



Adopted Operating Budget and Community Improvement Plan

For the Fiscal Year July 1, 2012 through June 30, 2013

Wake County, North Carolina

Adopted Budget for Fiscal Year 2013

Board of County Commissioners



Paul Coble
Chairman



Phil Matthews
Vice Chair



Joe Bryan



Betty Lou Ward



Tony Gurley



Ervin Portman

County Administration



James West

County Attorney: Scott W. Warren
Clerk to the Board: Susan Banks

County Manager: David C. Cooke

Deputy County Manager: Joseph K. Durham
Deputy County Manager: Johnna L. Rogers

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GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Wake County
North Carolina**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson Jeffrey R. Enos

President

Executive Director

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Budget Message

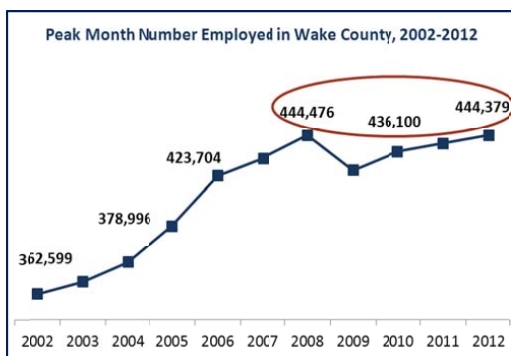
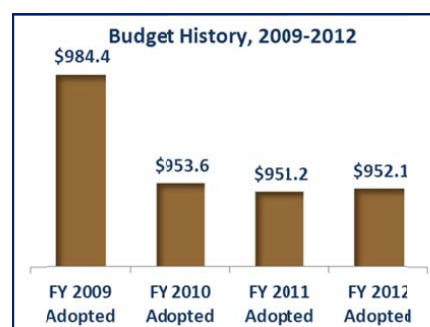


May 21, 2012

Wake County Board of Commissioners:

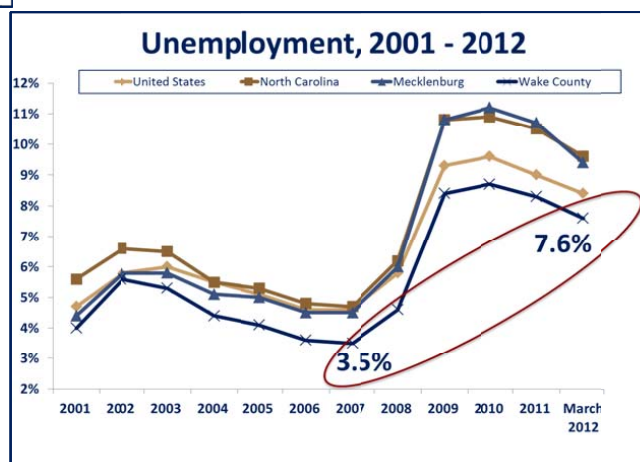
Each spring, it is my responsibility and privilege to present the Board of Commissioners and citizens of Wake County, a balanced budget for the next fiscal year.

Before I get into next year's recommended budget, I thought some context and perspective would be helpful. The bottom line is that things are better in Wake County. But, "better" is a relative term. Four years ago, when I presented the recommended budget in May of 2008, we talked of slowing revenue growth, but we really could not have anticipated what was in store for us for the next few years.

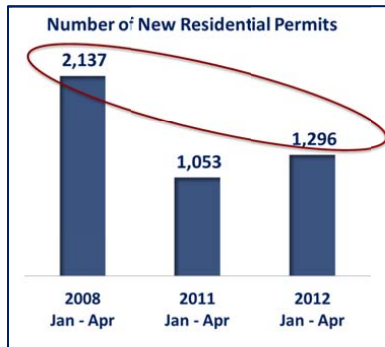


Things are better in Wake County. Employment growth has occurred over the past three years. More people have jobs this year than last year and that same trend has been in place for three years. On the other hand, four years later, we have not even returned to the number of our citizens who were employed in July 2008.

And, while unemployment has declined over the past two years, again reflecting that things are better, it is still twice the rate from 2007. But, things are better in Wake County as compared to the State, the Nation, or other urban Counties.



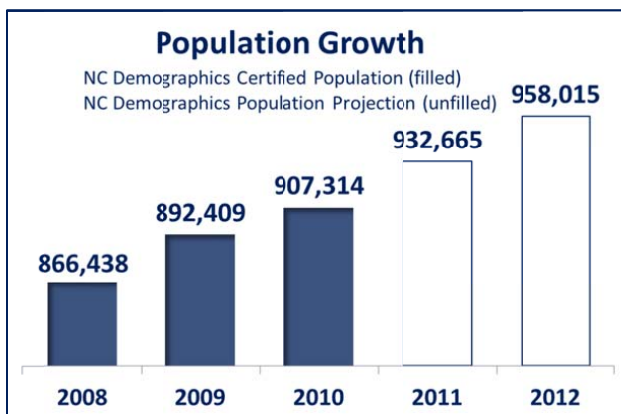
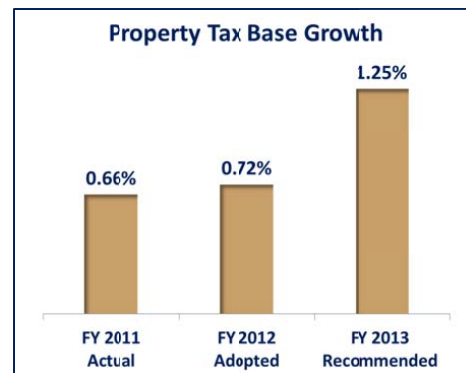
Budget Message



In the 2008 budget message, I mentioned a slowing revenue picture, one in which we revised our property tax revenue growth rate based on slowing building permit data. Building permits for the months of January through April 2012 are 23% higher than the same period in 2011. See, things are better. However, in comparison to 2008, permits are down 40%.

We expect the tax base to grow 1.25% next year. This is the highest growth rate we have used in the past three years. See, things are better. This will yield an additional \$10 million next year. The growth rate in 2008 was at just over 5% which would bring in an additional \$38 million in new property tax revenue that year.

Things are better. Recent trends have shown that the economic situation seems to be stabilizing. As such, I am cautiously optimistic about our revenue picture in FY 2013. The number of jobs have nearly returned to the level prior to the recession. Additionally, real estate development is showing signs of return through new building permits and an increase in the revenue for Property and Real Estate Transfer taxes compared to last year. And, sales tax revenue increased this past year, reversing a two-year decline and is projected to grow next year. Things are better.



Wake County - this is a unique place. Things are better here. While a recession was underway and revenues were shrinking, Wake County was growing. Since 2008, Wake County has added 91,500 citizens. Think of that, since the recession began, we have added more citizens than the combined population of Garner, Wake Forest, Knightdale, Morrisville and Rolesville.

Things are better, but we are at a very different place than we could have ever predicted four years ago. We are serving

more citizens with fewer public resources and fewer employees than before.

Budget Message

Three key principles have guided and continue to guide the decision-making process:

- Focus on core services and priorities,
- Realign existing resources to meet priority needs, without raising the property tax rate, and
- Maintain our long-term planning focus.

The recommended fiscal year 2013 budget reflects these principles.

Fiscal Year 2013 Recommended Budget

The recommended budget for FY 2013 is \$941,500,000 and maintains the property tax rate at 53.4 cents. This budget is \$10.6 million lower than the current budget, and reflects a realignment of fiscal resources due to the mental health merger with Durham County.

Alliance Behavioral Healthcare

As you well know, the State has required Local Management Entities to merge and consolidate. Wake County LME will merge with Durham County to form Alliance Behavioral Healthcare effective July 1, 2012. A total of \$32.6 million in state and federal revenue and associated expenditures will be removed from the County budget as these revenues will go directly to Alliance Behavioral Healthcare. Additionally, 109.75 full time equivalent positions will be reduced from the county payroll.

So, while the total budget declines, the FY 2013 budget still represents new revenues totaling \$22.0 million more than the 2012 budget.

Maintain property tax rate at 53.4 cents

Again this year, the recommended budget does not include a property tax increase. The fiscal year 2013 recommended budget accomplishes the Board's number one goal of developing a budget that does not include a tax increase while maintaining, and in some instances, increasing funding for our highest priorities: education and public safety.

General Fund Revenues

As mentioned, revenues are growing by \$22 million – the main drivers are property and sales tax. These revenue sources will see growth in FY 13 when compared to the current year budget.

Property Tax

As mentioned, the property tax base is projected to grow by 1.25 percent; which will generate approximately \$10 million in property tax revenue. This growth is good news, but still is not as strong as it was at pre-recession levels of 5% to 6% growth. Both real property, such as land and houses, and some personal property, such as vehicles, are subject to property taxes.

Property Tax Changes (in billions)					
	FY 2010	FY 2011	FY 2012	FY 2013	Change
	Actual	Actual	Estimate	Estimate	
Real Property	\$102.4	\$103.1	\$104.0	\$105.2	\$1.2
Personal Property	6.2	6.5	6.0	5.9	(0.2)
Public Service	3.0	2.8	2.8	2.8	0.0
Vehicles	7.1	7.1	7.7	8.0	0.4
Total	\$118.8	\$119.5	\$120.4	\$121.9	\$1.5

Vehicle tax revenue in fiscal year 2013 will increase for two reasons; more vehicles are being purchased and used vehicle values are stabilizing.

Budget Message

Sales Tax

This is the second year in a row that we are seeing increases in sales tax revenue. As such, we are estimating sales tax in FY 2013 to increase at a conservative rate of 2.5%. The result of this is more than \$9 million in additional revenue from the 2012 adopted budget.



Other Revenues

Other revenue increases include \$750,000 in additional EMS fees which are recommended to increase and be tied to Medicare rate changes, and \$1.4 million in revenues from the State for keeping sentenced misdemeanants in the County detention center.

FY 2013 Total Revenue Picture						
	FY 2009 Adopted	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adjusted	FY 2013 Recommended	Change
Taxes:						
Property Tax	\$619.6	\$626.8	\$632.6	\$638.6	\$649.0	\$10.4
Sales Tax	150.5	122.6	113.6	111.6	121.1	9.5
Real Property Transfer	11.0	6.5	5.3	4.8	5.9	1.1
Other Taxes	3.7	3.7	3.7	3.7	3.8	0.1
Total Taxes	784.8	759.6	755.2	758.8	779.8	21.0
Federal	8.4	9.4	15.2	11.2	10.8	(0.4)
State	109.3	113.2	105.9	78.2	78.6	0.4
Local	3.2	3.2	7.1	4.8	4.0	(0.8)
Charges For	61.5	62.0	61.1	60.7	62.0	1.3
All Other	17.1	6.2	6.7	5.9	6.3	0.4
Total	\$984.3	\$953.6	\$951.2	\$919.6	\$941.5	\$21.9

Budget Message

General Fund Expenditures

As I mentioned, the recommended budget for fiscal year 2013 is \$941.5 million, an increase of \$22 million from the current year once we adjust for the mental health merger. The increased expenditures are reflected in the County's priorities: primarily education and public safety.

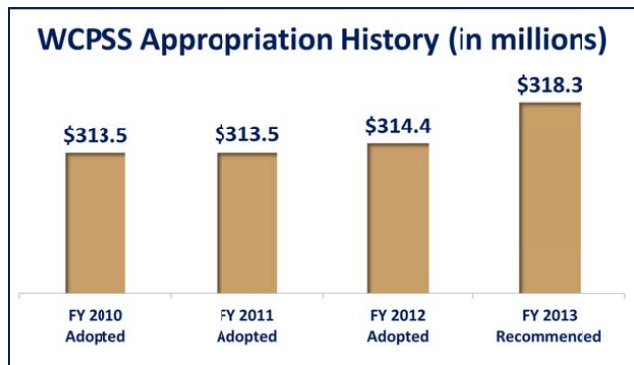
Education

Education funding is increasing by \$4.1 million in the recommended budget, for a total of \$334.5 million. This increase is shared by the Wake County Public School System and Wake Technical Community College.

Wake County Public School System

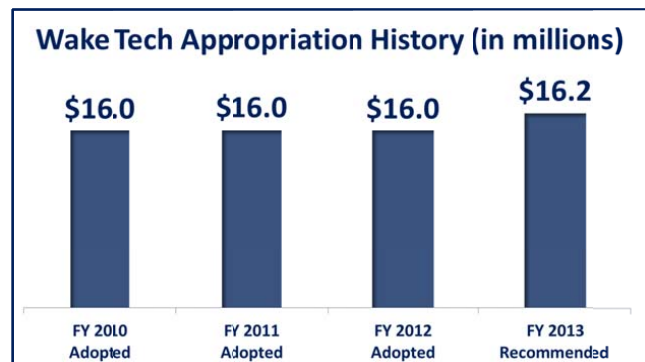
Over the past three years, we have held the funding constant for schools. The overall County budget decreased, but funding for education remained flat. The 2013 recommended budget increases the appropriation to the Wake County Public School System to \$318.3 million, an increase of \$3.9 million. The appropriation increase is tied to growth in the assessed value, which is 1.25 percent over the fiscal year 2012 adopted budget. While this does not match the Board of Education's request, the recommendation shares the growth in the property tax base.

Also included in the County budget is another \$7.5 million in support of the school system for school health nurses, school resources officers, school based mental health and other services.



Wake Technical Community College

The 2013 recommended budget allocation for Wake Technical Community College uses the same approach towards funding. The fiscal year 2013 budget adds approximately \$200,000 for Wake Tech, for total funding of almost \$16.2 million, which represents a 1.25% increase.



Budget Message

Criminal Justice Facilities and Public Safety

The fiscal year 2013 budget includes \$5.9 million in additional support for our new Criminal Justice facilities and Public Safety services. This amount includes:

- \$2.1 million to provide a full year cost related to opening the Detention Center expansion at Hammond Road;
- \$1.1 million to support the opening of the new Justice Center, which is scheduled to open in June 2013. This amount includes the partial year cost of 15 positions in the Sheriff's Office, 6.5 positions for building operations in General Services, and contract security. Also included is funding for one-time equipment and start-up costs, such as vehicles and equipment.

Additionally, the Wake County Sheriff's Office is participating in the Statewide Misdemeanant Confinement Program which provides housing for those with sentences from 91 to 180 days. This will provide the County additional revenue of \$1.1 million above the expense to operate the program.

The fiscal year 2013 EMS budget reflects a full year of funding for the centralized billing for Wake EMS, Cary EMS, Eastern Wake EMS and Apex EMS. In total, the EMS system budget is increasing by \$2.1 million. The increase reflects additional funding for the EMS system to convert three 24-hour ambulance units to 12-hour units, and additional funds for the annualization of contract agency budgets.

General Fund Transfer to Debt and Capital

The FY 2013 recommended budget increases the transfer to debt and capital by \$6 million. This is in keeping with our policy to dedicate 15.5 cents of the property tax rate to our debt and capital program. In addition, part of the growth in sales tax revenue, as required by State law, must be dedicated to school debt or capital. In FY 2013, we estimate our debt service expenditures will be \$235.4 million dollars with approximately 77% in support of Wake County Public Schools.

Budget Message

Other County Departments

Human Services

The Human Services budget increases by approximately \$1 million (less than 1%). This includes increases for the contract with Holly Hill Hospital and annualization of our contract with Daymark to operate a wing at the WakeBrook campus. Of course, the budget reflects the transfer of funds to Alliance Behavioral Healthcare, and in FY 2013 staff will be working with UNC Health Care on the transition of Behavioral Health services.

Board of Elections

The recommended budget includes \$2.1 million in funding for early voting sites at the equivalent service level to the 2008 general election while taking population growth into consideration. There is also additional funding for voter equipment maintenance and additional election operating funds. Given the nature of election cycles, annual budgets can change year-to-year and the net increase in the Board of Elections Budget is \$1.24 million over the current year budget.

In the end, other than the departments already mentioned, most departments and outside agencies decline or will remain flat or will grow by less than two percent. As the chart illustrates, only a handful of departments will see growth greater than 2%.

Reduced	Increased 0-2%	Increased 2%+
• Register of Deeds • Fire/Emergency Mgmt • Revenue • Human Resources • County Manager	• WCPSS • Wake Tech • Board of Commissioners • Community Services • CCBI • Human Services* • Finance • Environmental Services • Facilities Design and Construction	• Board of Elections +34.6% • Emergency Communications +9.3% • EMS +7.6% • General Services +7.4% • Sheriff +3.3% • County Attorney +2.6% • Information Services +2.3%

Budget Message

Employees

Employees have been amazing over the past three years. They have been engaged in discussions on the budget changes that have occurred over the past few years. Since the fall of 2008, the County has imposed a hiring freeze and a critical evaluation of all positions. For many employees, this has meant increased workloads with fewer and fewer co-workers. Reductions in the past year and in the upcoming budget reflect continued change and a smaller overall workforce. In the current fiscal year, we have had a net reduction in 55 full time equivalent positions. The FY 2013 budget adds positions for the Hammond Road detention center, the new Justice Center, some paramedics, and technology positions. But overall, with reductions in some service areas and the creation of Alliance Behavioral Healthcare, the workforce will be reduced by another 86 positions.

County FTEs			
	FY 2012 Adopted	FY2012 Amended	FY 2013 Recommended
General Government	312	304	304
Community Services	303	304	304
Environmental Services	118	117	117
General Services	137	137	143
Public Safety	1,213	1,200	1,222
Human Services	1,784	1,750	1,637
Total FTEs	3,867	3,812	3,726
Change in FTEs		(55)	(86)

In last year's budget we were able to fund a two percent performance pay increase, which was the first pay increase since FY 2009. The 2013 recommended budget includes a performance pay increase, again at a 2% level. The budget also sets aside \$700,000 for increases in the employer share of health insurance.

Debt and Capital

Last week we held a work session and discussed the debt and capital finance model and reviewed the 2013 to 2019 Community Improvement Plan, or CIP. The capital plan includes a recommended \$200 million general obligation bond referendum for Wake Technical Community College this fall. Based on reviewing the County's current and planned debt service obligations, there is sufficient capacity available to finance Wake Tech's next building program without a tax increase for capital.

Debt Service

The County funds its debt service obligations through two major sources, a portion of the property tax plus a portion of sales taxes. As I mentioned before, the FY 2013 recommended budget includes an increase of \$6 million for debt and capital.

AAA Rating

The credit rating agencies reaffirmed Wake County's triple-A credit rating this past January. The County continues to meet its debt service fund balance targets and adhere to our other financial policies that are necessary to maintain our triple-A rating. This translates into a lower cost of capital for county, school, and community college facilities.

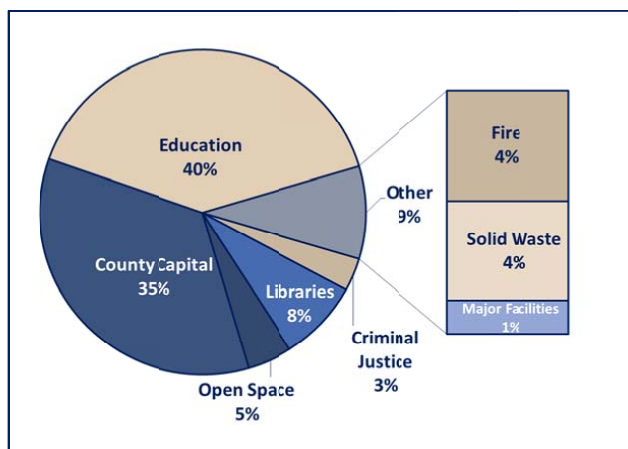
WCPS Future Building Program

The Board of Education is currently planning the next steps for a future building program and a specific plan is not detailed at this time. However, the County will continue to work with the Wake County Public School System regarding a future referendum for schools.

Budget Message

Community Improvement Plan

The 2013 to 2019 CIP totals \$551.2 million, of which \$76.7 million is for projects in fiscal year 2013. Capital facilities and adequate infrastructure are critical for the County's continuing growth. The CIP includes construction and renovation of county facilities, information technology infrastructure, affordable housing, protection of open space, and responsible stewardship of existing facilities. It also reflects a revised schedule for new library projects and funding for the replacement of infrastructure for public safety communications.



Special Revenue and Enterprise Funds

Outside of the budget we have discussed today, the County also administers special revenue and enterprise funds, including Solid Waste, the South Wake Landfill Partnership and the Fire Tax District.

Solid Waste

The Solid Waste budget maintains the household disposal fee at \$20. Revenues generated by the fee fund convenience centers, household hazardous waste disposal, environmental education programs and the County's litter control program.

Wake County also administers the South Wake Landfill in partnership with 11 municipalities. The recommended budget maintains the tipping fees for South Wake Landfill at \$30 per ton, and \$36 per ton at the East Wake Transfer Station.

This is also, the first budget year in which the South Wake Landfill will be generating revenue from the landfill gas-to-energy system. Fifty percent of the revenue is recommended to go toward the Solid Waste Enterprise Fund and the other fifty percent is recommended to be allocated to the General Fund.

Fire Tax

The Fire District provides fire protection services in the unincorporated areas of Wake County and the Town of Wendell. The Wake County Fire Tax District budget for fiscal year 2013 is \$20.2 million and maintains the existing tax rate at 8 cents.

The FY 2013 recommended budget reflects an adjustment to the distribution of revenue allocated between operating and capital. Currently, 84% of the revenues are allocated to the operating budget and 16% is allocated to capital. Due to increasing operating expenditures, the allocation is recommended to change to 86% operating and 14% to capital. Staff's recommendation is slightly different than the recommendation of the Fire Commission and staff will continue to work with the Fire Commission on the necessary changes to the capital budget and on consolidation strategies in order to manage long-term operating costs.

Budget Message

Summary and Closing

In summary, the recommended fiscal year 2013 budget is \$941.5 million and it maintains the tax rate at 53.4 cents. Things are better in Wake County. We have weathered a very different and very difficult four years. And, when possible we used the economic changes to our advantage. We built and financed the detention center expansion and Justice Center taking advantage of the lowest interest rates in decades and low construction costs. We also focused on our priorities and core services.

This budget reflects priorities. Just as we have done the last three years, we have reallocated resources in order to provide additional funding for our highest priorities of public safety and education. This was a difficult budget development process, but we believe the reductions and reallocations are sustainable and reasonable. We are proud to again present a budget without a tax increase. Everyone has worked extremely hard to arrive at where we are today and we look forward to working with you, the Board of Commissioners and Wake County citizens, on the 2013 budget.

Citizens are encouraged to offer feedback on the recommended budget. There are a number of ways in which citizens can be involved. Immediately following the conclusion of the budget presentation, the budget will be posted online at www.wakegov.com and copies will be available at all public libraries tomorrow, Tuesday, May 22, 2012.

Citizens can visit WakeGov.com/budget to learn about the budget process, read answers to frequently asked questions, and watch videos about the county budget and local economy. Citizens can also email comments to budget@wakegov.com, leave a voicemail at 919-856-5433, or speak at one of the two public hearings.

The next step will be for you to hold those public hearings on Monday, June 4, 2012, at 2 p.m. here in the boardroom, and at 7 p.m. at the Wake County Commons. As in past years, you will hold a work session dedicated to the budget scheduled for Monday, June 11. On Monday, June 18, you will be asked to adopt the fiscal year 2013 budget.

Respectfully submitted,



David Cooke
County Manager

Ordinances

Item Title: Adoption of the Fiscal Year 2013 Budget and Project Ordinances and the Personnel Authorization Ordinance

Specific Action Requested:

That the Board of Commissioners adopts the following FY 2013 budget related ordinances:

A. Fiscal Year 2013 Operating Budget Ordinance

- i. General Fund
- ii. Debt Service Fund
- iii. Solid Waste Enterprise Fund
- iv. South Wake Landfill Fund
- v. Corporate Fleet Fund

B. Capital Improvement Fund Project Ordinance

- i. County Capital Projects Fund
- ii. Fire Tax District Capital Projects Fund
- iii. Major Facilities Capital Projects Fund
- iv. Solid Waste Capital Projects Fund
- v. Wake Technical Community College Capital Projects Fund

C. Housing and Community Revitalization Fund Project Ordinance

D. Capital Area Workforce Development Fund Project Ordinance

E. Fire Tax Fund Budget Ordinance

F. Grants and Donations Fund Project Ordinance

G. Major Facilities Fund Budget Ordinance

H. Personnel Authorization Ordinance

Item Summary:

On May 21, 2012, the County Manager presented a recommended FY 2013 General Fund budget totaling \$941,500,000 to the Board of Commissioners. This recommended budget is balanced as required by and defined in the State's Local Government Budget and Fiscal Control Act. On June 4, 2012, the Board of Commissioners held a public hearing regarding the FY 2013 budget in the Commission Chambers and continued the hearing that same day at the Wake Commons Building.

At the June 11, 2012 budget work session, County staff identified the following changes to be made:

Ordinances

General Fund -

1. Decrease Human Services funding by \$2,980,000 due to reduced State funding for Medicaid Presumptive program, Crisis Intervention program, and Child Care Subsidy program
2. Adjust risk management charges to align estimated costs in FY 2013 by increasing department budgets by \$777,000 and reducing non-departmental by \$777,000 which results in a net zero change to the General Fund budget

Grants and Donations Fund – round appropriation from the Recommended Budget revising the appropriation from \$2,045,547 to \$2,045,000.

