electrical Projects	465,000	1,500,000	-	-	-	-	-	1,965,000
Re-Roofing Projects	165,000	-	-	-	-	-	-	165,000
Technical Ed. Bldg. Renovations	610,000	-	-	-	-	-	-	610,000
Subtotal: Wake Tech. Comm. Col.	9,240,000	13,345,000	10,390,000	1,990,000	500,000	500,000	500,000	36,465,000
Total: Education Capital Uses	290,894,000	323,325,000	373,749,000	372,365,000	430,892,000	518,910,000	582,928,000	2,893,063,000

Education Capital Funds: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Bonds - Authorized	158,490,000	12,845,000	9,890,000	1,490,000	-	-	-	182,715,000
Debt - To Be Authorized	117,000,000	279,000,000	333,000,000	305,000,000	355,000,000	413,000,000	467,000,000	2,269,000,000
Interest Earnings	54,000	80,000	359,000	375,000	392,000	410,000	428,000	2,098,000
Transfer In - Ad Valorem Tax	-	16,000,000	30,000,000	65,000,000	75,000,000	105,000,000	115,000,000	406,000,000
Other Sources	5,600,000	5,900,000	-	-	-	-	-	11,500,000
Lottery Proceeds	9,000,000	9,000,000	-	-	-	-	-	18,000,000
Fund Balance Appropriation	750,000	500,000	500,000	500,000	500,000	500,000	500,000	3,750,000
Total: Education Capital Sources	290,894,000	323,325,000	373,749,000	372,365,000	430,892,000	518,910,000	582,928,000	2,893,063,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Fire Tax District Capital Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Transfer to County Capital - 800 MHz								
Radios	870,596	-	-	-	-	1,180,000	1,221,000	3,271,596
Brush Trucks	480,000	248,400	85,698	-	91,802	285,045	-	1,190,945
Defib/TIC Replacement	21,000	-	89,983	187,928	106,720	167,464	77,443	650,537
Heery Improvements	1,980,955	2,045,752	1,872,954	1,200,000	-	-	-	7,099,661
Large Apparatus, Rural	1,132,000	585,810	1,703,248	187,464	512,213	1,047,159	1,606,031	6,773,926
Large Apparatus, Municipal	469,780	-	251,127	522,399	162,375	355,522	69,576	1,830,779
New Stations	-	-	1,996,000	2,074,000	3,392,000	-	-	7,462,000
Stony Hill Remediation	50,348	52,110	53,934	55,821	57,775	59,797	61,890	391,674
Pager Replacement	-	-	377,382	78,737	78,737	157,474	-	692,330
Small Vehicles	150,380	88,777	47,702	208,411	76,230	472,521	241,389	1,285,410
Reserved for Future Projects	-	76,355	-	-	1,384,403	-	342,553	1,803,311
Total: Fire Tax Capital Uses	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169

Fire Tax District Capital Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Debt Financing - Other	1,132,000	585,810	3,699,248	2,261,464	3,904,213	1,047,159	1,606,031	14,235,926
Fire Tax District Revenue	2,888,738	2,511,394	2,425,858	2,149,344	1,958,041	2,046,841	2,013,851	15,994,067
Other Sources	170,000	-	-	-	-	-	-	170,000
Fire CIP Fund Balance Appropriation	964,320	-	352,921	103,953	-	630,982	-	2,052,176
Total: Fire Tax Capital Sources	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Major Facilities Capital Trust Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Apex Performing Arts Center	100,000	-	-	-	-	-	-	100,000
Carolina Mudcats Restaurant Loan	135,000	107,000	-	-	-	-	-	242,000
USA Baseball	790,000	-	-	-	-	-	-	790,000
Future Projects	-	918,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	5,943,000
Total: Major Facilities Capital Uses	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000

Major Facilities Capital Trust Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	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	25,000	25,000	25,000	-	-	-	-	75,000
Total: Major Facilities Cap. Sources	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000

Solid Waste Capital Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Convenience Center Program	-	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
North Wake Landfill	770,000	3,300,000	3,300,000	-	-	-	-	7,370,000
South Wake Landfill	3,700,000	-	-	-	-	-	-	3,700,000
Total: Solid Waste Capital Uses	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000

Solid Waste Capital Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Transfer in Solid Waste Enterprise	3,900,000	500,000	500,000	500,000	500,000	500,000	500,000	6,900,000
Reserves - Landfill Closure	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
Total: Solid Waste Capital Sources	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

TOTAL USES: FY07-13 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
County Capital Fund	48,278,905	44,447,025	49,350,000	75,605,000	161,024,000	155,469,000	89,979,000	624,152,930
Education Capital Funds	290,894,000	323,325,000	373,749,000	372,365,000	430,892,000	518,910,000	582,928,000	2,893,063,000
Fire Tax District Capital Fund	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169
Major Facilities Capital Trust Fund	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000
Solid Waste Capital Fund	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000
GRAND TOTAL	349,822,963	375,694,229	434,402,027	453,984,762	599,278,254	679,603,983	678,026,881	3,570,813,099

TOTAL SOURCES: FY07-13 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Bonds - Authorized	166,695,000	22,918,025	14,213,000	5,007,000	-	-	-	208,833,025
Debt - To Be Authorized	125,174,000	287,535,000	350,963,000	348,713,000	478,531,000	538,805,000	527,300,000	2,657,021,000
Debt Financing - Other	1,132,000	585,810	3,699,248	2,261,464	3,904,213	1,047,159	1,606,031	14,235,926
Transfer In - Fire Tax Fund	2,888,738	2,511,394	2,425,858	2,149,344	1,958,041	2,046,841	2,013,851	15,994,067
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	623,000	171,000	595,000	1,051,000	1,494,000	1,305,000	1,375,000	6,614,000
Reserves - Landfill Closure	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
Transfer in Solid Waste Enterprise	3,900,000	500,000	500,000	500,000	500,000	500,000	500,000	6,900,000
Transfer In - Ad Valorem Tax	22,745,000	39,878,000	55,023,000	90,903,000	101,814,000	132,756,000	143,732,000	586,851,000
Water/ Sewer Funds	631,500	-	-	-	-	-	-	631,500
Other Sources	7,253,000	7,795,000	1,821,000	1,796,000	-	-	-	18,665,000
Lottery Proceeds	9,000,000	9,000,000	-	-	-	-	-	18,000,000
Fund Balance Appropriation	8,210,725	500,000	861,921	603,953	10,077,000	2,143,982	500,000	22,897,581
GRAND TOTAL	349,822,963	375,694,229	434,402,027	453,984,762	599,278,254	679,603,983	678,026,881	3,570,813,099

OPERATING BUDGET IMPACT

New General Fund Operating Impact								
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Automation	285,000	-	-	-	-	-	-	285,000
Community Capital	125,000	-	-	-	-	-	-	125,000
County Building Improvements	80,000	2,729,000	-	-	80,000	3,132,000	-	6,021,000
Criminal Justice	3,126,000	-	-	-	-	4,000,000	4,400,000	11,526,000
Libraries	227,000	62,000	464,000	1,128,000	525,000	-	-	2,406,000
Parks and Recreation	206,000	-	-	-	-	-	-	206,000
Public Safety	-	-	-	-	-	-	-	-
Wake Co. Public Schools	3,528,958	8,560,038	2,661,629	3,757,120	3,505,189	2,708,597	5,339,971	30,061,502
Wake Technical Comm. College	761,000	(48,000)	307,000	(24,000)	-	-	-	996,000
New Operating Budget Impact	8,338,958	11,303,038	3,432,629	4,861,120	4,110,189	9,840,597	9,739,971	51,626,502
Total (Cumulative) Operating Budget Impact	8,338,958	19,641,996	23,074,625	27,935,745	32,045,934	41,886,531	51,626,502	51,626,502

When developing the seven-year Community 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 FY07-13 CIP that are known to require new operating budget dollars. More detailed information about these operating costs is 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 new Hammond Road Phase 2 Jail will require new operating budget dollars for both staff and facility maintenance.

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 County 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 Community Improvement Plans.

Element	Project	Cost Estimate
Automation	Mental Health System Upgrade/Replacement	Unknown
	Wireless Connectivity Project	\$ 925,000
	Board of Elections: Direct Record Electronic Voting Equipment	Unknown
County Building Renovations	Chilled Water Interconnection Between Public Safety Center and Courthouse/Wake County Office Bldg.	\$ 402,500
	Projects Resulting from Facility Condition Assessments	\$ 56,595,000
	Wake Co. Animal Care, Control and Adoption Center Expansion; Temperature, Cleaning and Lighting	\$ 1,773,000
	Security Improvements - EMS Card Reader Access	\$ 88,000
	Human Services Facilities	Unknown
Fire/Rescue	Station Location and Closure Issues	Unknown
	New Stations in the Unincorporated Area	Unknown
	Replacement of Service Trucks and Watercraft	Unknown
Public Safety	Nextel/FCC Frequency Conversion**	\$ 1,400,000
	Infrastructure Maintenance and Expansion of the 800 MHz Communication System	Unknown
	Emergency Operations Center at Wake County Commons	\$ 1,000,000
	EMS Facilities	Unknown
	Sheriff's Training Facility	Unknown
Other	Carolina Mudcats Stadium Improvements - Planning, Design and Construction	\$ 825,000
	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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	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 2007-2013 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 2007. The County portion of the portfolio is projected to generate \$85,000 in revenues through loan repayments in FY 2007; 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. The program is exploring ways to meet the increasing demand for housing for persons with mental illness with that will come with the closing of Dorothea Dix Hospital in FY 2008. For FY 2007, the proposed use for CIP funds is adding new affordable units to the housing stock.

History / Background

Through annual contributions to the Housing and Community Revitalization 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 90 families in FY 2007-2008 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 20-30 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 57 families in FY 2007-2008 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 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 completed in FY06. These projects are jointly funded by HCR's funding sources (CDBG, HOME, and CIP):

- 12 homes rehabilitated and 20 emergency grants to address immediate repair needs on homes (roof, heat, well repairs).
- Rental Assistance for 21 homeless families;
- The construction or acquisition/rehabilitation of 85 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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
<i>CIP Automation</i>								
Computer Equipment	\$ 1,390,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,390,000
Enterprise Infrastructure	1,520,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,520,000
Business Applications	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Major Systems Replacement	1,500,000	-	-	-	-	-	-	1,500,000
One-Stop Voting Sites	94,905	-	-	-	-	-	-	94,905
Digital Aerial Photography	-	-	-	671,000	-	-	-	671,000
TOTAL USES	\$ 4,804,905	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	2,500,000	20,475,905
FUNDING SOURCES								
Cash	\$ 4,804,905	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	2,500,000	20,475,905
TOTAL SOURCES	\$ 4,804,905	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	2,500,000	20,475,905
NEW OPERATING IMPACT	285,000		-	-	-	-	-	285,000

Seven-Year CIP Summary

The FY 2007-2013 CIP includes \$20.4 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 the County's Geographic Information Systems division (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.

AUTOMATION

- **Major Systems Replacement:**

- FY07 includes funds to replace the existing mainframe-based permitting systems used by Environmental Services and IDPP with a new system that will also include Planning Department and Fire Inspection work processes. The new Planning and Permitting System Project will 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.
- In FY 07 work will be completed on the upgrade of the Sheriff's Department system which includes Crimes Record Management, Jail Record Management, Return of Service, Probation and Magistrate to support operational requirements. The original system was installed in 1991 and runs on the AS/400 platform.

History / Background

The County's Automation program investments are made in three primary 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 approach to automation is shaped by the goals of the Board of County Commissioners, the County Manager's business plan and the business plans of all other County departments. The approach also reflects the strategic direction for the County's technical environment which is a part of the Information Services Department's business plan. The guiding principles of the IS Business Plan which are:

- Business drives the technology
- Seamless government
- Standards are important
- Data accuracy and availability are important
- Maximize and leverage resources

The FY 2006-2008 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 Plan also includes an expansion of the e-Government Office and change in the technology project review and approval processes. The changes involve:

- The movement of the e-Government Office into the IS Department from the County Manager's Office,

AUTOMATION

- The renaming of the group to the Applied Technologies Division and the addition of Emerging Technologies Assessment, Organizational Readiness, and Portfolio Management functions to the existing business process analysis and project management work done by the unit,
- An increase in technology project management resources, and
- The renaming of the e-Government Steering Committee to the Technology Steering Committee with the group tasked with prioritizing projects deemed ready for implementation by the Technology Review Committee

The changes put additional emphasis on ensuring that technology projects are well conceived and are aligned with the goals of the organization and that the projects are successfully implemented.

Project Accomplishments in FY 2006

Computer Equipment

- Purchased and deployed 486 desktop PC's, 241 laptop PC's, 156 toughbook laptops, 167 profile and 34 tablet PC's, 61 monitors, 18 network printers, 2 plotter printers, 10 GIS workstations, and numerous local printers to meet replacement, new or renovated facilities and new staffing needs.
- Rebuilt and redeployed 45 desktop PC's
- Upgraded or repaired approx. 1,800 PC's of all types.

Enterprise Infrastructure

- Implemented the Symantec 5440 HTTP gateway security appliances to provide intrusion detection/prevention and anti-virus filtering for all Wake County Internet traffic.
- Replaced the Elron anti SPAM platform (product reached end of life) with a Symantec BrightMail platform to provide email SPAM filtering and attachment filtering.
- Upgraded Symantec anti virus to release 10.
- Implemented TrendMicro anti virus and content filtering for Lotus Domino to provide layered email virus scanning.
- Completed the Public Safety Center and Garland Jones building network upgrades to allow the network for these facilities to operate as normal from the Wake County's Disaster Recovery Coldsite (Swinburne) in the event the Wake County Office Building data center is off-line.
- Completed the establishment of a secure network authentication platform for 802.11X wireless access to the Wake County network utilizing Cisco Secure Access Control Server for Windows.
- Completed the conversion of all BellSouth NMLI high-speed WAN connections to the BellSouth Metro Ethernet service.
- Completed the installation of the disaster recovery hitching posts on the Swinburne campus.
- Completed the network upgrade of the Public Safety Center, and Wake County Office Building from 10Mb to 100Mb to the desktop.
- Implemented an Oracle development server/SAN environment.
- Acquired LANDesk software to automate desktop system management for all Wake County desktops/laptops.

AUTOMATION

Project Accomplishments in FY 2006

Enterprise Infrastructure, continued,

- Executed an Enterprise Agreement with Microsoft to cover all Windows device client access licenses (CALs) and server OS CALs.
- Implemented Blade Server and Virtual Server technology into the Wake County production server environment to simplify server deployment, simplify server management and reduce hardware costs.
- Implemented server replacement schedules which included upgrades to the Lotus Notes, Web, and Microsoft SQL server environments.
- Replaced the aging mainframe Automated Tape Library with a more reliable, less expensive tape hardware platform

Business Applications

- Completed the procurement process for the County's new integrated Finance/Human Resources/Budget automation system and began phase one of the implementation plan.
- Completed contract negotiations and executed a contract for the upgrade of the Sheriff's Office Information Management system. This includes the acquisition of NaviLine Select to provide a web-like graphical environment for interfacing to the H.T.E. Record Management and Jail Management applications that resides on the IBM AS/400. The project also involves replacing the outdated Office Vision product (used for narratives and report writing) with H.T.E's Document Management Services (DMS) utilizing MS Word as the text editor and replacing the existing AS/400 based report writer (QRep) with the server based version. In addition, the existing AS/400 will be upgraded to an IBM i5 server and the AS/400 operating system will be upgraded to the most current release. Estimated project completion: September 2006.
- Completed the upgrade and redesign of the County's internet website, Wakegov.com.
- Completed phase one of the new Mental Health automation system to support mental health reform initiatives.
- Completed several e-Government technology projects, some of which include: Healthy Births data base, Cameron Village Library wireless access pilot project, Lightweight Directory Access Protocol (LDAP) project, Compiled Revenue projects, ECR/CAD Reconciliation project

Horizon Issues

Wireless Connectivity Project

Implemented a mobile wireless data network utilizing MESH technology to cover approximately two square miles to include the NC State Fairgrounds, Carter Finley Stadium and RBC Center. This project included the installation of five wireless PTZ cameras that use the MESH network for IP video surveillance. The network connects to and is an extension of the Wake County data network utilizing a combination of Canopy and existing 800 Mhz microwave infrastructure for back haul from the MESH network to the Blue Ridge Tower and on to the PSC. The network operates in the 4.9 GHz band reserved by the FCC for Public Safety. The network is primarily utilized by the Wake County Sheriff's Office, NCSU Police Department and Fairgrounds Police Department for video surveillance and data connectivity to Sheriff applications. Wake County utilized Department of Homeland Security funds through its Domestic Preparedness Task Force to fund the network. A horizon issue will be determining if the County wants to continue using this kind of technology and if so where to apply it and how to fund it.

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

AUTOMATION

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 late FY 2006 or early FY 2007; ongoing management, programming and database support will be needed to support the application. It is anticipated that one full time program/project manager and one full time programmer will be needed to support the system at an estimated annual cost of \$178,500 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/Budget 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 staffing was provided in FY06 to support the Finance/Human Resources/Budget project for both project implementation and to provide ongoing support in the areas of system administration and software programming. Funding for the related software licensing and maintenance costs was identified in the project and are included in future year operating budget plan. Additional operating costs for other major system replacement projects are not yet known, but should be anticipated given the likelihood of the use of new technologies and associated computer equipment.

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COMMUNITY CAPITAL PROJECTS

Element Summary: Community Capital Projects

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Healing Place for Women	\$ 250,000	-	-	-	-	-	-	250,000
Future Projects	\$ 250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
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

Seven-Year CIP Summary

The CIP includes \$500,000 annually for Community Capital Projects, totaling \$3,500,000 over the FY 2007-2013 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.
- Researches or demonstrates a clear link between the project initiatives and resolution of the countywide problem.

COMMUNITY CAPITAL PROJECTS

- 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 received operating funds totaling \$125,000. In FY 2007 and beyond, it will receive an additional operating subsidy of \$125,000, for a total of \$250,000 annually.

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 the facility reopened in Winter 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 totaled \$125,000. In FY07 and beyond, this amount increases to \$250,000 per year.