Housing and Community Revitalization – round appropriation from the Recommended Budget revising the appropriation from \$4,424,517 to \$4,424,000.

Capital Area Workforce Development – Capital Area Workforce development has two changes to the Recommended Budget: (1) Inclusion of newly awarded Department of Commerce Workforce Solutions Grant of \$159,000 and (2) Rounding the appropriation which results in a revised appropriation of \$6,888,000 from the Recommended Budget of \$6,729,902.

At the June 11, 2012 Work Session, a request was made for the constitutional officer salary history. That information is attached. Section 20 of the Operating Budget Ordinance for Fiscal Year 2013 includes a 10 percent compensation adjustment for the Register of Deeds effective July 1, 2012.

The attachments include all ordinances necessary to implement the FY 2013 operating, capital, and project budgets.

The totals of each budget (displayed by fund) are:

Fund	Appropriation Amount
Operating Budgets	
General Fund	\$ 938,520,000
Debt Service Fund	235,447,000
Solid Waste Enterprise Fund	12,863,000
South Wake Landfill Fund	14,116,00
Corporate Fleet Internal Service Fund	8,760,000
Capital Improvement Funds	
County Capital Projects Fund	26,856,000
Fire Tax Capital Projects Fund	1,565,000
Major Facilities Capital Projects Fund	1,000,000
Solid Waste Capital Projects Fund	2,425,000
Wake Technical Community College Capital Projects Fund	1,500,000

Ordinances

Other Funds and Project Ordinances

Housing & Community Revitalization Fund	4,424,000
Capital Area Workforce Development Fund	6,888,000
Fire Tax District Fund	20,170,000
Grants and Donations Fund	2,045,000
Major Facilities Fund	36,534,000

WCPSS:

The Fiscal Year 2013 Operating Budget Ordinance includes an appropriation of \$318,341,737 to the Wake County Public School System by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b). As part of the ordinance, the Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. WCPSS must notify the Board of Commissioners, at a public meeting, any amendment which would increase or decrease the amount of County appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation.

Personnel:

In addition to budget and project ordinances, attached is the General Fund Personnel Authorization Ordinance. This ordinance establishes the Board approved staffing levels (by full-time equivalent or FTE) based on the recommended budget for FY 2013.

The personnel ordinance also includes pay band adjustments, as a result of market comparisons. For FY 2013, there is no impact to the salary of an individual employee in the affected bands as no current employees in those classifications are currently below the new band minimums.

- Animal Control Team Leader from Band 6 to Band 7
- Licensed Practical Nurse from Band 4 to Band 5
- Lab Supervisor from Band 8 to Band 9
- Director of Detention Services from Band 32 to Band 33
- Public Information Specialist from Band 7 to Band 27

Attachments:

1. Operating Budget Ordinance for FY 2013
2. Capital Improvement Fund Project Ordinance for FY 2013
3. Housing and Community Revitalization Project Ordinance
4. Capital Area Workforce Development Project Ordinance
5. Fire District Fund Ordinance
6. Grants and Donations Project Ordinance
7. Major Facilities Fund Ordinance
8. Personnel Authorization Ordinance
9. Constitutional Officer Salary History

Ordinances

OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2013

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, 2012 and ending June 30, 2013:

General Government

Board of Commissioners	\$ 469,989
County Manager	1,398,031
County Attorney	1,474,562
Board of Elections	4,832,974
Facilities, Design, and Construction	1,128,390
Finance	2,822,360
Human Resources	1,856,436
Information Services	11,520,776
Register of Deeds	2,513,646
Revenue	5,847,131

Community Services	25,884,563
Environmental Services	7,929,909
General Services	23,126,954
Medical Examiner	204,200
Human Services	179,971,918
City-County Bureau of Identification	4,945,867
Sheriff	67,307,577
Fire and Emergency Management	1,962,267
Emergency Medical Services	29,903,948
Emergency Communications	1,188,379

Education

Wake County Public Schools	318,341,737
(see section 2 regarding specific appropriation)	
Wake Technical Community College	16,190,938

Non-departmental

Memberships	356,022
Public Agencies	1,519,251
Non-departmental Services	77,258
Criminal Justice Partnership Programs	898,534
Economic Development	328,815
Cooperative Extension	177,719
Soil and Water Conservation District	435,630
Salary and Benefit Reserve	3,000,000
Health Benefits	4,723,830
Risk Management Cost of Claims	1,218,389

Ordinances

Transfers

Transfer to County Capital Projects Fund	25,449,000
Transfer to Debt Service Fund	188,663,000
Interfund Transfer to Revaluation Reserve	<u>850,000</u>

TOTAL GENERAL FUND APPROPRIATION \$ 938,520,000

Section 2: The appropriation to the Wake County Public School System is hereby allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b). The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

Instructional Services

Regular Instructional Services	\$ 77,542,282
Special Populations Services	27,633,212
Alternative Programs and Services	13,978,137
School Leadership Services	32,280,941
Co-Curricular Services	8,091,133
School-Based Support Services	<u>8,884,420</u>
	\$ 168,410,125

Systemwide Support Services

Support and Developmental Services	\$ 6,008,170
Special Populations Support and Development Services	3,098,201
Alternative Programs and Services Support and Development Services	1,011,036
Technology Support Services	13,801,616
Operational Support Services (WCPSS Fund 2)	82,411,086
Operational Support Services (WCPSS Fund 4)	1,160,365
Financial and Human Resource Services	15,982,697
Accountability Services	2,811,504
Systemwide Pupil Support Services	3,578,461
Policy, Leadership, and Public Relations Services	<u>7,088,350</u>
	\$ 136,951,486

Ancillary Services

Nutrition Services	\$ 582
Adult Services	<u>34,133</u>
	\$ 34,715

Non-Programmed Charges

Payments to Other Governmental Units	<u>\$ 12,945,411</u>
	\$ 12,945,411

TOTAL WAKE COUNTY PUBLIC SCHOOLS APPROPRIATION

\$ 318,341,737

Ordinances

Section 3: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Ad Valorem Taxes	\$648,962,083
Sales Tax	121,137,839
Lease/Rental Vehicle Tax	2,550,000
Payment in Lieu of Taxes	1,230,421
Real Property Transfer (Excise) Tax	5,850,000
Federal Shared Revenues	10,794,838
State Shared Revenues	75,935,735
Local Shared Revenues	4,088,350
Licenses and Permits	3,319,455
Charges for Services	61,687,528
Investment Earnings	49,972
Miscellaneous	493,177
Appropriated Fund Balance	31,602
Transfers from Other Funds	1,539,000
Interfund Transfers	850,000
TOTAL GENERAL FUND REVENUE	\$938,520,000

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 4: The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013 for the purpose of paying debt service commitments:

Debt Service Principal, Interest, and Fees		\$ 235,447,000
TOTL DEBT SERVICE FUND APPROPRIATION		\$ 235,447,000

Ordinances

Section 5: It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Transfer from General Fund – Ad Valorem	\$ 159,641,000
Transfer from General Fund – Sales Tax	29,022,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District Fund	1,140,000
State Lottery Proceeds	10,000,000
Interest Income	6,579,000
Federal - Other	3,002,174
Appropriated Fund Balance	25,071,826
TOTAL DEBT SERVICE FUND REVENUE	\$ 235,447,000

Section 6: The following is hereby appropriated in the Solid Waste Management Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Operating Expenses	\$ 11,307,000
Transfer to General Fund	456,000
Transfer to Solid Waste Capital Projects Fund	1,100,000
TOTAL SOLID WASTE MANAGEMENT FUND APPROPRIATION	\$ 12,863,000

Section 7: It is estimated that the following revenue will be available in the Solid Waste Management Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

State	1,230,464
Charges for Services	7,679,828
Licenses and Permits	6,500
Interest Income	357,000
Miscellaneous	2,702,208
Transfers	887,000
TOTAL SOLID WASTE MANAGEMENT FUND REVENUE	\$ 12,863,000

Section 8: The following is hereby appropriated in the South Wake Landfill Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Operating Expenses	\$ 13,229,000
Transfers Out	887,000
TOTAL SOUTH WAKE LANDFILL FUND APPROPRIATION	\$ 14,116,000

Section 9: It is estimated that the following revenue will be available in the South Wake Enterprise Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Ordinances

Disposal and License Fees	\$ 14,116,000
TOTAL SOUTH WAKE LANDFILL FUND REVENUE	\$ 14,116,000

Section 10: The following is hereby appropriated in the Corporate Fleet Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Operating Expenses	\$ 8,760,000
TOTAL CORPORATE FLEET FUND APPROPRIATION	\$ 8,760,000

Section 11: It is estimated that the following revenue will be available in the Corporate Fleet Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Charges for Services	\$ 8,174,136
Miscellaneous	435,862
Other Financing Sources	110,002
Investment Earnings	40,000
TOTAL CORPORATE FLEET FUND REVENUE	\$ 8,760,000

Section 12: There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2012, 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
Research and Production Service District	\$ 1,269,903,122	3.87 cents

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 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. The anticipated revenue from this tax rate is \$491,452. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Ordinances

Section 13: The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

- A) 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 fund salary and benefit amounts within departments.

Section 14: 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 \$50,000; 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 15: The County Manager, or his designee, may authorize payment in an amount not to exceed \$100,000 in settlement of any liability claims against the County or against any of its officers or employees as provided by Resolution of May 20, 1985 and Resolutions of October 6, 2003. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

Section 16: There is hereby levied a tax at the rate of fifty-three and four-tenths cents (53.4¢) per one hundred dollars (\$100) valuation of property that is located within Wake County and listed for taxes as of January 1, 2012. The revenue from this source is included in "Ad Valorem Taxes" in Section 2 of this Ordinance.

This rate is based on an estimated total valuation of property, for the purpose of taxation, of one hundred twenty-one billion, eight hundred ninety-three million (\$121,893,000,000), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.50%.

Ordinances

Section 17: The Revenue Director 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 Director to levy on and sell any real or personal property of such taxpayers, with or without the assistance of the Wake County Sheriff, for and on account thereof, in accordance with law.

Section 18: Operating funds encumbered by the County as of June 30, 2012 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2012 are hereby appropriated to this budget.

Section 19: Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2012, are designated for future year expenditures on white goods programs and are hereby appropriated to the Solid Waste Management Fund budget.

Section 20: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

Section 21: Funding is provided in Section 1 of this ordinance for a 2.0% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, and the Sheriff. Register of Deeds will receive a 10% compensation adjustment, effective July 1.

Section 22: As authorized in Section 153(A)-102 of the North Carolina General Statutes, the following fees are hereby established or amended, effective on July 1, 2012.

EMS Ambulance Billing Fees (Adjusted based on Medicare allowable rates):	
Basic Life Support (BLS)	150% of Medicare Allowable
Advanced Life Support I (ALS I)	150% of Medicare Allowable
Advanced Life Support II (ALS II)	150% of Medicare Allowable
EMS Ambulance Mileage Rate	150% of Medicare Allowable
EMS Franchise Application (new and renewal) Fee:	
Renewal Fee	\$1,680
New Application Fee	\$2,392

ADOPTED this the 18th day of June 2012

Ordinances

CAPITAL IMPROVEMENT FUND PROJECT ORDINANCE FOR FY 2013

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: The following amounts are hereby appropriated in the County Capital Projects Fund by Element, Program, and if applicable by Project for the construction and acquisition of capital assets for the fiscal year beginning July 1, 2012:

Element:	Affordable Housing	
Program:	Transfer to Housing and Community Revitalization	<u>\$ 830,000</u>
TOTAL AFFORDABLE HOUSING		\$ 830,000

Element:	Automation	
Program:	Computer Equipment	\$ 1,750,000
Program:	Enterprise Infrastructure	1,200,000
Program:	Child Welfare Document Management System	1,400,000
Program:	CCBI Lab Information Management System	200,000
Program:	Email Archiving	110,000
Program:	Aerial Photography	60,000
Program:	DSS Document Management	25,000
Program:	E-Wake Upgrades and Managed Advantage	1,730,000
Program:	Jail Records Management and System Upgrade	25,000
Program:	Planning and Permitting System	100,000
Program:	Property Tax System Maintenance and Upgrades	35,000
Program:	Public Health System and Electronic Medical Records	1,203,000
Program:	Revaluation	225,000
Program:	ROD Books	<u>250,000</u>
Subtotal: Major Projects		\$ 5,363,000
TOTAL AUTOMATION		\$ 8,313,000

Element:	Community Capital	
Program:	Hospice of Wake County	\$ 250,000
Program:	Reserve for Future Projects	<u>250,000</u>
TOTAL COMMUNITY CAPITAL		\$ 500,000

Ordinances

Element:	County Buildings	
Program:	Board of Elections Space	\$ 105,000
Program:	Animal Control FCA	393,000
Program:	Swinburne Food and Nutrition Services	243,000
Program:	Public Health Center Intake and FCA	52,000
Program:	Wake County Office Building Life Safety/Egress	517,000
Program:	Cornerstone Intake	<u>166,000</u>
	Subtotal: Major Building Renovations	\$ 1,476,000
Program:	Building Systems Replacements	791,000
Program:	Minor Building Projects	900,000
Program:	Roofing Projects	919,000
Program:	Security Improvements County Buildings	208,000
	Subtotal: County Building Improvements	<u>\$ 2,818,000</u>
TOTAL COUNTY BUILDINGS		\$ 4,294,000

Element:	Criminal Justice	
Program:	Court Displacement	\$ 1,652,000
Program:	Detention Security	285,000
Program:	Public Safety Center Renovations	1,474,000
Program:	Existing Courthouse Renovations	<u>3,449,000</u>
TOTAL CRIMINAL JUSTICE		\$ 6,860,000

Element:	Economic Development	
Program:	Credit Suisse	\$ 115,000
Program:	Novartis	1,211,000
Program:	NetApp	<u>382,000</u>
	Subtotal: Business Development Grants	\$ 1,708,000
TOTAL ECONOMIC DEVELOPMENT		\$ 1,708,000

Element:	Libraries	
Program:	Northeast Regional Library	\$ (350,000)
Program:	Upgrades to Existing Facilities	<u>350,000</u>
TOTAL LIBRARIES		\$ 0

Element:	Open Space	
Program:	Reserve for Future Projects	<u>\$ 520,000</u>
TOTAL OPEN SPACE		\$ 520,000

Ordinances

Element:	Parks	
Program:	Existing Parks Facility Improvements	\$ 750,000
TOTAL PARKS		\$ 750,000

Element:	Program-wide Projects	
Program:	Transfers to Other Funds (Wake Tech Capital)	\$ 1,500,000
Program:	Reserve for Future Projects	<u>1,245,000</u>
TOTAL PROGRAM-WIDE PROJECTS		\$ 2,745,000

Element:	Public Safety	
Program:	North and South Radio Tower Repairs	\$ 50,000
Program:	Diagnostic Platform	<u>50,000</u>
	Subtotal: 800 MHz Projects	\$ 100,000
Program:	Brier Creek EMS	161,000
Program:	Eastern Wake EMS Renovations	<u>75,000</u>
	Subtotal: EMS Projects	\$ 236,000
TOTAL PUBLIC SAFETY		\$ 336,000

TOTAL COUNTY CAPITAL PROJECTS FUND EXPENDITURES \$ 26,856,000

Section 2: It is estimated that the following revenues will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2012:

Transfers In - Ad Valorem Tax	\$ 25,449,000
Municipal Reimbursements	520,000
911 Funds	100,000
Grants	166,000
Prior Year Uncommitted Funds	<u>621,000</u>
TOTAL COUNTY CAPITAL PROJECTS FUND REVENUES	\$ 26,856,000

Section 3: The following amount is hereby appropriated in the Fire Tax District Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2012:

Element:	Fire / Rescue	
Programs:	Fire Apparatus	\$ 295,000
	Fire Equipment	767,000
	Fire Facilities	473,000
	Reserve for Future Fire Projects	<u>30,000</u>
	TOTAL FIRE / RESCUE	\$ 1,565,000

Ordinances

Section 4: It is estimated that the following revenue will be available in the Fire Tax District Capital Projects Fund for the fiscal year beginning July 1, 2012:

Appropriated Fund Balance	\$ 197,000
Fire Protection	30,000
Transfers In From Fire Tax District Fund	<u>1,338,000</u>
TOTAL FIRE CAPITAL PROJECTS FUND REVENUE	\$ 1,565,000

Section 5: It is estimated that \$1,139,000 of debt financing will be authorized at a later date by the Board of Commissioners and funds will be appropriated for fire apparatus and vehicles once debt financing is authorized and secured.

Section 6: The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2012:

Element:	Major Facilities	
Programs:	Five County Stadium	\$ 310,000
	Marbles/IMAX	590,000
	Green Square	<u>100,000</u>
	TOTAL MAJOR FACILITIES	\$ 1,000,000

Section 7: It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2012:

Transfer from Major Facilities Special Revenue Fund	<u>\$ 1,000,000</u>
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND REVENUES	\$ 1,000,000

Section 8: The following amount is hereby appropriated in the Wake Technical Community College Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2012:

Element:	Wake Technical Community College	
Programs:	General Repairs and Renovation	\$ 500,000
	Minor Capital	<u>1,000,000</u>
	TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND APPROPRIATION	\$ 1,500,000

Section 9: It is estimated that the following revenues will be available in the Wake Technical Community College Capital Projects Fund for the fiscal year beginning July 1, 2012:

Transfer from County Capital	<u>\$ 1,500,000</u>
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUES	\$ 1,500,000

Ordinances

Section 10: The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2012:

Element:	Solid Waste	
Programs:	East Wake Landfill	\$ 500,000
	Multi-material and Convenience Centers	600,000
	North Wake Landfill	100,000
	South Wake Landfill	<u>1,225,000</u>
TOTAL SOLID WASTE CAPITAL		\$ 2,425,000

Section 11: It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2012:

Appropriated Fund Balance	\$ 1,100,000
Closure/Post-closure Reserve	<u>1,325,000</u>
TOTAL SOLID WASTE CAPITAL REVENUE	\$ 2,425,000

Section 12: It is estimated that \$2,000,000 will be available for Solid Waste Capital Fund upon sale of land adjacent to the North Wake Landfill. Appropriations for specific projects will be made upon receiving proceeds from the sale of the assets.

Section 13: The Finance Department is hereby directed to maintain sufficient specific detailed accounting records for each capital project authorized.

Section 14: The Finance Department is directed to report annually on the financial status of each capital fund and on the project expenditures 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: Transfers between elements or programs require Board of Commissioners' approval. The County Manager, or his designee, is authorized to transfer appropriation amounts and realized revenue between projects within the same program. For transfers within the same program, 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.

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

ADOPTED this the 18th day of June 2012

Ordinances

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 sections 3, 5, 7 and 9, and involve a variety of affordable housing activities, including the Community Development Block Grant (CDBG), HOME and HOPWA programs, funded from the U.S. Department of Housing and Urban Development, and other county and grant supported affordable housing initiatives.

Section 2: The following amounts are appropriated for the projects of the CDBG Program:

Administration	\$	284,473
Homeowner Rehabilitation		441,901
Public Facilities		1,012,990
Affordable Housing Development		280,000
TOTAL CDBG APPROPRIATION	\$	2,019,364

Section 3: It is estimated that the following revenues will be available to complete projects in the CDBG Program:

Direct Federal Revenues	\$	1,652,285
Federal Program Income		367,079
TOTAL CDBG REVENUES	\$	2,019,364

Section 4: The following amounts are appropriated for the projects of the HOME Program:

Administration	\$	51,200
Community Housing Development	\$	76,800
Affordable Housing Development		534,001
TOTAL HOME PROGRAM APPROPRIATION	\$	662,001

Section 5: It is estimated that the following revenues will be available to complete projects described in the HOME Program:

Direct Federal Revenues	\$	512,001
Federal Program Income		150,000
TOTAL HOME PROGRAM REVENUES	\$	662,001

Ordinances

Section 6: The following amounts are appropriated for the projects of the HOPWA Program:

Administration	\$	20,358
HOPWA		<u>658,245</u>
TOTAL HOPWA PROGRAM APPROPRIATION	\$	678,603

Section 7: It is estimated that the following revenues will be available to complete projects described in the HOPWA Program:

Direct Federal Revenues	\$	<u>678,603</u>
TOTAL HOPWA PROGRAM REVENUES	\$	678,603

Section 8: The following amounts are appropriated for the projects of the County Affordable Housing Program:

Affordable Housing Development	\$	587,742
Rental Assistance for Mentally Ill	\$	400,000
Support Circles Staff Position		<u>56,807</u>
TOTAL COUNTY AFFORDABLE HOUSING APPROPRIATION	\$	1,044,549

Section 9: It is estimated that the following revenues will be available to complete projects described in the County Affordable Housing Program:

Program Income	\$	170,000
Program Income in Excess of FY 2012 Budget	\$	44,549
County Funding	\$	<u>830,000</u>
TOTAL COUNTY AFFORDABLE HOUSING REVENUES	\$	1,044,549

Section 10: The following amounts are appropriated for the projects of the Small Cities Housing Program:

Affordable Housing Development	\$	<u>19,483</u>
TOTAL SMALL CITIES HOUSING PROGRAM APPROPRIATION	\$	19,483

Ordinances

Section 11: It is estimated that the following revenues will be available to complete projects described in the Small Cities Housing Program:

Federal Program Income	\$	19,483
TOTAL SMALL CITIES HOUSING PROGRAM REVENUES	\$	19,483

Section 12: The Finance Director is hereby directed to maintain, within the Housing and Community Revitalization Fund sufficient detailed accounting records for each grant or project authorized.

Section 13: Transfers between programs require Board of Commissioners approval. The County Manager, or his designee, is authorized to transfer appropriation amounts and realized revenue between projects within the same program. For transfers within the same program 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.

Section 14: Upon its adoption, this Housing and Community Revitalization 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. All 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 15: Copies of this Housing and Community Revitalization Project Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 18th day of June 2012.

Ordinances

CAPITAL AREA WORKFORCE DEVELOPMENT 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 Section 7, and involve a variety of workforce development activities, including the JobLink 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: The following amounts are appropriated for the projects of the Capital Area Workforce Development fund:

Fiscal Year 2013 CAWD Program	\$ 6,888,000

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

Federal Shared Revenues	\$ 6,888,000

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 Fund 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. All 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 8: In the event that net revenues from Federal Shared Revenues exceeds the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

Section 9: Copies of this Capital Area Workforce Development Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 18th day of June, 2012.

Ordinances

FIRE TAX DISTRICT FUND ORDINANCE

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

Section 1: The following amount is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Contracted Services	\$ 16,793,243
Other Operating Expenses	898,757
Transfer to Debt Service Fund	1,140,000
Transfer to Fire Tax District Capital Fund	1,338,000
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND APPROPRIATION	\$ 20,170,000

Section 2: It is estimated that the following revenue will be available in the Fire Tax District Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

Ad valorem taxes	\$ 20,165,000
Interest	5,000
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND REVENUES	\$ 20,170,000

Section 3: There is hereby levied a tax at the rate of eight cents (\$0.08) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2012, located within the single special fire tax district for the raising of revenue for the 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, twenty-five billion, four hundred twenty-two million, six hundred thousand dollars (\$25,422,600,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.5% and upon a collection fee of 0.2%. The property tax valuation does not include delinquent or late list payments.

Section 4: The Finance Director is hereby directed to maintain within the Fire Tax District Fund sufficient specific detailed accounting records.

Section 5: The Finance Director is directed to report annually on the financial status of this Fund.

Section 6: There is no tax levied in the following fire tax districts: Alert, Bayleaf/Six Forks, Cary Suburban, Durham Highway, Furina, Garner, Hipex, Holly Springs, Hopkins, Morrisville, Rolesville, Stony Hill, Swift Creek, Ten Ten, Wake New Hope, Wakelon, Wakette, Wendell Holmes, and Western Wake.

Section 7: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 18th day of June, 2012.

Ordinances

GRANTS AND DONATIONS 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 appropriated in section 3, and involve a variety of community development, public health, social service, and public safety activities. Funds come from state and federal grants, donations, state and federal forfeiture funds, and Wake County appropriations.

Section 2: The following amounts are appropriated for the projects of the Grants and Donations Fund:

Grants	\$	1,775,500
Forfeitures		269,500
TOTAL GRANTS AND DONATIONS FUND APPROPRIATION	\$	2,045,000

Section 3: It is estimated that the following revenues will be available to complete those projects described in section 1:

Federal Shared Revenues	\$	886,523
State Shared Revenues		699,294
Local Shared Revenues		457,601
Interest Income		167
Miscellaneous		1,415
TOTAL GRANTS AND DONATIONS FUND REVENUES	\$	2,045,000

Section 4: In the event that net revenues from an individual donation or forfeiture source exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation. The appropriation for projects funded by state and federal grants and business investment grants shall be set by the Board of County Commissioners.

Section 5: The Finance Director is hereby directed to maintain, within the Grants and Donations Fund, sufficient detailed accounting records for each grant or project authorized.

Section 6: The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

Section 7: Upon its adoption, the Grants and Donations Fund will become a multi-year special revenue fund for non-recurring activities. All 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 8: Copies of this ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 18th day of June 2012.