Project Summary: The Healing Place for Women and Children

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Grant-in-Aid	\$ 750,000	250,000	-	-	-	-	-	-	500,000
Funding Sources									
Cash	\$ 750,000	250,000	-	-	-	-	-	-	500,000
New Operating Budget Impact		125,000	-	-	-	-	-	-	250,000
Total Operating Budget Impact		250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000

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COUNTY BUILDING IMPROVEMENTS

Element Summary: County Building Improvements								
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Energy Saving Projects	90,000	107,000	-	-	-	-	-	197,000
Major Renovations	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,182,000
Mechanical, Electrical and Plumbing	1,760,000	561,000	482,000	72,000	4,000	43,000	138,000	3,060,000
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	764,000	354,000	1,129,000	257,000	508,000	53,000	-	3,065,000
Security Improvements	330,000	-	-	-	-	-	-	330,000
County Regional Centers	4,973,000	-	-	1,432,000	6,256,000	-	-	12,661,000
TOTAL USES	11,143,000	4,248,000	4,837,000	4,987,000	9,994,000	3,322,000	3,364,000	41,895,000
FUNDING SOURCES								
Cash	11,143,000	4,248,000	4,837,000	4,987,000	9,994,000	3,322,000	3,364,000	41,895,000
TOTAL SOURCES	11,143,000	4,248,000	4,837,000	4,987,000	9,994,000	3,322,000	3,364,000	41,895,000
NEW OPERATING IMPACT	80,000	2,729,000	-	-	80,000	3,132,000	-	6,021,000

Seven-Year CIP Summary

A total of \$41.9 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 in order for these facilities to continue meeting the public service needs of the citizens of Wake County. Funding included in this element will also be used to establish facilities in selected regions of the County to make public services more accessible.

History / Background

Wake County Government occupies or has facility responsibility for 170 buildings, totaling over 3.4 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 CIP, and implements the Board approved long-term regional center service delivery 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; locate staff and configure work 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.

COUNTY BUILDING IMPROVEMENTS

The County Building Renovations element has been recently updated to include county 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;
- 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.

The following activities and Master Plans have shaped the County's current approach to the County Building Renovations element:

- **Facility Master Plan:** The County completed a Facility Master Plan in 1999 that proposed various building renovation projects over the ensuing seven-year period. 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 periodic condition assessments are a key tool in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.
- **Security Improvements:** The County completed a comprehensive plan in 1996 (updated in 2001) for improving the security of County facilities. This plan outlined a multi-phase approach to upgrading security infrastructure. The first phase of security improvements 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 three fiscal years (FY2003-05). To date, security improvements have been installed in over 75 percent of the County's building space. Based on the 2001 Updated Plan update, the County will be completing the final phase of the originally planned security improvement project.

COUNTY BUILDING IMPROVEMENTS

Operating Impact

General County Building Improvements

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.

Regional Centers

The cost to operate regional government centers is primarily due to the personnel costs for new staff needed to meet increased demand for Human Services. 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.

Horizon Issues

Facility Condition Assessments: The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive on-site inspections of facility assets. This process is called Facility Condition Assessment (FCA). The primary objective of the FCA process is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the reviewed building components are given a condition rating based upon: serviceability; general condition (structural, utilities, finishes, etc.); useful remaining life of systems; suitability for the intended use; adequacy of life safety systems, repair/maintenance and renewal/replacement considerations. A yearly implementation plan has been developed to establish a priority for each facility to ensure that all facilities receive at least one comprehensive assessment within a seven-year period. Each year, approximately 15% of the building square footage owned by the County is assessed as part of the FCA program. Information gathered through this process is considered in the annual capital budget process. Funding is included in FY 2007 to only address selected critical improvements needed at the Public Safety Center. An implementation strategy for addressing findings of other assessed buildings, including the Wake County Office Building and eleven facilities already assessed, will be considered in future capital plans.

Wake County Animal Care, Control and Adoption Center: Future funding may be necessary for improvements at the Wake County Animal Care, Control & Adoption Center (WCACC&AC) for temperature, cleaning and lighting systems in response to recent changes in the North Carolina Administrative Code.

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 1,700 full-time employees, housed in leased and owned facilities throughout the County. During FY 2006, the master planning team worked to document and examine Human Services' business processes and current space utilization. A ten-year plan for the space needed to house all County-funded Human Service programs will be prepared and presented to the Board of Commissioners for consideration in FY 2007. The resources needed to implement the Ten-Year Facility Master Plan are unknown at this time.

Wake County Crisis and Assessment Center: The Crisis and Assessment Services Unit (CAS) has been co-located with the Alcoholism Treatment Center's inpatient hospital unit at 3000 Falstaff Rd for the past eight years. A recent review by the NC Division of Facility Services (DFS) resulted in decertification of Medicare/Medicaid funding for the ATC because DFS insists that the CAS policies and procedures and facility must meet hospital,

COUNTY BUILDING IMPROVEMENTS

rather than outpatient setting, regulations. The review also highlighted safety, staffing, and growth/volume/space issues. A single, detached center would allow the county to meet DFS rules and regulations (i.e. allowing reimbursement for services provided), and help to meet the demands of consumers requiring crisis and assessment services.

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.

COUNTY BUILDING IMPROVEMENTS

Energy Saving Projects

The FY07-13 CIP includes \$197,000 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 a maximum of six years through reduced energy consumption and lower utility bills.

Planned projects include specific lighting improvements in the following County facilities:

- Larry B. Zieverink, Sr. Alcohol Treatment Center (ECM#11)
- Community Services Center (ECM#4)
- Animal Care, Control and Adoption Center (ECM#2)
- Cornerstone Building (ECM#5)
- GSA Field Services Center (ECM#6)
- Richard B. Harrison Library (ECM#7)
- Wake County Courthouse Parking Deck (ECM#19)

Project accomplishments in FY06 included lighting replacements at the following facilities:

<u>Project</u>	<u>Projected Energy Savings</u>
Public Safety Center	\$56,608/Year (Administration floors only)
Wake County Office Building	\$60,375/Year
HS Sunnybrook	\$36,552/Year
Crosby Garfield	\$12,152/Year

Project Summary: Energy Saving Projects									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
General Lighting Projects	*	90,000	107,000	-	-	-	-	-	197,000
TOTAL USES	*	90,000	107,000	-	-	-	-	-	197,000
Funding Sources									
Cash	*	90,000	107,000	-	-	-	-	-	197,000
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

Major Renovations

The FY07-13 CIP includes \$14 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.

Projects in the FY 2007-2013 CIP include new outside signs for County buildings, refurbishment of inmate housing levels in the Public Safety Center (PSC), and PSC facility needs as identified in a recent facility condition assessment report. Funding is also reserved for annual assessments of County buildings to be conducted through FY 2013.

Project accomplishments in FY06 include:

- Completed development of Chilled Water Interconnect Master Plan for Downtown Facilities (Public Safety Center, Wake County Office Building, Courthouse, and Future Criminal Justice Facility).
- Replaced cooling tower for Wake County Office Building – (Phase 1 – Chilled Water Interconnect Project).
- Prepared design documents for installation of piping between the Wake County Office Building and the Courthouse (Phase 2 – Chilled Water Interconnect Project).
- Completed installation of emergency generator at the Commons Building.

Project Summary: Major Renovations

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Public Safety Center									
Floor/Controller	89,000	610,000	640,000	107,000	112,000	-	-	-	1,469,000
Signage	187,000	86,000	-	-	-	-	-	-	86,000
Facility Condition Assessments (FCA)	112,000	89,000	94,000	98,000	103,000	107,000	111,000	115,000	717,000
Public Safety Center FCA Projects	-	1,241,000	-	-	-	-	-	-	1,241,000
Future FCA Projects	916,000	-	1,292,000	1,821,000	1,811,000	1,919,000	1,915,000	1,911,000	10,669,000
TOTAL USES	\$ 276,000	2,026,000	14,182,000						

Funding Sources

Cash	\$ 276,000	2,026,000	14,182,000						
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

COUNTY BUILDING IMPROVEMENTS

Mechanical, Electrical and Plumbing Projects

The FY07-13 CIP includes \$3.06 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. These assessments were reviewed and updated in FY06. 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.

Project accomplishments in FY06 include:

- Completed replacement of chiller and cooling tower at Human Services Sunnybrook
- Completed design for HVAC system replacement at Hammond Road Detention Center Annex
- Completed design for HVAC system replacement at Human Services Falstaff
- Completed design for replacement of HVAC boiler at the Library Administration Building

The replacement schedule suggests that HVAC equipment in the following County facilities should be considered for replacement in FY 2007: Human Services (3010 Falstaff) rooftop units, Library Administration (located at the Wake County Office Park), and the Hammond Road Detention Center Annex rooftop units. Other projects for which replacement design funds are budgeted in FY 2007 include the following: Agricultural Services Center, Alcohol Treatment Center, Wake County Commons Building, GSA Field Services Center, General Services Center, and the Southern Regional Center in Fuquay Varina.

Project Summary: Mechanical, Electrical and Plumbing Projects

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
HVAC Improvements	*	1,760,000	561,000	482,000	72,000	4,000	43,000	138,000	3,060,000

Funding Sources

Cash	*	1,760,000	561,000	482,000	72,000	4,000	43,000	138,000	3,060,000
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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.

COUNTY BUILDING IMPROVEMENTS

Minor Renovations

The FY07-13 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 \$300,000.

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. Repair and replacement projects often overlap and support, but are not limited to, the County's facility condition assessments program. After funds are set aside for emergencies/contingencies and repairs/replacements, representatives from the County's various departments rank the alterations/renovations (A&R) projects submitted by county departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County:

1. Federal or state mandates/ADA compliance
2. Functional impact
3. Space configuration upgrade
4. Redundancy
5. Expected useful life
6. Service delivery expansion
7. Partnerships
8. Efficiency/cost savings
9. Aligns with stated Commissioner/County Manager goals

Major accomplishments include: Wake County Office Building, consolidated Environmental Services support staff on the 6th floor (A&R); Public Safety Center, renovated CCBI Field Offices (A&R), renovated the Corporate Conference Center (A&R), public restrooms (R&R), and the EMS #1 Bay area and Dayroom (A&R) and fitup the Sheriff's Finance lobby; Courthouse; renovated the Ceremonial Courtroom 10C, fitup the District Court office lobby with security improvement; General Services Center, fitup GSA Fleet parts room and customer entry area (A&R); 10 Sunnybrook (Public Health), Waterproofed building exterior and replaced all main level exterior doors (ADA); Community Services Center, overhauled ventilation system; Southeast Regional Library, replaced roof top HVAC system; Historic Oak View County Park Main house painted, Animal Shelter, finish upgrade and installed code required continuous watering system; and provided major repair to 8 facility hard surfaces.

Project Summary: Minor Renovations

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Minor Capital Projects	\$ 2,400,000	1,200,000	8,400,000						
Funding Sources									
Cash	\$ 2,400,000	1,200,000	8,400,000						
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 FY07-13 CIP includes \$3.065 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 FY06 included new roofs at the General Services Center, Wake County Office Building, HS Sunnybrook, and Southeast Regional Library. Design has begun for roof replacements on AA Thompson, Hammond Road Annex, and roof repairs to Wake House, Zebulon Library and Christen Fellowship Home.

Projects planned for construction in FY07 include completion of new roofs for the AA Thompon, Hammond Road Detention Annex, and Fire Training Center. Roof repairs are planned for Animal Care, Control and Adoption Center; GSA Field Services Center, Wake House, Zebulon Library, Christen Fellowship Home and the Farm History Center at Historic Oak View County Park. Design funds are included for the Agricultural Services Center at the Wake County Office Park.

Project Summary: Roof Repairs and Replacements									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Roof Replacements	*	764,000	354,000	1,129,000	257,000	508,000	53,000	-	3,065,000
Funding Sources									
Cash	*	764,000	354,000	1,129,000	257,000	508,000	53,000	-	3,065,000
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 FY07-13 CIP includes \$330,000 for security improvements at county facilities. FY07 security improvements include the replacement of the six x-ray/screening machines in the Wake County Courthouse and the Public Safety Center as well as the completion of the remaining facility electronic security rollout. This phase of electronic security, completes the 10 year rollout of electronic security to Wake County facilities.

This project provides monitored electronic security of county buildings perimeters, card access, intercom and emergency phones and closed circuit television. Card access gives all county employees an electronic key. This key may, based on authorization, provide access to one, some, or all doors in the Wake County System. These permissions may be modified, or discontinued quickly providing Wake County with an efficient means of providing access to the mass of county employees, volunteers, partners, and contractors.

All future entries in this category will be tied to various county Master Plans, from facility condition assessments and events (world, national, or local) that call for additional security measures.

Project accomplishments: 90% of county facilities are under monitored Electronic Security with the remainder to be completed with this final phase. During 9/11, 68% of county square footage was locked down under electronic security. The plan to implement electronic security in county facilities has continued since 1997 and Phase 5, the last phase, will add 12 facilities.

Project Summary: Security Improvements

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Security Improvements	\$ 928,000	330,000	-	-	-	-	-	-	330,000
Funding Sources									
Cash	\$ 928,000	330,000	-	-	-	-	-	-	330,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

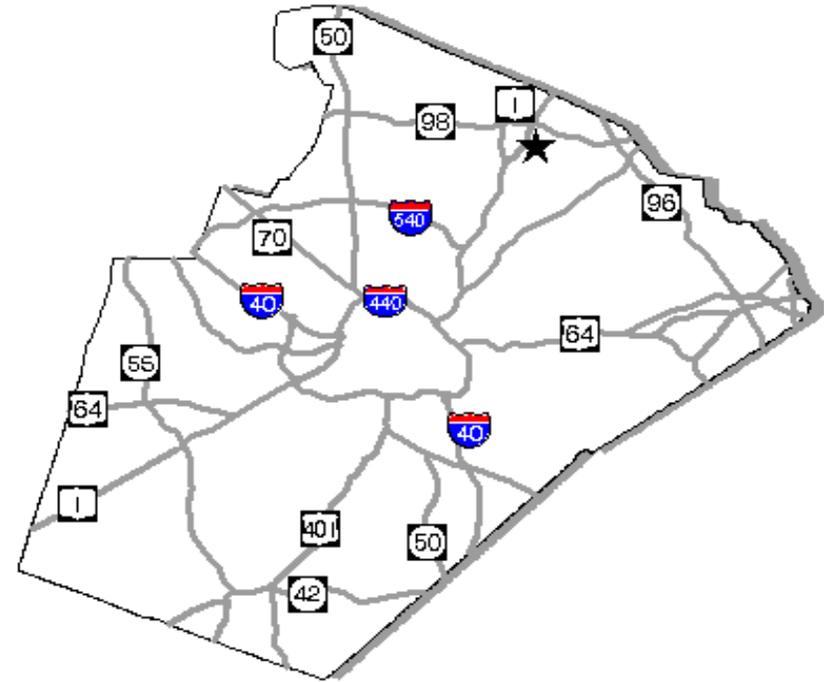
COUNTY BUILDING IMPROVEMENTS

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 22,500 square feet of space. The facility will be located on County-owned land south of the Wake Forest Branch library. Design work has begun this past fiscal year and the Board of Commissioners approved schematic design in March 2006. Construction is expected to begin in late 2006, with opening of the facility projected for late 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 \$2.8 million beginning in FY 2007. 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.



★ Site Location

Project Summary: Northern Regional Center

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Construction	\$ 1,071,000	4,973,000	-	-	-	-	-	-	4,973,000
Permitting	107,000	-	-	-	-	-	-	-	-
TOTAL USES	\$ 1,178,000	4,973,000	-	-	-	-	-	-	4,973,000
Funding Sources									
Cash	\$ 1,178,000	4,973,000	-	-	-	-	-	-	4,973,000
New Operating Budget Impact	\$ 80,000	2,729,000	-	-	-	-	-	-	2,809,000
Total Operating Budget Impact	-	2,729,000	16,374,000						

COUNTY BUILDING IMPROVEMENTS

Future Regional Center

To better meet service demands around the County, the CIP includes funding for a future regional center. This regional center will be based on the prototype plan used for the Northern Regional Center. Construction is anticipated to begin in 2010. Construction is projected to be complete and the facility opened in calendar year 2011. The location for this facility will be based on service demands, proximity to other County facilities, and other criteria.

Based on operating costs at the current Eastern Regional Center, the operating cost for a future Regional Center is estimated at approximately \$3.2 million beginning in FY 2011. However, more refined operating cost estimates will be developed once the full complement of services to be offered at the Center has been finalized.

Project Summary: Future Regional Center									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Construction	\$ -	-	-	-	1,309,000	6,256,000	-	-	7,565,000
Permitting	-	-	-	-	123,000	-	-	-	123,000
TOTAL USES	\$ -	-	-	-	1,432,000	6,256,000	-	-	7,688,000
Funding Sources									
Cash	\$ -	-	-	-	1,432,000	6,256,000	-	-	7,688,000
New Operating Budget Impact	\$ -	-	-	-	-	80,000	3,132,000	-	3,212,000
Total Operating Budget Impact	-	-	-	-	-	80,000	3,212,000	-	3,292,000

CRIMINAL JUSTICE

Element Summary: Criminal Justice

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Detention Facilities	-	-	7,497,000	28,206,000	66,689,000	67,504,000	14,824,000	184,720,000
Judicial Facilities	11,633,000	20,665,000	23,873,000	22,019,000	76,892,000	79,043,000	46,013,000	280,138,000
TOTAL USES	11,633,000	20,665,000	31,370,000	50,225,000	143,581,000	146,547,000	60,837,000	464,858,000
FUNDING SOURCES								
Debt--To Be Authorized	8,174,000	8,535,000	17,963,000	43,713,000	123,531,000	125,805,000	60,300,000	388,021,000
Cash	3,459,000	12,130,000	13,407,000	6,512,000	20,050,000	20,742,000	537,000	76,837,000
TOTAL SOURCES	11,633,000	20,665,000	31,370,000	50,225,000	143,581,000	146,547,000	60,837,000	464,858,000
NEW OPERATING IMPACT	3,126,000	-	-	-	-	4,000,000	4,400,000	11,526,000

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$464.8 million over the next seven years. \$184.7 million of the criminal justice investments support the construction of Phase 2 of the Hammond Road detention center master plan. The remaining \$280.1 million supports the extension of the County's Justice Facility Master Planning efforts. The proposed CIP incorporates these efforts, which include existing courthouse improvements, a new Justice Center for a criminal courthouse, public records and county administration, and the parking structures to support them.

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 that are typically less than 90 days;
- 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 (NCGS 7A-302) that counties provide adequate courtroom facilities for the judicial system to process its caseload in a timely and effective manner. In addition NCGS 153.A2-21 establishes standards for designing, building and operating jail facilities. A Court Facility Space Planning Committee was established in the 1980's to work with County representatives to plan and implement justice related capital projects. This committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff.

CRIMINAL JUSTICE

A comprehensive long-term 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 2006

- Completed construction of new 416-bed detention facility (Phase 1B) on Hammond Road in Raleigh.
- Completed construction plans/specifications and received bids for re-roofing and mechanical systems replacement for original Detention Annex (built in 1987) on Hammond Road.
- Continued improvements identified in the 10-year plan (initiated plan in FY 2004) to renovate and refurbish the existing Courthouse in phases to bring the 37-year-old facility into compliance with applicable building codes. These improvements included:
 - Completed demolition and asbestos abatement of entire 2nd floor; Began floor renovations to replace four courtrooms and related court support space.
 - Substantially completed construction of new entry plaza and ADA accessibility improvements to Fayetteville Street entrance.
 - Completed construction of Quick Disposition/High Volume Traffic Court on 1st floor.
 - Installed fire sprinkler system on 9th and 12th Floors.
 - Refurbished and modernized the public meeting space used by Board of Commissioners on 7th Floor.
 - Began design work for interconnecting Courthouse cooling system with Public Safety Center, Wake County Office Building (and eventually connect to new Criminal Courthouse); Completed Phase I of interconnect project by replacing cooling towers in PSC and modifying chilled water piping/valves.

Operating Impact

Detention Facilities

The FY 2007 total estimated operating impact primarily reflects the annualization of personnel and facility maintenance costs for the Sheriff's Office and General Services Administration (GSA) associated with the opening of Hammond Road Phase 1B. New operating budget costs for FY 2012 reflect estimated facility maintenance costs of GSA for Hammond Road Phase 2. 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.

Judicial Facilities

New operating budget costs for FY 2013 reflect estimated facility maintenance costs for GSA associated with the criminal courts/public records and administration complex. Future personnel costs for GSA have not been determined at this time. These costs, as well as facility maintenance costs for new parking decks will be further refined and estimated in future CIPs.

CRIMINAL JUSTICE

Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to FY 2030. This plan, along with a funding strategy for the capital improvements proposed through 2013, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan should continue to guide decisions regarding current and long term detention capital improvements.

Hammond Road Detention Complex

Detention Annex (west side of Hammond Road)

In FY 2007 the part of the building constructed in 1987 will receive a new roof and all old mechanical systems will be removed and connected to the central mechanical system of the newest building (constructed in 2004). This mechanical upgrade was contemplated in the design of the 2004 building. Building systems were designed and located to support the planned interconnection.

Detention Center (east side of Hammond Road)

In FY 2007 a design team will be selected and an architectural building program and schematic design for Phase 2 (as defined in the Master Plan) will be underway. This phase will be an expansion to the Phase 1B project completed in FY 2006. It will add 720 beds to the County detention system and result in 75% of inmates in the system being incarcerated at the Hammond Road site. Intake, booking and processing functions will be relocated from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site. A parking deck for approximately 350 vehicles is also planned for the 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. Final design work for this 400,000 sq.ft. building addition should be completed in FY 2009. Construction is scheduled for FY 2010-2012.



Long-Term Master Plan for Hammond Road Detention Complex

Phase 2 will require additional funding in the operating budgets of both the Sheriff's Office and General Services Administration (GSA) for personnel and maintenance activities. New operating costs identified only reflect estimated facility maintenance costs within GSA; additional staffing costs for both organizations have not yet been determined. Both personnel and maintenance costs will be further refined and estimated in future CIPs.

CRIMINAL JUSTICE

Detention Facilities, continued

Project Summary: Detention Facilities

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Phase 2 (720-bed jail)	1,239,319	-	-	7,447,000	27,206,000	63,189,000	64,004,000	14,824,000	176,670,000
350-Car Parking Deck	-	-	-	50,000	1,000,000	3,500,000	3,500,000	-	8,050,000
TOTAL USES	\$ 1,239,319	-	-	7,497,000	28,206,000	66,689,000	67,504,000	14,824,000	184,720,000
Funding Sources									
Bonds - Authorized	\$ 1,239,319	-	-	-	-	-	-	-	-
Debt - To Be Authorized	-	-	-	7,497,000	28,206,000	66,689,000	67,504,000	14,824,000	184,720,000
TOTAL SOURCES	\$ 1,239,319	-	-	7,497,000	28,206,000	66,689,000	67,504,000	14,824,000	184,720,000
New Operating Budget Impact		3,126,000	-	-	-	-	4,000,000	-	7,126,000
Total Operating Budget Impact		3,126,000	3,126,000	3,126,000	3,126,000	3,126,000	7,126,000	7,126,000	22,756,000

CRIMINAL JUSTICE

Judicial Facilities

Key components of the County's long-term Justice Facility Master Plan include courts and related administration, public records and parking to support these functions. Existing buildings housing these functions are at maximum capacity. In FY 2006 the County began leasing space for certain judicial and public records staff.

The Justice Master Plan contemplates that the judiciary and public records will operate primarily from two main facilities. These include 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 parking structures to support them.

Major capital improvement projects planned during the period FY 2007-2013 include:

- Design and construction of new parking deck(s) -- 900-1000 spaces;
- Design and construction of new Justice Center for criminal courthouse, public records, and County administration (approx. 440,000 sq.ft. and 300-350 parking spaces)
- Incorporation of video visitation and first appearance technology into designated judicial facilities.
- Continue to renovate and refurbish the existing 40-year-old Courthouse consistent with the Justice Master Plan.



Wake County Courthouse - Fayetteville Street Entrance

Project Summary: Judicial Facilities

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Existing Courthouse	\$ 14,872,000								
HVAC System Replacement	-	686,000	836,000	-	-	-	-	-	1,522,000
Construction and Asbestos Abatement	-	5,355,000	5,299,000	3,398,000	1,799,000	3,055,000	2,835,000	2,935,000	24,676,000
Design Fees	-	728,000	523,000	203,000	390,000	357,000	189,000	196,000	2,586,000
Relocation Costs	-	30,000	33,000	19,000	10,000	15,000	24,000	25,000	156,000
Contingencies	-	1,375,000	613,000	340,000	180,000	305,000	284,000	293,000	3,390,000
Subtotal Existing Courthouse	\$ 14,872,000	8,174,000	7,304,000	3,960,000	2,379,000	3,732,000	3,332,000	3,449,000	32,330,000

CRIMINAL JUSTICE

Judicial Facilities (continued)

Project Summary: Judicial Facilities									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
New Criminal Courts Complex	\$ 1,130,200								
Design/Construction - 350 Car Parking Deck	-	-	447,000	469,000	3,034,000	6,280,000	6,500,000	-	16,730,000
Demolish Existing Buildings	-	-	-	3,058,000	3,211,000	-	-	-	6,269,000
Design/Construction Courthouse	-	-	1,231,000	3,448,000	9,917,000	53,110,000	54,969,000	42,027,000	164,702,000
Subtotal New Courts Complex	\$ 1,130,200	-	1,678,000	6,975,000	16,162,000	59,390,000	61,469,000	42,027,000	187,701,000
Public Records & Administrative	\$ 249,800								
Design/Construction	-	-	308,000	862,000	2,479,000	12,744,000	13,190,000	-	29,583,000
Subtotal Public Records & Administration	\$ 249,800	-	308,000	862,000	2,479,000	12,744,000	13,190,000	-	29,583,000
New 832-Car Parking Deck (Davie St.)	\$ 1,900,000								
Design/Construction	-	2,219,000	8,542,000	8,542,000	-	-	-	-	19,303,000
Demolition/Site Cleanup	-	527,000	-	-	-	-	-	-	527,000
Subtotal Davie Deck	\$ 1,900,000	2,746,000	8,542,000	8,542,000	-	-	-	-	19,830,000
New 200-Car Parking Deck (Salisbury St.)	\$ -								
Design/Construction	-	576,000	2,000,000	2,117,000	-	-	-	-	4,693,000
Subtotal Salisbury Deck	\$ -	576,000	2,000,000	2,117,000	-	-	-	-	4,693,000

CRIMINAL JUSTICE

Judicial Facilities (continued)

Project Summary: Judicial Facilities									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Criminal Courthouse Displacement									
ROD/Revenue									
Upfit/Relocation	\$ -	65,000	300,000	300,000	-	-	-	-	665,000
Building Lease	-	72,000	353,000	567,000	579,000	591,000	602,000	304,000	3,068,000
Probation/Parole	-	-	-	-	-	-	-	-	-
Upfit/Relocation	-	-	180,000	150,000	-	-	-	-	330,000
Building Lease	-	-	-	400,000	420,000	435,000	450,000	233,000	1,938,000
Subtotal Criminal Courthouse Displacement	\$ -	137,000	833,000	1,417,000	999,000	1,026,000	1,052,000	537,000	6,001,000
-									
TOTAL USES	\$ 18,152,000	11,633,000	20,665,000	23,873,000	22,019,000	76,892,000	79,043,000	46,013,000	280,138,000
Funding Sources									
Cash	\$ 18,152,000	3,459,000	12,130,000	13,407,000	6,512,000	20,050,000	20,742,000	537,000	76,837,000
Debt - To be Authorized	-	8,174,000	8,535,000	10,466,000	15,507,000	56,842,000	58,301,000	45,476,000	203,301,000
TOTAL SOURCES	\$ 18,152,000	11,633,000	20,665,000	23,873,000	22,019,000	76,892,000	79,043,000	46,013,000	280,138,000
New Operating Budget Impact		-	-	-	*	-		4,400,000	4,400,000
Total Operating Budget Impact		-	-	-	-	-	-	4,400,000	4,400,000

* It is anticipated that maintenance costs associated with new parking decks will be partially offset by revenue generated from the deck. These revenues have not been determined at this time. These costs will be further refined in future CIPs.

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INPATIENT PSYCHIATRIC FACILITY

Element Summary: Inpatient Psychiatric Facility

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Inpatient Psychiatric Facility	6,000,000	-	-	-	-	-	-	6,000,000
TOTAL USES	6,000,000	-	-	-	-	-	-	6,000,000
FUNDING SOURCES								
Cash	6,000,000	-	-	-	-	-	-	6,000,000
TOTAL SOURCES	6,000,000	-	-	-	-	-	-	6,000,000
NEW OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

Wake County has proposed a 60 bed mental health care facility for children, adolescents and adults who are residents of Wake County. These patients require acute, secure hospitalization for mental illness and substance abuse, and would otherwise have been hospitalized at the Dorothea Dix Hospital or another state hospital.

The FY 2007-2013 CIP includes \$6 million towards the cost of an inpatient psychiatric hospital. With the \$4 million that Wake County has reserved for this community improvement in previous budgets, the total County commitment to this project is now \$10 million. It is anticipated that additional funding from other sources will be required to fully fund the capital expense for this facility.

History / Background

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.

Project Accomplishments in FY 2006

During the past fiscal year, the County acquired a 19 acre tract on Sunnybrook Road near Holly Hill Hospital, as a potential site on which to locate a new psychiatric facility. Topographical surveying and subsurface investigations have been completed. The County has retained an architectural programming consultant to assist with programmatic and conceptual studies. These studies have been placed on hold pending completion of the search for funding partnerships.

INPATIENT PSYCHIATRIC FACILITY

Operating Impact

Wake County anticipates funding a significant portion of the operating costs of an Inpatient Psychiatric Facility. As the planning for this project moves forward, staff will project operating costs and incorporate them into the County's financial model.

LIBRARIES

Element Summary: Libraries

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
North Regional Library	\$ 1,094,000	-	-	-	-	-	-	1,094,000
Leesville Community Library	111,000	2,865,000	-	-	-	-	-	2,976,000
Northeast Regional Library	-	230,000	4,323,000	3,517,000	-	-	-	8,070,000
South Raleigh Community	347,000	-	-	-	-	-	-	347,000
TOTAL USES	\$ 1,552,000	3,095,000	4,323,000	3,517,000	-	-	-	12,487,000
FUNDING SOURCES								
Bonds--Authorized	\$ 1,205,000	3,095,000	4,323,000	3,517,000	-	-	-	12,140,000
Cash	347,000	-	-	-	-	-	-	347,000
TOTAL SOURCES	\$ 1,552,000	3,095,000	4,323,000	3,517,000	-	-	-	12,487,000
NEW OPERATING IMPACT	\$ 227,000	62,000	464,000	1,128,000	525,000	-	-	2,406,000

Seven-Year CIP Summary

The FY 2007 – 2013 CIP includes \$12.1 million for the development of 3 new or expanded library facilities. Funds will be used to construct two new facilities (Leesville Community and Northeast Regional) and to expand one existing facility (North Regional) at a newly purchased facility at a nearby site.

These new and expanded facilities are scheduled to open over the course of several years. Specifically, North Regional will open in the third quarter of FY 2007, Leesville Community in the third quarter of FY 2009, and finally Northeast Regional in the second quarter of FY 2010.

The budgeted amounts in the CIP do not reflect the substantial cost increases in construction that have been experienced over the past two years. Consequently, additional funding to cover these cost escalations will come from funding originally set aside for the Downtown Library project. This will leave approximately \$300,000 in the Downtown Library fund, a portion of which will be applied to replacing one Bookmobile, and the remaining funds applied to expanding the South Raleigh Community branch location.

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 (22,000SF-30,000SF) with an in-depth book collection two or more community branches (5,000SF-8,000SF) with smaller book collections.

LIBRARIES

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.

In FY06, The Library System began updating the existing Library service/master plan to reflect the current and projected needs of the community for library services. This effort will be lead by library staff but the process will include other county staff, the Library Commission and the community in the creation of the plan. The plan is expected to be completed for review in the first quarter of FY07.

Project Accomplishments in FY 2006

- Completed the construction of renovations to the Cameron Village Regional Library, which opened in January 2006.
- Began construction of Holly Springs Branch Library and Cultural Center
- Began construction of North Regional Library in North Raleigh
- Continued construction of West Regional Library, which is nearing completion

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 three new libraries will require that the County dedicate a portion of its expenditure growth each year to these new facilities. To fully understand the financial impact of these projects, the County has estimated the operating cost of 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

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. This existing 18,000 square foot facility is currently being renovated and expanded into a new facility for the North Regional Library, which will provide 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.



North Regional Library Construction Site

Project Summary: North Regional Library

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Building Acquisition	3,600,000	-	-	-	-	-	-	-	-
Professional Services	230,000	32,000	-	-	-	-	-	-	32,000
Construction	3,000,000	625,000	-	-	-	-	-	-	625,000
FFE / Technology	416,000	437,000	-	-	-	-	-	-	437,000
Book Purchases	724,000	-	-	-	-	-	-	-	-
TOTAL USES	\$ 7,970,000	1,094,000	-	-	-	-	-	-	1,094,000

Funding Sources

Bonds--Authorized	\$ 7,970,000	1,094,000	-	-	-	-	-	-	1,094,000
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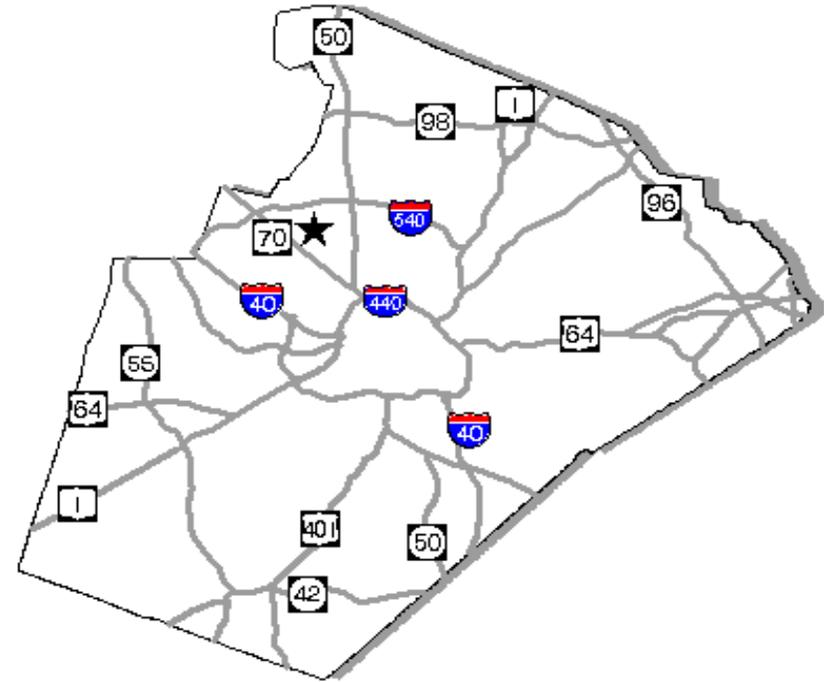
New Operating Budget Impact	\$ 227,000	-	227,000						
Total Operating Budget Impact	227,000	227,000	227,000	227,000	227,000	227,000	227,000	227,000	1,589,000

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 2006. 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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Land Costs	\$ 817,000	-	-	-	-	-	-	-	-
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	\$ 838,000	111,000	2,865,000	-	-	-	-	-	2,976,000

Funding Sources

Bonds--Authorized	\$ 162,000	111,000	2,865,000	-	-	-	-	-	2,976,000
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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	627,000	627,000	3,062,000

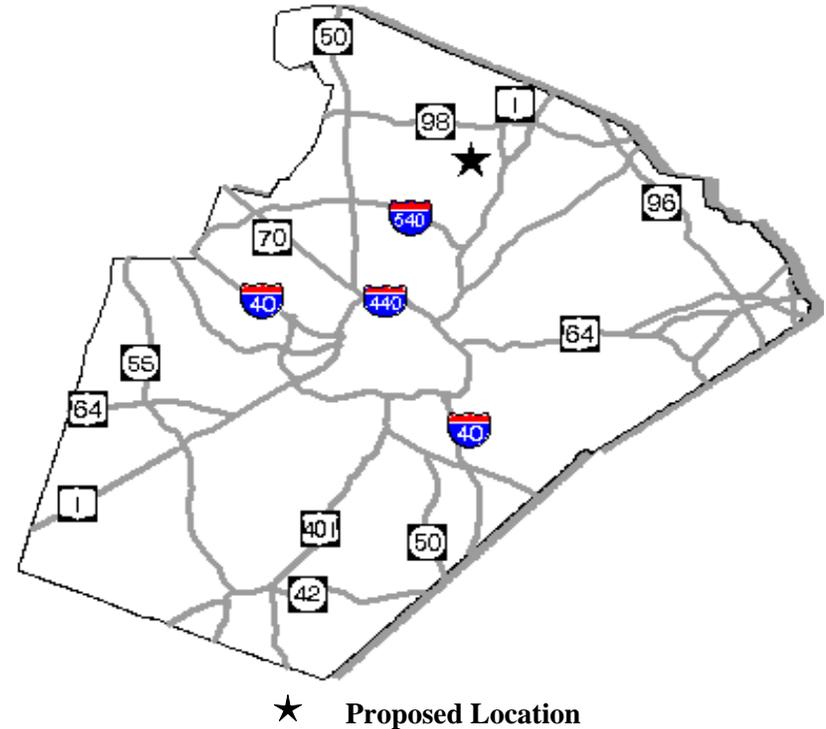
LIBRARIES

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.