Ordinances

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: The following amounts are hereby appropriated in the Major Facilities Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013 for projects and the administration of the tax collection efforts:

Raleigh Convention Center for Operating Support and Debt Service	\$ 16,176,116
City of Raleigh for Discretionary Projects	1,000,000
City of Raleigh Holdback from Occupancy Tax Proceeds	680,000
Town of Cary Holdback from Occupancy Tax Proceeds	791,364
Greater Raleigh Convention and Visitors Bureau for Operating Support	4,204,070
Debt Service for Construction of the PNC Arena (formerly RBC Center)	5,207,715
Centennial Authority for Operating Support	2,100,735
Centennial Authority for Capital Projects at PNC Arena (formerly RBC Center)	1,000,000
Transfer to General Fund, Administrative Fee for Occupancy Tax	489,658
Transfer to General Fund, Admin. Fee for Prepared Food and Beverage Tax	593,342
Transfer to Debt Service Fund for Debt on Five County Stadium	991,000
Transfer to Major Facilities Capital Projects Fund	1,000,000
North Carolina Museum of Art	1,000,000
North Carolina Museum of Natural Science	800,000
Cary Sports Facility	400,000
Saint Augustine's College Track	100,000
TOTAL MAJOR FACILITIES FUND APPROPRIATION	<u>\$ 36,534,000</u>

Section 2: It is estimated that the following revenues will be available in the Major Facilities Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013 to fund those projects described in Section 2:

Occupancy Tax	\$ 16,317,000
Prepared Food and Beverage Tax	19,772,000
Appropriated Fund Balance	<u>445,000</u>

TOTAL MAJOR FACILITIES FUND REVENUES	\$ 36,534,000

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

ADOPTED this the 18th day of June 2012.

Ordinances

PERSONNEL AUTHORIZATION ORDINANCE

BE IT ORDAINED by the Wake County Board of Commissioners:

Section 1: The following full-time equivalent positions are hereby authorized in the County government by organizational unit and fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013.

Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)	Authorized Full-time Equivalent Positions
Board of Commissioners	3.000
County Manager	11.000
County Attorney	13.000
Board of Elections	19.500
Facilities, Design & Construction	10.000
Finance	
General Fund	34.000
Debt Service Fund	2.000
Finance Total	36.000
Human Resources	25.000
Information Services	82.750
CIP Fund	1.000
Information Services Total	83.750
Register of Deeds	37.000
Revenue	61.000
Soil and Water Conservation District	5.000
Community Services	
CS Management and Budget	6.000
Parks, Recreation and Open Space	23.500
Veteran Services	4.000
Geographic Information Services	18.000
Libraries	210.500
Planning and Development Services	42.000
Community Services Total	304.000
Environmental Services	
General Fund	
ES Administration	9.000
Environmental Health & Safety	28.000
Animal Care, Control and Adoption Center	35.000
Water Quality Division	26.000
Total General Fund	98.000
Solid Waste Fund	14.000
South Wake Landfill Fund	5.000

Ordinances

Department, Division and Fund	Authorized Full-time Equivalent Positions
Environmental Services Total	117.000
General Services	
General Fund	
Administrative Support	10.000
Central Services	15.000
Field Services	31.000
Physical Plant	66.500
Security	6.000
Total General Fund	128.500
Fleet Fund	14.000
General Services Total	142.500
Human Services	
General Fund	
Social Services	411.000
Child Welfare	233.250
Children, Youth and Family	239.250
Public Health	129.561
Health Clinics	156.600
Behavioral Health	178.825
Administrative Operations	237.050
Local Managing Entity	0.000
Total General Fund	1,585.536
Grants Fund	17.750
Affordable Housing	6.750
Human Services Total	1,610.036
Emergency Medical Services	210.000
Fire & Emergency Management	
General Fund	19.000
Grants Fund	1.000
Fire & Emergency Management	20.000
CCBI	70.500
Sheriff	
General Fund	
Law Enforcement	421.000
Detention	500.000
Sheriff Total	921.000
Capital Area Workforce Development	28.000
TOTAL FTEs ALL FUNDS PER SYSTEM	3,727.286

Section 2: The County Manager is hereby authorized to transfer and/or reclassify full-time equivalent positions within the same fund.

Section 3: With the exception of changes allowed through Section 2, any changes to the full-time equivalent (FTE) amounts authorized in Section 1 of this ordinance must be approved by the Board of Commissioners.

Ordinances

Section 4: The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 1, 2012.

<i>NONEXEMPT SCHEDULE - ANNUAL</i>			
BAND	MINIMUM	MIDPOINT	MAXIMUM
1	\$15,080	\$23,240	\$31,400
2	\$20,400	\$27,500	\$34,600
3	\$23,050	\$31,000	\$38,950
4	\$25,500	\$34,300	\$43,100
5	\$28,900	\$39,000	\$49,000
6	\$32,750	\$44,250	\$55,750
7	\$37,000	\$50,000	\$63,000
8	\$42,300	\$57,250	\$72,200
9	\$48,000	\$65,000	\$82,000
10	\$54,000	\$73,000	\$92,000
11	\$59,500	\$80,500	\$101,500
<i>NONEXEMPT SCHEDULE - HOURLY</i>			
BAND	MINIMUM	MIDPOINT	MAXIMUM
1	\$7.25	\$11.17	\$15.10
2	\$9.81	\$13.22	\$16.63
3	\$11.09	\$14.90	\$18.72
4	\$12.26	\$16.49	\$20.72
5	\$13.90	\$18.75	\$23.55
6	\$15.75	\$21.27	\$26.80
7	\$17.79	\$24.04	\$30.28
8	\$20.34	\$27.52	\$34.71
9	\$23.08	\$31.25	\$39.42
10	\$25.97	\$35.10	\$44.23
11	\$28.61	\$38.70	\$48.79
<i>EXEMPT SCHEDULE - ANNUAL</i>			
BAND	MINIMUM	MIDPOINT	MAXIMUM
26	\$35,500	\$48,000	\$60,500
27	\$39,200	\$53,000	\$66,750
28	\$43,500	\$58,750	\$74,000
29	\$48,100	\$65,000	\$82,000
30	\$52,900	\$71,500	\$90,100
31	\$58,500	\$79,000	\$99,500
32	\$64,750	\$87,500	\$110,250
33	\$71,600	\$96,750	\$121,900
34	\$79,400	\$107,250	\$135,100
35	\$87,750	\$118,500	\$149,250
36	\$97,000	\$131,000	\$165,000
37	\$106,600	\$144,000	\$181,400

Section 5: The following non-exempt position classification schedule is hereby established effective July 1, 2012.

Ordinances

Class Title	Class Title	Class Title
Band 1	Band 5 (cont'd)	Band 7
Library Page Park Aide Pre-Vocational Aide Student Assistant Swimming Pool Technician	Elections Specialist Executive Assistant Firefighter Human Services Case Manager Inmate Activities Coordinator Inventory Control Specialist Licensed Practical Nurse Mail Center Warehouse Coordinator Mapping Technician Master Mechanic Payroll Specialist Plans & Permits Technician Program Assistant Revenue Agent Senior Accounting Technician Senior Equipment Operator Senior Identification Technician Solid Waste Compliance Officer Teacher/Tutor Telecommunicator I	Accountant Advanced Practice Paramedic Animal Control Team Leader Appraiser Crime Analyst Deputy Fire Marshal Deputy Sheriff - Investigator Deputy Sheriff - Senior Investigator Detention Classification Coordinator Detention Officer - Sergeant Emergency Management Specialist Environmental Health Specialist Environmental Program Coordinator Facility HVAC Specialist General Inspector Housing Rehabilitation Specialist Human Services Sr. Practitioner Information/Technology Technician Print Shop Coordinator Public Information Specialist
Band 2		
Animal Shelter Attendant Transportation Aide		
Band 3		
Administrative Assistant Animal Health Care Technician Customer Service Representative Equipment Operator Library Assistant Nurses Aide Park Technician Pharmacy Technician Scale House Attendant Utility Worker		
	Band 6	Band 8
Band 4	Animal Shelter Manager Assistant Park Manager Buyer CCBI Processing Unit Supervisor Deputy Clerk to the Board Deputy Sheriff Deputy Sheriff - First Class Deputy Sheriff - Master Evidence Technician Facility HVAC Technician Firefighter/Driver Forensic Photographer Human Services Program Auditor Human Services Senior Case Manager Medical Technologist	CCBI Agent Chief Deputy Fire Marshal Dental Hygienist Deputy Sheriff - Sergeant Detention Officer - Lieutenant EMS Supervisor Environmental Health Program Specialist Environmental Services Team Leader Fire Captain Fire/Rescue Responder Forensic Examiner Natural Resource Conservationist Nurse Public Safety Training Specialist Sheriff Academy Training Manager Trades Supervisor
Accounting Technician Animal Control Officer Dental Assistant Deputy Register of Deeds Emergency Medical Technician Executive Secretary Graphics Specialist Human Resources Technician Human Services Technician Identification Technician Interpreter Laboratory Technician Mechanic Press Operator		

Ordinances

Class Title	Class Title	Class Title
Band 4 - cont'd	Band 6 - cont'd	
Property/Evidence Clerk Vehicle Technician	Nutritionist Paralegal Paramedic Planning Technician Public Health Educator Social Worker Soil Scientist Substance Abuse Counselor Telecommunicator II Trades Specialist Veterans Services Officer X-Ray Technician	Band 9 Deputy Sheriff - Lieutenant Lab Supervisor Nursing Supervisor
Band 5		Band 10 CCBI Field Shift Supervisor Latent Print Supervisor
Administrative Supervisor Benefits Specialist Computer Operator Consumer Records Manager Detention Officer Detention Officer - Master		Band 11 Physician Extender

Section 6: The following exempt position classification schedule is hereby established effective July 1, 2012.

Class Title	Class Title	Class Title
Band 26	Band 29 (cont'd)	Band 31 (cont'd)
Administrative Services Coordinator I Librarian I Risk Management Specialist Workforce Development Specialist	Environmental Engineer/Consultant Environmental Health Supervisor Environmental Planner Human Services Program Consultant Inspections Supervisor Internal Auditor Investment Analyst Mapping Supervisor Planner III Web Administrator	Human Resources Manager Human Services Assistant Division Director Information/Technology Business Analyst Land Development Administrator Long Range Planning Administrator Regional Library Supervisor Security Director
Band 27		Band 32
Business Auditor Human Resources Consultant Human Services Program Specialist Human Services Supervisor I Nutritionist Supervisor Park Manager Planner I	Band 30 Business Officer	Appraisal/Collection Manager Assistant Library Director

Ordinances

Class Title	Class Title	Class Title
Band 27 - cont'd	Band 30 - cont'd	Band 32 - cont'd
Safety Officer	Code Enforcement Complaint	Assistant to the County Manager
Telecommunications Supervisor	Coordinator	Budget & Policy Director
Video Production Specialist	Computer System Administrator	Community Services Manager
Band 28	Conservation District Administrator	Debt & Capital Director
Administrative Services Coordinator II	Detention Officer - Major	Director of Elections
Chemist	Facilities Engineer	Emergency Management Director
Criminal Justice Planner	Financial Systems Administrator	EMS Director
Employee Wellness Coordinator	Fiscal & Policy Analyst	Environmental Health & Safety
EMS Quality Assurance Coordinator	GIS Analyst	Director
Housing Rehabilitation Coordinator	Human Services Program Manager	Environmental Services Manager
Human Services Clinician	Information Services Customer	Financial Services Manager
Human Services Supervisor II	Service Supervisor	Fire Marshal
Information/Technology Specialist	Information/Technology Analyst	Human Services Division Director
Lead Inspector	Payroll Administrator	Human Services Finance Officer
Librarian II	Public Information Manager	Information/Technology Engineer
Planner II	Senior Psychologist	Information/Technology Project
Psychologist	Solid Waste Facilities Manager	Manager
Senior Accountant	Watershed Manager	Inspections, Development, Plans &
Senior Appraiser	Band 31	Permits Director
Senior Soil Scientist	Animal Services Director	Internal Audit Director
Workforce Development Coordinator	Assistant Director of Detention Services	Pharmacist
Band 29	Central Services Director	Physical Plant Director
Assistant EMS Director	Deputy CCBI Director	Purchasing Director
Assistant Register of Deeds	Deputy Sheriff - Captain	Radio Systems Manager
Consumer Records Director	Facilities Project Manager	Risk Manager
Detention Officer - Captain	Field Services Director	Senior Facilities Project Manager
		Special Aide to Sheriff

Ordinances

Class Title	Class Title	Class Title
Band 33	Band 34	Band 36
Emergency Management Coordinator	Fleet Director	Workforce Development Director
Attorney	Chief of Staff - Sheriff	Community Services Director
CCBI Director	Deputy Finance Director	Dental Director
Deputy General Services Director	Human Services Deputy Director	Environmental Services Director
Deputy Sheriff - Major	Information/Technology Manager	Information Services Director
Director of Detention Services	Library Director	
Information Services Division Supervisor	Pharmacy Director	
Management Services Director - Sheriff		Band 37
Parks, Recreation & Open Space Director	Band 35	Deputy County Manager
Planning, Development & Inspections Director	Budget & Management Director	Human Services Director
Public Information Director	Dentist	
Solid Waste Management Director	Deputy County Attorney	
Water Quality Director	Facilities, Design & Construction Director	
	General Services Director	
	Human Resources Director	
	Revenue Director	

ADOPTED this the 18th day of June 2012.

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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, 2012, to June 30, 2013 ("fiscal year 2013").

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 2011 actual results; the FY 2012 budget, both adopted and current as of June 2012; and FY 2013 budget. A sample of the format is provided below:

	FY2011 Actual	FY2012 Adopted Budget	FY2012 Amended	FY2013 Adopted Budget
Personnel				
Services				
Operating				
Expenses				
Capital				
Outlay				

Full-time Equivalent Positions

Each department summary includes the authorized number of full-time equivalent positions in that department and fund.

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 were asked to develop a 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 time lines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

Department requests are based on Budget Instructional Manual guidance. Each request must relate to the organization's program objectives in preparing cost estimates. Before considering budget reductions or expansions, the "base budget" is developed. The base budget is generally defined as the cost of providing the same services, at the same levels, in the next fiscal year. Budget and Management Services develops a target base for each department. The target is based on several factors, including salary projections, annualization of new initiatives and facilities, removal of one-time costs from the prior year, and other factors. Once the target is established,

department staff may modify the amounts within the target total, but may not exceed the target.

County departments also submit options for reducing their base budgets. For FY 2013, departments submitted options to reduce two percent of their annual operating budgets. The options had to be permanent in nature, as opposed to one-time savings. All options were evaluated not only for potential savings, but for their near-term and long-term service impacts.

Areas of new services or service expansions 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.

Board of Commissioners' Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act* (G.S. 159-8) the Board of Commissioners adopts an annual balanced 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, Housing and Community Revitalization, Grants and Donations) 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

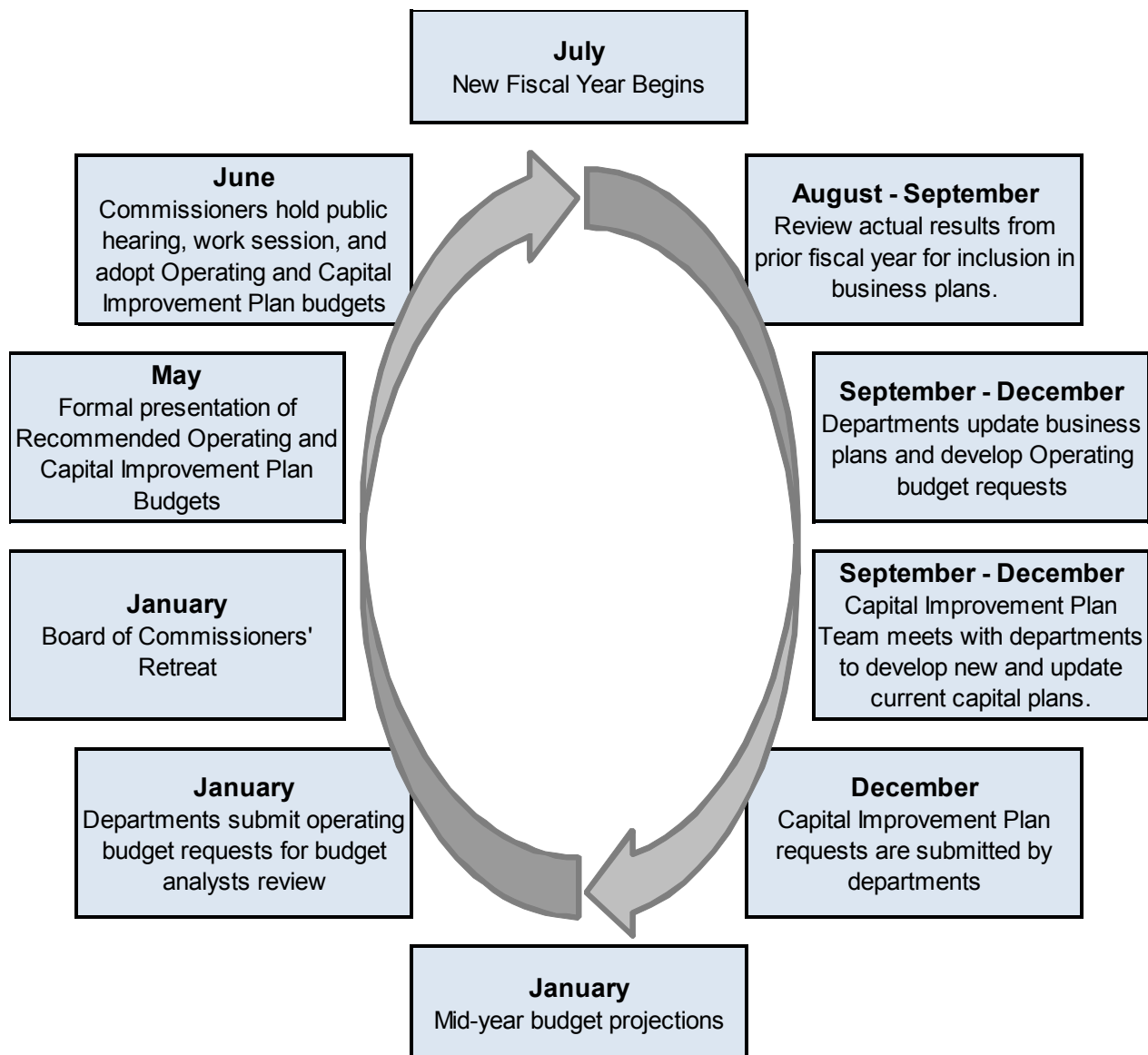
For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and amended as necessary during the fiscal year. The County Manager is authorized to transfer budgeted amounts within any fund; however, any transfers exceeding \$75,000 shall be reported to the Board of Commissioners. 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 Wake County Budget and Management Services. The Adopted Budget is also published online at the County's website: www.wakegov.com.

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.

Business Planning & Budget Process Cycle



Note: This chart depicts the integration of the annual budget cycle and business planning processes.

Budget Calendar for Fiscal Year 2013

Date	Budget Activity
October 4, 2011	Community Improvement Plan (CIP) Kickoff
November 15, 2011	Operating Budget Kickoff with Extended Management Team
January 20, 2012	Departments submit FY 2013 Operating Budget Requests Departments submit FY 2013 Expansion Requests & Reduction Options
January - March 2012	Community Improvement Plan Review--Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
May 1, 2012	Board of Education and Wake Technical Community College submit formal budget requests
May 21, 2012	Formal presentation of FY 2013 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 4, 2012	Public Hearing on Operating Budget, annual Community Plan and any proposed fee or tax changes
June 11, 2012	Special Budget Work Session with Board of Commissioners
June 18, 2012	Adoption of FY 2013 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.

Fund Type				
General Fund	Debt Service	Special Revenue	Capital Project	Proprietary
General Fund	Debt Service Fund	Capital Area Workforce Development Fund	County Capital Projects Fund	Solid Waste Management Fund
		Fire Tax District Fund	Fire Tax District Capital Projects Fund	South Wake Landfill Fund
		Grants and Donations Fund	Major Facilities Capital Projects Fund	Internal Service Fund
		Major Facilities Fund	Solid Waste Capital Projects Fund	
		Housing and Community Revitalization Fund	Wake County Public Schools Capital Projects Fund	
			Wake Technical Community College Capital Projects Fund	

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 (i.e., general government) and then further divided into individual departments or divisions (i.e., finance department).

Debt Service Fund

The debt service fund is used to account for principal and interest payments for bonds associated with capital projects for the County, Wake County Public School and Wake Technical Community College.

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 six special revenue funds: Capital Area Workforce Development Fund, Fire Tax District Fund, Grant and Donations Fund, Housing and Community Revitalization Fund, and Major Facilities Fund.

Fund Structure

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 six capital project funds within the governmental fund types: County Capital Projects Fund, Wake County Public Schools Capital Projects Fund, Wake Technical Community College Capital Projects Fund, Fire Tax District Capital Projects Fund, Major Facilities Capital Projects Fund, Solid Waste 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 two enterprise funds: the Solid Waste Management Fund and the South Wake Landfill Fund.

Internal Service Fund

The internal service fund is used to account for operations that are operated in a manner similar to private businesses but where the private customers are internal departments. The County has one internal service fund: the Corporate Fleet Fund.

Fund Structure Charts

Organizational Units	General Fund	Capital Area Workforce Development Fund	Debt Service Fund	Fire Tax District Fund	Grants and Donations Fund	Housing and Community Revitalization Fund	Major Facilities Fund	Internal Service Fund	County Capital Improvement Fund	Fire Tax District Capital Fund	Major Facilities Capital Trust Fund	Solid Waste Capital Improvements Fund	WCPSS Capital Projects Fund	Wake Tech. Comm. College Capital Projects Fund	Solid Waste Management Fund	South Wake Landfill Fund
Board of Commissioners	O															
Board of Elections	O				P											
Community Services	O				P											
County Attorney	O															
County Manager	O															
Environmental Services	O				P							M			D	M
Facilities Design and Construction	O								M	M	M					
Finance	O	M					M				M		M	M		
General Services Administration	O				P			M	P							
Human Resources	O															
Human Services	O	D			P	D										
Information Services	O								P							
Medical Examiner	O															
Non-Departmental	O															
Emerg Mgmt, Fire/Rescue, CCBI	O			M	P					M						
Register of Deeds	O															
Revenue	O															
Sheriff	O				P											
Wake County Public Schools	O												M			
Wake Technical Community College	O													M		

Key:

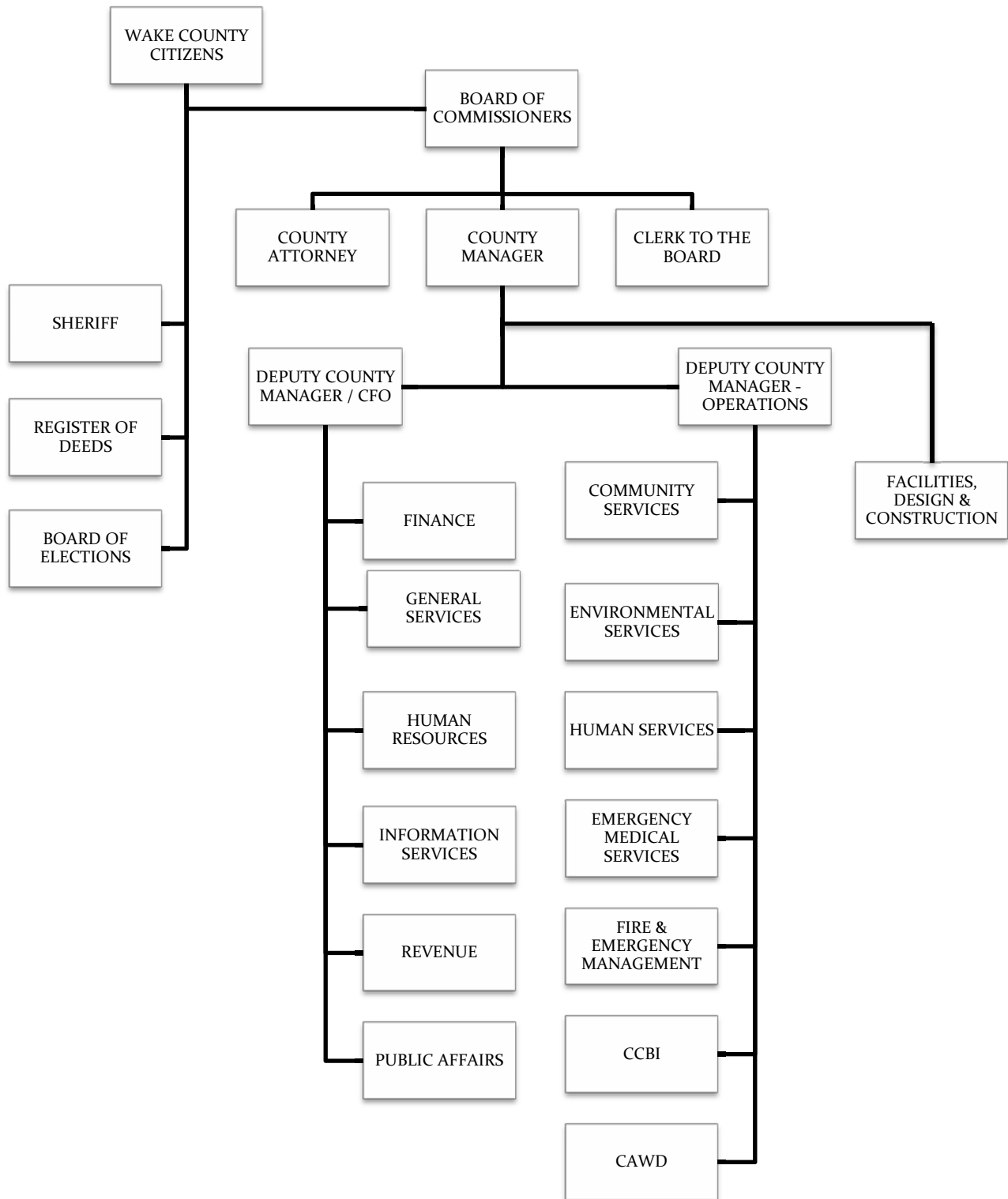
O: All, or most, operating funding for this unit is budgeted in the General Fund

D: Unit has a specific division in this Special Revenue Fund

M: Unit has either primary, or shared, responsibility for managing this fund

P: Unit manages selected projects within this fund

Wake County Government FY 2013 Organizational Chart



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 un-matured 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 Budget and Policy Director 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 expended 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 expended on a budget basis.
- ♦ Capital Outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis.
- ♦ Depreciation expenses are recorded on a GAAP basis only.
- ♦ The Financial Statements include fund expenditures and revenues on both a GAAP basis and a budgetary basis for comparison purposes.