During the past fiscal year, Commissioners approved the purchase of a 9 acre tract for this facility on Forest Pines Drive in the Wakefield subdivision.

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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
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	1,552,000	5,717,000

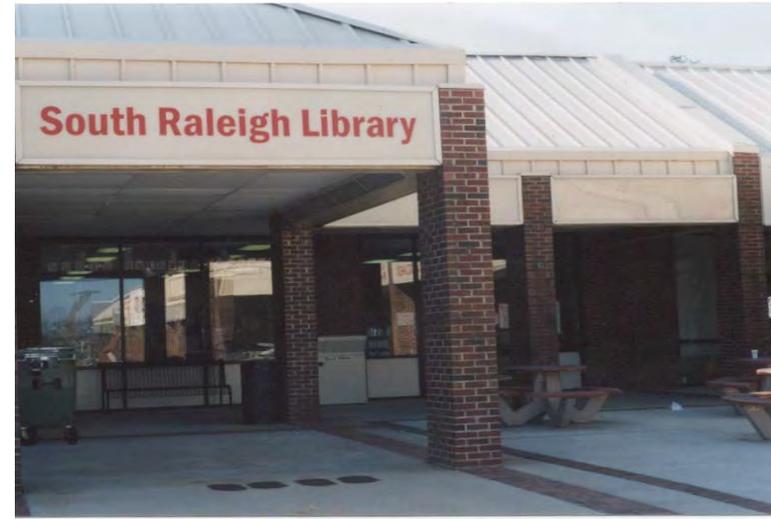
LIBRARIES

South Raleigh Expansion

The South Raleigh Library Branch, presently a 2,500 square foot facility, is located in the Southgate Shopping Plaza on Crosslink Road. The Library will remain in the Southgate Plaza and will be expanded to exceed 5,000 square feet, the prototype of a small community library outlined in the Library's Business Plan. The estimated total project cost is \$497,000, of which \$150,000 is funded from remaining funds in the Downtown Library project, and \$347,000 in cash.

The expansion of South Raleigh Library will provide a larger book collection and improved services to children and adults in the South Raleigh area. With the expansion of this library, the South Raleigh Branch will have the resources to better serve the area, providing books and programming which will create new generations of readers.

During FY 2006, the Library Commission and County staff will be updating the Library Master Plan, which will address future facility alternatives.



South Raleigh Community Library

Project Summary: Bookmobile Replacement

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Design, Renovation, Furnishings	\$ 150,000	347,000	-	-	-	-	-	-	347,000
TOTAL USES	\$ 150,000	347,000	-	-	-	-	-	-	347,000
Funding Sources									
Cash	\$ 150,000	347,000	-	-	-	-	-	-	347,000
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

LIBRARIES

Bookmobile Replacement

Providing services to children is the top priority of the Wake County Public Library System and the bookmobile is a key component of delivering this service. The new bookmobile will replace the one that was destroyed by fire in the first quarter of FY 2006.

The bookmobile provides services in places and at times that are convenient to children and those institutions that provide care for children. The bookmobile will partner with these childcare agencies to enrich the lives of children and respond to their reading needs while creating new generations of readers. The County’s vision for the bookmobile is to provide children in daycare with a similar library experience as those children visiting our libraries. Currently, the bookmobiles serve over 100 daycare locations per month.



Project Summary: Bookmobile Replacement

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Vehicle Acquisition and Set-up	\$ 139,000	-	-	-	-	-	-	-	-
TOTAL USES	\$ 139,000	-	-	-	-	-	-	-	-
Funding Sources									
Cash	\$ 139,000	-	-	-	-	-	-	-	-
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

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OPEN SPACE

Element Summary: Open Space

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Open Space Land Acquisition	7,000,000	6,978,025	-	-	-	-	-	13,978,025
TOTAL USES	7,000,000	6,978,025	-	-	-	-	-	13,978,025
FUNDING SOURCES								
Bonds -- Authorized	7,000,000	6,978,025	-	-	-	-	-	13,978,025
TOTAL SOURCES	7,000,000	6,978,025	-	-	-	-	-	13,978,025
NEW OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY07-13 CIP includes \$13.9 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, other areas of rural scenic and historical value, and for partnering with all 12 municipalities for projects on a 50/50 basis. 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 have entered into a partnership agreement for the conceptual master planning of 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), 30,000 through acquisition or appropriate regulatory initiatives, and through the design development process of new subdivisions.

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, completed an assessment of four critical watersheds (Falls Lake, Jordan Lake, Little River and Swift Creek).
- 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, countywide 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 2,768 acres, at a cost of \$46 million. County funding totaled \$24.2 million; Partners funded \$21.8 million.

OPEN SPACE

Project Accomplishments in FY 2006

- Partnership with the Town of Wake Forest to acquire 80 acres along the Smith Creek Corridor.
- Partnership with the City of Raleigh and Town of Garner to commence master planning for a 7.0-mile public access greenway between Lake Wheeler and Lake Benson.
- Partnership with the City of Raleigh to purchase a 420-acre tract from North Carolina State University. Commenced master planning process with the City and Wake County Public Schools System. Plan to include elementary and middle schools, neighborhood park, bio-solids application area, athletic fields, visitor center, trails and commercial development.
- Partnership with USDA – NRCS to acquire a Farmland Preservation easement on 50 acres adjacent to the Little River Reservoir.
- Partnership with the Town of Cary to acquire a 19-acre park site along Morris Creek in western Wake County.
- Acquisition through purchase and donation (50% of value) of 55 acres on Penny Road adjacent to Lake Wheeler.
- Acquired an additional 536 acres in eight stream corridors and Mark's Creek watershed.
- Updated Consolidated Open Space Plan (COSP) is expected in June 2006. As part of the process, all municipalities and non-governmental organization (NGO) partners were consulted and recommended program adjustments will be offered.

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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Community Use of School Parks	\$ -	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	5,700,000
Existing Facility Improvements	400,000	400,000	250,000	250,000	250,000	250,000	250,000	2,050,000
Facility Master Planning	75,000	-	253,000	-	-	-	-	328,000
TOTAL USES	\$ 475,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	1,050,000	8,078,000
FUNDING SOURCES								
Cash	\$ 475,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	1,050,000	8,078,000
TOTAL SOURCES	\$ 475,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	1,050,000	8,078,000
NEW OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2007-2013 CIP includes \$328,000 for master-planning at six existing facilities (Lake Crabtree County Park, Blue Jay Point County Park, Crowder District Park, Harris Lake County Park, American Tobacco Trail, and Historic Yates Mill County Park) and three future park sites (Southeast Wake County Park, the Brady Jeffcoat Property, and Little River County Park). The FY 2007-2013 CIP also includes \$400,000 per year for Existing Facility Improvements through FY 2008, with a reduction to \$250,000 thereafter. The FY 2007-2013 CIP includes \$5.7 million representing the County's contribution towards the Community Use of School Parks program.

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.

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

PARKS AND RECREATION

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.

Project Accomplishments in FY 2006

Community Use of Schools Parks

- The County participated with the public school system and municipalities in the joint acquisition, planning, and development for community schools/parks at three sites (in Fuquay-Varina, Garner, and Zebulon).
- Completed construction of the Greenway and pedestrian bridge at Highcroft Elementary School.

Historic Yates Mill County Park

- Completed construction of the A.E. Finley Center for Education and Research.

American Tobacco Trail

- Prepared bid documents and received bids for final phase of construction.

Existing Facility Improvements

- Completed facility improvements at two County parks (Harris Lake and Lake Crabtree) and six school parks (Knightdale Elementary, Swift Creek Elementary, Fox Road Elementary, Ballantine Elementary, Rolesville Elementary, and Salem Middle School).

Operating Budget Impact

The FY06 Historic Yates Mill County Park budget included regular salaries and benefits for three-fourths of the year; it is anticipated that this will be budgeted at 100% for FY07. No other Parks and Recreation funding in the FY07-13 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. The FY 2007-2013 CIP includes \$5.7 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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Land Acquisition	*	\$ -	-	-	-	-	-	-	-
Infrastructure	*	-	300,000	-	-	-	-	-	300,000
Future Projects	*	-	1,000,000	800,000	1,000,000	800,000	1,000,000	800,000	5,400,000
TOTAL USES	*	\$ -	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	5,700,000
Funding Sources									
Cash	*	\$ -	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	5,700,000
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

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 2007-13 CIP includes \$400,000 in FY 2007 to address improvements identified through the condition assessment process. Additionally, the CIP includes \$1.65 million in future years. In FY 2006, the County completed facility improvements at several County parks and school parks.



Vance Elementary School Park Shelter

Project Summary: Existing Park Facility Improvements

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Facility Improvements	*	\$ 400,000	400,000	250,000	250,000	250,000	250,000	250,000	2,050,000
Funding Sources									
Cash	*	\$ 400,000	400,000	250,000	250,000	250,000	250,000	250,000	2,050,000
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

Facility Master Planning

The FY07-13 CIP includes \$328,000 to plan for improvements and expansions to park facilities. These activities will include system-wide analysis and planning, as well as design services for specific park facilities. Specific sites to be studied include Harris Lake, Little River, and a Southeast 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.

In conjunction with acquisition efforts for the planned Little River Reservoir, land has been acquired for a future Little River County Park. To date almost 300 acres have been purchased for the planned park, in addition to the nearly 2,200 acres purchased for the reservoir

The 2002 Wake County Parks and Recreation Master Plan indicated a need for County parkland in southeast Wake County. Accomplishments in FY05 include the purchase of three tracts totaling 108 acres, and two tracts that were dedicated totaling 34 acres. To date, 229 acres have been acquired.



Acquired Park Land at Little River Reservoir

Project Summary: Facility Master Planning

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Master Plan Development	\$ -	75,000	-	253,000	-	-	-	-	328,000
Funding Sources									
Cash	\$ -	75,000	-	253,000	-	-	-	-	328,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

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PUBLIC SAFETY

Element Summary: Public Safety

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
<i>Emergency Communications & Logistics</i>								
800 MHz Radio Replacement	\$ -	-	-	-	1,221,000	-	-	1,221,000
Emergency Generator Relocation	354,000	-	-	-	-	-	-	354,000
<i>Emergency Medical Services (EMS)</i>								
Defibrillators for Emergency Vehicles	-	-	-	800,000	828,000	-	-	1,628,000
EMS Facility Planning	150,000	-	-	-	-	-	-	150,000
EMS Unit Co-Location in Wendell	470,000	-	-	-	-	-	-	470,000
TOTAL USES	\$ 974,000	-	-	800,000	2,049,000	-	-	3,823,000
SOURCES								
Cash	\$ 974,000	-	-	800,000	2,049,000	-	-	3,823,000
TOTAL SOURCES	\$ 974,000	-	-	800,000	2,049,000	-	-	3,823,000
NEW OPERATING IMPACT	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2007-2013 CIP includes approximately \$3.8 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 \$354,000 to relocate emergency shelter generators from existing sites due to school construction in 2007.
- **Emergency Medical Services:** \$150,000 for facility master planning; \$470,000 to expand and renovate Wendell Fire Station #2 to accommodate an EMS unit, as well as its staff and equipment; \$1.6 Million to replace defibrillators in FY10 and FY11.

Project Accomplishments in FY 2006

- Expanded the 800 MHz Radio System to enable RDU Airport and the Raleigh Fire Department to begin operating on the system; This project was funded primarily by federal grant dollars.
- Completed Phase 2 facility condition assessment work at nine EMS stations; Awarded construction contracts for installing vehicle exhaust collection systems at all EMS stations.
- The EMS Automatic Vehicle Location (AVL) project has advanced to the field-testing phase; full operation is expected before the end of calendar year 2006

PUBLIC SAFETY

- New defibrillators have been acquired and placed on all primary EMS response vehicles in Wake County
- Town of Knightdale officials have begun renovation work on the existing building that will become the Knightdale Public Safety Center. It will include facilities for co-location of Eastern Wake EMS's Knightdale station.
- The relocation of the emergency-shelter facility at Cary High School will begin as soon as the school year concludes in early June, 2006.

Horizon Issues

Emergency Operations Center at Wake County Commons – \$1 million

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.

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.

800 MHz Trunked Radio System Maintenance and 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. County staff, with assistance from Motorola and other contractors, will develop a long-range master plan for the 800 MHz system. This plan will include estimates of maintaining the system's current capabilities, and estimates for various scenarios, including the additions of Raleigh Police and the Town of Cary to the system.

A related Horizon Issue is the need for a Redundant Simulcast Controller, which is needed should the current controller be lost. The most cost-effective point at which to add a back-up controller would be when the State Highway Patrol 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.

Operating Impact

Several funded projects and horizon issues may affect the County's operating budget. New EMS facilities would require increases for utilities and building maintenance. Emergency generators and defibrillators require on-going maintenance contracts. Also, a new Emergency Operations Center would likely require some additional operating costs.

In an effort to identify and schedule the financial costs and operational requirements of the 800 MHz system, County staff will develop a master plan for the communications system during FY07. One goal of this planning process is to estimate future operating impacts of maintaining the system.

PUBLIC SAFETY

800 MHz Radio Replacement

In FY 2005, 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 Cary, have agencies operating on the new system. Raleigh Fire Department has joined the 800 MHz system, and it is anticipated that Raleigh Police may join in the near future. The Town of Cary may also join in the future. If these scenarios occur, the 800 MHz infrastructure will need to be expanded significantly 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 and additional operating costs.



800 MHz Radio Recharging Station

Project Summary: 800 MHz Radio Replacement

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Construction	\$ 202,000	354,000	-	-	-	-	-	-	354,000
Funding Sources									
Cash	\$ 202,000	354,000	-	-	-	-	-	-	354,000
New Operating Budget Impact	\$	-							
Total Operating Budget Impact		-							

PUBLIC SAFETY

EMS Defibrillators

Under state law, counties are responsible for delivering emergency medical services (EMS). 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 six 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. 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 completed 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 were replaced in reserve ambulances and "quick response" vehicles in 2006, so that all licensed Advanced Life Support (paramedic) response vehicles are equipped with new defibrillators.



New Defibrillator

Project Summary: EMS Defibrillators

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Defibrillators	\$ 1,371,000	-	-	-	800,000	828,000	-	-	1,628,000
Funding Sources									
Cash	\$ 1,371,000	-	-	-	800,000	828,000	-	-	1,628,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PUBLIC SAFETY

EMS Facility Planning

Wake County provides Emergency Medical Service (EMS) to its citizens through a combination of one County agency and several contracted service providers. Several EMS providers have identified facility needs, including new headquarters stations, new sub-stations, and expansions or renovations to existing facilities. The anticipated planning will also address potential opportunities for co-locating EMS units at existing Fire and other facilities. The intent is to create a comprehensive plan for location of proposed future stations, coupled with an updated set of prototype station designs that will benefit all the County's EMS providers.

EMS system leaders and County staff will undertake the facility planning jointly. The outcome will likely result in funding requests for specific facilities. CIP funding will be used to contract with an EMS facility design consultant to assist with this effort.

The budgetary impact of operating new facilities will be analyzed as part of the planning process.

Project Summary: 800 MHz Radio Replacement

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Equipment	\$ -	150,000	-	-	-	-	-	-	150,000
Funding Sources									
Cash	\$ -	150,000	-	-	-	-	-	-	150,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PUBLIC SAFETY

EMS Unit Co-Location in Wendell

In July 2005, three contracted EMS providers in Knightdale, Wendell, and Zebulon merged into a single entity--Eastern Wake EMS. As part of the merger, County staff and squad officials analyzed the deployment of ambulances in eastern Wake County and identified Wendell Fire Station #2 (northwest of the Town of Wendell) as an optimal location for an ambulance. This location would allow the unit to deploy quickly throughout this portion of the County, allowing the contracted agency to better meet response times.

Presently, Wendell Fire Station #2 does not have the capacity to house an ambulance and its staff. The projected cost of expanding and renovating Wendell Fire Station #2 is \$470,000. This cost includes design, land purchase, and construction.

This project is not anticipated to require additional operating funds. The unit to be housed at Wendell Fire Station #2 is already operating on a 24-hour basis. Any additional facility costs for the fire station would likely be offset by reduced spending on facilities currently leased for this unit.



Wendell Fire Station #2

Project Summary: EMS Unit Co-Location in Wendell

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Equipment	\$ -	470,000	-	-	-	-	-	-	470,000
Funding Sources									
Cash	\$ -	470,000	-	-	-	-	-	-	470,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

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WATER AND SEWER

Element Summary: Water and Sewer

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
RTP Off-site Infrastructure	425,000	-	-	-	-	-	-	425,000
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
RTP Reclaimed Water	1,922,000	2,900,000	3,167,000	3,167,000	-	-	-	11,156,000
RTP Wastewater Treatment	500,000	250,000	-	-	-	-	-	750,000
Water/Sewer Plan Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
TOTAL USES	3,197,000	3,500,000	3,517,000	3,517,000	350,000	350,000	350,000	14,781,000
FUNDING SOURCES								
Cash	1,107,500	1,630,000	1,721,000	1,721,000	350,000	350,000	350,000	7,229,500
Federal Grant	1,163,000	1,561,000	-	-	-	-	-	2,724,000
Municipal Reimbursement	295,000	309,000	1,796,000	1,796,000	-	-	-	4,196,000
Water/Sewer Loan Repayments	631,500	-	-	-	-	-	-	631,500
TOTAL SOURCES	3,197,000	3,500,000	3,517,000	3,517,000	350,000	350,000	350,000	14,781,000
NEW OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2007-2013 CIP includes approximately \$14.8 million for water and sewer system upgrades and related expenses. A majority of these funds will be used to provide reclaimed water facilities in the Wake County portion of the Research Triangle Park. The remaining funds will be used to provide infrastructure improvements as an economic development tool, provide design dollars for enhanced wastewater treatment in RTP, implement the 1998 Water/Sewer Plan, 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.

WATER AND SEWER

- **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. The current agreement among Wake County, Town of Cary, and the Research Triangle Foundation provides for the funding and 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 lines to industrial tenants within RTP for new or expansion of existing facilities.
- **Reclaimed Water:** The October 2003 Interlocal 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, Wake County has been pursuing the design and construction of such a system. 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.
- **Research Triangle Park Enhanced Wastewater Treatment:** The October 28, 2003 Agreement between Cary, Wake County, and Research Triangle Foundation (RTF) recognizes that customers in the Wake County portion of Research Triangle Park (RTP South) are subject to the Cary Utilities Ordinance, including pollutant concentrations based on domestic wastewater. Periodically, Wake County, RTF, or a customer located in RTP South asks if there is additional capacity at Cary treatment facilities to handle higher than normal strength wastewater. Amendment 1 to the Agreement, approved in February 2006, provides a mechanism for either Wake County or RTF to request that the Town of Cary study an alternative for treating higher than normal strength wastewater; and for either agency to enter into a letter of service agreement with the Town of Cary for the provision of facilities to treat higher than normal strength wastewater.

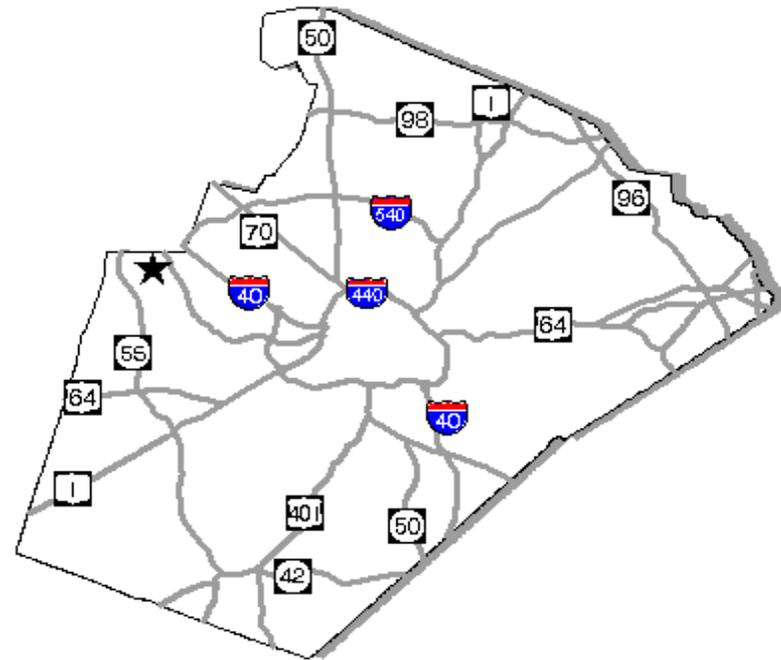
Operating Impact

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 this 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 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 (see the Reclaim Water CIP). Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Morrisville and the Town of Cary in designing and installing these utilities. With the April 2006 merger of Morrisville's utility functions with the Town of Cary, future projects will be jointly accomplished with the Town of Cary only.



★ RTP South Location

Project Summary: Research Triangle Park Off-Site Infrastructure									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Water/Sewer Improvements	\$ 12,607,000	425,000	-	-	-	-	-	-	425,000
Funding Sources									
Cash	\$ 12,607,000	425,000	-	-	-	-	-	-	425,000
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, Magnequench, and most recently the Credit Suisse First Boston Global Business Center. Funding will be provided on an as-needed and as-requested basis.



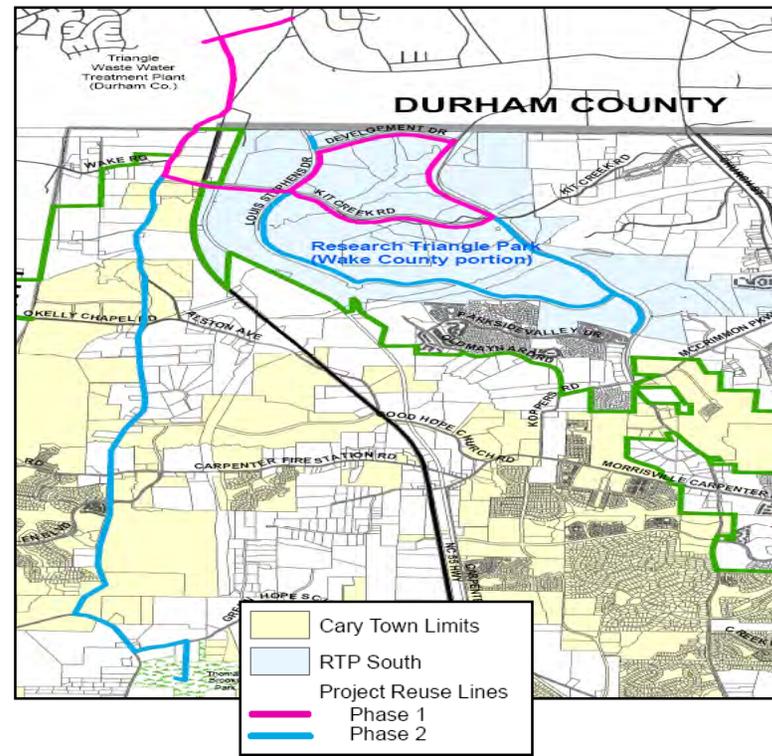
Credit Suisse First Boston Facilities in RTP South

Project Summary: Research Triangle Park On-Site Infrastructure									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Water and Sewer Lines	\$ 2,507,000	250,000	1,750,000						
Funding Sources									
Cash	\$ 2,507,000	250,000	1,750,000						
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WATER AND SEWER

Research Triangle Park Reclaimed Water

The October 2003 Interlocal 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, Wake County has been pursuing the design and construction of such a system. 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. Wake County has successfully requested and received federal appropriations for a project that will provide reclaimed water from the Triangle WWTP (Durham County) to Cary and Wake County. Wake County is taking the lead in the development of the project and is being supported by both Cary and Durham County. The federal grant pays a maximum of 55% of the project costs. Wake County will be responsible for the remaining 45% of the project costs and any shortfall in federal appropriations. Currently \$3 M of the needed \$6.771 M of federal share has been appropriated. An Interlocal Agreement between Cary, Durham Co. and Wake County was approved in February 2006 for design of the system.



Project Summary: Research Triangle Park Reclaimed Water

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
RTP Water Reclamation	\$ 557,000	\$ 1,922,000	\$ 2,900,000	\$ 3,167,000	\$ 3,167,000	-	-	-	11,156,000

Funding Sources

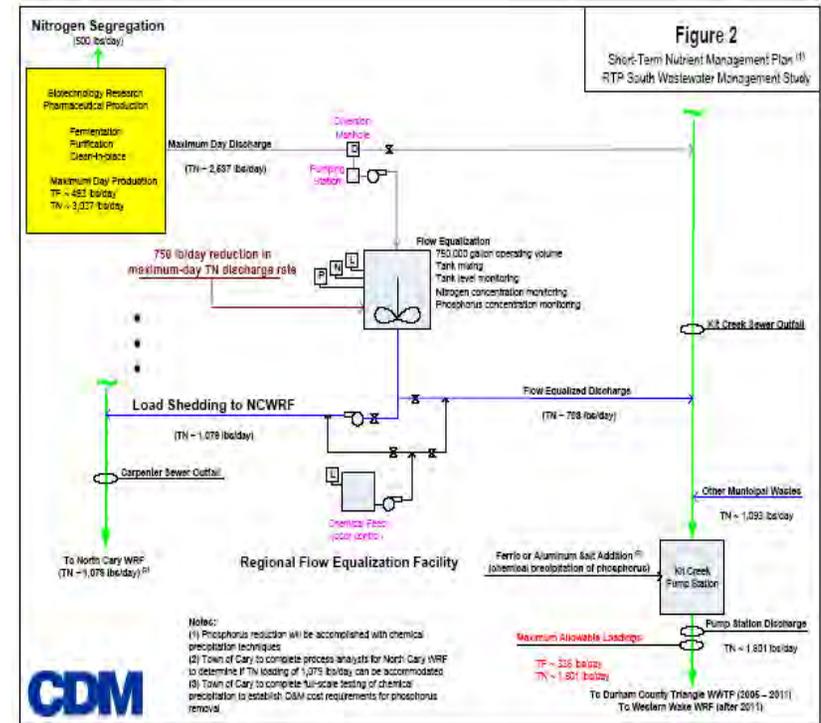
Cash	200,000	464,000	1,030,000	1,371,000	1,371,000	-	-	-	4,236,000
Grant	275,000	1,163,000	1,561,000	-	-	-	-	-	2,724,000
Municipal Reimbursement	82,000	295,000	309,000	1,796,000	1,796,000	-	-	-	4,196,000
TOTAL SOURCES	\$ 557,000	1,922,000	2,900,000	3,167,000	3,167,000	-	-	-	11,156,000

New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WATER AND SEWER

Research Triangle Park Enhanced Wastewater Treatment

The October 28, 2003 Agreement between Cary, Wake County, and Research Triangle Foundation (RTF) recognizes that customers in the Wake County portion of Research Triangle Park (RTP South) are subject to the Cary Utilities Ordinance, including pollutant concentrations based on domestic wastewater. Periodically, Wake County, RTF, or a customer located in RTP South asks if there is additional capacity at Cary treatment facilities to handle higher than normal strength wastewater. Amendment 1 to the Agreement, approved in Feb. 2006, provides a mechanism for either Wake County or RTF to request that the Town of Cary study an alternative for treating higher than normal strength wastewater; and for either agency to enter into a letter of service agreement with the Town of Cary for the provision of facilities to treat higher than normal strength wastewater. Funding will provide the design dollars needed to properly accommodate the existing and future wastewater needs of the RTP South area. Determination of whether or not construction funds will be needed will be determined at a later date and will be based upon the type of company(ies) that locate within RTP South. Federal funding has been requested to assist with this project.



Reclaim Waterline Routing

Project Summary: Research Triangle Park Reclaimed Water

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
RTP Enhanced Wastewater Treatment		500,000	250,000	-	-	-	-	-	750,000

Funding Sources

Cash	\$	-	500,000	250,000	-	-	-	-	750,000
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New Operating Budget Impact

Total Operating Budget Impact

		-	-	-	-	-	-	-	-
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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 (Raleigh and Cary) 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 2007-2013 CIP includes \$700,000 to fund preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities.

Within the past year the Wake Forest, Garner and Rolesville utility systems have merged with the City of Raleigh. Meger agreements between Knightdale, Wendell, Zebulon and the City of Raleigh will be finalized in 2006. The Town of Morrisville utility system merged with the Town of Cary in April 2006. These projects have no operating impact on the County, because municipalities assume the operating impact of the actual utility system mergers.



Sewer Bore

Project Summary: Water/Sewer Plan Implementation

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Preliminary Engineering Work	\$ 2,454,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Funding Sources									
Cash	\$ 2,454,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

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WAKE COUNTY PUBLIC SCHOOL SYSTEM

Element Summary: Wake County Public School System

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
WCPSS Plan 2004	155,000,000	5,900,000	-	-	-	-	-	160,900,000
WCPSS 2007-2009 CIP	126,000,000	304,000,000	363,000,000	209,000,000	48,000,000	6,000,000	-	1,056,000,000
WCPSS Future Projects	-	-	-	161,000,000	382,000,000	512,000,000	582,000,000	1,637,000,000
Reserve for Future Projects	654,000	80,000	359,000	375,000	392,000	410,000	428,000	2,698,000
TOTAL USES	281,654,000	309,980,000	363,359,000	370,375,000	430,392,000	518,410,000	582,428,000	2,856,598,000
FUNDING SOURCES								
Bonds--Authorized	150,000,000	-	-	-	-	-	-	150,000,000
Debt--To be Authorized	117,000,000	279,000,000	333,000,000	305,000,000	355,000,000	413,000,000	467,000,000	2,269,000,000
Transfer In -Ad Valorem	-	16,000,000	30,000,000	65,000,000	75,000,000	105,000,000	115,000,000	406,000,000
Interest Earnings	54,000	80,000	359,000	375,000	392,000	410,000	428,000	2,098,000
Lottery Proceeds	9,000,000	9,000,000	-	-	-	-	-	18,000,000
State--Public School Building Fund	5,600,000	5,900,000	-	-	-	-	-	11,500,000
TOTAL SOURCES	281,654,000	309,980,000	363,359,000	370,375,000	430,392,000	518,410,000	582,428,000	2,856,598,000
NEW OPERATING IMPACT	3,528,958	8,560,038	2,661,629	3,757,120	3,505,189	2,708,597	5,339,971	30,061,502

* The operating budget impact for all years may be revised once the school construction schedule has been finalized.

Seven-Year CIP Summary

The FY 2007-2013 CIP includes approximately \$2.86 billion 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 2007, future projects will be supported primarily through a combination of pay-as-you-go funds plus debt that is yet to be authorized. This capital plan assumes a tax increase of \$0.027 for debt and capital costs in FY 2008 to support CIP 2007-2009, if approved by Wake County voters in November 2006. CIP 2007-2009 will also require a cumulative \$0.02 tax increase by FY 2012 for operating expenses resulting from the opening of new schools and converting some elementary schools to a year-round calendar.

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 7,000 to 8,500 students a year. Enrollment is projected at approximately 135,000 students by 2008; by 2020, updated student population projections show a total of approximately 216,000 students in the system. WCPSS's Plan 2000 capital plan is nearing conclusion. Plan 2004, which addresses

WAKE COUNTY PUBLIC SCHOOL SYSTEM

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 is well underway. Wake County voters approved a bond referendum in November 2000 to support Plan 2000 and again in October 2003 to support Plan 2004. A referendum for the next WCPSS building program is planned for November 2006.

Plan 2000

- A 31-member Citizens Advisory Committee for School Facilities Planning and Funding submitted its findings to the County in April 2000. Plan 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 14 new schools, one pre-kindergarten center, 16 comprehensive renovation projects, and re-roofing and repair projects at 61 campuses. Cost escalations have resulted in three new schools, the pre-kindergarten center, and three comprehensive renovation projects being deferred to future building programs. In addition, unanticipated enrollment growth has expanded Plan 2004 by an additional \$14.4 million designated for crowding solutions.
- 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. On January 18, 2005, the Board of Commissioners approved strategies to meet Plan 2004 funding of \$550 million and to provide \$14.4 million of additional funding for mobile and modular classrooms and schools to meet growth needs. These strategies included WCPSS identifying savings from Phase IIIB and Plan 2000, accelerating capital fund balance appropriation, and utilizing commercial paper to generate short-range debt capacity. Savings brought forth by WCPSS, and actions taken by the Board of Commissioners in the adoption of the 2006-2012 CIP fully funded Plan 2004 at \$564,443,749.
- This amount represents new funds as follows:

Total Funding Authorized to Date	
Original Plan of Record	\$479,900,000
Two-Thirds Bonds	41,000,000
Acceleration of School Capital Fund Balance	19,096,000
Savings Transferred to Date	24,447,749
Revised Plan 2004 Plan of Record	\$564,443,749

2007-2010 CIP

On June 6, 2006 the Wake County Board of Education adopted a resolution requesting the Wake County Board of Commissioners to place on the November ballot a referendum authorizing the use of the County general obligation pledge to support bond funding for its 2007-2009 CIP. This

WAKE COUNTY PUBLIC SCHOOL SYSTEM

building program includes construction of 17 new schools and 13 comprehensive renovation projects, life-cycle replacement projects, and start-up funding for future building programs. The CIP includes funding for technology, space for Child Nutrition Services, and dollars for the conversion of a portion of WCPSS elementary schools to a year-round multi-track calendar. The Board of Education's building program calls for a gain of 3,000 seats from the conversion of 16-30 elementary schools to a year-round multi-track calendar.

- If approved by the voters in November 2006, \$970 million in general obligation bonds and \$86 million in pay-as-you-go funding would fund a \$1.056 billion WCPSS 2007-2010 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 local non-instructional operating costs (i.e., facility maintenance, housekeeping, and utilities) have recently been estimated to be \$2.94 per square foot and the cost per acre for new land is \$1,861. Included in operating impacts are the cost for converting existing elementary schools to a year round multi-track calendar and opening new elementary and middle schools on such a calendar. Other personnel costs associated with increased enrollment are not calculated here since many of these costs occur whether or not new schools are built.

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WAKE TECHNICAL COMMUNITY COLLEGE

Element Summary: Wake Technical Community College

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
401 North Campus Buildings	5,400,000	10,220,000	9,890,000	1,490,000	-	-	-	27,000,000
Chapanoke Road Property	1,625,000	1,125,000	-	-	-	-	-	2,750,000
General Repairs and Renovations	975,000	500,000	500,000	500,000	500,000	500,000	500,000	3,975,000
Mechanical/Electrical Projects	465,000	1,500,000	-	-	-	-	-	1,965,000
Re-Roofing Projects	165,000	-	-	-	-	-	-	165,000
Technical Education Bldg. Renovations	610,000	-	-	-	-	-	-	610,000
TOTAL USES	9,240,000	13,345,000	10,390,000	1,990,000	500,000	500,000	500,000	36,465,000
FUNDING SOURCES								
Bonds--Authorized	8,490,000	12,845,000	9,890,000	1,490,000	-	-	-	32,715,000
Cash	750,000	500,000	500,000	500,000	500,000	500,000	500,000	3,750,000
TOTAL SOURCES	9,240,000	13,345,000	10,390,000	1,990,000	500,000	500,000	500,000	36,465,000
NEW OPERATING IMPACT	761,000	200,000	307,000	271,000	(24,000)	-	-	1,515,000

Seven-Year CIP Summary

The FY 2007-2013 CIP includes \$36.4 million for improvements and expansion for Wake Technical Community College (Wake Tech). Approximately 74% 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, re-roofing multiple buildings, and undertaking needed mechanical and engineering projects. Funding for a majority of projects comes from general obligation bonds, with some pay-as-you-go funding provided for general repairs and renovations.