Financial Policies

Note: This section addresses Wake County's major financial policies governing the budget process and budget implementation. For more detailed information on County financial policies, please visit the following website: [<http://we.wakegov.com/finance/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. The *Local Government Budget and Fiscal Control Act* (G.S. 159-8) requires a balanced budget ordinance from all local governments. 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.

Fund Balance

The County shall maintain a fund balance position that rating agencies deem is adequate to meet the County's needs and challenges. Therefore, the County has adopted a policy that requires management to maintain a total General Fund balance of at least

fifteen percent (15%) and an amount committed for working capital of at least ten percent (10%) of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income.

Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's amount committed for working capital. If a catastrophic economic event occurs that results in a deviation of five percent (5%) or more from total budgeted revenue or expenditures, the amount committed for working capital can be reduced by board action. At that time, the Board will also adopt a plan on how to return committed for working capital back to the required level for fiscal health.

Revised May 16, 2011.

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

Financial Policies

Commissioners will determine actual funding for the capital projects on an annual basis.

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:
 - ♦ 15.50 cents of the property tax;
 - ♦ The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital (30% and 60% respectively);
 - ♦ 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 the 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 42 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 nineteen percent of the subsequent fiscal year's debt service payments through November. The nineteen percent represents approximate debt service payments through November. The debt model currently exceeds 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 exceeds 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 twenty-five percent 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 revenues and expenditures (or asset and liabilities) move in the same direction as they react to market condi-

Financial Policies

tions. This concept is used by many “AAA” units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. The County’s current variable rate debt portfolio totals \$200 million, or 9 percent of outstanding general obligation debt.

Guideline 4: The average AAA rated entity repays seventy percent of bond principal within 10 years, one of the factors considered by the rating agencies.

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.

Guideline 6: The combined County and municipal debt should not exceed four percent of the county-wide 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.

Guideline 7: Wake County government’s net outstanding debt should not exceed 2.5 percent 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.

Guideline 8: Wake County’s annual debt service payments should not exceed twenty percent of the general fund and debt service budget. The County’s annual debt service payment will not exceed twenty

percent 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.

User Fee Policy

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.”

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.

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.

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.”

Financial Policies

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 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 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 non-residents of the County. An example of this includes public libraries.

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

Business Investment Grant Policy

Policy Objective: Support the development of an economic environment that attracts or encourages new investment, creates new jobs, and results in a diverse tax base.

Eligible Projects: A company ("Economic Development Projects") may be eligible for a Business Investment Grant if they meet both a New Investment Threshold and New Jobs Threshold. Special consideration may be given to corporate, regional, or divisional headquarters projects for Fortune 500 companies and large international companies.

New Investment Threshold: New companies may be eligible for a Business Investment Grant for new investments, which exceed \$100,000,000 (one hundred million dollars) in FY 2004 dollars. For each subsequent year, the amount of new investment will be increased by CPI and rounded to the nearest million dollars. New investment is defined as, "improvements to real estate, machinery, equipment, and other business personal property." The value of land is not included in the calculation of new investment.

New investment must exceed \$100,000,000 in asset valuation, as determined by the Wake County Revenue Department. Existing Wake County businesses may be eligible for a Business Investment Grant for new investments, which exceeds

Financial Policies

\$50,000,000 in FY 2004 dollars provided that existing taxable assessed valuation exceeds \$75,000,000 in the year the grant agreement is approved. Only the value of the new investment will be used to calculate the amount of the incentive grant.

New Jobs Threshold: New companies are eligible for a business investment grant when the investment threshold is met and at least 50 new jobs are created. New jobs are defined as a net increase in the company's number of full-time, Wake County employees. A full-time employee is defined as a person who is employed by the company for at least 35 hours per week and whose wages are subject to withholding. The average wage for new jobs must pay 120% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center. (In FY 2004, the average wage was \$605 per week; 120% would be \$726 per week.)

Existing companies are eligible for a Business Investment Grant when the investment threshold is met, the company currently employs at least 250 full-time employees, and at least 50 new jobs are created. The average wage for the new and existing jobs must pay 120% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center.

The Company must also agree to provide health insurance in at least the minimum amount required for tax credits under the William S. Lee Act, as it existed on the date of the approval of the policy. Under these provisions, a company must provide health insurance for full-time positions and pay a minimum of 50% of the premiums.

Revised October 17, 2005

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 (15.50 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 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 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

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 to factions 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.

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 Board participates in numerous long-range planning efforts, including Board of Commissioners' goal-setting, long-range financial modeling and, in selected services, strategic long-range planning.

Board of Commissioners' Goals

At its February 6, 2012 regular Board Meeting the Board of Commissioners adopted 18 goals for the 2012 calendar year.

The first three priority goals were grouped around "The Economy and Jobs and Investment":

1. Develop and approve a budget for FY 2012 - 2013 that maintains the property tax rate at 53.4 cents.

2. Continue to work with Wake Technical Community College, the Wake Economic Development Program, North Carolina State University and existing businesses to attract new jobs, to retain jobs and to provide training to individuals in transition.

3. Evaluate regulations, fees and/or practices to encourage business investment/re-investment (without sacrificing other public policy objectives.)

The fourth and fifth goals are in the interest of "Education Capital and Infrastructure":

4. Work with Wake Technical Community College to develop a capital program for FY 2013 to 2018, which will be supported by the citizens and voters of Wake County.

5. Work with the Wake County Public School System on a capital program for FY 2013 to 2018, which will be supported by the citizens and voters of Wake County. Work with the School Board to shift the responsibility of the construction of schools and land acquisition to the County.

The Board of Commissioners' goal #6 seeks to "Highlight the County's Role in Transit and Other Initiatives":

6. Work with Triangle Transit, the municipalities and the business community on a Transit Plan which may include bus and rail and determine support of the municipalities and the business community for a 1/2 cent sales tax referendum that will be supported by the citizens and voters of Wake County.

The Board of Commissioners' goals #7 - #9 seek to "Highlight the County's Role in State and Federal Impacts":

7. Mental Health - Implement the merger of Wake County's LME with the Durham Center and evaluate and implement how to maximize the county's funding within the mental health continuum of care.

8. Health Care Reform - Identify what "health care reform" means to Wake County as a service provider and employer. Identify implementation strategies and policy issues for consideration.

9. Annexation and ETJ Criteria - Work with the Planning Board and municipalities to evaluate the impact of recent legislative changes on annexation and the county's policies and criteria for the extension of municipal ETJs.

The Board of Commissioners' goals #10 and #11 seek to "Highlight the County's Role in Open Space":

10. Implement the County's priority to environmental stewardship by protecting open space and through partnerships increase access to natural areas through the expansion of greenways in Wake County.

11. Work with Wake County's farm and agribusiness community to facilitate their efforts for farmland preservation and economic viability.

Continuing Goals from Prior Years: The Board of Commissioners also approved, in February 2012, seven (7) goals that were originally established in previous years. The commissioners directed staff to

Long-Range Planning

actively pursue these goals, but at a lesser priority than the eight (8) goals highlighted above. These remaining goals are on the working lists and project agendas of various County departments. Progress is being made on each of the following goals and they are expected to be achieved by the end of the calendar year 2012:

12. Animal Welfare: *Develop and implement cost-effective, life-saving programs and practices, in partnership with public and private organization in the community, to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Shelter.*

13. Complete the review of the Raleigh Convention Center financing as identified in the 8th amendment to the Interlocal Agreement (on the use of Occupancy Tax and Prepared Food and Beverage Tax Revenues) while involving numerous stakeholders in the community.

14. Human Capital:

a) Implement plan to deliver Human Services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

b) Work with the Human Services Board to identify departmental priorities for resource allocation and budget recommendations.

c) Continue collaborative development and implementation of strategies to bolster prevention, and reduce the prevalence of gang activity in Wake County.

d) Pursue legislative change to modify composition of Human Services Board to reflect the transfer of mental health, developmental disabilities and substance abuse responsibilities to the newly merged Managed Care Organization (MCO).

e) Follow through and focus on the top three goals of the 2010 Community Assessment:

a) Overweight and obesity

b) Lack of health insurance

c) Unemployment

15. Education: *Work with the Wake County Public Schools and Wake Technical Community College to develop operating budget strategies that do not require increasing the property tax rate, yet reflects education as a priority in Wake County.*

16. Continue to maintain the County's AAA credit rating with all three rating agencies.

17. Effective and efficient delivery of Fire/Rescue and EMS: *Continue discussions with contracted service providers to identify consolidation opportunities in fire/rescue services and EMS delivery, and identify other strategies that will yield more effective and efficient fire/rescue and emergency medical services.*

18. Urban County Leadership: *Continue to take a leadership role among the largest urbanizing counties to discuss and promote common issues in the State Legislature, including:*

a) Strengthening relationship with the Wake County legislative delegation.

b) Identifying and participating in strategies to transform local government (example: Future of Retirement Study Commission).

Advisory Boards and Long-Range Planning

The County also engages advisory boards, commissions, and task forces to develop long-range plans for selected service areas. Some of the boards are time-limited efforts, while others are permanent, standing committees. Below is a description of several boards that provide long-range guidance in selected services.

Long-Range Planning

Board of Adjustment: Hears and acts on appeals, variances and special uses in Wake County zoning cases.

Criminal Justice Partnership Advisory Board: This board examines the local criminal justice system and identifies areas that could be improved through local, community-based initiatives. Members of the Board include members from the many different segments of the criminal justice system.

Fire Commission: The Commission advises the Board of Commissioners on fire protection and suppression issues. This advisory group adopts long-range business plans that include apparatus, staff compensation, and goals and facility components.

Historic Preservation Commission: This commission is charged with planning for the preservation of Wake County's heritage by preserving districts and landmarks that embody important elements of culture, history, architectural history or pre-history. The Commission also promotes the use and conservation of districts and landmarks for the education, pleasure and enrichment of the County and State as a whole.

Human Services and Environmental Services Advisory Board: This is a policy and advocacy board, charged with representing the broad interests of the community through statutorily defined representation. The Board currently meets regularly in committee and as a whole to set policy, review agency services, advises the County's Human Services Director, monitor progress towards outcomes, and advocate for needed changes in service delivery and resource allocation.

The Board serves the community by providing policy guidance and advocacy in the prevention of disease; the promotion of public health; the effective provision of social services programs; and the care for people with mental illness, developmental disabilities, or substance abuse problems.

The board is in transition due to changes in legislation for mental health services.

Library Commission: Advises the Board of Commissioners on the operation of the Wake County Library System. This Commission reviews and provides feedback on long-range plans for library construction and service delivery.

Open Space and Parks Advisory Committee: This committee makes recommendations to the Board of Commissioners regarding parks, recreation and open space programs, facilities, resources and recreation-related needs of the County. The Committee also reviews long-range plans for the County's parks and reviews land purchases using Open Space bond proceeds.

Planning Board: This board advises the County on planning and zoning matters to ensure that the development and future use of land in Wake County will occur in a planned and harmonious manner that accommodates future population growth, maintains the character of various communities, and respects the values of the County's residents.

Special Task Forces: The County Commissioners have also established task forces to address long-term issues in selected service areas. Examples of such areas include growth management, gang prevention, employee health insurance, and stormwater management.

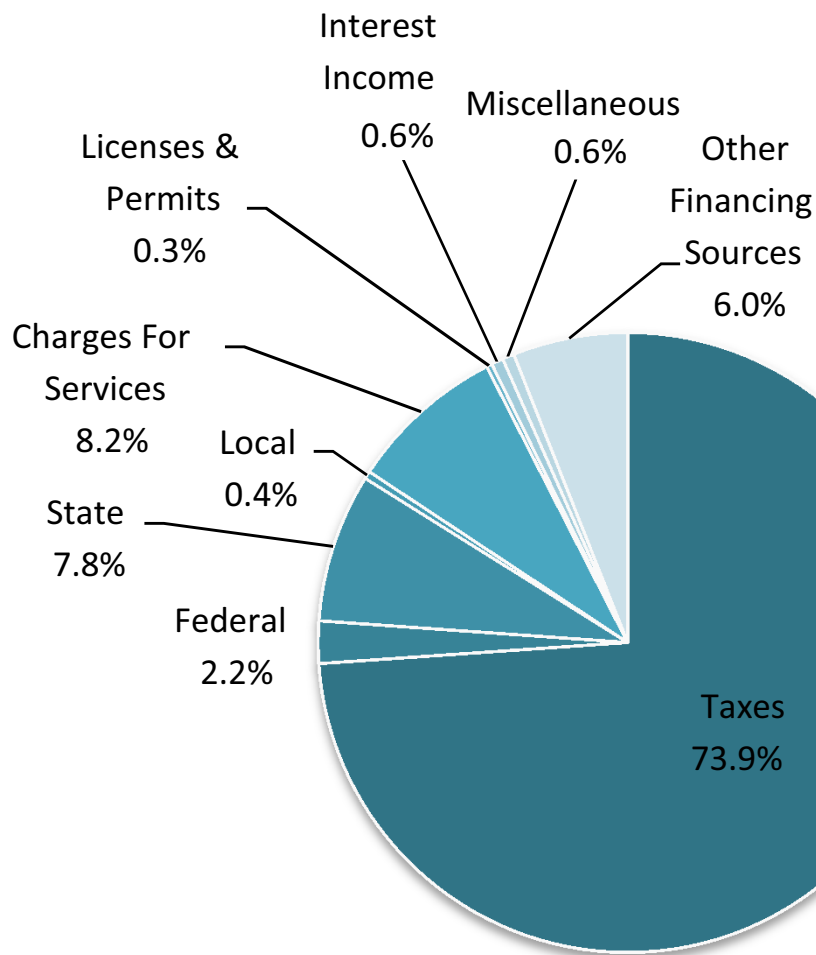
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Total Revenues By Fund

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
General Fund	\$	945,630,853	952,100,000	958,817,453	938,520,000
Debt Service		217,347,372	225,624,000	263,787,960	235,447,000
Special Revenue Funds					
Capital Area Workforce Development		6,309,716	5,330,000	7,000,000	6,888,000
Fire Tax District		20,395,521	20,253,000	20,253,000	20,170,000
Grants and Donations		5,462,681	2,198,000	2,223,397	2,045,000
Housing and Community Revitalization		5,828,429	4,387,000	6,653,283	4,424,000
Major Facilities		33,062,709	33,629,000	36,530,944	36,534,000
Revaluation Reserve		853,834	—	—	—
Capital Improvement Funds					
County Capital Improvement Fund		38,197,508	39,563,000	38,303,835	37,856,000
Fire Tax District Capital		1,738,548	5,842,000	1,930,581	2,704,000
Major Facilities Capital Trust		1,040,524	1,000,000	737,632	1,000,000
Solid Waste Capital		1,961,060	4,025,000	2,025,000	4,425,000
Wake County Public Schools Capital		—	96,790,000	—	—
Projects					
Wake Technical Community College		42,865,111	1,500,000	1,492,116	30,750,000
Capital Projects					
Internal Service Fund					
Corporate Fleet Fund		9,998,786	8,244,000	11,383,808	8,760,000
Enterprise Funds					
Solid Waste Management		11,159,375	12,221,000	12,243,895	12,863,000
South Wake Landfill		15,237,058	14,561,000	14,575,900	14,116,000
Total Revenues					
		1,357,089,085	1,427,267,000	1,377,958,804	1,356,502,000
Less Interfund Transfers		(220,072,652)	(219,860,000)	(259,624,572)	(225,287,000)
Total Revenues All Funds Net of Interfund Transfers	\$	1,137,016,433	1,207,407,000	1,118,334,232	1,131,215,000

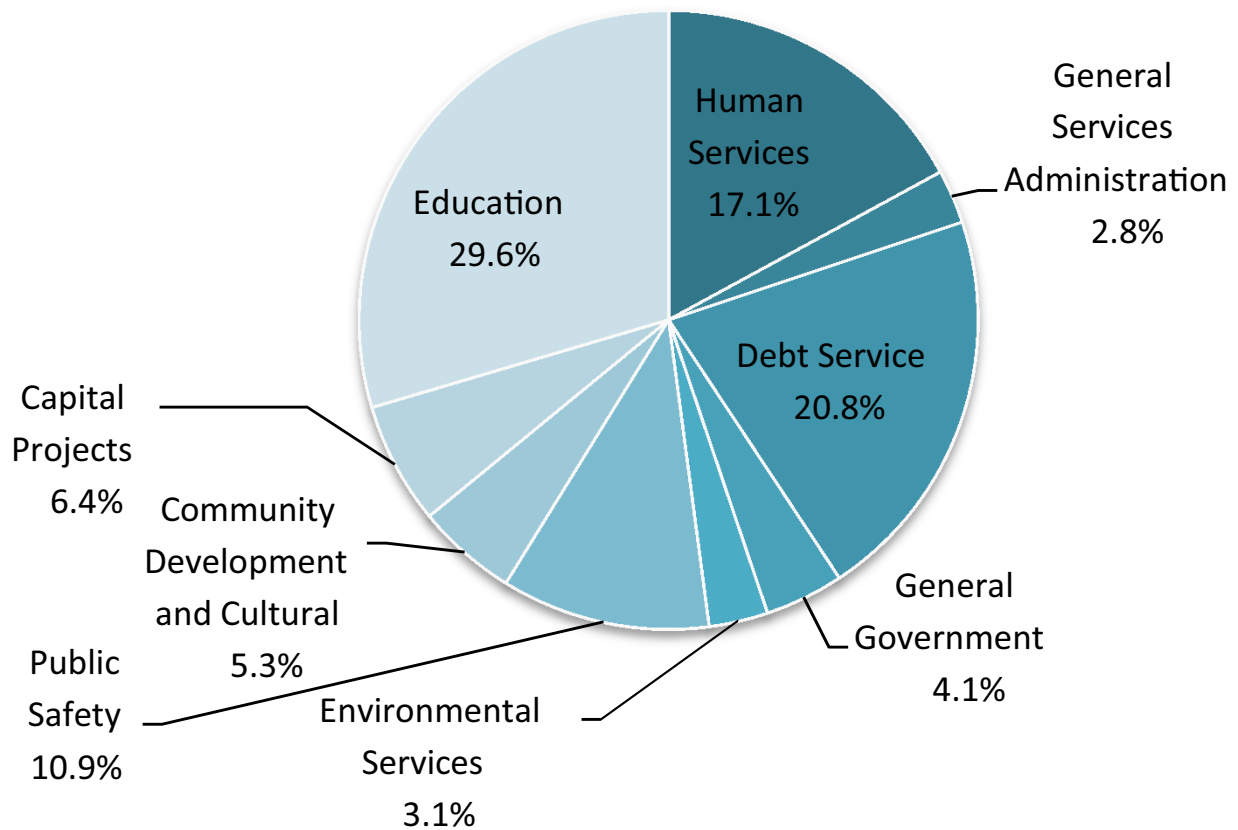
Total Revenues By Source

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Taxes	\$	811,100,168	812,156,959	815,711,843	836,084,343
Federal		31,674,354	27,876,550	30,387,255	24,933,515
State		127,913,185	112,380,510	111,437,714	87,865,493
Local		7,737,679	5,042,925	8,205,566	4,545,951
Charges For Services		86,999,132	98,199,927	97,433,198	92,605,839
Licenses & Permits		3,040,704	3,055,064	3,055,064	3,325,955
Fines & Forfeitures		9,289	–	9,400	–
Interest Income		8,159,170	10,062,754	11,045,885	7,031,139
Miscellaneous		3,052,736	5,729,975	4,211,606	6,957,335
Other Financing Sources		57,330,015	132,902,336	36,836,701	67,865,430
Total Revenues by Source	\$	1,137,016,433	1,207,407,000	1,118,334,232	1,131,215,000



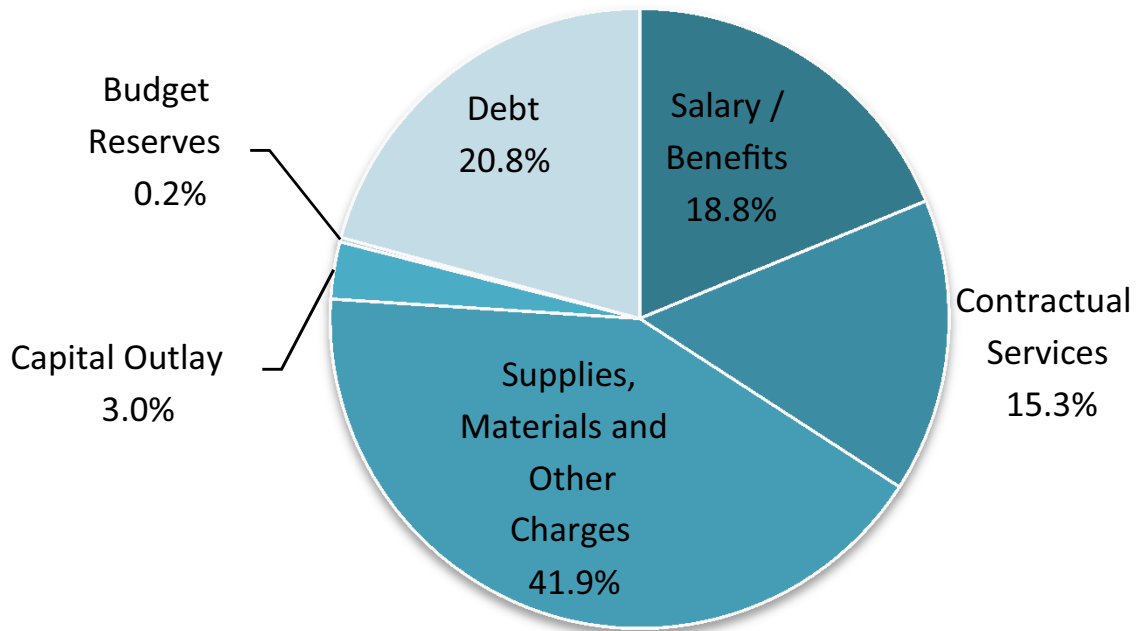
Expenditures By Use

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Human Services	\$	225,151,612	225,200,809	227,457,190	193,054,685
General Services Administration		32,622,400	29,740,357	32,956,214	31,886,954
Debt Service		203,458,291	225,624,000	263,787,960	235,447,000
General Government		44,967,051	42,631,726	46,605,694	46,599,743
Environmental Services		30,671,371	34,000,575	34,213,989	34,890,909
Public Safety		105,553,241	119,089,820	121,321,667	123,431,538
Community Development and Cultural		56,026,730	56,352,071	59,335,649	59,391,496
Capital Projects		185,990,833	47,280,000	37,702,047	71,980,000
Education		329,494,274	427,192,642	330,402,642	334,532,675
Total Operating Expenses	\$	1,213,935,802	1,207,112,000	1,155,104,149	1,131,215,000



Expenditures By Type

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Salary / Benefits	\$	205,784,921	215,200,252	211,032,830	212,739,136
Contractual Services		189,929,766	193,332,005	198,631,223	173,496,837
Supplies, Materials and Other Charges		461,009,422	531,614,456	444,580,060	473,499,898
Capital Outlay		153,592,519	40,656,788	32,993,911	33,719,313
FA Gain/Loss		–	–	–	–
Budget Reserves		–	915,702	2,988,271	2,539,390
Debt		203,619,173	225,392,797	263,556,757	235,220,426
Total Expenditures by Type	\$	1,213,935,802	1,207,112,000	1,155,104,149	1,131,215,000