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, 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:

WAKE TECHNICAL COMMUNITY COLLEGE

- 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

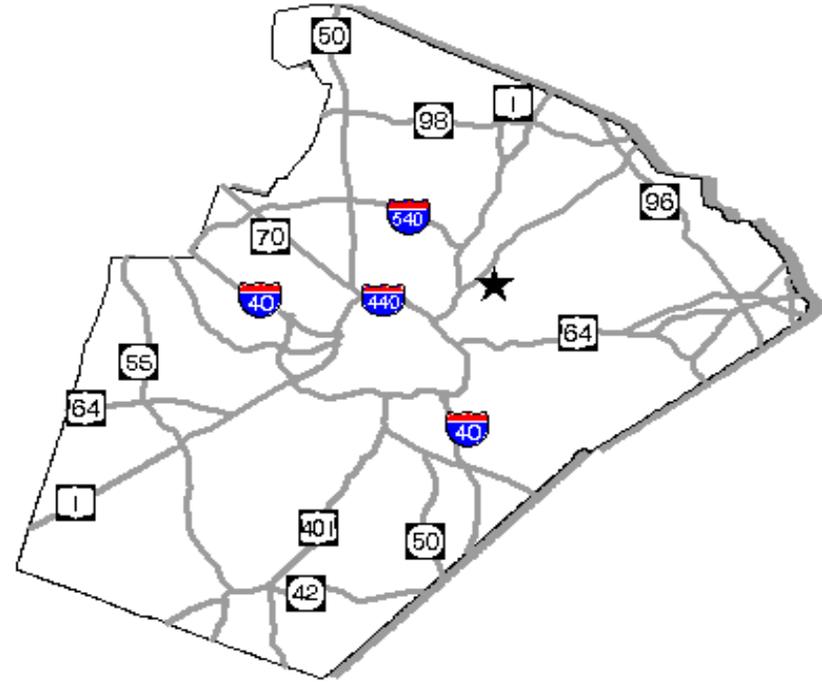
The new operating budget impacts shown in the element summary reflect the costs of operations and maintenance at the Chapanoke Road property and the new North Campus site. These costs are anticipated to begin in FY 2007. Per NCGS §115D-32, the County is required to maintain buildings and grounds and operations of facilities; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

WAKE TECHNICAL COMMUNITY COLLEGE

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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Planning/Design	\$ 1,000,000	300,000	300,000	190,000	20,000	-	-	-	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	-	-	-	27,000,000
Funding Sources									
Bonds--Authorized	\$ 1,000,000	5,400,000	10,220,000	9,890,000	1,490,000	-	-	-	27,000,000
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	6,478,000

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 program for the Public Safety Training Center has been developed with staff and faculty of the College which will occupy a portion of the building. 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. The building will require complete plumbing, mechanical, electrical and fire alarm renovations.

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. Current funding allows for Phase One of a long range plan and will renovate approximately 16,000 square feet of space in the one story portion of the building

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.

Project Summary: Chapanoke Road Property									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Planning/Design	\$ 150,000	175,000	25,000	-	-	-	-	-	200,000
Land Acquisition	2,600,000	-	-	-	-	-	-	-	-
Construction	-	1,250,000	1,000,000	-	-	-	-	-	2,250,000
Contingency	-	200,000	100,000	-	-	-	-	-	300,000
TOTAL USES	\$ 2,750,000	1,625,000	1,125,000	-	-	-	-	-	2,750,000
Funding Sources									
Bonds--Authorized	\$ 2,750,000	1,625,000	1,125,000	-	-	-	-	-	2,750,000
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	519,000	2,596,000

WAKE TECHNICAL COMMUNITY COLLEGE

General Repairs and Renovations

Bond 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. In addition to bond funds, other general repairs and renovations projects will be funded on a pay-as-you-go basis.

Project Summary: General Repairs and Renovations									
Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Planning/Design	\$ -	35,000	-	-	-	-	-	-	35,000
Construction	125,000	190,000	-	-	-	-	-	-	190,000
General Repairs/Renovations	-	750,000	500,000	500,000	500,000	500,000	500,000	500,000	3,750,000
TOTAL USES	\$ 125,000	975,000	500,000	500,000	500,000	500,000	500,000	500,000	3,975,000
Funding Sources									
Cash	-	750,000	500,000	500,000	500,000	500,000	500,000	500,000	3,750,000
Bonds--Authorized	125,000	225,000	-	-	-	-	-	-	225,000
TOTAL SOURCES	\$ 125,000	975,000	500,000	500,000	500,000	500,000	500,000	500,000	3,975,000
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. Project completed January, 2006.

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. Construction for this project has been moved forward to 2008 when flex space becomes available on the main campus with the move to the northern campus. Phasing the project instead of renovating occupied spaces will save approximately 30% on the construction cost.

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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Planning/Design	\$ 100,000	115,000	10,000	-	-	-	-	-	125,000
Construction	266,000	290,000	1,460,000	-	-	-	-	-	1,750,000
Contingency	14,000	60,000	30,000	-	-	-	-	-	90,000
TOTAL USES	\$ 380,000	465,000	1,500,000	-	-	-	-	-	1,965,000

Funding Sources

Bonds--Authorized	\$ 380,000	465,000	1,500,000	-	-	-	-	-	1,965,000
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New Operating Budget Impact

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Total Operating Budget Impact

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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. This project was completed in August, 2005.

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. This project is scheduled for construction in the summer of 2006.

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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Planning/Design	\$ 65,000	5,000	-	-	-	-	-	-	5,000
Construction	490,000	160,000	-	-	-	-	-	-	160,000
TOTAL USES	\$ 555,000	165,000	-	-	-	-	-	-	165,000
Funding Sources									
Bonds--Authorized	\$ 555,000	165,000	-	-	-	-	-	-	165,000
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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Planning/Design	\$ 30,000	20,000	-	-	-	-	-	-	20,000
Equipment/Furnishings	-	390,000	-	-	-	-	-	-	390,000
Other	-	100,000	-	-	-	-	-	-	100,000
Contingency	-	100,000	-	-	-	-	-	-	100,000
TOTAL USES	\$ 30,000	610,000	-	-	-	-	-	-	610,000
Funding Sources									
Bonds--Authorized	\$ 30,000	610,000	-	-	-	-	-	-	610,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

FIRE/RESCUE

Element Summary: Fire/Rescue

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
800 MHz Radios	870,596	-	-	-	-	1,180,000	1,221,000	3,271,596
Brush Trucks	480,000	248,400	85,698	-	91,802	285,045	-	1,190,945
Defib/TIC Replacement	21,000	-	89,983	187,928	106,720	167,464	77,443	650,537
Heery Improvements	1,980,955	2,045,752	1,872,954	1,200,000	-	-	-	7,099,661
Large Apparatus, Rural	1,132,000	585,810	1,703,248	187,464	512,213	1,047,159	1,606,031	6,773,926
Large Apparatus, Municipal	469,780	-	251,127	522,399	162,375	355,522	69,576	1,830,779
New Stations	-	-	1,996,000	2,074,000	3,392,000	-	-	7,462,000
Stony Hill Remediation	50,348	52,110	53,934	55,821	57,775	59,797	61,890	391,674
Pager Replacement	-	-	377,382	78,737	78,737	157,474	-	692,330
Small Vehicles	150,380	88,777	47,702	208,411	76,230	472,521	241,389	1,285,410
Reserved for Future Projects	-	76,355	-	-	1,384,403	-	342,553	1,803,311
TOTAL USES	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169
FUNDING SOURCES								
Debt Financing	1,132,000	585,810	3,699,248	2,261,464	3,904,213	1,047,159	1,606,031	14,235,926
Fire Tax District Revenues	2,888,738	2,511,394	2,425,858	2,149,344	1,958,041	2,046,841	2,013,851	15,994,067
Transfer Fire Tax Fund Balance	150,000	-	-	-	-	-	-	150,000
Other	20,000	-	-	-	-	-	-	20,000
Appropriated Fire Capital Fund Balance	964,320	-	352,921	103,953	-	630,982	-	2,052,176
TOTAL USES	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169
OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

Funds totaling \$32.5 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. The investment plan continues the apparatus replacement cycle begun in FY 2006, funds facility improvements, and funds equipment replacement.

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 2007, and applying 22.5% of this revenue toward capital and debt service.

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 were 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 FY06-12 CIP initiated the apparatus replacement portions of this plan, and the FY07-13 continues funding for these plans.

The Fire Commission and County staff have progressed on potential station closure decisions. The Fire Commission's Long-Range Plan includes criteria for station closure. Currently, staff and the Fire Commission are negotiating with the Town of Cary and Western Wake Fire Department for coverage in the area of Western Wake Station #2, which is located inside Cary town limits. Analysis has also been done on areas served by Bayleaf 3, Falls, Wake New Hope 1, and Western Wake 1. Staff and Fire Chiefs will evaluate all existing stations on a continuing basis, and begin analyzing the need for new stations.

The Commission and staff have also begun analyzing the need for new fire stations in the County's unincorporated area. During FY 2007, the Commission may consider specific proposals for stations in the Wake Forest service area, and in the service area East of Garner (which is currently not in an ISO rated district).

Project Accomplishments in FY 2006

- Planned for and funded the next "batch" of pumper/tankers and tankers for FY 2007; Began development specifications for service trucks and watercraft.
- The Commission and staff began analyzing the need for new fire stations in the County's unincorporated area. During FY 2007, the Commission may consider specific proposals for stations in the Wake Forest service area, and in the service area East of Garner (which is currently not in an ISO rated district).

FIRE/RESCUE

- Began construction of Phase 2 of the Fire Facilities Assessment Upgrades (the “Heery Project”) to include improvements to emergency preparedness, facility life cycle, code compliance, and accessibility compliance for 14 fire stations.
- Completed a dormitory addition to Rolesville Fire Station.
- Completed reconfiguration of space for dormitories in Garner Fire Station #2.
- Initiated studies and work on parking lot and driveway improvements to 16 fire stations.

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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Apex Performing Arts Center	100,000	-	-	-	-	-	-	100,000
Carolina Mudcats Restaurant Loan	135,000	107,000	-	-	-	-	-	242,000
USA Baseball	790,000	-	-	-	-	-	-	790,000
Future Projects	-	918,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	5,943,000
TOTAL USES	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000
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	-	-	-	-	75,000
TOTAL SOURCES	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000
NEW OPERATING IMPACT	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2007-2013 CIP contains \$7 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. 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

MAJOR FACILITIES CAPITAL TRUST FUND

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 FY07-13 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 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Grant-in-Aid	\$ 450,000	100,000	-	-	-	-	-	-	100,000
Funding Sources									
Major Facilities Trust Fund	\$ 450,000	100,000	-	-	-	-	-	-	100,000
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. Construction is scheduled for completion in October 2006, with a planned opening scheduled for Spring 2007.



Thomas Brooks Park - Town of Cary

Project Summary: USA Baseball

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Grant-in-Aid	\$ 210,000	790,000	-	-	-	-	-	-	790,000
Funding Sources									
Major Facilities Trust Fund	\$ 210,000	790,000	-	-	-	-	-	-	790,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

SOLID WASTE

Element Summary: Solid Waste

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
USES								
Convenience Center Program	-	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
North Wake Landfill	770,000	3,300,000	3,300,000	-	-	-	-	7,370,000
South Wake Landfill	3,700,000	-	-	-	-	-	-	3,700,000
TOTAL USES	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000
FUNDING SOURCES								
Transfer In- Solid Waste Enterprise	3,900,000	500,000	500,000	500,000	500,000	500,000	500,000	6,900,000
Reserves--Landfill Closure	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
TOTAL SOURCES	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000
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 FY07-13 capital plan provides \$14 million for solid waste capital projects over the next seven years. The transfer in from the Solid Waste Enterprise Fund represents funds that come from the Landfill Tipping Fees.

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. 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.

SOLID WASTE

FY 2006 Accomplishments

The County's North Wake landfill facility is reaching capacity and the Feltonville C&D landfill stopped taking waste in 2004. The status of associated design, permitting and construction is as follows:

- Turned over maintenance responsibility for Phase 1 partial closure of the North Wake MSW Landfill to Solid Waste Management Division. This work is being performed under contract with Santek Environmental, Inc.
- Turned over maintenance responsibility for closed Feltonville C&D Landfill to Solid Waste Management Division. This work is being performed under contract with Santek Environmental, Inc.
- Design of the proposed South Wake Municipal Solid Waste Landfill is complete and the state Permit to Construct has been issued. Design of entrance facilities began on June 6, 2006.

In partnership with the City of Raleigh and other stakeholder groups, the County completed the master plan for post-closure use of the North Wake Landfill.

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.

A comprehensive assessment of the locations and conditions of all existing convenience centers will be completed prior to FY 2007. As part of this assessment, the services currently offered at the centers will be evaluated. Further, a multi-year plan for improving convenience center facilities and enhancing services will be prepared. Funding in the 2007-2013 CIP will be for the design and implementation of the convenience center improvements needed. Improvements/modifications to the multi-material facilities at North Wake and Feltonsville are included in this work. Further, the South Wake Transfer Center conversion to a convenience center will also be included.



Convenience Center #4
(Southeast Raleigh)

Project Summary: Convenience Centers

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
Engineering & Construction	50,000	-	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
TOTAL USES	\$ 50,000	-	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Funding Sources

Transfer In - Solid Waste									
Enterprise	\$	50,000	-	500,000	500,000	500,000	500,000	500,000	2,500,000

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 is occurring in two phases. Phase 1, 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 late 2007, depending upon usage. Final closure cost estimate is \$7,170,000 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, has explored options for potential uses, such as incorporating greenways and open space uses as well as a school use. Land Planning consultants were retained to assist with development of a master plan for post-closure use of the property. The Master Plan was completed and presented to the Board of Commissioners in FY 2006 with design expected to begin in FY07. During FY07 partnerships for funding various elements of the plan will be pursued.



Schematic of Proposed Use - North Wake Landfill

Project Summary: North Wake Landfill

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 07-13
N. Wake Landfill Master Plan									
Planning & Design	\$ 100,000	200,000	-	-	-	-	-	-	200,000
N. Wake Subtitle D Landfill Closure									
Engineering and									
Construction - Phase II	-	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
TOTAL USES	100,000	770,000	3,300,000	3,300,000	-	-	-	-	7,370,000

Funding Sources

Transfer In - Solid Waste									
Enterprise	\$ 100,000	200,000	-	-	-	-	-	-	200,000
Closure Reserve Allocation	-	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
TOTAL SOURCES	100,000	770,000	3,300,000	3,300,000	-	-	-	-	7,370,000

New Operating Budget Impact
Total Operating Budget Impact

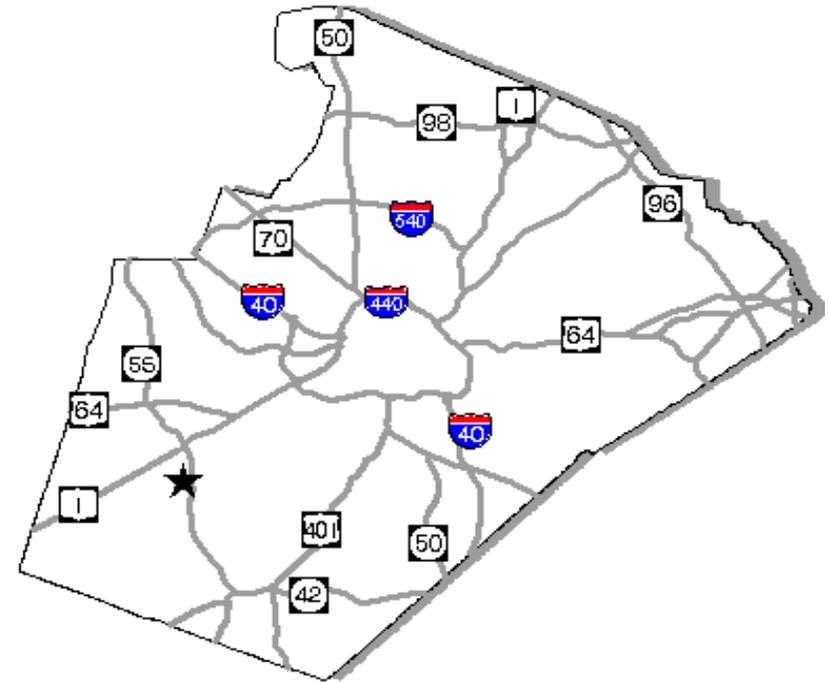
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	-	-	-	-	-	-	-	-	-

SOLID WASTE

South Wake Landfill

Plans for a new landfill in southern Wake County have been completed and a permit for construction issued by the State. Land for the new landfill is owned by Wake County. CIP estimates are based on county construction of a 350,000 ton / year landfill.

The landfill will be constructed through a design-build contract; however, the entrance road and scale house must be designed and built by Wake County directly. Design for the entrance road and scale house will be accomplished during FY 2007 with bidding and construction occurring during FY 2007 and FY 2008. Facilities need to be completed prior to the North Wake Landfill being closed - which is currently estimated to occur in January 2008. Some additional adjacent property currently owned by NCDOT may be purchased for additional buffer and to reduce the long term grading cost for the landfill.



★ Proposed Location

Project Summary: South Wake Landfill

Uses	Prior Funding	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
South Wake MSW Landfill									
Entrance Facilities	284,000	3,300,000	-	-	-	-	-	-	3,300,000
Property Cost	-	400,000	-	-	-	-	-	-	400,000
TOTAL USES	\$ 284,000	3,700,000	-	-	-	-	-	-	3,700,000

Funding Sources

Transfer In - Solid Waste Enterprise	\$	-	3,700,000						3,700,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

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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 2007 is 63.4 cents with 16.5 cents dedicated for capital / debt. In FY 2008, the tax rate is assumed to increase to 67.0 cents with the 2.7 cents increased dedicated to capital, adjusting the capital / debt rate to 19.2 cents (28.66% 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 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 56.4 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 16.3 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 \$18,500,000.

FINANCIAL PLANNING MODEL

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

- **Property Tax Assessed Value Growth:** 4.9% in FY 2007, 5.0% in FY 2008, 25.3% 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 average 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.

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 2007-2013 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:** 4.9% in FY 2007, 5.0% in FY 2008, 25.3% 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 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.

General Fund Expenditures

- **Community Improvement Plan Impacts:** A component of the capital budget includes projecting the impact of capital projects on the operating budget. The anticipated amounts for 2007 to 2013 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:** 4.0% annual growth for pay and benefits combined over the FY 2006 budget.

FINANCIAL PLANNING MODEL

- **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 2007 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 fund balance goals over the model's timeframe.