Summary of Revenues, Expenditures and Changes In Fund Balance

General Fund

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Operating Revenues					
Taxes	\$	757,667,696	758,757,225	759,044,607	779,730,343
Federal		11,164,178	15,681,585	15,211,117	10,794,838
State		104,624,570	100,335,325	99,024,883	75,935,735
Local		7,169,690	4,823,100	8,872,112	4,088,350
Charges For Services		56,520,356	66,634,169	65,093,036	61,687,528
Licenses & Permits		3,031,172	3,048,564	3,048,564	3,319,455
Fines & Forfeitures		40	—	—	—
Interest Income		55,903	39,754	39,754	49,972
Miscellaneous		655,785	428,034	428,034	493,177
Total Operating Revenues		940,889,391	949,747,756	950,762,107	936,099,398
Operating Expenses					
Capital Projects		—	—	—	—
Community Development and Cultural		25,440,834	25,709,071	25,794,841	25,884,563
Debt Service		—	—	—	—
Education		329,494,274	330,402,642	330,402,642	334,532,675
Environmental Services		7,935,913	7,849,575	7,960,637	7,929,909
General Government		44,809,468	42,631,726	46,826,478	46,599,743
General Services Administration		23,790,814	21,496,357	21,561,631	23,126,954
Human Services		212,006,434	214,143,720	213,396,784	180,176,118
Public Safety		87,090,516	100,861,909	102,196,132	105,308,038
Total Operating Expenses		730,568,252	743,095,000	748,139,145	723,558,000
Revenues Over (Under) Expenditures		210,321,139	206,652,756	202,622,962	212,541,398
Other Financing Sources (Uses)					
Transfers In		4,601,749	2,249,000	3,049,618	2,389,000
Transfers Out		(209,192,860)	(209,005,000)	(210,678,316)	(214,962,000)
Bond Proceeds and other financing transactions		139,713	—	—	—
Total Other Financing Sources (Uses)		(204,451,398)	(206,756,000)	(207,628,698)	(212,573,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses		5,869,742	(103,244)	(5,005,736)	(31,602)
Fund Balance at Beginning of Year		152,250,326	158,120,068	158,120,068	153,114,332
Fund Balance at End of Year		158,120,068	158,016,824	153,114,332	153,082,730

Summary of Revenues, Expenditures and Changes In Fund Balance

Debt Service Funds

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	2,803,156	3,002,174	3,002,174	3,002,174
State	20,466,554	10,000,000	10,000,000	10,000,000
Local	—	—	—	—
Charges For Services	—	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	7,109,361	9,621,000	9,621,000	6,579,000
Miscellaneous	—	—	—	—
Total Operating Revenues	30,379,071	22,623,174	22,623,174	19,581,174
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	203,458,291	225,624,000	263,787,960	235,447,000
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	203,458,291	225,624,000	263,787,960	235,447,000
Revenues Over (Under) Expenditures	(173,079,220)	(203,000,826)	(241,164,786)	(215,865,826)
Other Financing Sources (Uses)				
Transfers In	175,778,000	184,730,000	222,893,960	190,794,000
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	11,190,302	4,000,000	4,000,000	—
Total Other Financing Sources (Uses)	186,968,302	188,730,000	226,893,960	190,794,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	13,889,082	(14,270,826)	(14,270,826)	(25,071,826)
Fund Balance at Beginning of Year	152,266,294	166,155,376	166,155,376	151,884,550
Fund Balance at End of Year	166,155,376	151,884,550	151,884,550	126,812,724

Summary of Revenues, Expenditures and Changes In Fund Balance

Special Revenue Funds

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Operating Revenues				
Taxes	53,431,531	53,399,734	56,667,236	56,254,000
Federal	14,327,683	8,897,791	12,173,964	10,970,503
State	1,200,627	810,104	970,100	699,294
Local	567,989	219,825	612,862	457,601
Charges For Services	588,324	1,157,280	1,177,295	398,020
Licenses & Permits	732	—	—	—
Fines & Forfeitures	9,249	—	9,400	—
Interest Income	134,637	5,000	81,883	5,167
Miscellaneous	28,257	—	32,879	1,415
Total Operating Revenues	70,289,029	64,489,734	71,725,619	68,786,000
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	30,585,896	30,643,000	33,540,808	33,506,933
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	85,014	—	64,557	—
General Government	157,583	—	(220,784)	—
General Services Administration	29,860	—	10,775	—
Human Services	13,145,178	11,057,089	14,060,406	12,878,567
Public Safety	18,462,725	18,227,911	19,215,839	18,123,500
Total Operating Expenses	62,466,256	59,928,000	67,902,394	64,509,000
Revenues Over (Under) Expenditures	7,822,773	4,561,734	5,144,322	4,277,000
Other Financing Sources (Uses)				
Transfers In	1,623,860	830,000	830,000	830,000
Transfers Out	(8,885,016)	(5,869,000)	(6,079,327)	(5,552,000)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(7,261,156)	(5,039,000)	(5,339,631)	(4,722,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	561,617	(477,266)	(1,426,102)	(445,000)
Fund Balance at Beginning of Year	15,236,516	15,798,133	15,798,133	14,372,031
Fund Balance at End of Year	15,798,133	15,320,867	14,372,031	13,927,031

Summary of Revenues, Expenditures and Changes In Fund Balance

Internal Service Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	7,338,792	7,800,804	8,330,110	8,174,136
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	37,431	40,000	40,000	40,000
Miscellaneous	622,563	403,196	403,196	435,862
Total Operating Revenues	7,998,786	8,244,000	8,773,306	8,649,998
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	8,801,727	7,200,000	8,666,492	8,760,000
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	8,801,727	7,200,000	8,666,492	8,760,000
Revenues Over (Under) Expenditures	(802,941)	1,044,000	106,814	(110,002)
Other Financing Sources (Uses)				
Transfers In	2,000,000	—	1,673,316	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	2,000,000	—	1,673,316	—
Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,197,059	1,044,000	1,780,130	(110,002)
Fund Balance at Beginning of Year	0	1,197,059	1,197,059	2,977,189
Fund Balance at End of Year	1,197,059	2,241,059	2,977,189	2,867,187

Summary of Revenues, Expenditures and Changes In Fund Balance

Enterprise Funds				
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	1,546,434	1,235,081	1,235,081	1,230,464
Local	—	—	—	—
Charges For Services	22,518,177	22,057,674	22,057,674	21,796,155
Licenses & Permits	8,800	6,500	6,500	6,500
Fines & Forfeitures	—	—	—	—
Interest Income	485,933	357,000	357,000	357,000
Miscellaneous	647,089	2,273,745	2,273,745	2,701,881
Total Operating Revenues	25,206,433	25,930,000	25,930,000	26,092,000
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	20,539,773	24,126,000	24,163,795	24,536,000
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	20,539,773	24,126,000	24,163,795	24,536,000
Revenues Over (Under) Expenditures	4,666,660	1,804,000	1,766,205	1,556,000
Other Financing Sources (Uses)				
Transfers In	1,190,000	852,000	852,000	887,000
Transfers Out	(3,443,000)	(2,656,000)	(2,656,000)	(2,443,000)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(2,253,000)	(1,804,000)	(1,804,000)	(1,556,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	2,413,660	—	(37,795)	—
Fund Balance at Beginning of Year	24,177,413	26,591,073	26,591,073	26,553,278
Fund Balance at End of Year	26,591,073	26,591,073	26,553,278	26,553,278

Summary of Revenues, Expenditures and Changes In Fund Balance

Capital Improvement Funds

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Operating Revenues				
Taxes	941	—	—	100,000
Federal	3,379,338	295,000	—	166,000
State	75,000	—	207,650	—
Local	—	—	(1,279,408)	—
Charges For Services	33,482	550,000	775,083	550,000
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	335,905	—	914,131	—
Miscellaneous	1,099,042	2,625,000	1,073,752	3,325,000
Total Operating Revenues	4,923,708	3,470,000	1,691,208	4,141,000
Operating Expenses				
Capital Projects	185,990,833	47,280,000	37,702,047	71,980,000
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	96,790,000	—	—
Environmental Services	2,110,671	2,025,000	2,025,000	2,425,000
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	188,101,504	146,095,000	39,727,047	74,405,000
Revenues Over (Under) Expenditures	(183,177,796)	(142,625,000)	(38,035,839)	(70,264,000)
Other Financing Sources (Uses)				
Transfers In	34,879,043	31,199,000	30,325,678	30,387,000
Transfers Out	(4,950,000)	(2,330,000)	(4,770,000)	(2,330,000)
Bond Proceeds and other financing transactions	46,000,000	114,051,000	12,480,161	42,006,000
Total Other Financing Sources (Uses)	75,929,043	142,920,000	38,035,839	70,063,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(107,248,753)	295,000	0	(201,000)
Fund Balance at Beginning of Year	647,244,250	539,995,497	539,995,497	539,995,497
Fund Balance at End of Year	539,995,497	540,290,497	539,995,497	539,794,497

Summary of Revenues, Expenditures and Changes In Fund Balance

All Funds

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
All Funds Operating Revenues				
Taxes	811,100,168	812,156,959	815,711,843	836,084,343
Federal	31,674,354	27,876,550	30,387,255	24,933,515
State	127,913,185	112,380,510	111,437,714	87,865,493
Local	7,737,679	5,042,925	8,205,566	4,545,951
Charges For Services	86,999,132	98,199,927	97,433,198	92,605,839
Licenses & Permits	3,040,704	3,055,064	3,055,064	3,325,955
Fines & Forfeitures	9,289	—	9,400	—
Interest Income	8,159,170	10,062,754	11,053,768	7,031,139
Miscellaneous	3,052,736	5,729,975	4,211,606	6,957,335
Total Operating Revenues	1,079,686,418	1,074,504,664	1,081,505,414	1,063,349,570
Operating Expenses				
Capital Projects	185,990,833	47,280,000	37,702,047	71,980,000
Community Development and Cultural	56,026,730	56,352,071	59,335,649	59,391,496
Debt Service	203,458,291	225,624,000	263,787,960	235,447,000
Education	329,494,274	427,192,642	330,402,642	334,532,675
Environmental Services	30,671,371	34,000,575	34,213,989	34,890,909
General Government	44,967,051	42,631,726	46,605,694	46,599,743
General Services Administration	32,622,400	29,740,357	32,956,214	31,886,954
Human Services	225,151,612	225,200,809	227,457,190	193,054,685
Public Safety	105,553,241	119,089,820	121,321,667	123,431,538
Total Operating Expenses	1,213,935,802	1,207,112,000	1,153,783,052	1,131,215,000
Revenues Over (Under) Expenditures	(134,249,384)	(132,607,336)	(72,277,638)	(67,865,430)
Other Financing Sources (Uses)				
Transfers In	220,072,652	219,860,000	259,624,572	225,287,000
Transfers Out	(226,470,876)	(219,860,000)	(224,183,643)	(225,287,000)
Bond Proceeds and other financing transactions	57,330,015	118,051,000	16,480,161	42,006,000
Total Other Financing Sources (Uses)	50,931,791	118,051,000	51,921,090	42,006,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(83,317,593)	(14,556,336)	(20,356,548)	(25,859,430)
Fund Balance at Beginning of Year	991,174,799	907,857,206	907,857,206	887,500,658
Fund Balance at End of Year	907,857,206	893,300,870	887,500,658	861,641,228

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Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2013, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types.

General Fund

The County adheres to the General Fund Financial Policies for fund balance (see section on Financial Policies). The FY 2011 Adopted Budget included a onetime appropriation of fund balance to set-up an internal service fleet operations fund. The FY 2012 Amended Budget includes \$5.0 million in appropriated fund balance which includes encumbrance roll-over from FY 2011. The FY 2013 General Fund budget includes an appropriation of fund balance for the Register of Deeds Automation Fund.

Debt Service Fund

The County utilizes a Debt Service Fund for payment of all principal and interest on long-term debt. A portion of property taxes and sales taxes are dedicated for funding debt service with revenues increasing as the tax base grows. While the revenue stream is relatively consistent, debt service expenditures fluctuate from year to year. To accommodate these fluctuations within the consistent revenues, a debt service fund balance is maintained to provide additional funding where projected revenues are not expected to fully fund debt service expenditures based on the debt amortization.

The County's policy is to maintain a minimum fund balance of 19 percent in the debt service fund and models forecast revenues and expenditures to assure that the dedicated portions of property and sales tax are sufficient for funding the debt. In FY 2013, roughly \$25 million of fund balance will be used in accordance with this practice. This amount has been factored into the County's long-range financial

model, and the use of fund balance in FY 2013 is part of the long-range capital finance strategy.

Special Revenue Funds

The Special Revenue Funds are projected to use \$445,000 in fund balance during FY 2013, and this is associated with the Major Facilities Fund. The Fund is expected to use \$445,000 in fund balance and, this amount is associated with appropriations for projects approved by the Wake County Board of Commissioners and Raleigh City Council through an Inter-local Agreement and amendments. Financial modeling is used for this fund to anticipate future funding needs to ensure long-term commitments do not exceed anticipated revenue sources.

Internal Service Fund

The Internal Service Fund will be in its third year of operations in FY 2013. It is expected that fund balance will decrease by \$110,002. The fund balance is used to accumulate funds for planned replacement of county vehicles.

Enterprise Funds

Solid Waste Management will not use undesignated fund balance to supplement the division's staffing and operating needs during FY 2013. The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. As such, the Solid Waste Operating Fund will transfer \$1.1 million of undesignated fund balance to the Solid Waste Capital Fund.

Revenue Highlights

Taxes

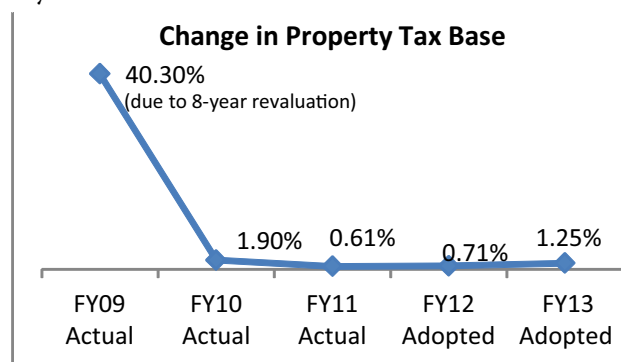
The County receives \$836 million in revenues from taxes - the two largest being property and sales taxes. Of the \$836 million, \$779 million is used in the General Fund; with \$214 million transferred to funds such as the Capital and Debt Services funds.

Property Tax

The property tax is Wake County's largest revenue source, comprising roughly 69 percent of all General Fund revenues. Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation.

Values of real property are assessed every eight years on an octennial cycle. The last revaluation took effect January 1, 2008, increasing the County's tax base to \$115.8 billion, an increase of 41 percent over the prior year. The next property revaluation is scheduled to take effect January 1, 2016. Values of public service companies are assessed every year by the State Department of Revenue.

Outside of revaluation years, growth in the tax base is primarily driven by new construction. In FY 2012, the County has begun to experience slight growth in property tax value slightly below 1 percent from FY 2011 actual. In FY 2013, slight growth is anticipated to continue as it is estimated the tax base will grow by 1.25 percent from the FY 2013 budget. This growth rate is significantly less than in years prior to FY 2009 when the tax base grew by five percent or more annually.



Each component of the FY 2013 property tax base is discussed below.

Tax Base FY 2012-13 Estimates (in millions)

	FY12	FY13	\$ Change	% Change
Real Property	104,028.4	105,185.0	1,156.6	1.1%
Business Personal	6,044.8	5,850.0	(194.8)	-3.2%
Public Service	2,828.1	2,842.2	14.1	0.5%
Motor Vehicles	7,650.0	8,016.0	366.0	4.8%
Total	120,551.3	121,893.2	1,341.9	1.1%

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real Property is anticipated to increase by 1.1 percent from FY 2012 estimates to a total of \$105.1 billion in FY 2013. Although this is an improvement from FY 2012 the relatively small growth reflects the current economic situation and a lower amount of new construction compared with past years.

Personal property includes unlicensed vehicles and business personal property. The personal property portion of the tax base is projected to decrease in FY 2013 by 3.2 percent from the FY 2012 projection. Personal property reflects the value of business equipment, which is declining from FY 2012. This is the result of a small amount of new investment as well as a large number of appeals by large corporate taxpayers (and depreciating nature of this property).

The public services tax base component includes the taxable assets of public utilities 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 Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2013 valuation is expected to increase by one-half of a percent from FY 2012 projections to \$2.8 billion.

The motor vehicle portion of the tax base is projected in FY 2013 to increase by almost five percent from the FY 2012 projection. This is due in part to an increased number of vehicles purchased in the County and the stabilization of used vehicle values.

The County's property tax collection rate continues to be one of the highest in the State at 98.83 in FY 2012.

Revenue Highlights

Sales Tax

The County's second largest revenue source is the sales tax. At present, the State authorizes three Articles of sales tax that all counties collect, with two different distribution methods. Each Article applies to the same "basket" of tangible goods.

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-sale basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2011 was received in April 2011).

The economic slowdown has affected sales taxes; however, starting in FY 2011 the County has begun to see a moderate increase in sales tax revenues. Sales taxes collected in FY 2010 yielded roughly \$104.7 million; a decrease of 2 percent from FY 2009 actuals and \$17.9 million lower than the Adopted Budget. However, in FY 2011, the County received \$114.1 million; 9 percent higher than FY 2010 actuals. FY 2012 is estimated to continue to improve with almost 4 percent growth from FY 2011. Additionally, FY 2013 is estimated to improve by 2.5 percent above FY 2012 estimates. These projections are consistent with sales tax estimates from other North Carolina counties and the State of North Carolina's estimates. Staff continue to monitor monthly receipts closely and update end-of-year estimates.

Sales Tax Revenues By Article (in millions)

	FY09	FY10	FY11	FY12 Est.	FY13 Budg.
Article 39	50.1	48.6	51.4	52.7	54.0
Article 40	21.0	24.6	25.9	27.2	27.8
Article 42	20.7	28.9	32.6	33.6	34.5
Article 44	14.6	2.2	(0.2)	-0.3	-0.2
Medicaid Hold Harmless	-	0.3	4.3	5.0	5.1
Total	106.5	104.7	114.1	118.2	121.1
% Change		-1.7%	8.9%	3.6%	2.5%

In 2008, the State of North Carolina began assuming the cost of the former County Medicaid Match and all assumed County sales tax revenues for funding. On October 1, 2008, the State began to retain the 1/4 cent per capita portion of the Article 44 sales tax. On October 1, 2009, the State retained the 1/4 cent point-of-sale portion thus completing the State's assumption of Article 44 revenues.

On October 1, 2009, Article 42 changed to a point-of-sale basis from a per capita basis. Because of the large volume of sales within Wake County, this increase significantly the County's revenues from this Article. By statute, 60 percent of Article 42 proceeds must be used for school construction or debt service.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires Counties to hold municipalities "harmless" for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts will increase beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

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 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY 2013 budget of \$5.85 million reflects a 21.9 percent increase from the FY 2012 Adopted Budget based on current year revenue and historical projection trends. The increase reflects a continuation of the increased commercial and residential property gross sales seen in FY 2012.

Revenue Highlights

Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.5 million from this revenue source in FY 2013 based on collections during the current fiscal year and historical trend information.

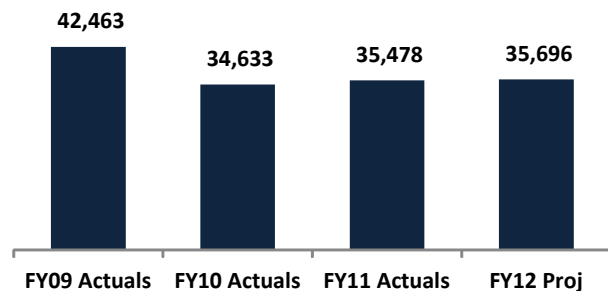
Beer and Wine Excise Tax

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 percent of the amount collected; for fortified wine, local governments receive 22 percent of the proceeds; and for wine, local governments receive 62 percent of the tax proceeds. The FY 2013 amount budgeted is \$877,200.

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2013, the County anticipates receiving \$3.31 million in revenue for this category which is an increase of almost nine percent from the FY 2012 Adopted level of \$3.05 million. The increase is primarily attributable to the stabilization in building permits being issued county-wide. 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.

Number of Building & Construction Inspections



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. In FY 2013, State shared revenues in the General Fund are expected to decrease from \$100 million in the FY 2012 Adopted Budget to \$76 million the FY 2013 budget.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund which total \$73 million. \$22 million of the Human Services State revenue will be transferred to the regional Managed Care Organization (MCO) in FY 2013 for the provision of mental health services. It is also possible that during FY 2013, the County will need to revise its budget downward to compensate for additional State funding reductions.

Local shared revenue generally consists of revenues from the ABC board and donations.

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 including contracts with the Wake County Public

Revenue Highlights

Schools System for all school building inspection and plan review functions. Typically these types of fees 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. Fee and Charges for Services changes in FY 2013 are in the following sections.

Register of Deeds Fees and Charges

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY 2013 budget anticipates \$4.8 million.

Environmental Services Fees and Charges

The Environmental Services Department provides services which protect the natural environment and public health and safety. Developers require services in meeting their regulatory obligations which help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and child care facilities require county services to ensure health and safety requirements are met. The department intends to recover eligible costs for providing these services through the imposition of fees and charges.

In FY 2013, the department expects to receive \$856,400 from charges and fees and \$641,900 through permits. Together, anticipated fee and permit revenue represents an increase of \$222,600, or 17 percent, compared to the FY 2012 Adopted Budget. The budgeted revenue increase is attributed to a limited increase in activity in development-related areas, as well as a lifting of a moratorium on sediment and erosion permits on construction projects.

Human Services Fees and Charges

In FY 2013, Human Services will earn \$20.5 million from fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending and sales income. The FY 2013 budget is approximately \$6.6 million less than the FY 2012 Adopted Budget for Human Services fees and charges. Medicaid charges are projected to decrease from \$18.8 million to \$14.6 million, largely due to changes in Mental Health

Medicaid reimbursement policy; other client fees and reimbursements will decrease nearly \$86,000.

Emergency Medical Services Fees and Charges

In FY 2012, Wake EMS consolidated billings with all contract EMS providers. With consolidated billings, the County will bill and collect EMS revenues, including full Medicaid cost reimbursements, and appropriate funds to the contracted EMS providers. FY 2013 is the first full year with this structure in place. In FY 2013 Wake EMS is increasing its fee structure to be at 150% of allowable Medicare rates, and the new rates were benchmarked against rates established by other counties. This new rate is expected to generate additional revenue of \$750,000 in the first year of implementation.

Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage 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, and jail fees from the State Department of Corrections for housing sentenced State inmates. In FY 2013, payments for serving certain civil papers are anticipated to increase by approximately \$830,000 based on a state fee increase and recent trends. In addition, jail fees for housing state inmates are anticipated to increase \$1.3 million above what is budgeted in FY 2012, based on the County's participation in the new Statewide Misdemeanant Confinement Program, a program in which the County houses certain sentenced misdemeanants for a per diem payment from the NC Department of Corrections. Additionally, fees for housing federal inmates are anticipated to decline by \$800,000 due to lower than projected housing of Federal inmates. Based on these and other minor adjustments to reflect revised estimates, total Sheriff Fees and Charges for FY 2013 is expected to increase \$1.4 million from the FY12 Amended Budget.

Other Revenues

Other revenue includes contributions, reimbursements, sale of surplus property and materials, prop-

Revenue Highlights

erty rentals, parking fees, fines, and investments. Other revenue is budgeted at just under \$575,000. Revenues from the Public Library Division's annual book sale totals \$210,000.

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The FY 2013 budget includes two transfers to the General Fund, that total \$1.5 million.

The Solid Waste Enterprise Fund will transfer \$456,000 to the General Fund for administrative support services provided to the Solid Waste Management Division, including salaries and benefits in the following departments: Environmental Services, Facilities Design and Construction, and Public Affairs division.

The Major Facilities Fund will transfer \$1.1 million in FY 2013 to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/motel Occupancy revenues. The transfer is based on three percent of actual collections as defined in the tax revenue's enabling legislation.

Non-General Fund Revenues

Debt Service Fund

Debt service fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and from the Major Facilities Fund to fund debt service on Five-County Stadium. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. Interest income from the General and Debt Service funds is an additional funding source. The largest of these is transfers from the General Fund, which totals \$188 million. This is comprised of \$159.6 million from property tax revenues and \$29 million from sales tax revenues. Smaller transfers come from the Major Facilities Fund and Fire Tax Fund to finance specific debt-financed projects. Build America Bond and Recovery Zone Economic Development Bond interest subsidy revenue, provided by the US Department of Treasury,

and NC Lottery Funds are also revenue sources in the Debt Service 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 tax rate is levied on all residential and commercial property in the district to fund operating and capital needs to provide a level of service as uniformly as possible. In FY 2013, the County recommends a tax rate of 8.00 cents, which is no change from the prior fiscal year, and is expected to generate \$20.17 million. This is \$83,000 less than FY 2012. The expected revenue is a slight decrease (0.5 percent) from the prior fiscal year due to declining personal property values and annexation in rural areas of the County. The revenue is split between operating (at 86%) and capital (at 14%) expenditures.

Housing and Community Revitalization Fund

The major revenue sources for this fund are: Community Development Block Grant and HOME federal funds administered by the U.S. Department of Housing and Urban Development. These are expected to total \$2.7 million in FY 2013. The County will also add an additional \$830,000, to be transferred from the County Capital Projects Fund. The fund also receives program income from its various projects, which are used to fund additional housing and community efforts.