FINANCIAL PLANNING MODEL—CAPITAL PROJECTS SUMMARY

	2007	2008	2009	2010	2011	2012	2013	Total
COUNTY								
SOURCES:								
Bonds - authorized (Libraries)	1,205	3,095	4,323	3,517	-	-	-	12,140
Bonds - issued (Criminal Justice)	-	-	-	-	-	-	-	-
Bonds - issued (Libraries)	-	-	-	-	-	-	-	-
Bonds - authorized / unissued (Open Space)	7,000	6,978	-	-	-	-	-	13,978
Debt - to be authorized (Criminal Justice)	8,174	8,535	17,963	43,713	123,531	125,805	60,300	388,021
Debt - to be authorized (Future Projects)	-	-	-	-	-	-	-	-
Grants	1,163	1,561	-	-	-	-	-	2,724
Municipal Reimbursement	295	309	1,796	1,796	-	-	-	4,196
Water / Sewer loan repayments	631	-	-	-	-	-	-	631
Transfer In - Property tax	22,745	23,878	25,023	25,903	26,814	27,756	28,732	180,851
Interest Income - capital projects	609	386	459	469	758	311	240	3,231
Capital fund balance appropriation	6,457	-	-	-	9,921	1,597	-	17,975
Total County Sources	48,279	44,742	49,564	75,398	161,024	155,469	89,272	623,747
Percent Debt Funded	41%	48%	45%	35%	66%	58%	58%	48%
USES:								
Affordable Housing	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Automation	4,805	2,500	2,500	3,171	2,500	2,500	2,500	20,476
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	11,143	4,248	4,837	4,987	9,994	3,322	3,364	41,895
Criminal Justice	11,633	20,665	31,370	50,225	143,581	146,547	60,837	464,858
In-patient Psychiatric Hospital	6,000	-	-	-	-	-	-	6,000
Libraries	1,552	3,095	4,323	3,517	-	-	-	12,487
Open Space	7,000	6,978	-	-	-	-	-	13,978
Parks & Recreation	475	1,700	1,303	1,250	1,050	1,250	1,050	8,078
Public Safety	974	-	-	800	2,049	-	-	3,823
Water / Sewer	3,197	3,500	3,517	3,517	350	350	350	14,781
Future Bond Funded Projects	-	-	-	-	-	-	-	-
Subtotal	48,279	44,186	49,350	68,967	161,024	155,469	69,601	596,876
Reserved for Future Capital Projects	-	556	214	6,431	-	-	19,671	26,871
Total County Uses	48,279	44,742	49,564	75,398	161,024	155,469	89,272	623,747
FUND BALANCE								
Beginning of Year	15,228	22,556	23,112	23,325	29,756	39,677	41,274	-
Reimbursement from Fire Tax Fund	871	-	-	-	-	-	-	-
Reserved for Future Cap. Projects	-	556	214	6,431	-	-	19,671	-
Fund Balance Appropriated	6,457	-	-	-	9,921	1,597	-	-
End of Year	22,556	23,112	23,325	29,756	39,677	41,274	60,944	-

FINANCIAL PLANNING MODEL—CAPITAL PROJECTS SUMMARY

	2007	2008	2009	2010	2011	2012	2012	Total
WAKE TECH								
SOURCES								
Bonds - authorized / unissued	8,490	12,845	9,890	1,490	-	-	-	32,715
Capital Fund Balance Appropriation	750	500	500	500	500	500	500	3,750
Total Wake Tech Uses	9,240	13,345	10,390	1,990	500	500	500	36,465
USES								
Wake Tech Capital Plan	8,490	12,845	9,890	1,490	-	-	-	32,715
General Repairs and Renovations	750	500	500	500	500	500	500	3,750
Total Wake Tech Uses	9,240	13,345	10,390	1,990	500	500	500	36,465
WAKE COUNTY PUBLIC SCHOOLS								
SOURCES:								
Bonds - authorized / unissued	150,000	-	-	-	-	-	-	150,000
Bonds - issued	-	-	-	-	-	-	-	-
Debt - to be authorized	117,000	279,000	333,000	305,000	355,000	413,000	467,000	2,269,000
Lottery Proceeds	9,000	9,000	-	-	-	-	-	18,000
Transfer In - Property tax	-	16,000	30,000	65,000	75,000	105,000	115,000	406,000
Interest Income - capital projects	54	80	94	98	102	107	112	647
State School Building Fund	5,600	5,900	-	-	-	-	-	11,500
Capital fund balance appropriation	-	-	-	-	-	-	-	-
Total Schools Sources	281,654	309,980	363,094	370,098	430,102	518,107	582,112	2,855,147
Percent Debt Funded	95%	94%	0%	86%	90%	97%	97%	86%
USES:								
Plan 2004	155,000	5,900	-	-	-	-	-	160,900
WCPSS 2007-2009 CIP	126,000	304,000	363,000	209,000	48,000	6,000	-	1,056,000
Future Projects	-	-	-	161,000	382,000	512,000	582,000	1,637,000
Subtotal	281,000	309,900	363,000	370,000	430,000	518,000	582,000	2,853,900
Reserved for Future Capital Projects	654	80	94	98	102	107	112	1,247
Total Schools Uses	281,654	309,980	363,094	370,098	430,102	518,107	582,112	2,855,147
FUND BALANCE								
Beginning of Year	1,348	2,002	2,082	2,176	2,274	2,376	2,483	-
Reserved for Future Cap. Projects	654	80	94	98	102	107	112	-
Fund Balance Appropriated	-	-	-	-	-	-	-	-
End of Year	2,002	2,082	2,176	2,274	2,376	2,483	2,595	-

FINANCIAL PLANNING MODEL—CAPITAL PROJECTS SUMMARY

	2007	2008	2009	2010	2011	2012	2013	Total
TOTAL ALL PROJECTS								
SOURCES:								
Bonds - authorized / unissued	166,695	22,918	14,213	5,007	-	-	-	208,833
Bonds - issued	-	-	-	-	-	-	-	-
Debt - to be authorized	125,174	287,535	350,963	348,713	478,531	538,805	527,300	2,657,021
Water / Sewer Funds	631	-	-	-	-	-	-	631
Transfer In - Property tax	22,745	39,878	55,023	90,903	101,814	132,756	143,732	586,851
Other funds	16,721	17,236	2,349	2,362	860	418	351	40,298
Capital fund balance appropriation	6,457	-	-	-	9,921	1,597	-	17,975
Total All Sources	338,423	367,567	422,548	446,985	591,126	673,576	671,383	3,511,608
Percent Debt Funded	82%	82%	38%	77%	84%	86%	86%	80%
USES:								
County	48,279	44,186	49,350	68,967	161,024	155,469	69,601	596,876
Wake County Public Schools	281,000	309,900	363,000	370,000	430,000	518,000	582,000	2,853,900
Wake Tech	8,490	12,845	9,890	1,490	-	-	-	32,715
Subtotal	337,769	366,931	422,240	440,457	591,024	673,469	651,601	3,483,491
Reserved for Future Capital Projects	654	636	308	6,528	102	107	19,782	28,117
Total All Uses	338,423	367,567	422,548	446,985	591,126	673,576	671,383	3,511,608

FINANCIAL PLANNING MODEL—TAX ASSUMPTIONS

PROPERTY TAXES										
Assumptions:	Percentage	2007	2008	2009	2010	2011	2012	2013	2014	2015
Tax base		\$77,693,000	\$81,543,000	\$102,147,500	\$105,723,000	\$109,423,000	\$113,253,000	\$117,217,000	\$121,320,000	\$125,566,000
Annual growth rate		4.91%	4.96%	25.27%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Tax increase (cents) - Operating		3.00	0.90		1.00		1.50			1.10
Tax increase (cents) - Capital			2.70		5.65		7.48			5.35
Tax rate (cents)		63.40	67.00	56.04	62.69	62.69	71.67	71.67	71.67	78.11
Levy plus \$550 Late List less \$3m rebates		490,124	543,888	569,985	660,305	683,500	809,199	837,608	867,012	978,409
Collection rate		98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%
Total tax receipts		482,772	535,730	561,435	650,401	673,247	797,061	825,043	854,007	963,732
Revenue per penny		7,615	7,996	10,018	10,375	10,740	11,122	11,512	11,916	12,337
Capital tax rate		16.5	19.20	16.06	21.71	21.71	29.19	29.19	29.19	34.53
Ad valorem tax - capital program		125,642	153,523	160,897	225,224	233,136	324,609	336,005	347,801	426,070
Percent change - ad valorem tax		4.97%	22.19%	4.80%	39.98%	3.51%	39.24%	3.51%	3.51%	22.50%
Ad valorem tax allocation:										
Debt Service Fund		102,897	113,645	105,874	134,321	131,322	191,853	192,273	210,059	295,283
School Capital Projects Fund		-	16,000	30,000	65,000	75,000	105,000	115,000	108,000	100,000
County Capital Projects Fund		22,745	23,878	25,023	25,903	26,814	27,756	28,732	29,742	30,787
Total	100.00%	\$125,642	\$153,523	\$160,897	\$225,224	\$233,136	\$324,609	\$336,005	\$347,801	\$426,070

FINANCIAL PLANNING MODEL—DEBT SERVICE FUND

Assumptions:

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Sales tax annual growth rate	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Investment rate	4.00%	4.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Tax-exempt variable interest rate	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

DEBT SERVICE REVENUES

Ad valorem tax	102,866	113,645	105,874	134,321	131,322	191,853	192,273	210,059	295,283	359,152	393,507
Sales Tax: Article 40 & 42	18,500	19,240	20,010	20,810	21,642	22,508	23,408	24,345	25,319	26,331	27,385
Transfer from Major Facilities Fund	991	79									
Transfer from Fire Tax District Premium	472										
Lottery Proceeds	-	-	-	-	-	-	-	-	-	-	-
Interest income - COPs proceeds		184	310	714	1,913	3,105	2,459	880	(0)	(0)	(0)
Interest income - general fund	6,046	6,046	6,802	6,802	6,802	6,802	7,000	7,001	7,002	7,003	7,004
Plus interest income - debt service fund	1,194	2,760	4,063	3,903	4,943	3,851	5,120	3,878	2,952	2,984	5,944
Total Debt Service Revenues	130,069	142,866	147,958	178,135	178,738	240,791	243,517	260,032	345,070	409,747	448,748

DEBT SERVICE EXPENDITURES

Contribution to refundings (net)	-	-	-	-	-	-	-	-	-	-	-
Five County Stadium financing agreement	991	991	991	991	991	991	991	991	991	79	
G.O. debt service (DS)	125,854	119,965	149,491	151,455	196,673	198,693	246,317	248,123	310,020	311,284	364,867
COPS debt service (Schools)	-	-	-	-	-	-	-	-	-	-	-
COPS debt service (Crim Just)	-	384	785	2,326	5,096	12,655	23,562	31,242	33,113	32,353	31,593
Variable-rate bond fees**											
Other Fees and Costs	898										
Consultant fees	84	84	84	84	84	84	84	84	84	84	84
QZAB debt service	163	163	163	163	163	163	163	163	163	163	163
Total Debt Service Expenditures	127,990	121,588	151,515	155,019	203,008	212,587	271,117	280,604	344,372	343,964	396,708
Revenues in excess (less than) expenditures	2,079	21,278	(3,557)	23,116	(24,270)	28,204	(27,601)	(20,572)	698	65,784	52,041
Adjust to actual											
Fund Balance - beginning of year	66,930	69,009	90,287	86,730	109,846	85,576	113,780	86,179	65,607	66,305	132,089
Fund Balance - end of year	69,009	90,287	86,730	109,846	85,576	113,780	86,179	65,607	66,305	132,089	184,129
Ending balance as % of next year's G.O. DS	57.3%	60.1%	56.4%	54.4%	40.5%	42.2%	30.8%	19.1%	19.3%	33.3%	47.6%

*Remarketing, liquidity, rating and trustee fees.

FINANCIAL PLANNING MODEL—GENERAL FUND REVENUES

<i>General Fund Revenues (\$ 000)</i>	Growth Rates for Forecast				Forecast					
	2008	2009	2010	2011	2006 Current Budget	2007 Recom'd	2008	2009	2010	2011
Taxes										
Ad valorem - current at \$0.604 tax rate	5.0%	25.3%	3.5%	3.5%	443,670	488,853	538,139	563,950	583,775	712,819
Business Incentive Investments					1,250	1,400	1,400	1,400	1,400	1,400
Other taxes	0.0%	0.0%	0.0%	0.0%	1,375	2,000	2,000	2,000	2,000	2,000
Penalties and interest	0.0%	0.0%	0.0%	0.0%	2,200	2,500	2,525	2,550	2,576	2,602
Lease/rental vehicle tax	1.0%	1.0%	1.0%	1.0%	137,811	141,920	147,597	153,501	159,641	166,026
Sales tax	4.0%	4.0%	4.0%	4.0%	1,148	1,148	1,148	1,148	1,148	1,148
Pilot	0.0%	0.0%	0.0%	0.0%	8,500	14,400	14,688	14,982	15,281	15,587
Real property transfer (excise) tax	2.0%	2.0%	2.0%	2.0%						
Total Taxes					595,954	652,221	708,812	740,884	767,261	903,161
Federal Shared										
Human Services - Federal only	3.0%	3.0%	3.0%	3.0%	5,977	5,669	5,839	6,014	6,195	6,381
Other	0.0%	0.0%	0.0%	0.0%	7,311	3,254	3,254	3,254	3,254	3,254
Total Federal Shared					13,288	8,923	9,093	9,268	9,449	9,635
State Shared										
Human Services	3.0%	3.0%	3.0%	3.0%	98,447	95,512	98,377	101,329	104,369	107,500
Other	3.0%	3.0%	3.0%	3.0%	1,672	1,765	1,818	1,872	1,929	1,987
Total State Shared					100,119	97,277	100,195	103,201	106,297	109,486
Local Shared										
Human Services	0.0%	0.0%	0.0%	0.0%	972	972	972	972	972	972
Board of Alcohol Control	0.0%	0.0%	0.0%	0.0%	2,165	3,065	3,065	3,065	3,065	3,065
Other	0.0%	0.0%	0.0%	0.0%	231	218	218	218	218	218
Total Local Shared					3,368	4,255	4,255	4,255	4,255	4,255
Licenses & Permits	2.0%	2.0%	2.0%	2.0%	3,956	3,743	3,818	3,894	3,972	4,052

FINANCIAL PLANNING MODEL—GENERAL FUND REVENUES

Growth Rates for Forecast					Forecast							
					2006 Current							
					Budget	2007 Recom'd	2008	2009	2010	2011		
2008	2009	2010	2011									
Charges for Services												
Bureau of ID	0.0%	0.0%	0.0%	0.0%	1,044	657	657	657	657	657		
Community Services	0.0%	0.0%	0.0%	0.0%	732	967	967	967	967	967		
Environmental Services	2.0%	2.0%	2.0%	2.0%	569	729	744	758	774	789		
General Services Admin	0.0%	0.0%	0.0%	0.0%	1,551	1,651	1,651	1,651	1,651	1,651		
HS - Mental Health	1.0%	1.0%	1.0%	1.0%	49,400	28,451	28,736	29,023	29,313	29,606		
HS - Other	0.0%	0.0%	0.0%	0.0%	112	131	131	131	131	131		
HS - Public Health	1.0%	1.0%	1.0%	1.0%	9,710	10,651	10,758	10,865	10,974	11,083		
HS - Social Services	0.0%	0.0%	0.0%	0.0%	523	570	570	570	570	570		
Libraries	0.0%	0.0%	0.0%	0.0%	2,296	1,920	1,920	1,920	1,920	1,920		
Other	0.0%	0.0%	0.0%	0.0%	1,222	1,179	1,179	1,179	1,179	1,179		
Parks & Recreation	0.0%	0.0%	0.0%	0.0%	775	775	775	775	775	775		
Planning / Developmental Services	0.0%	0.0%	0.0%	0.0%	6,545	6,750	6,750	6,750	6,750	6,750		
Public Safety	3.0%	3.0%	3.0%	3.0%	7,695	7,950	8,189	8,434	8,687	8,948		
Register of Deeds	3.0%	3.0%	3.0%	3.0%	3,067	3,464	3,568	3,675	3,785	3,899		
Rental / Lease Income	2.0%	2.0%	2.0%	2.0%	844	854	871	889	906	924		
Sheriff	2.0%	2.0%	2.0%	2.0%	223	3,211	3,275	3,341	3,408	3,476		
Tax Collection Fees	3.0%	3.0%	3.0%	0.0%	357	354	365	376	387	387		
Vending Income	2.0%	2.0%	2.0%	2.0%	473	528	539	549	560	572		
Total Charges for Services					87,138	70,792	71,643	72,510	73,394	74,284		
Miscellaneous	0.0%	0.0%	0.0%	0.0%	568	323	323	323	323	323		
Transfer in	Footnote	1	2.0%	2.0%	2.0%	2.0%	1,023	1,118	1,140	1,163	1,186	1,210
Interest on investments			0.0%	0.0%	0.0%	77	176	176	176	176	176	
Proceeds from Capital Leases			0.0%	0.0%	0.0%	0	0	0	0	0		
Appropriated Fund Balance			0.0%	0.0%	0.0%	21,766	13,017					
Total revenues	Footnote	2				\$ 827,257	\$ 851,845	\$ 899,455	\$ 935,674	\$ 966,314	\$ 1,106,581	

Percentage Increase 2.6% 5.9% 4.0% 3.3% 14.5%

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					
	2008	2009	2010	2011	2006 Current	2007	2008	2009	2010	2011
					Budget	Recom'd				
General Administration										
Board of Commissioners	0.0%	0.0%	0.0%	0.0%	471	451	451	451	451	451
Board of Elections	0.0%	0.0%	0.0%	0.0%	2,535	1,953	1,953	1,953	1,953	1,953
Budget & Management Services	0.0%	0.0%	0.0%	0.0%	564	783	783	783	783	783
Contingencies & Reserve	0.0%	0.0%	0.0%	0.0%	329	425	425	425	425	425
County Attorney	0.0%	0.0%	0.0%	0.0%	1,121	1,153	1,153	1,153	1,153	1,153
County Manager	0.0%	0.0%	0.0%	0.0%	940	1,186	1,186	1,186	1,186	1,186
Facilities Design & Construction	0.0%	0.0%	0.0%	0.0%	1,036	1,103	1,103	1,103	1,103	1,103
Finance	0.0%	0.0%	0.0%	0.0%	2,412	2,415	2,415	2,415	2,415	2,415
General Services	0.0%	0.0%	0.0%	0.0%	23,083	25,142	25,142	25,142	25,142	25,142
Human Resources	0.0%	0.0%	0.0%	0.0%	1,510	1,552	1,552	1,552	1,552	1,552
Information Services	0.0%	0.0%	0.0%	0.0%	8,780	9,652	9,652	9,652	9,652	9,652
Non-Departmental	0.0%	0.0%	0.0%	0.0%	3,657	3,281	3,281	3,281	3,281	3,281
Planning	0.0%	0.0%	0.0%	0.0%	1,454	1,532	1,532	1,532	1,532	1,532
Register of Deeds	0.0%	0.0%	0.0%	0.0%	2,859	2,943	2,943	2,943	2,943	2,943
Revenue	0.0%	0.0%	0.0%	0.0%	4,559	4,646	4,646	4,646	4,646	4,646
Total General Administration					55,310	58,217	58,217	58,217	58,217	58,217
Human Services										
Human Services - County Funds	1.0%	1.0%	1.0%	1.0%	79,316	89,916	90,815	91,723	92,641	93,567
Human Services - Non-county Funds	3.0%	3.0%	3.0%	3.0%	165,290	146,029	150,410	154,922	159,570	164,357
Medical Examiner	0.0%	0.0%	0.0%	0.0%	200	200	200	200	200	200
Total Human Services					244,806	236,145	241,425	246,845	252,410	258,124
Community Services	0.0%	0.0%	0.0%	0.0%	20,511	22,018	22,018	22,018	22,018	22,018
Environmental Services	0.0%	0.0%	0.0%	0.0%	8,279	8,498	8,498	8,498	8,498	8,498
Sheriff	0.0%	0.0%	0.0%	0.0%	50,303	54,854	54,854	54,854	54,854	54,854
Public Safety	0.0%	0.0%	0.0%	0.0%	29,899	27,354	27,354	27,354	27,354	27,354
Business Incentive Grants							792	601	640	595

FINANCIAL PLANNING MODEL—GENERAL FUND EXPENDITURES

	Growth Rates for Forecast				Forecast					
	2008	2009	2010	2011	2006 Current Budget	2007 Recom'd	2008	2009	2010	2011
Transfers										
Transfers to debt service - 16.5 cents	CIP	CIP	CIP	CIP	95,271	102,866	113,645	105,874	134,321	131,322
Transfers to debt service - sales tax	CIP	CIP	CIP	CIP	18,737	18,500	19,240	20,010	20,810	21,642
Transfers to capital - 16.5 cents	CIP	CIP	CIP	CIP	24,517	22,745	39,878	55,023	90,903	101,814
Transfers - Risk Mgmt					5,133	2,468	3,000	3,000	3,000	3,000
Transfers - Reval	0.0%	0.0%	0.0%	0.0%	975	1,100	1,100	1,100	1,100	1,100
Total Transfers					144,633	147,679	176,863	185,006	250,134	258,878
Encumbrance Carryover from Prior Year										
Capital Leases										
County Base					559,449	554,765	590,021	603,393	674,125	688,538
Salary and Benefits (see separate schedule)	3.5%	3.5%	3.5%	3.5%		5,900	12,294	18,987	25,959	27,753
Non-Salary Expenditures (see separate schedule)	2.0%	2.0%	2.0%	2.0%			1,000	2,020	3,060	4,122
Less: Year-end encumbrances										
Capital Budget Impacts										
Parks facilities	CIP	CIP	CIP	CIP	-	-	-	-	-	-
Libraries	CIP	CIP	CIP	CIP	-	-	62	526	1,654	2,179
Regional Centers	CIP	CIP	CIP	CIP	-	-	2,729	2,729	2,729	2,809
Wake Tech					-	-	(48)	259	235	211
Total Capital Budget Impacts					-	-	2,743	3,514	4,618	5,199
Education										
Board of Education (Footnote 1)	ADM	ADM	ADM	ADM	254,376	275,867	300,146	321,607	344,858	370,377
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%	13,022	14,903	15,350	15,811	16,285	16,773
Total Education					267,808	291,180	315,906	337,828	361,553	387,561
Total expenditures and transfers										
					\$ 827,257	\$ 851,845	\$ 921,964	\$ 965,743	\$ 1,069,316	\$ 1,113,171
Revenues (from Revenue Sheet)										
					\$ 827,257	\$ 851,845	\$ 897,040	\$ 933,153	\$ 1,033,103	\$ 1,066,922
Revenues greater than (less) expenditures										
					\$ -	\$ -	\$ (24,924)	\$ (32,590)	\$ (36,213)	\$ (46,250)
Fund balance appropriation (based on 2% of non-school / non-CIP expenditures)							8,584	8,858	9,153	9,335
Gap					-	-	(16,340)	(23,732)	(27,060)	(36,915)

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						
	2006 (Actual)	2007	2008	2009	2010	2011	2012
Selected expenditure assumptions:							
WCPSS Enrollment (Per Student Population Projection Model)	120,504	127,564	134,636	142,881	151,324	160,763	168,089
Charter Schools Enrollment	4,235	4,573	5,030	5,533	6,086	6,695	6,695
Wake County Schools Student Population	124,739	132,137	139,666	148,414	157,410	167,458	174,784
Board of Education - current expense (\$ 000)	\$ 254,376	\$ 272,338	\$ 291,586	\$ 318,946	\$ 341,101	\$ 366,872	\$ 386,580
Operating impact of opening schools	\$ -	\$ 3,529	\$ 8,560	\$ 2,662	\$ 3,757	\$ 3,505	\$ 2,709
After new schools operating impact	\$ 254,376	\$ 275,867	\$ 300,146	\$ 321,607	\$ 344,858	\$ 370,377	\$ 389,289
Board of Education - current expense/student (\$)	\$ 2,005	\$ 2,039	\$ 2,088	\$ 2,149	\$ 2,167	2,191	2,212
After new schools operating impact	\$ 2,039	\$ 2,088	\$ 2,149	\$ 2,167	\$ 2,191	2,212	2,227
% change of expense/student	0%	0%	0%	0%	0%	0%	0%

FINANCIAL PLANNING MODEL—FUND BALANCE

General Fund - Fund Balance (\$ 000)

	Historical					Projected					
	2001	2002	2003 (restated)	2004	2005	2006	2007	2008	2009	2010	2011
Fund balance:											
Beginning fund balance	\$ 124,957	\$ 141,997	\$ 137,990	\$ 142,799	\$ 154,850	\$ 164,617	\$ 142,851	\$ 129,834	\$ 113,494	\$ 89,762	\$ 62,702
Appropriated fund balance				-		(21,766)	(13,017)	(8,584)	(8,858)	(9,153)	(9,335)
Anticipated expenditure savings (footnote 7)						-	-	8,584	8,858	9,153	9,335
Gap after fund balance appropriation	17,040	(4,007)	4,809	12,051	9,767	-	-	(16,340)	(23,732)	(27,060)	(36,915)
Ending fund balance	\$ 141,997	\$ 137,990	\$ 142,799	\$ 154,850	\$ 164,617	\$ 142,851	\$ 129,834	\$ 113,494	\$ 89,762	\$ 62,702	\$ 25,787
Fund balance as % of revenues	23.9%	22.8%	21.8%	19.4%	19.9%	16.8%	14.5%	12.2%	8.7%	5.9%	2.3%
Fund balance as % of expend.	24.6%	22.5%	21.6%	18.7%	19.4%	16.8%	14.1%	11.8%	8.4%	5.6%	2.2%
Components of fund balance:											
Reserved for inventories (footnote 1)	\$ 70	\$ 189	\$ 196	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236
Reserved for noncurrent receivable (footnote 2)	972	923	844	783	740	740	740	740	740	740	740
Reserved for encumbrances (footnote 3)	3,783	3,741	3,689	3,621	5,645	3,000	3,000	3,000	3,000	3,000	3,000
Reserved by state statute (footnote 4)	42,759	39,878	52,813	52,669	55,333	56,000	56,000	56,000	56,000	56,000	56,000
Designated for subsequent year expenditures				-	10,939	13,017	8,584	8,858	9,153	9,335	8,005
Unreserved fund balance (footnote 6)	94,412	93,259	85,257	97,541	91,724	69,858	61,274	44,659	20,633	(6,609)	(42,195)
Total	\$ 141,997	\$ 137,990	\$ 142,799	\$ 154,850	\$ 164,617	\$ 142,851	\$ 129,834	\$ 113,494	\$ 89,762	\$ 62,702	\$ 25,787
Unreserved as a % of next year's expend.	15.4%	14.1%	10.5%	11.8%	10.8%	8.2%	6.6%	4.6%	1.9%	-0.6%	-3.7%
Unreserved \$ at 11% of next year's expenditures (footnote 5)				90,998	93,387	93,703	101,416	106,232	117,625	122,449	126,122
Amount in excess of (needed for maintaining) 11% working capital				\$ 6,542	\$ 9,276	\$ (10,828)	\$ (31,558)	\$ (52,714)	\$ (87,839)	\$ (119,723)	\$ (160,312)
Unreserved as a % of next year's non-capital expend.				13.8%	12.7%	9.6%	8.0%	5.5%	2.4%	-0.8%	-5.1%

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.

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 775,000 residents (2006 projection) 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.

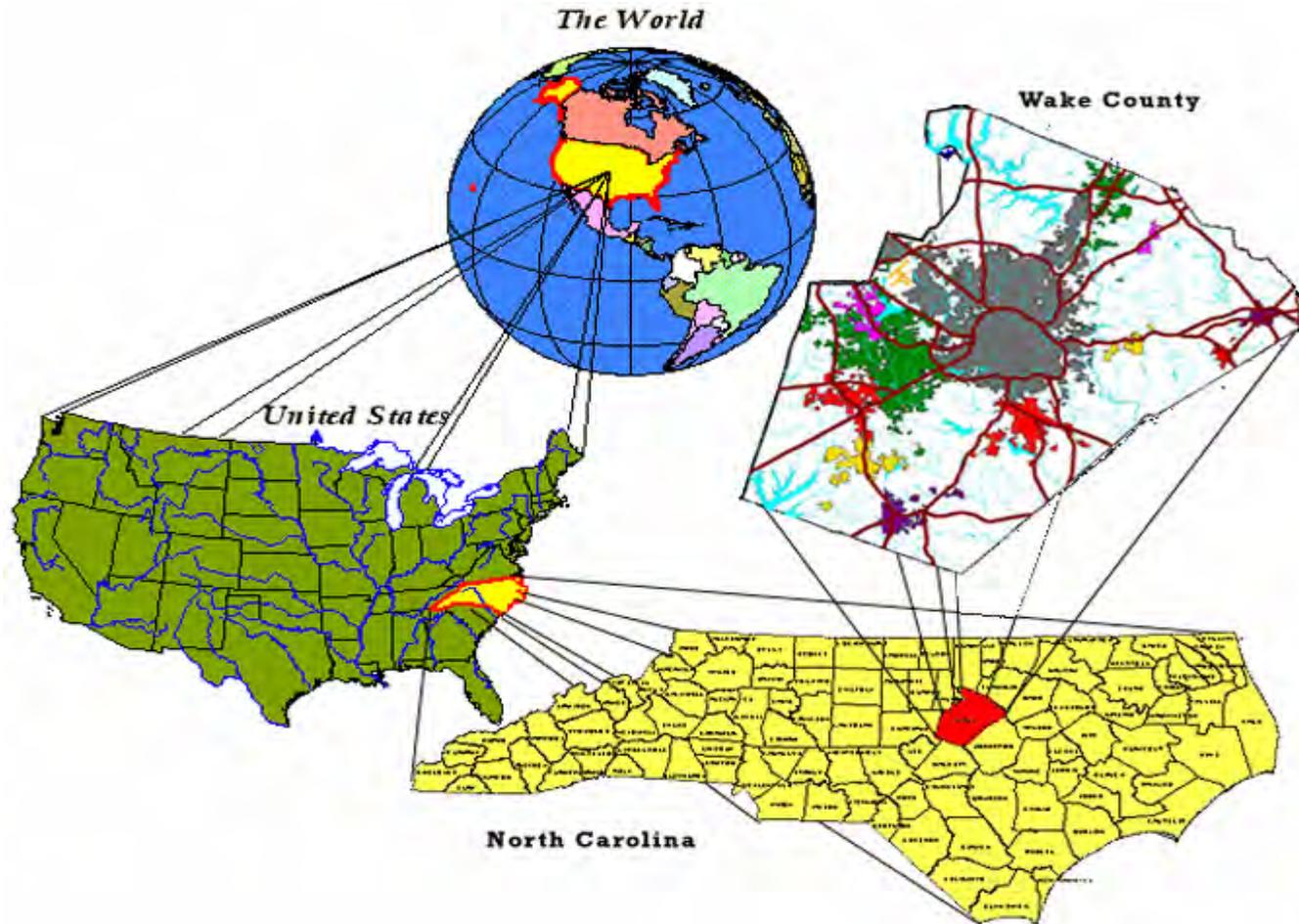
Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art (both located in Raleigh). Wake County is home to the Carolina Mudcats, a double-A affiliate of the Florida Marlins baseball team, and the 2003 Southern League Champions. Wake County 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

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 2005 Population (1)	749,989
Municipalities	Population
Apex	25,951
Cary	109,985
Fuquay-Varina	10,300
Garner	21,106
Holly Springs	13,362
Knightdale	6,660
Morrisville	12,126
Raleigh	324,781
Rolesville	1,036
Wake Forest	17,158
Wendell	4,769
Zebulon	4,458
Unincorporated areas of Wake County	172,016

The most current official NC State Demographer's Office July 1st county and municipal population estimates.

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, 2005 Census population estimate of 749,989 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)
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	723,708	114,068
2005	749,989	120,504
2006	774,326	127,564

for capital planning & operating budget purposes

(1) North Carolina State Demographer's Office July 1 Population Estimates. Wake County Planning Projections for 2005 and 2006

(2) Wake County Public Schools Historic 20th Day Membership. Projected 2006-2007

Fiscal Year Ended June 30	Unemployment Rate (3)	Per Capita Income (4)
1997	2.0%	30,181
1998	1.7%	32,056
1999	1.4%	33,435
2000	2.6%	35,959
2001	3.8%	36,145
2002	5.9%	35,515
2003	5.9%	35,864
2004	4.7%	36,685
2005	4.7%	Not available from this source
2006	3.4%	Not available from this source

(3) North Carolina Employment Security Commission: June unemployment rates, 1997 - 2005 (Benchmarked in 2005); and January 2006

(4) U.S. Department of Commerce, Bureau of Economic Analysis, Table CA1-3 Per Capita Personal Income.

WAKE COUNTY FACTS

Wake County Ten Largest Taxpayers	2005 Assessed Valuation	Tax Levy
Carolina Power and Light Co.	\$2,077,332,906	\$12,547,091
Cisco Systems, Inc.	395,082,096	2,386,296
SAS Institute, Inc.	365,082,380	2,205,098
BellSouth Telephone Co.	325,208,533	1,964,260
NC Eastern Municipal Power Agency	299,213,133	1,807,247
Weeks Realty LP	268,665,884	1,622,742
Highwoods Realty LTP Partnership	185,964,692	1,123,227
CVM Holdings, LLC	173,085,658	1,045,437
Public Service Co. of NC, Inc.	158,859,070	959,509
Summit Properties Partnership L P	144,168,044	870,775
Total	\$4,392,662,396	\$26,531,682

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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).

AFIS: Automated Fingerprint Identification System.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

AMH/DD/SA: Adult Mental Health/Developmental Disabilities/Substance Abuse

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.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

AVL: Automatic Vehicle Locating System.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

BMS: Budget and Management Services.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

CAP: Capital Area Preservation.

CAP/C: Community Alternatives Program for Medically Fragile Children.

CAP/DA: Community Alternatives Program for Disabled Adults.

CAP/MR/DD: Community Alternatives Program for Persons with Mental Retardation/Developmental Disabilities.

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.

GLOSSARY OF BUDGET TERMS

Capital Outlay: Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than \$5,000, less than \$100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CCBI: City-County Bureau of Investigation.

CDC: Centers for Disease Control.

Character of Expenditure: The broadest classification of expenditures used to describe the nature of goods and services purchased, such as operating expenses.

CIE: Certified Indoor Environmentalist.

CIP: Community Improvement Plan.

CIT: Crisis Intervention Team.

CMH: Child Mental Health.

CoC: Continuum of Care.

Community Improvement Plan: A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

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.

CORE: Center of the Region.

CPO: Certified Pool Operators.

CQI: Continuous Quality Improvement.

CRC: Community Resource Connection.

CSE: Child Support Enforcement.

CTP: Comprehensive Transportation Plan.

DD/MI: Developmental Disability/Mental Illness.

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.

DHD: Digital Health Department.

EBT: Electronic Benefit Transfer.

ECHO: Education, Community, Health Outreach.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMT: Extended Management Team.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

GLOSSARY OF BUDGET TERMS

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

FACCS: Fully Automated Child Care Subsidy.

FSAC: Food Service Advisory Committee.

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.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

GIMS: Groundwater Information Management System.

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

HAVA: Help America Vote Act.

HMIS: Homelessness Management Information System.

HR: Human Resources.

ICF/MR: Intermediate Care Facility—Mental Retardation.

ICS: Incident Command System.

IDPP: Inspections/Development Plans/Permits.

GLOSSARY OF BUDGET TERMS

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

IPRS: Integrated Payment and Reporting System/

IS: Information Services.

IVN: In-Vehicle-Navigation.

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.

LME: Local Managing Entity.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

MSAG: Master Street Address Guide.

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.

MRS: Multiple Response System.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

NCREN: North Carolina Research and Education Network.

NFIP: National Federal Insurance Program.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

OCIP: Owner Controlled Insurance Program.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

PCMS: Patient Care Management System.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

Personal Income: Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

GLOSSARY OF BUDGET TERMS

Personal Property: All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

PES: Partnership for Educational Success.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation and Open Space.

QA: Quality Assurance.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in as-

signed 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.

RFID: Radio Frequency Identification.

ROD: Register of Deeds.

RTP: Research Triangle Park.

S & EC: Sedimentation and Erosion Control.

SEIMS: Statewide Election Information Management System.

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

SMT: Senior Management Team.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

SRC: Southern Regional Center.

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

GLOSSARY OF BUDGET TERMS

SWMD: Solid Waste Management Division.

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple years of data.

UDO: Unified Development Ordinance.

User Fee: A charge assessed each time a customer uses a County service for which fees are charged.

VFIS: Volunteer Firemen's Insurance Services.

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIA: Work First Investment Act.

WIC: Women, Infant and Children.

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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