Major Facilities

A special revenue fund was established in 1991 for proceeds levied from a six percent tax on occupancy sales at hotels, motels and guest houses, and from a one percent tax on the sale of prepared food and beverages. Tax proceeds support tourism-related activities in the County such as the construction of stadiums, convention facilities, museums and parks.

Occupancy tax revenues are projected to increase significantly in FY 2012 (6.0 percent) compared to prior year actuals and are expected to continue to show improvement into FY 2013. Occupancy revenues are budgeted with an increase by three percent in FY 2013 over the FY 2012 projections. Prepared food and beverages revenues are expected to increase

Revenue Highlights

4.5 percent in FY 2012 and increase by an additional 4.0 percent in FY 2013. All revenue estimates were generated with significant input from the Wake County's hospitality industry.

The Major Facilities Fund in FY 2013 equals \$36.5 million in which \$16.3 million is from occupancy taxes, \$19.7 million is from prepared food/beverage, and \$445,000 is appropriated fund balance.

the City of Raleigh, the tipping fee is \$29 per ton, which receives a \$3 per ton large volume discount through an Interlocal Agreement.

Enterprise Funds

Solid Waste Management Fund

Solid Waste Management 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 household fees, proceeds from the sale of recyclable materials, administrative support of the South Wake Landfill, grants, and interest income.

For FY 2013, the operating budget totals \$12.8 million. The household fee is set at \$20 per household per year which represents 64 percent of the total revenue in the Solid Waste Management Fund (after excluding a \$1.1 million transfer to the Solid Waste Capital Fund from undesignated fund balance).

South Wake Landfill Partnership Fund

The South Wake Landfill Partnership operations are accounted for in a separate enterprise fund, segregating the fund from reliance on property taxes and the Solid Waste Management Fund. The fund is managed by the Solid Waste Division of Environmental Services with input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

For FY 2013, the operating budget totals \$14.1 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of in landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For

Expenditure Highlights

General Fund

The FY 2013 General Fund budget is \$938.5 million, \$13.5 million lower than the FY 2012 Adopted Budget. Below is a summary of all of the major changes to the General Fund.

Board of Elections

The Board of Elections Budget includes an increase in expenditures to fund upcoming General Election. This support for the General Election includes operating support, voting equipment maintenance, and \$1.7 million for One-Stop sites to provide the same level of service as the 2008 General Election.

Environmental Services

The Environmental Services budget includes three expansions. Additional funds were budgeted for medical supplies and overtime in the Animal Shelter based on experience since the consolidation and expansion of the shelter in June 2010. The department will also be funded for a membership with the Upper Neuse River Basin Association, which will enable the County's participation with other municipalities to research and mitigate the budget impacts of the Falls Lake Rules. A Computer System Administrator was added to the staffing complement. The full-time position will be split between the Environmental Services General Fund and Solid Waste Enterprise Fund and will support the Onsite Septic systems database, the Permits and Inspections System (as it relates to Water Quality), the Groundwater Information Management System, the Digital Health Department System, Animal Shelter population and volunteer systems, and the Solid Waste WeighStation and CompuWeigh systems.

The Environmental Services budget includes the elimination of one full-time position in Water Quality.

General Services

The General Service's Administration budget includes the annualization of cost savings for the closing of buildings including the Annex, Green Road Library (one time, temporary, during renova-

tion only), and the Community Services Center. Additionally, General Services will be piloting a trash collection program. Additionally, General Services budget includes the annualization of a full years cost of operations at the Hammond Road jail.

General Services' budget also includes expansions which includes operating support for the new Justice Center. Additionally, the budget includes funds to pay for utilities and facility leases which are charged back to departments. Finally, General Services' budget includes support for additional security at Hammond Road.

Human Services

The Human Services Budget includes about a \$33 million decrease in federal, state, and local funds, which will be transferred to the newly formed regional Managed Care Organization called Alliance for Behavioral Health. Alliance will provide all mental and behavioral health services for Wake County in FY 2013. In addition, the Human Services budget was reduced through decreases to the County match to Women, Infants, and Children (WIC) Client Services, Consumer Records, County match to TANF Emergency Assistance, 4H Youth Development, and Behavioral Health due to efficiencies in service provision.

Human Services' budget also includes expansions for an Information Technology Specialist position to support the new Practice Management and Electronic Health Records systems in the Health clinics, annual software maintenance for the Practice Management and Electronic Health Records systems, increased funds for Child Support Subsidy legal filing fees, and increased funding for Holly Hill Hospital.

City/County Bureau of Identification

The FY 2013 budget for City/County Bureau of Identification (CCBI) includes funding for the department to become an International Standards Organization (ISO) accredited agency. The FY 2013 expansion request totals \$32,500 for certification, training, and other expenses to become ISO accredited. Becoming accredited will result in the need for \$7,500 of annual operating expense to maintain certi-

Expenditure Highlights

fication. In 2011, the North Carolina General Assembly passed legislation mandating that laboratories processing criminal evidence become ISO accredited.

Emergency Medical Services

The FY 2013 EMS expense budget reflects a \$2.1 million increase or 7.9 percent increase from the adopted EMS FY 2012 budget. This increase is primarily due to the continued implementation of the billing process that results in a centralized billing model for the Wake EMS system. FY 2012 reflected a partial year of the centralized billing model and FY 2013 will be the first full year under this model. Part of this centralized billing model results in the County providing contractual agencies with an allocation to provide services. To complete the transition to this new structure the allocation to contract agencies will increase by \$2.2 million. Eastern Wake EMS will receive funding for 2 new positions to convert a 24 hour unit to 12 hour unit. Cary will receive funding to convert a 24 hour unit to 12 hour unit, and funding for relief staffing that was not previously funded by the County. Most of the expenditure increases are offset by increases to billing revenues.

Office of the Sheriff

The Sheriff's Office budget includes the annualization of staffing operating costs for the Wake County Detention Center Phase II expansion on Hammond Road, which opened in Spring 2012, partially offset by cost savings tied to closing the Detention Annex.

The Sheriff's Office budget also includes expansions which include additional staffing and operating costs tied to the opening of the new Justice Center in Summer 2013. Also included in the Sheriff's Office budget is the opening of an additional housing unit at Wake County Detention Center to accommodate current jail population levels, while allowing for participation in the Statewide Misdemeanant Confinement Program, in which sentenced misdemeanants or housed for a per diem revenue from the State Department of Corrections. Expansions are also needed to address staffing needs and additional phone lines required at Wake County Detention Center, and additional software licenses needed for

the OSSI records system hosted by the County. Finally, funding is included to provide equity in hourly wages between patrol deputies and those assigned to the courthouse.

A reduction of one Deputy Sheriff position is also included to reflect the elimination of a full-time deputy previously funded by Wake Tech, which will no longer be required in FY 2013.

Education

Wake County Public School System

The FY 2013 appropriation for the school system is \$318.3 million; a 1.25% increase over the FY 2012 budget. The increase in appropriation is based on the percentage growth the County anticipates in property tax value in FY 2013.

In FY 2013, the appropriation to the Wake County Public School System is recommended to be allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 2013. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than fifteen percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

Wake Technical Community College

The FY 2013 Budget for Wake Technical Community College is \$16,190,938 of which \$295,000 is appropriated for lifelong learning and community use of schools in conjunction with WCPSS. Wake Technical Community College received a 1.25 percent increase over their FY 2012 appropriation which will be used to fund increases in utilities due to the opening of new facilities.

Salaries and Benefits

The adopted budget includes funding for a 2 percent merit based pay increase for employees, which is estimated to cost \$3 million. Due to economic conditions, up until FY 2012, the County did not provided

Expenditure Highlights

employees with a pay increase for two years. However, prudent financial planning as well as increased stability in the economy facilitates the affordability of a pay increase in FY 2012 and FY 2013. FY 2013 includes the annualized cost for the FY 2012 pay increase and FY 2013's pay increase which is planned to occur on October 1.

In FY 2013 it is anticipated that health insurance costs will increase by \$700,000. However, due to the implementation of a new health plan, the County plans to continue to evaluate these numbers through this summer and will provide the Board of Commissioners with any changes.

In addition, due to changes in the State rates to fund retirement, the County is anticipated to save approximately \$400,000.

Moreover, the budget reflects \$777,000 in risk management funding shifting from non-departmental to departments. This is to ensure the funding location aligns with the estimated cost location.

General Fund Transfers

The budget includes a dedication of 15.50 cents of the 53.4 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2013, the 15.50 cents represents roughly \$185.6 million. The transfer to County capital is reduced by \$539,000 to offset one-time costs in the General Fund budget related to opening the Justice Center; thus the transfer to debt and capital totals \$185.1 million. This slight reduction in the transfer is supported by cost savings achieved in the Justice Center capital project.

The transfer to Debt Service funded by sales tax revenues increases from \$27.2 million in FY 2012 to \$29 million in FY 2013. This increase is driven by a combination of modest sales tax growth in FY 2013.

Non-General Fund Expenditures

Fire Tax District

The County has a consolidated fire tax district created to provide fire protection service to the unincorporated areas of the County and the Town of

Wendell. For FY 2013, the Fire Tax District budget is \$20.17 million.

Of the total budget, \$16.8 million will be distributed to contract fire departments in monthly installments for personnel, operating, and department-owned debt that existed prior to the creation of the single fire tax district. Fire department appropriations include a two percent merit allocation for full-time career staff and mirror the merit allocation to County employees. Additional funds are also included due to increases in health insurance costs for many departments.

In addition to contract fire department appropriations, approximately \$2.5 million is to be transferred to capital and/or debt services. The remaining \$900,000 will fund system-wide expenses such as dispatch services, hazardous materials response services, radio maintenance, and fire service training.

Major Facilities Fund

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. In FY 2013, the fund equals \$36.5 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. Required distributions total \$8.8 million with the following agencies receiving a significant portion: \$4.2 million to the Greater Raleigh Convention and Visitors Bureau, \$2.1 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$791,000 to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2013, significant amounts will be directed to the following agencies: \$16.2 million to the Raleigh Convention Center, debt service for the PNC Arena (formerly known as the RBC Center) at \$5.2 million, \$1.0 million to the North Carolina Museum of Art, \$1.0 million to the PNC Arena for capital maintenance, and \$800,000 to the North Carolina Museum of Natural Sciences.

Expenditure Highlights

Solid Waste Enterprise Fund

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling programs, provides environmental education programs, monitors environmental protection systems at closed county landfills (East Wake, Feltonsville, and North Wake Landfills), and performs other solid waste activities.

The FY 2013 budget for the Solid Waste Fund totals \$12.8 million. Of the total budget, \$4.2 million is designated to Convenience Center operations, \$2.9 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs, and \$1.1 million is transferred to the Solid Waste Capital Fund. The remaining balance of \$4.6 million funds education, closure programs, administration, and transfers to the general fund for support services. The FY 2013 includes a Computer Systems Administrator whose time will be dedicated 50% the Solid Waste Funds for the WeighStation and Computer Weigh systems

South Wake Landfill Enterprise Fund

The Solid Waste Management Division manages the South Wake Landfill Fund as a waste disposal facility for municipal solid waste from municipalities, unincorporated, and commercial sources in Wake County. Currently, the South Wake Landfill does not accept waste from sources outside of Wake County. The fund receives input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

The FY 2013 budget for the South Wake Landfill Fund totals \$14.1 million. Of the total budget, \$7.8 million is designated to the operation of the South Wake Landfill, \$4.3 million is for the East Wake Transfer Station in Raleigh, and \$2.0 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2013 tonnage actuals.

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New Expenditure Requests Not Funded

GENERAL GOVERNMENT \$715,245

County Attorney \$100,245

- ♦ Assistant County Attorney (1.0 FTE)

Board of Elections \$615,000

- ♦ Funds for conducting a second primary in the event that one is required

HUMAN SERVICES \$101,363

- ♦ Program Integrity Auditor (1.0 FTE) \$51,281
- ♦ Additional funding for Daymark contract \$50,082

CITY / COUNTY BUREAU OF IDENTIFICATION \$61,825

- ♦ Latent Print Examiners (1.0 FTE)

OFFICE OF THE SHERIFF \$176,813

- ♦ Staffing for one additional Housing Unit at Wake County Detention Center (4.0 FTEs)

FIRE AND EMERGENCY MANAGEMENT \$113,969

- ♦ Fire Services Coordinator (1.0 FTE)

EMERGENCY MEDICAL SERVICES \$148,240

- ♦ \$148,240 Convert 1 24 hour ambulance to a 12 hour unit (2 FTEs)

EMERGENCY COMMUNICATIONS \$29,078

- ♦ Establish a replacement reserve for a communications support vehicle

NON-DEPARTMENTAL \$40,000

- ♦ Non-profit funding for Artspllosure

- ♦ Non-profit funding for Centers for Volunteer Caregiving
- ♦ Soil and Water Conservation District intern for field assistance and temporary assistance for AgWRAP program
- ♦ Soil and Water Conservation District operating budget increases for one vehicle and associated fuel and maintenance; travel and training funds; mileage reimbursement and supplies

TOTAL REQUESTS NOT FUNDED \$1,386,533

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Personnel Summary

Department	FY 2012 Adopted	FY 2012 Amended or Transferred Positions	FY 2012 Reductions	FY 2012 Amended	FY 2013 Amended or Transferred Positions	FY 2013 Reductions	FY 2013 Adopted
General Government							
Board Of Commissioners	3.000	-	-	3.000	-	-	3.000
County Manager	11.000	-	-	11.000	-	-	11.000
County Attorney	13.000	-	-	13.000	-	-	13.000
Board Of Elections	19.500	-	-	19.500	-	-	19.500
Facilities Design and Construction	10.000	-	-	10.000	-	-	10.000
Finance							
General Fund	34.000	-	-	34.000	-	-	34.000
Debt Service Fund	2.000	-	-	2.000	-	-	2.000
Finance Total	36.000	-	-	36.000	-	-	36.000
Human Resources	25.000	-	-	25.000	-	-	25.000
Information Services	90.750	-	(8.000)	82.750	-	-	82.750
Automation Fund	1.000	-	-	1.00			1.00
Information Services Total	91.750	-	(8.000)	83.750	-	-	83.750
Register Of Deeds	37.000	-	-	37.000	-	-	37.000
Revenue	61.000	-	-	61.000	-	-	61.000
Soil and Water Conservation District	5.000	-	-	5.000	-	-	5.000
Community Services							
CS Management and Budget	6.000	-	-	6.000	-	-	6.000
Parks, Recreation, and Open Space	23.500	-	-	23.500	-	-	23.500
Veterans Services	4.000	-	-	4.000	-	-	4.000
Geographic Information Services	18.000	-	-	18.000	-	-	18.000
Libraries	210.500	-	-	210.500	-	-	210.500
Planning and Development Services	41.000	1.000	-	42.000	-	-	42.000
Community Services Total	303.000	1.000	-	304.000	-	-	304.000
Environmental Services							
General Fund:							
ES Administration	9.000	(1.000)	-	8.000	1.000	-	9.000
Environmental Health & Safety	28.000	-	-	28.000	-	-	28.000
Water Quality Division	27.000	-	-	27.000	-	(1.000)	26.000
Animal Care, Control and Adoption Center	35.000	-	-	35.000	-	-	35.000
Total General Fund	99.000	(1.000)	-	98.000	1.000	(1.000)	98.000
Solid Waste Fund	14.000	-	-	14.000	-	-	14.000
South Wake Landfill Fund	5.000	-	-	5.000	-	-	5.000
Environmental Services Total	118.000	(1.000)	-	117.000	1.000	(1.000)	117.00
General Services Administration							
General Fund:							
Administration/Support	10.000	1.000	-	11.000	-	(1.000)	10.000
Central Services	16.000	(1.000)	-	15.000	-	-	15.000

Personnel Summary

Department	FY 2012			FY 2013			FY 2013 Adopted
	FY 2012 Adopted	Amended or Transferred Positions	FY 2012 Reductions	FY 2012 Amended	Amended or Transferred Positions	FY 2013 Reductions	
Field Services	31.000	-	-	31.000	-	-	31.000
Physical Plant	60.000	-	-	60.000	6.500	-	66.500
Security	6.000	-	-	6.000	-	-	6.000
Total General Fund	123.000	-	-	123.000	6.500	(1.000)	128.500
Fleet Fund	14.000	-	-	14.000	-	-	14.000
General Services Total	137.000	-	-	137.000	6.500	(1.000)	142.500
Human Services							
General Fund:							
Social Services	402.500	8.500	-	411.000	-	-	411.000
Child Welfare	230.750	2.500	-	233.250	-	-	233.250
Children, Youth and Family	253.350	3.900	(17.000)	240.250	-	(1.000)	239.250
Public Health	139.311	(6.750)	(3.000)	129.561	-	-	129.561
Health Clinics	146.300	10.300	-	156.600	-	-	156.600
Behavioral Health	202.125	(11.750)	(9.250)	181.125	-	(2.300)	178.825
Administration and Operations	242.750	(5.700)	-	237.050	1.000	(1.000)	237.050
Local Managing Entity	110.750	-	(1.000)	109.750	-	(109.750)	-
Total General Fund	1,727.836	.505	(30.250)	1,698.586	1.000	(114.050)	1,585.536
Grants Fund	21.250	2.000	(5.500)	17.750	-	-	17.750
Affordable Housing Fund	6.750	-	-	6.750	-	-	6.750
Human Services Total	1,755.836	3.000	(35.750)	1,723.086	1.00	(114.050)	1,610.036
Emergency Medical Services	219.000	1.000	(12.000)	208.000	2.000	-	210.000
Fire and Emergency Management							
General Fund	20.000	(1.000)	-	19.000	-	-	19.000
Grants Fund	1.000	-	-	1.000	-	-	1.000
Fire & Emerg Management Total	21.000	(1.000)	-	20.000	-	-	20.000
City-County Bureau of Identification	70.500	-	-	70.500	1.000	(1.000)	70.500
Sheriff							
General Fund:							
Law Enforcement	404.000	11.000	(1.000)	414.000	8.000	(1.000)	421.000
Detention	498.000	(11.000)	-	487.000	13.000	-	500.000
Sheriff Total	902.000	-	(1.000)	901.000	21.000	(1.000)	921.000
Capital Area Workforce Development	28.000	-	-	28.000	-	-	28.000
TOTAL FTEs ALL FUNDS	3,866.586	3.000	(56.750)	3,812.836	32.500	(118.050)	3,727.286

Personnel Changes Summary

Position Changes from FY 2012 Adopted to FY 2012 Amended Budget

The following details specific changes to positions by department that have occurred in the specified time period. The full-time equivalent (FTE) total next to each department and/or fund is the total net change.

General Fund

General Government

Information Services: (8.00) FTEs

- ♦ (8.00) FTEs - Seven Information Technology Technicians

Emergency Medical Services: (11.00) FTEs

- ♦ (12.00) FTEs - Twelve Paramedics in Apex EMS service area
- ♦ 1.00 FTE - One Senior Accounting Technician transferred from Fire/Emergency Management

Fire/Emergency Management: (1.00) FTE

- ♦ (1.00) FTE - One Senior Accounting Technician transferred to Emergency Medical Services

Community Services: 1.00 FTE

- ♦ 1.00 FTE - One Code Enforcement Coordinator transferred from Environmental Services

Environmental Services: (1.00) FTE

- ♦ (1.00) FTE - One Code Enforcement Coordinator transferred to Community Services

Human Services: (29.25) FTEs

- ♦ 1.00 FTE - Establish a 1.00 Human Services Program Specialist due to additional funds from NC Department of Health and Human Services.
- ♦ (6.25) FTE - Eliminate 6.25 FTE's due to decreased allocations from the NC Division of MH/DD/SAS.
- ♦ (16.00) FTE - Elimination of Ready to Learn Centers, School-Based 4-H, and Public Health Regional Surveillance Team.
- ♦ (8.00) FTE - Eliminate 8.00 FTE's due to elimination of Therapeutic Homes Program, decrease in funding of Child Daycare Administration program, and abolishment of a vacant, time

limited position in Comprehensive Anti-Gang Initiative Grant program.

Office of the Sheriff: (1.00) FTE

- ♦ (1.00) FTE - One Deputy position eliminated, due to Wake County Public School System needing one fewer School Resource Officer.

Grants and Donations Fund

Human Services: (3.50) FTEs

- ♦ 2.00 FTE - Establish 2.00 FTEs to Sustain the Operation of the Federally Funded Adult Drug Treatment Court Program in Wake County.
- ♦ (5.50) FTE - Elimination of positions due to end of time limited grants in the Intensive Home Visits, Consultation Support for Children with Special Needs, Family Finding Pilot, John Rex Endowment Gang Prevention, and Veteran's Homeless Service programs.

TOTAL POSITION CHANGE: (53.75) FTEs

Personnel Changes Summary

***Departments with no change to FTE
authorization FY 2012 Adopted to FY 2012
Amended Budget:**

- ♦ Board of Commissioners
- ♦ Board of Elections
- ♦ Capital Area Workforce Development
- ♦ County Manager
- ♦ City/County Bureau of Identification
- ♦ County Attorney
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ General Services Administration
- ♦ Housing and Community Revitalization
- ♦ Human Resources
- ♦ Non-departmental
- ♦ Register of Deeds

- ♦ Revenue Department
- ♦ Soil and Water Conservation

Personnel Changes Summary

Position Changes from FY 2012 Amended to FY 2013 Adopted

The following details specific changes to positions by department that have occurred in the specified time period. The full-time equivalent (FTE) total next to each department and/or fund is the total net change.

General Fund

General Government

Environmental Services: 0.00 FTE

- ♦ (1.00) FTE - One Environmental Planner in Water Quality eliminated
- ♦ 1.00 FTE - One Computer Systems Administrator

General Services Administration: 5.50 FTEs

- ♦ 1.00 FTE - One Facility Engineer/Energy Manager added to support the new Justice Center
- ♦ .50 FTE - One .5 FTE AV Trades Specialist added to support the new Justice Center
- ♦ 1.00 FTE - One Electrical Master Mechanic added to support the new Justice Center
- ♦ 2.00 FTE - Two General Master Mechanics added to support the new Justice Center
- ♦ 1.00 FTE - One Facility HVAC Technician added to support the new Justice Center
- ♦ 1.00 FTE - One Plumbing Master Mechanic added to support the new Justice Center
- ♦ (1.00) FTE - One Graphics Specialist position abolished in the Reprographics Unit

Human Services: (113.05) FTE

- ♦ (109.75) FTEs - Abolish 109.75 FTEs due to merger with Managed Care Organization (MCO)
- ♦ (1.00) FTEs - One HS Senior Case Manager position in Child Day Care Administration abolished
- ♦ (.50) FTE - .50 FTE HS Program Specialist position in Youth Development abolished

- ♦ (1.00) FTE - One HS Clinician position abolished in Behavioral Health
- ♦ (1.30) FTEs - 1.30 HS Senior Case Manager positions abolished in Behavioral Health
- ♦ (.50) FTE - .50 FTE Administrative Assistant position abolished in Consumer Records
- ♦ 1.00 FTE - Computer Systems Administrator for the Electronic Medical Records project in Public Health

City/County Bureau of Identification: 0.00 FTE

- ♦ (1.00) FTE - One Administrative Supervisor eliminated
- ♦ 1.00 FTE - One Computer Systems Administrator

Emergency Medical Services: 2.00 FTEs

- ♦ 2.00 FTEs - Two EMS Field Providers added

Office of the Sheriff: 20.00 FTEs

- ♦ 15.00 FTEs - Eight Deputy and six Detention Officer and one Detention Sergeant positions are established to support the opening of the Criminal Justice Center
- ♦ 4.00 FTEs - Four Detention Officers are added to support the opening of an additional housing unit at Wake County Detention Center
- ♦ 2.00 FTEs - Two Detention Officers are added to address staffing needs associated with the opening of Phase II of the Wake County Detention Center.
- ♦ (1.00) FTE - One Deputy position is eliminated, due to Wake Technical Community College no longer contracting with the County to provide a dedicated law enforcement officer

TOTAL POSITION CHANGE: (85.55) FTEs

Personnel Changes Summary

***Departments with no change to FTE
authorization FY 2012 Amended to FY 2013
Adopted:**

- ♦ Board of Commissioners
- ♦ Board of Elections
- ♦ Capital Area Workforce Development
- ♦ County Attorney
- ♦ County Manager
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ Fire/Emergency Management
- ♦ Housing and Community Revitalization
- ♦ Human Resources
- ♦ Information Services
- ♦ Register of Deeds
- ♦ Revenue
- ♦ Soil and Water Conservation

Schedule of Interfund Transfers

Revenues - Transfers In	From	From	From	From	From	From	
To Fund	General Fund	Fire Tax District	Major Facilities	County Capital Projects	Solid Waste Management	South Wake Landfill Fund	Total Transfers In
General Fund	-	-	1,083,000	-	456,000	-	1,539,000
Debt Service	188,663,000	1,140,000	991,000	-	-	-	190,794,000
Special Revenue Funds							
Housing and Community Revitalization	-	-	-	830,000	-	-	830,000
Capital Project Funds							
County Capital Projects	25,449,000	-	-	-	-	-	25,449,000
Fire Tax Capital Projects	-	1,338,000	-	-	-	-	1,338,000
Major Facilities Capital Proj.s	-	-	1,000,000	-	-	-	1,000,000
Solid Waste Capital Projects	-	-	-	-	1,100,000	-	1,100,000
Wake Tech Capital Projects	-	-	-	1,500,000	-	-	1,500,000
Enterprise Funds							0
Solid Waste Management	-	-	-	-	-	887,000	887,000
Totals	\$ 214,112,000	2,478,000	3,074,000	2,330,000	1,556,000	887,000	224,437,000

Schedule of Interfund Transfers

Expenditures - Transfers Out	To	To	To	To
From Fund	General Fund	Debt Service	Housing and Community Revitalization	County Capital Projects
General Fund	-	188,663,000	-	25,449,000
Special Revenue Funds				
Fire Tax District	-	1,140,000	-	1,338,000
Major Facilities	1,083,000	991,000	-	-
Capital Project Funds				
County Capital Projects	-	-	830,000	-
Enterprise Funds				
Solid Waste Management	456,000	-	-	-
South Wake Landfill	-	-	-	-
Totals	\$ 1,539,000	190,794,000	830,000	26,787,000

Expenditures - Transfers Out (continued from above)	To	To	To	To	
From Fund	WTCC Capital Projects	Major Facilities Capital	Solid Waste Capital	Solid Waste Enterprise	Total Transfers Out
General Fund	-	-	-	-	214,112,000
Special Revenue Funds					
Fire Tax District	-	-	-	-	2,478,000
Major Facilities	-	1,000,000	-	-	3,074,000
Capital Project Funds					
County Capital Projects	1,500,000	-	-	-	2,330,000
Enterprise Funds					
Solid Waste Management	-	-	1,100,000	-	1,556,000
South Wake Landfill	-	-	-	887,000	887,000
Totals	\$ 1,500,000	1,000,000	1,100,000	887,000	224,437,000

General Fund Revenue Summary

Description		FY 2011 Actual Revenues	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Change from FY 2012 Adopted
TAXES						
Property Taxes	\$	635,313,662	638,646,000	638,646,000	648,962,083	1.6%
Sales Tax		114,034,923	111,580,804	111,868,186	121,137,839	8.6%
Other Taxes		—	—	—	—	—
Lease/Rental Vehicle Tax		2,422,367	2,500,000	2,500,000	2,550,000	2.0%
Lease/Rental Heavy Equipment Tax		(6,000)	—	—	—	—
Payment in Lieu of Taxes		1,250,006	1,230,421	1,230,421	1,230,421	—
Real Property Transfer Tax		4,652,739	4,800,000	4,800,000	5,850,000	21.9%
Subtotal		757,667,696	758,757,225	759,044,607	779,730,343	2.8%
FEDERAL SHARED REVENUES						
Environmental		—	—	—	—	—
Human Services		10,441,689	14,629,691	14,184,611	9,795,832	(33.0)%
Affordable Housing		—	—	—	—	—
Libraries		—	—	—	—	—
Public Safety		592,805	910,794	885,406	698,176	(23.3)%
Transportation		—	—	—	300,830	—
FEMA		—	—	—	—	—
Other		—	—	—	—	—
Human Services		129,684	141,100	141,100	—	(100.0)%
Subtotal		11,164,178	15,681,585	15,211,117	10,794,838	(31.2)%
STATE SHARED REVENUES						
ABC 5 Cent Bottle		242,082	235,685	235,685	255,000	8.2%
Beer & Wine		854,104	300,000	300,000	877,200	192.4%
Environmental		—	—	60,000	4,000	—
Human Services		99,177,398	95,468,536	94,095,594	70,939,124	(25.7)%
Libraries		616,335	520,000	520,000	540,000	3.8%
Public Safety		477,567	493,193	493,193	—	(100.0)%
Transportation		1,421,178	1,792,411	1,794,911	1,794,911	0.1%
Other		1,835,905	1,525,500	1,525,500	1,525,500	—
Subtotal		104,624,570	100,335,325	99,024,883	75,935,735	(24.3)%

General Fund Revenue Summary

Description	FY 2011 Actual Revenues	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Change from FY 2012 Adopted
LOCAL SHARED REVENUES					
ABC Board	7,083,333	4,600,000	8,600,000	4,000,000	(13.0)%
Human Services	1,200	130,000	157,204	9,750	(92.5)%
Libraries	803	—	—	—	—
Public Safety	—	—	5,200	—	—
Other Local	84,354	93,100	109,708	78,600	(15.6)%
Subtotal	7,169,690	4,823,100	8,872,112	4,088,350	(15.2)%
LICENSES AND PERMITS					
Licenses	220,377	214,500	214,500	216,574	1.0%
Permits	2,810,795	2,834,064	2,834,064	3,102,881	9.5%
Subtotal	3,031,172	3,048,564	3,048,564	3,319,455	8.9%
CHARGES FOR SERVICES					
Environmental	433,825	364,390	364,390	400,000	9.8%
Solid Waste Fees	—	—	—	—	—
Client Fees	1,408,616	1,561,823	1,514,073	1,356,957	(13.1)%
Insurance	1,095,774	1,058,999	1,145,299	1,168,745	10.4%
Medicaid Fees	21,626,598	22,068,685	21,384,018	16,027,646	(27.4)%
Medicare Fees	207,527	275,533	276,983	286,379	3.9%
Pharmacy Fees	—	—	—	—	—
HS Reimbursements	423,602	628,298	629,298	613,331	(2.4)%
Other	8,000	7,500	7,500	7,500	—
Inspection Fees	471,212	519,445	519,445	460,626	(11.3)%
Library Fees	566,723	481,000	481,000	501,000	4.2%
Parks & Recreation Fees	132,330	124,422	124,422	130,130	4.6%
EMS Fees	13,203,182	21,116,845	21,116,845	22,794,501	7.9%
Facility Use Fees	221,519	200,000	200,000	251,100	25.6%
Fire/Rescue Fees	252,735	224,660	224,660	239,660	6.7%
Sheriff Fees	3,970,571	3,539,800	3,525,762	4,966,978	40.3%
Transportation Fees	682,599	507,545	507,545	507,545	—
Planning Fees	305,742	184,210	184,210	251,010	36.3%
Court Facility Fees	1,562,199	1,610,085	1,610,085	1,100,000	(31.7)%
Parking Fees	695,087	670,000	670,000	655,000	(2.2)%
Rental/Lease Income	95,671	254,320	254,320	219,320	(13.8)%
Record Fees	4,509,516	5,243,800	5,243,800	4,736,018	(9.7)%
Reimbursements	1,834,934	3,363,448	2,480,856	2,038,655	(39.4)%
Tax Collection Fees	778,598	740,000	740,000	783,000	5.8%
Vending Income	616,887	666,211	665,375	670,027	0.6%
Other	1,416,908	1,223,150	1,223,150	1,522,400	24.5%
Subtotal	56,520,356	66,634,169	65,093,036	61,687,528	(7.4)%

General Fund Revenue Summary

Description	FY 2011 Actual Revenues	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Change from FY 2012 Adopted
INVESTMENT EARNINGS	55,903	39,754	39,754	49,972	25.7%
MISCELLANEOUS					
Sale of Materials & Fixed Assets	275,629	240,684	240,684	279,680	16.2%
Miscellaneous Revenue	380,156	187,350	187,350	213,497	14.0%
Subtotal	655,785	428,034	428,034	493,177	15.2%
OTHER FINANCING SOURCES					
Capital Lease/Installment Purchases	139,713	—	—	—	—
Appropriated Fund Balance	—	103,244	5,005,728	31,602	(69.4)%
Subtotal	139,713	103,244	5,005,728	31,602	(69.4)%
TRANSFERS	4,601,749	2,249,000	3,049,618	2,389,000	6.2%
TOTAL REVENUE	\$ 945,630,813	952,100,000	958,817,453	938,520,000	(1.4)%

General Fund Expenditure Summary

County Departments	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Change from FY 2012 Adopted
General Government					
Board Of Commissioners	\$ 455,395	462,530	463,371	469,989	1.6%
County Manager	1,370,085	1,407,452	1,413,393	1,398,031	(0.7)%
County Attorney	1,377,591	1,436,878	1,440,066	1,474,562	2.6%
Board Of Elections	2,875,288	3,591,877	3,941,241	4,832,974	34.6%
Facilities Design & Construction	1,031,827	1,117,398	1,117,971	1,128,390	1.0%
Finance Department	2,608,596	2,813,362	2,871,650	2,822,360	0.3%
Human Resources	1,624,621	1,873,994	1,874,652	1,856,436	(0.9)%
Information Services	11,449,455	11,261,225	11,419,851	11,520,776	2.3%
Planning	—	—	—	—	—
Register Of Deeds	2,829,984	2,667,850	2,793,021	2,513,646	(5.8)%
Revenue Department	5,019,591	5,926,038	5,942,818	5,847,131	(1.3)%
Capital Lease	139,713	—	—	—	—
Subtotal	30,782,146	32,558,604	33,278,034	33,864,295	4.0%
Community Services					
Community Services Management And Budget Office	503,647	579,621	514,841	605,312	4.4%
Parks, Recreation and Open Space	2,105,848	2,251,778	2,394,778	2,288,311	1.6%
Planning, Development and Inspections	3,586,941	3,461,626	3,513,374	3,540,044	2.3%
Veterans Services	252,871	266,290	266,290	265,529	(0.3)%
Geographic Information	1,575,744	1,631,312	1,635,125	1,630,442	(0.1)%
Libraries	17,415,782	17,518,444	17,470,433	17,554,925	0.2%
Subtotal	25,440,834	25,709,071	25,794,841	25,884,563	0.7%
Environmental Services					
Environmental Services Administration	802,192	830,679	636,517	777,945	(6.3)%
Environmental Health & Safety	4,604,246	1,991,754	2,030,637	2,046,718	2.8%
Water Quality	2,378,839	2,337,805	2,417,235	2,290,473	(2.0)%
Cooperative Extension	150,636	—	—	—	—
Animal Care, Control and Adoption Center	—	2,689,337	2,876,248	2,814,773	4.7%
Subtotal	7,935,913	7,849,575	7,960,637	7,929,909	1.0%
General Services Administration					
Administration / Support	1,303,698	1,208,455	1,412,906	1,318,852	9.1%
Physical Plant	4,819,799	5,581,495	5,521,268	5,931,215	6.3%

General Fund Expenditure Summary

County Departments	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Change from FY 2012 Adopted
Central Services	3,977,195	3,772,418	3,766,963	4,017,998	6.5%
Security and Safety	3,043,651	2,687,053	2,605,559	2,957,184	10.1%
Criminal Justice/ General Government	748,231	771,015	794,244	794,249	3.0%
Field Services	2,625,202	3,100,154	3,084,924	3,169,805	2.2%
Utilities/Life Safety/ Environmental	7,273,653	4,375,766	4,375,766	4,937,651	12.8%
County Building Agreements	(616)	1	1	–	(100.0)%
Subtotal	23,790,814	21,496,357	21,561,631	23,126,954	7.6%
Human Services					
Social Services	32,180,962	33,189,746	34,264,264	68,126,199	105.3%
Economic Self Sufficiency					
Child Welfare	21,137,762	21,549,113	21,925,598	21,315,666	(1.1)%
Children Youth and Family	53,783,996	50,863,013	48,908,727	13,502,417	(73.5)%
Public Health	9,616,841	9,702,372	9,312,012	9,556,767	(1.5)%
Health Clinics	16,089,715	16,267,520	16,731,529	15,517,869	(4.6)%
Behavioral Health	16,646,753	17,290,228	15,294,089	16,482,926	(4.7)%
Administration and Operations	23,509,184	24,717,845	25,327,185	25,817,324	4.4%
Local Management Entity	38,853,722	40,359,683	41,228,147	9,652,750	(76.1)%
Human Services Reserves	–	–	201,033	–	–
Subtotal	211,818,934	213,939,520	213,192,584	179,971,918	(15.9)%
Medical Examiner					
Medical Examiner	187,500	204,200	204,200	204,200	–
Subtotal	187,500	204,200	204,200	204,200	–
Emergency Medical Services					
Emergency Medical Services	20,315,381	27,737,086	29,005,218	29,903,948	7.8%
Subtotal	20,315,381	27,737,086	29,005,218	29,903,948	7.8%
Fire-Emergency Management					
Administration	–	–	–	–	–
Fire Services	1,227,730	1,350,537	1,354,801	1,317,771	(2.4)%
Emergency Management	652,234	629,284	657,283	644,496	2.4%
Subtotal	1,879,964	1,979,821	2,012,084	1,962,267	(0.9)%

General Fund Expenditure Summary

County Departments	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Change from FY 2012 Adopted
Emergency Communications					
PS Communications	929,525	1,087,402	1,087,402	1,188,379	9.3%
Subtotal	929,525	1,087,402	1,087,402	1,188,379	9.3%
City-County Bureau of Identification					
Support Services	1,394,330	1,491,335	1,441,335	1,523,509	2.2%
Investigations	1,189,268	1,793,761	1,467,810	1,652,342	(7.9)%
Crime Lab	741,589	804,999	804,999	757,432	(5.9)%
Administration	837,807	782,856	1,154,331	1,012,584	29.3%
Forfeitures	—	—	—	—	—
Subtotal	4,162,994	4,872,951	4,868,475	4,945,867	1.5%
Sheriff					
Law Enforcement	31,859,695	33,442,720	33,432,489	34,697,208	3.8%
Detention	28,066,816	31,741,929	31,790,464	32,610,369	2.7%
Subtotal	59,926,511	65,184,649	65,222,953	67,307,577	3.3%
Non-Departmental					
Public Agencies	2,183,733	1,934,251	1,934,251	1,519,251	(21.5)%
Memberships	367,903	357,931	357,930	356,022	(0.5)%
Non-departmental	2,842,809	2,423,581	6,500,600	4,917,956	102.9%
Health Benefits	5,255,284	3,364,470	3,364,470	4,723,830	40.4%
Risk Management - Cost of Claims	3,377,592	1,992,889	1,391,193	1,218,389	(38.9)%
Subtotal	14,027,321	10,073,122	13,548,444	12,735,448	26.4%
Transfers to Other Funds					
Transfers	209,069,000	209,005,000	210,678,316	214,962,000	2.9%
Subtotal	209,069,000	209,005,000	210,678,316	214,962,000	2.9%
Education					
Wake County Public School System	313,503,224	314,411,592	314,411,592	318,341,737	1.3%
Wake Technical Community College	15,991,050	15,991,050	15,991,050	16,190,938	1.2%
Subtotal	329,494,274	330,402,642	330,402,642	334,532,675	1.2%
Expenditure Totals	\$ 939,761,112	952,100,000	958,817,461	938,520,000	(1.4)%

General Government Budget Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Board Of Commissioners	455,395	462,530	463,371	469,989
County Manager	1,370,085	1,407,452	1,413,393	1,398,031
County Attorney	1,377,591	1,436,878	1,440,066	1,474,562
Board Of Elections	2,875,288	3,591,877	3,941,241	4,832,974
Facilities Design & Construction	1,031,827	1,117,398	1,117,971	1,128,390
Finance Department	2,608,596	2,813,362	2,871,650	2,822,360
Human Resources	1,624,621	1,873,994	1,874,652	1,856,436
Information Services	11,449,455	11,261,225	11,419,851	11,520,776
Planning	—	—	—	—
Register Of Deeds	2,829,984	2,667,850	2,793,021	2,513,646
Revenue Department	5,019,591	5,926,038	5,942,818	5,847,131
Capital Lease	139,713	—	—	—
Expenditure Totals	\$ 30,782,146	32,558,604	33,278,034	33,864,295

Board Of Commissioners

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	398,630	414,538	415,379	421,998
Contractual Services		2,764	2,388	2,388	2,388
Supplies, Materials and Other Charges		46,372	45,604	45,604	45,603
Capital Outlay		7,630	—	—	—
Expenditure Totals	\$	455,395	462,530	463,371	469,989
Revenues:					
Miscellaneous	\$	151	—	—	—
Revenue Totals	\$	151	—	—	—
Number of FTE's					
		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

Adopted a balanced budget of \$952.1 million for FY 2012 without requiring any increase to the County's property tax rate or the use of fund balances.

Issued and sold tax-exempt GO bonds:

\$100 million for Wake County Public School System capital projects, including Rolesville High School

\$10 million for Open Space, including the Neuse River Trail

Improved Mental Health Services in Wake County with the opening of WakeBrook behavioral health campus. Entered into an Interlocal Agreement between Wake County's Local Management Entity and the Durham Center to maximize the County's funding to yield enhanced services within the mental health continuum of care.

Completed of the Wake County Hammond Road Detention Center, Phase 2 that will house an additional 672 inmates that will provide the system facility capacity to house 1984 inmates. The facility will be LEED certified, maintainable, functional, durable, sustainable and maximize the potential of the facility.

Board Of Commissioners

County staff responded and provided support to all citizens impacted by the April 16, 2011 tornado which touched down no less than eight times across Wake County. The county staff provided shelter/housing, business recovery property repair, road clearing, debris clearing and mental health counseling through a collaborative effort and coordinated communications with the State, FEMA, local towns and private partners. Approximately 6,900 people received disaster food and nutrition; GIS staff created maps of the storm path to help facilitate rescue and emergency declarations and planning for debris removal.

With 1,169 individuals enrolled in the Human Capital Development Program in 2011, the program continues to grow and produce encouraging results. Partnerships have been established and the Middle Class Express received awards from the National Association of Counties, North Carolina Association of County Commissioners and the North Carolina State Extension and Engagement Office. This program is a five year commitment.

Worked with Wake Technical Community College, the Wake County Economic Development Program and existing businesses to attract new jobs, retain jobs and provide training to individuals in transition. The County maintained the FY 2012 funding level for Wake Tech and worked with Wake Tech on capital project funding.

Enhanced the County's Environmental Stewardship Agenda by accepting the Sustainability Task Force's initiatives, to be implemented when financially beneficial to the county, with respect for individual and personal property rights for all citizens, with a common sense approach that is economically sound for the county, with a focus on:

- a. New construction and major renovations
- b. Maintenance and operation of facilities
- c. Provision and monitoring of utilities
- d. Open Space Preservation

FY 2013 DISCUSSION

The Board of Commissioners' budget increased slightly from the FY 2012 Amended Budget to reflect current salary and benefit rates and a variety of other adjustments.

The Board's Goals are:

Develop and adopt FY 2012-2013 County Budget while maintaining the property tax rate at 53.4 cents. Maintain AAA bond rating with all three rating agencies.

Continue collaboration with Wake Technical Community College, Wake Economic Development Program and existing businesses to attract new jobs, to retain jobs and to provide training to individuals in transition.

Evaluate regulations, fees and/or practices to encourage business investment/re-investment, without sacrificing other public policy objectives.

Work with Wake Technical Community College to develop a capital program for 2013-2018 which will be supported by the citizens and voters of Wake County.

Work with Wake County Public School System on a capital program for 2013-2018 which will be supported by the citizens and voters of Wake County. Work with Wake County Board of Education to shift the responsibility of the construction of schools and land acquisition to the County.

Work with Triangle Transit, the municipalities, and the business community on a Transit Plan which may include bus and rail. Determine support of the municipalities and the business community for a 1/2 cent sales tax referendum that will be supported by the citizens and voters of Wake County.

Implement the merger of Wake County's Local Management Entity with the Durham Center. Maximize the county's funding to yield enhanced services within the mental health continuum of care.

Board Of Commissioners

Identify and implement strategies and policies for Health Care Reform in Wake County.

Evaluate the impact of recent legislative changes on annexation and extraterritorial jurisdiction extension policies and criteria on Wake County.

Implement the County's priorities to environmental stewardship by protecting open space and through partnerships increase access to natural areas through the expansion of greenways in the County.

Open and operate the Wake County Justice Center in the Summer of 2013.

Develop and implement cost-effective, life-saving programs and practices in partnership with private and public organizations in the community, to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Shelter.

Review the financing of the Raleigh Convention Center as identified in the 8th amendment to the Interlocal Agreement including the involvement with stakeholders in the community.

Continued implementation of Building Human Capital and Middle Class Express thereby reducing citizens/ dependence on government support. Ongoing work by Human Services Board to identify departmental priorities for resource allocation and budget recommendations. Continue collaborative efforts in the community to bolster prevention and reduction of gang activity in the County. Focus on the top three goals of the 2010 Community Assessment:

- a. Overweight and obesity
- b. Lack of health insurance
- c. Unemployment

Work with Wake County Public Schools and Wake Technical Community College to develop operating budget strategies that do not require increasing the property tax rate, yet reflects education as a priority in the County.

Enhance delivery of Fire/Rescue and Emergency Management Services with consolidated service opportunities and other strategies to yield more effective and efficient services.

Take a leadership role among the largest urban counties to discuss and promote common issues in the State Legislature including strengthening the relationship with Wake County's Legislative Delegation and strategies to transform local government.

Work with the farm and agribusiness community to facilitate their efforts for farmland preservation and economic viability.

HORIZON ISSUES

Maintain fiscal strength and stability of Wake County government through excellence in long-term financial planning and careful stewardship and accountability of taxpayer's money.

Maintain fiscal strength and stability of Wake County government through excellence in long-term financial planning and careful stewardship and accountability of taxpayers' money.

Work collaboratively with municipalities and Triangle Transit on regional transportation needs and strategies. Consider scheduling 1/2 cent sales tax referendum to support transit.

Evaluate the Capital Improvement Program for Wake County Government, Wake County Public School System and Wake Technical Community College.

Continue environmental initiatives in Water Conservation, Quality and Management, Energy Conservation and Solid Waste Reduction and Recycling.

Complete renovations of the Wake County Courthouse and the Wake County Office Building.

County Manager

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	1,241,829	1,283,709	1,278,005	1,285,351
Contractual Services		78,479	70,000	75,645	59,937
Supplies, Materials and Other Charges		40,725	50,574	56,574	49,574
Capital Outlay		7,808	—	—	—
Debt		1,244	3,169	3,169	3,169
Expenditure Totals	\$	1,370,085	1,407,452	1,413,393	1,398,031
Revenues:					
Transfers	\$	12,000	12,000	12,000	12,000
Revenue Totals	\$	12,000	12,000	12,000	12,000
Number of FTE's		12.00	11.00	11.00	11.00

DEPARTMENT PURPOSE AND GOALS

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds.

The primary function of the County Manager's Office is to make recommendations on operations and policy to the Board of Commissioners and ensure that policy articulated and/or legislatively mandated by the Board is implemented in an effective and efficient manner. The mission of the County Manager's Office is to support and implement Board policy through corporate direction, communication and coordination of strategic initiatives and efficient management of the County's workforce and resources.

The Wake County Public Affairs Office (PAO) is part of the County Manager's Office. The PAO was established in FY 2005 to provide public information to citizens and the news media regarding Wake County Government programs and services, on behalf of County Commissioners and County departments. Information is coordinated with County Departments, partner agencies and other

local governments, and provided through a variety of communications tools: news releases, speeches, reports, newsletters and other written documents; media relations and response; emergency and crisis communications; video/television production; event management; response to citizen inquiries; and requests for public records.

The PAO also serves the Wake County Board of Commissioners (BOC) to ensure the goals and objectives of the Board are effectively communicated to the public.

MAJOR ACCOMPLISHMENTS

The County's AAA credit rating was reaffirmed by all three rating agencies for bond sales during FY 2012.

Developed and implemented a plan to merge management of Local Management Entities with Durham County after State law required local management of medicaid funds.

Continued progress on a new phase of Hammond Road Detention Center and the new Justice Center complex with both projects estimating early completion dates.

County Manager

FY 2013 DISCUSSION

The County Manager's Office budget decreased by \$15,362 from the FY 2012 Amended Budget, which resulted from a reduction and a variety of other adjustments.

County Manager's Office budget was reduced through increasing the portion of the video production contract charged to the Public, Education, and Governmental (PEG) grant funds by \$15,063. This adjustment will have no impact on programming.

In FY 2013, the County Manager's Office will continue to develop and implement strategies to align County priorities and spending with expected revenue growth. The office will continue to improve and refine the County's long range financial planning practices through emphasis on long-range financial planning, priority setting for services and internal control policies. A budget will be developed for FY 2013 that will maintain the property tax rate at 53.4 cents.

A significant focus of the County Manager's office is to provide leadership in pursuing and recommending multi-jurisdictional, regional and/or public-private solutions to community issues. In FY 2013, continued focus will be on the Wake County Transit Plan, LME Merger/Medicaid Waiver Operations, Animal Shelter, Mental Health Service Delivery, and municipal annexations and ETJ.

Discussions will continue with contracted service providers to identify consolidation opportunities in fire/rescue services and EMS delivery that identify other strategies that will yield more effective and efficient fire/rescue and emergency medical services.

The County Manager's Office also provides leadership in evaluating the effectiveness of our economic development policies and strategies. In FY 2013, continued work will be needed in the implementation of the County's economic development policies, the recruitment and retention of business and job training and job placement programs.

Additional effort will be made to continue delivering human services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

In FY 2013, work will continue with the Wake County Public School System and Wake Community College to develop capital programs and develop operating budget strategies that do not require increasing the property tax rate, yet reflects education as a priority in Wake County.

Staff will continue efforts to follow through on the top three goals of the 2010 Community Assessment including; overweight and obesity; lack of health insurance; and, unemployment.

Maintain a leadership role among the largest urbanizing counties to discuss common issues and to promote common legislative agendas including those involving transportation, water supply, and mental health.

HORIZON ISSUES

Revenue projections show that over the next few years, the County will experience slow growth in revenues. The County Manager's Office continues to lead discussions with departments about how to maintain service delivery when faced with the prospect of lower base budgets.

A significant portion of Wake County Government's budget is allocated to the Wake County Public School System. How the County and the School System work to achieve the most efficient use of funds and community resources will have a significant impact on the resources available to provide services to the citizens of Wake County.

The County's role in providing mental health, developmental disabilities and substance abuse services will continue to shift. In addition to working with area providers to provide care, the County will continue to develop a model to maximize County funding to yield enhanced services within the mental health continuum of care.

County Manager

Summary of Services and Performance Measures

Service Area: Administration and Support

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

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Average citizen phone calls per month answered and responded to by department staff	675	675	650	650
Effectiveness				
Percentage of Year Maintained AAA Bond Rating	100	100	100	100
Percentage of Board Inquiries Responded to Within One Day	100	100	100	100
Percentage of Citizen Inquiries / Comments Responded to within two days	100	100	100	100

Service Area: Public Affairs

Description: Serve as lead Public Affairs Office for the County. Inform and educate the public, officials and staff about Wake County services and programs to foster support, understanding and benefit throughout the County. Serve as a central point of contact for media relations and distribution of public information. Assist County departments with marketing campaigns. Help Commissioners and staff communicate effectively.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of News Media Interactions (collection of data began FY 2012)	N/A	165	180	200
Number of Consulting Hours spent assisting County departments (collection of data began FY 2012)	N/A	801	800	800
Number of internal communications produced, targeted at Wake County employees	162	244	300	400
Number of public records requests compiled and responded to by PAO staff	155	288	250	220
Number of unique TV segments and radio show topics produced by PAO	90	104	100	100

County Attorney

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	1,315,146	1,359,809	1,362,997	1,396,493
Contractual Services		5,677	208	1,108	208
Supplies, Materials and Other Charges		56,767	76,861	75,961	77,861
Expenditure Totals	\$	1,377,591	1,436,878	1,440,066	1,474,562
Revenues:					
Charges For Services	\$	10,383	–	–	–
Revenue Totals	\$	10,383	–	–	–
Number of FTE's					
		13.00	13.00	13.00	13.00

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 assistance related to statutes, rules, regulations and court interpretations. The office also drafts legal documents, researches legal precedents, advise officials on legal implications of actions, and studies County policies, procedures, and actions to assure compliance with the law.

The County Attorney's highest priority is to avoid legal liability issues by providing timely advice to the Board of Commissioners and County departments, providing department legal services in the conduct of County business, and the provision of mandated services such as Child Protective Services and Adult Protective Services.

To accomplish these objectives, the County Attorney's office has performs the following functions: 1) defend the County in lawsuits; 2) advise the Board of Commissioners on legal matters; 3) assist the County Revenue Department in assessing, collecting, and processing appeals of property taxes; 4) advise County departments on legal matters; 5) negotiate and review contracts; 6) file petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults; 7) represent County in abuse and neglect cases of juveniles and

dependent adults; 8) file and try cases involving termination of parental rights; 9) perform title searches for land purchases; and 10) assist in enforcement of County ordinances.

MAJOR ACCOMPLISHMENTS

The County Attorney's Office has successfully performed and will continue to perform the following functions: 1) defend the County in lawsuits; 2) advise the Board of Commissioners on legal matters; 3) assist the County Revenue Department in assessing, collecting, and processing appeals of property taxes; 4) advise County departments on legal matters; 5) negotiate and review contracts; 6) file petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults; 7) represent County in abuse and neglect cases of juveniles and dependent adults; 8) file and try cases involving termination of parental rights; 9) perform title searches for land purchases; and 10) assist in enforcement of County ordinances.

FY 2013 DISCUSSION

The County Attorney's budget increased by \$34,496 from the FY 2012 Amended Budget to \$1,474,562 which resulted from a variety of adjustments from FY 2012 amended. The majority of this increase is within salaries and benefits. One expansion item and one reduction item were not approved.

Board Of Elections

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	905,745	992,880	1,214,708	1,159,586
Contractual Services		1,058,539	1,779,747	1,879,247	2,380,236
Supplies, Materials and Other Charges		911,004	819,250	847,286	1,273,202
Capital Outlay		—	—	—	19,950
Expenditure Totals	\$	2,875,288	3,591,877	3,941,241	4,832,974
Revenues:					
Charges For Services	\$	157	569,415	569,415	—
Miscellaneous		78	—	—	—
Revenue Totals	\$	235	569,415	569,415	—
Number of FTE's		15.50	19.50	19.50	19.50

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, conduct elections and report election results, process provisional ballots, recruit and train precinct officials, secure polling places, insure polling place ADA-compliant accessibility, file candidates for elective office, manage voter precincts, manage by-mail and one-stop absentee voting, and administer State Board of Elections policies that interpret federal and state statutes.

MAJOR ACCOMPLISHMENTS

Continued to work on renovations and security at the Board of Elections Warehouse/Operations Center that houses all voting equipment, election supplies, ballots, etc. The warehouse meets the security and climate-controlled environment for voting equipment as required by the State Board of Elections.

Successfully conducted the October and November 2011 Elections.

Operated early voting sites for the October and November 2011 Elections.

Successfully conducted an evidentiary hearing and hearing of Municipal Election protests.

Recruited, trained, and managed temporary employees to staff early voting sites for the October and November 2011 Elections, and working with staff to implement for the May 2012 Primary and potential 2nd Primary.

Conducted hands-on laptop training to precinct officials, resulting in low number of voters required to vote provisionally in the 2011 elections.

Reorganized and rewrote the election manual used by precinct officials in response to changes in election law.

Redesigned and improved the method for which precinct officials are trained for an election including class organization, topics, handouts, and quality of class content. Developed and implemented a new, efficient, and organized plan to conduct all election supply distribution over the course of one day,

Board Of Elections

replacing the former process that was spread across three days.

Developed and implemented a plan to receive election supplies back from all 200 precincts after voting ends on the night of each election, in response to state requirements that supplies no longer be returned the day after an election.

Completed redistricting for Wake County Board of Commissioners, Wake County Board of Education, City of Raleigh, Town of Cary, Town of Morrisville, NC Superior Court, US Congressional, NC Senate, and NC House, prior to the start of the filing period for each district.

Worked on new design and implementation process for pollbook production after Early Voting ends.

Created and enhanced Election Day quick guides and checklists for precinct officials.

Developed and implemented a plan to receive election supplies back from all 198 precincts after voting ends on the night of each election, in response to state requirements that supplies no longer be returned the day after an election.

Implemented the office-wide use of Microsoft Access, improving reporting and database management capabilities in the areas of precinct officials, polling places, jurisdiction assignment, and campaign finance.

Redesigned the Board of Elections website to make it more user-friendly and to provide a wider selection of information, tools, data, maps, and reports.

Implemented the use of an online self-scheduling system for election training where the County's 2,000+ precinct officials can view and sign up for training classes. This has eliminated the former, labor-intensive process of officials calling in their registrations by telephone to Board of Elections staff.

Completed the sorting of absentee by mail, early voting, and provisional ballots by precinct for all elections as required by state law. After the sorting,

ballots are then recounted into the precinct totals and reported to the State Board of Elections within the 60-day time frame as required by statute.

Provided earlier availability and mailing/faxing/e-mailing of absentee ballots as mandated by changes in state law.

Implemented new procedures for sending mailings to voters as part of the National Change of Address program as mandated by changes in state law.

Implemented new procedures as mandated by changes in state law that require sending 45-day second mailing notices to voters whose registrations are pending in an incomplete queue.

Implemented the use of new absentee and provisional envelopes and forms in response to changes in state law.

Implemented new procedures for the Verified Ballot Transaction as mandated by the State Board of Elections.

Implemented new procedures for 16 and 17 year olds to pre-register to vote.

Campaign Finance public records have migrated from paper copies to the PDF documents on web. This increased access to public records for interested members of the community and election campaigns.

Began mandated process of scanning all legacy voter registration records.

FY 2013 DISCUSSION

The General Board of Elections' budget increased by \$891,733 from the FY 2012 Amended Budget to \$4.8 million which resulted from expansions, reductions, and a variety of other adjustments.

The Board of Elections' budget was increased to support the General Election in FY 2013. One of the most significant costs is the addition of \$1.7 million to support the same level of early voting service as the last General Election, which was held in 2008 (FY 2009).

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Furthermore, this budget also provides the Board of Elections' with additional General Election funds by providing increased operating funds (\$284,000) and voting equipment maintenance funding (\$100,536).

Additionally, the budget includes funds to pay for increased costs for county building leases. Also, Board of Elections' budget provides funds to pay for the utility rate increase.

HORIZON ISSUES

Work toward securing a permanent facility in which to stage all elections preparations, precinct official training, equipment storage and distribution, early voting preparations, and voter outreach programs.

Work with the General Assembly on legislation to exempt counties from the annual maintenance fee on election equipment if sufficient technical expertise and resources are available with a guarantee that parts would be available.

Continue the reorganization of staff roles and responsibilities and increasing staff training opportunities.

Develop a detailed disaster recovery plan for managing Election Day emergencies.

Campaign Finance public records have migrated from paper copies to the PDF documents on web. This increased access to public records for interested members of the community and election campaigns.

Facilities Design & Construction

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	988,982	1,075,902	1,076,475	1,077,894
Supplies, Materials and Other Charges		42,740	41,418	41,418	50,418
Capital Outlay		105	78	78	78
Expenditure Totals	\$	1,031,827	1,117,398	1,117,971	1,128,390
Revenues:					
Transfers	\$	100,000	100,000	100,000	100,000
Revenue Totals	\$	100,000	100,000	100,000	100,000
Number of FTE's		10.00	10.00	10.00	10.00

DEPARTMENT PURPOSE AND GOALS

The Facilities Design and 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 over \$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 and criminal justice 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, watershed protection and open space preservation. Negotiation of long-term facility leases, interlocal agreements with other governmental units for jointly developed public projects, and various other partnership initiatives 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: (1) Build partnerships to collaboratively plan, share costs and jointly develop public facilities throughout the County; (2) Protect the integrity of existing capital facilities and assets through targeted investments in preventative maintenance, repair and energy conserving measures; (3) Renovate and construct facilities to allow service providers and customers to enjoy efficient and effective service environments, and to provide new facilities within budget and in a timely manner (consistent with Board approved project schedules); (4) Complete projects within appropriately established budgets (budgets to be consistent with benchmark costs of comparable projects with similar standards); (5) Complete projects consistent with Capital Program implementation schedules; (6) Ensure new facilities meet high standards of quality to realize long term cost savings by avoiding premature repairs and renovations; and (7) Issue recommendations and decisions regarding funding and development of

Facilities Design & Construction

capital projects based on life-cycle costs (i.e., cost of facility over its anticipated service).

MAJOR ACCOMPLISHMENTS

The Department managed a variety of projects in FY 2012. Accomplishments include:

Continued implementation of Criminal Justice Master Plan as follows: (1) continued implementing 10-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the existing Courthouse; prepared construction documents; completed asbestos abatement and renovations identified for year nine of the Plan; (2) continued construction of the new 11-story Justice Center in downtown Raleigh (Criminal Courthouse and Public Records/Administration), which consists of a high-rise building containing 577,000 SF (includes 162 below grade secured parking spaces). Planned Completion is Summer 2013. (3) Completed construction of the 672-bed, Phase 2 expansion of the Hammond Road Detention Center. Building was occupied and operations began in Spring 2012, four months ahead of schedule. Project consists of 415,000 SF, 3-story building expansion and 300-car parking deck. (4) Began construction of renovations to approximately 60,000 SF of space in the Public Safety Center that was vacated with the opening of the Phase 2 expansion of the Hammond Road Detention Center. The project also includes renovation of three lower floors of the building and relocation of the Sheriff's Emergency Communications Dispatch Center from Raleigh's Municipal Center.

Fire and EMS: (1) Completed design documents for the replacement of the existing Bay Leaf Fire Station #1 in Northern Wake County with a new 2-story 16,400 SF fire station. Obtained bids and will request the Board of Commissioners to award a construction contract by the end of the fiscal year. Construction will be completed in Summer 2013. (2) Completed feasibility study and evaluation of existing EMS site at RDU. The plan proposes to replace existing metal building structure with County prototype EMS station. Design proposed for FY 2013, and construction proposed for FY 2014. (3) Continued search for land and co-location possibilities for a

future combined County EMS station with a fire station to be operated by the Town of Zebulon. Further development of design projected for FY 2014.

County Buildings Improvements include: (1) Continued Phase 2 of a project to replace aging domestic water system in the Wake County Office Building; (2) Completed construction of Exterior Building Envelope Restoration projects at the Wake County Office Building and the Wake County Courthouse; (3) Completed Phases 1 and 2 of replacement of life safety ventilation systems at Public Safety Center; (4) Completed a modernization project for the Public Safety Center tower elevators; (5) Began a modernization project for six elevator cabs in the Wake County Office Building; (6) Completed roof replacements at the existing Courthouse, Commons Building and began roof replacement at the Library Administration Building; (7) Completed replacement of both sets of concrete steps in the breezeway spaces on the north and south sides of the Courthouse; (8) Completed a comprehensive study of existing space that will be vacated in the County's downtown buildings upon completion of the Justice Center. Study updated "Justice System 30 Year Master Plan" and proposed new long term occupancy plans for each building; (9) Issued a Request for Proposals to lease space on the roof of the Hammond Road Detention Center to a prospective renewable energy developer for installation of solar photovoltaic panels for the purpose of selling the power produced back to the electric company.

Library Upgrade Projects include: (1) Completed major renovations to Richard B. Harrison Community Library; (2) Completed refurbishing and upgrading Wendell Community Library. (3) Began upgrades to Green Road Community Library. All planning, design and construction of major library expansion projects continue to be suspended through FY 2012, with resumption of these larger projects not anticipated until FY 2014.

Major Facilities Trust Fund Projects include: (1) Completed electrical lighting, power upgrades, plumbing improvements, exterior wall and hardscape repairs at Five County Stadium; (2) Completed bid

Facilities Design & Construction

documents and began construction of Phase 2 upgrades to the building envelope, exterior hardscape, finishes, and replacement of aging HVAC equipment at Marbles Kids Museum and associated IMAX Theatre. Also completed design studies for Phase 3 upgrades which will include replacement of exterior and interior lighting.

Continued to make significant progress on implementing key recommendations of the Wake County Water and Sewer Plan and other Board initiatives. Key accomplishments include: (1) Completed construction of Phase 1 of the Jordan Lake Water Reclamation Project; (2) Completed design, permitting and received bids for Phase 2 of the Jordan Lake Water Reclamation Project; (3) Assisted the Town of Cary in the development of an updated long range water resources plan for RTP South; (4) Negotiated easements from Research Triangle Foundation (RTF) and Biogen as part of the design of new sewer facilities in RTP South.

Community Development Block Grant (CDBG): Completed projects in collaboration with various municipalities that were funded with Community Development Block Grants in Apex, Morrisville and Rolesville.

Solid Waste Projects: Important solid waste capital improvement projects which are underway:

North Wake Landfill - (1) Completed design documents for the first phase of a Multi-material Convenience Center; (2) Began operation of an air sparging system for the closed Landfill and completed installation of independent gas control for the existing perimeter gas collection system.

South Wake Landfill - (1) Continued development and solicitation of public input on a long term master plan for development of the landfill property as each phase of the landfill is closed; (2) Completed construction of the South Wake Landfill Gas Collection and Control System and contracted with a landfill gas to energy developer for the South Wake Landfill Gas to Energy Project; (3) Installed new hazardous waste storage building at the multi-material site.

Partnerships: Negotiated Partnership/Interlocal Agreements between Wake County and various partners including Wake County Public School System; NCDA-NRCS; State of NC; Durham County; Raleigh-Durham Airport Authority; Research Triangle Foundation; City of Raleigh; Towns of Cary, Morrisville, Knightdale, Zebulon, and Wendell; NC Clean Water Management Trust Fund and Progress Energy.

FY 2013 DISCUSSION

The Facilities, Design and Construction budget increased by \$10,992 over the FY 2012 Adopted Budget. This is primarily due to the continued maintenance of vacancies and sustainable spending within the department.

Reductions: The department presently has 1.0 vacant Facilities Project Manager position, which it proposes to again defer filling for the first three months of the upcoming fiscal year. The department also deferred filling this position during this most recent year, and previously eliminated 1.5 positions in the FY 2010 budget. Therefore, the department's capacity will continue to be challenged as the workload has generally remained constant, in spite of the economic recession. While several projects were completed in the previous fiscal year, a number of new projects in the advanced planning phase have required a significant level of resources this year when combined with the ongoing construction of two large projects managed by this department (Justice Center and Hammond Road Detention Center).

Other Issues for FY 2013: 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 assignments. Major projects that impact departmental activities in the upcoming fiscal year include the following: Ongoing implementation of the Justice Facility Master Plan as follows: (1) Continue construction of the Justice Center; (2) Continue implementation of 10-Year Courthouse Improvements Plan - Year 10.

Construction schedules for FD&C are: (1) Begin major renovations to multiple floors of the Public

Facilities Design & Construction

Safety Center to reconfigure space vacated by the Hammond Road Detention Center expansion, and for construction of a Communications Dispatch Center for the Sheriff 's Department; (2) Continue implementation of the EMS System Master Plan, by completing planning and design for an EMS Station proposed for the Brier Creek area of Raleigh; (3) Continue planning for space that will be vacated at the Wake County Office Building and Courthouse upon occupancy of the new Justice Center; (4) Complete planned upgrade projects at two existing libraries; (5) Continue building envelope and building systems upgrade projects and roof replacements to various County owned buildings as defined in Facility Condition Assessment database; (6) 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; (7) Continue implementation of Master Plan for the North Wake Landfill Borrow Site, in partnership with City of Raleigh and Wake County Public School System.

Resume review and plan for implementation of Human Services Long Term Facility Master Plan.

HORIZON ISSUES

Continue to implement capital plan to address high priority items identified in Facility Condition Assessments;

Continue implementation of the Justice Facility Master Plan, through continued renovations to the Existing Courthouse;

Continue implementation of EMS Master Plan to include co-locations with Fire Stations where possible;

Resume implementation of Libraries Master Facility Plan, through planning, design and construction of major projects approved in the 2007 Bond Issue;

Resume open space preservation consistent with County priorities and partnerships developed, once bond sale is completed;

Resume implementation of Parks Master Plan; and

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

Description: Capital Program Planning and Implementation.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of projects completed in accordance with County's CIP schedule	90	90	90	N/A
Percentage of projects within Budget	100	97	100	N/A
Percentage of projects meeting or exceeding County energy efficiency standards	100	100	100	N/A
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	100	100	N/A

Service Area: Real Estate and Landrights Management

Description: Real Estate and Landrights Management.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of real estate/landrights issues resolved within planned time	84	84	82	N/A

Finance Department

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	2,290,868	2,541,541	2,502,129	2,558,039
Contractual Services		237,446	171,268	268,968	171,268
Supplies, Materials and Other Charges		80,283	100,553	100,553	93,053
Expenditure Totals	\$	2,608,596	2,813,362	2,871,650	2,822,360
Revenues:					
Charges For Services	\$	6,677	8,000	8,000	8,000
Interest Income		118	—	—	—
Miscellaneous		83,551	129,800	129,800	188,997
Revenue Totals	\$	90,346	137,800	137,800	196,997
Number of FTE's		34.00	34.00	34.00	34.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Finance Department includes three divisions: Financial Services, Internal Audit, and Budget and Management Services; each with distinct responsibilities that ultimately result in ensuring the County is fiscally responsible and accountable.

The Wake County Financial Services Division within the County's Finance Department is committed to providing professional fiscal support through service excellence to the Wake County Board of Commissioners, the County Manager, and staff. Financial Services strives to improve business-processes countywide, provide timely, accurate financial information to departments and citizens, and enhance fiscal accountability.

The Financial Services division major goals include: 1) Maintain the County's Triple-A bond rating, a key factor in keeping interest costs low on the County's outstanding general obligation debt; 2) Obtain an unqualified opinion on annual independent audit; 3) Review the County's major business processes as well as any proposed changes to these processes and document the County's internal control system to minimize weaknesses and provide critical financial stewardship to management and taxpayers; 4) Provide accurate, timely financial information for

decision-making purposes to County's management and staff, assisting as necessary; 5) Obtain the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA); and 6) Provide disclosure of information to bondholders and citizens through the timely production of the comprehensive annual financial reports.

The Budget and Management Services (BMS) Division provides fiscal planning, fiscal management, management and policy consulting, and debt services to the Board of Commissioners, County Manager, and departments in order to ensure the County's fiscal integrity and health while facilitating efficient and effective service delivery.

BMS's main responsibility is to organize the annual budget process and compile the annual budget information for all Wake County government services. The division also is responsible for fiscal planning and analysis and maintains the County's long range debt and capital financing model. Additional duties include operating and capital countywide management analysis and program evaluation, providing financial information and policy analysis to the Board of Commissioners and County Manager, and assisting departments with financial and managerial challenges.

Finance Department

The Internal Audit Division of the Finance Department serves the citizens of Wake County by providing independent consulting and audit services. The major goals of Internal Audit are to: 1) Reduce risk by recommending proper internal controls; 2) Promote accountability through the efficient use of resources; and 3) Ensure defined activities of County programs are carried out and funds are spent appropriately.

MAJOR ACCOMPLISHMENTS

The County has maintained an “AAA” bond rating from Moody’s Investors Service since 1973, an “AAA” rating from Standard & Pool’s Corporation since 1983, and an “AAA” rating from Fitch for the twelfth year in a row. This bond rating is a clear indication of the sound financial condition of the County. The County is one of the few counties in the country that maintains the highest financial rating from all three major rating agencies. This achievement is a key factor in keeping interest costs low on the County’s outstanding general obligation debt. These ratings were last affirmed in January 2012.

The Financial Services Division and its staff continue to excel and be recognized at a national level for this excellence. The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2011. This is the 28th consecutive year that the County has received this recognition.

In addition, the Carolina Association of Governmental Purchasing (CAPG) presents an annual award to units of government that have demonstrated high standards in the purchasing profession. For the eighth year in a row, Wake County Procurement Services was one of a small number of governmental units throughout the Carolinas to receive this award. A formal presentation of the award was made to the Procurement Services staff in April 2012 at the CAPG Spring Conference.

During FY 2012, BMS has focused on and ensured the County’s fiscal integrity and health while facilitating efficient and effective service delivery.

BMS received GFOA’s distinguished budget presentation award for the FY 2012 budget. The division evaluated key projects such staffing and operating costs related to the opening of the Justice Center, conducted a review of Juvenile Crime Prevention Council nonprofit funding, provided assistance to the Environmental Services department regarding the Animal Services RFP and other projects, and conducted a cost analysis of the Holly Hill Hospital contract. Staff also successfully clearly demonstrated the County’s low linkages to the U.S. sovereign credit rating such that Moody’s revised its financial outlook for Wake County and stated that Wake County was considered to have fewer financial and economic linkages to the U.S. government.

Internal Audit assisted the external auditors and the Finance Department with the annual audit. Specifically, Internal Audit prepared the County’s Schedule of Federal and State Expenditures report and reviewed the major financial sections and federal and state funded programs.

During the 2011 and 2012 fiscal year, Internal Audit was instrumental in the transition of two local emergency medical service providers to Wake County. The Internal Audit Division has also provided advisory and management services to the local Fire Departments and the Fire Commission.

Internal Audit provided the leadership and oversight of a major rewrite of the finance policy and procedure manual. Finance policies and procedures are now in a searchable electronic format on the County’s intranet portal: Wake Employees.

FY 2013 DISCUSSION

The Finance Department budget decreased by \$49,290 from the FY 2012 amended budget to \$2,822,360. The majority of this decrease is due to adjustments to the contractual services budget.

The department was able to increase revenues based on expected actuals. Revenue increased by \$59,197 to \$196,997. The revenue enhancements included a payables rebate which was a new program in FY 2012

Finance Department

for the County that is expected to generate an additional \$30,541 in rebates. The remaining \$28,656 in revenue enhancements is for the current procurement card rebates. Due to a change in procurement in March of 2010, procurement card limits countywide were allowed to increase if approved by Department Heads. As a result of this increase, the County will continue to see a slight increase in procurement card rebates into FY 2013.

The Financial Service Division has several projects that are currently ongoing including: 1) developing an enhanced training function to more deliberately train department users and new staff on newly developed policy and procedures; 2) continue fine tuning the risk management reporting system and new quarterly reporting process of crosscharging departments as claims expenditures are incurred; 3) work with the financial software provider and other departments to implement ERP upgrade to Advantage Financial 3.9; and 4) assist the Internal Audit Division with the implementation and deployment of ACL business processes.

In addition to routine budget development, fiscal management, and debt service and long-term financial planning, Budget and Management Services Division will work on several special projects during FY 2013. These include evaluating a potential future building program for WCPSS, a review of the budget process for fire operating and capital, and serving on the 800MHz steering committee. Other projects will be assigned with the conclusion of the FY 13 budget development process. Staff will also continue to evaluate the County's debt portfolio and plan to issue new general obligation bonds in Spring 2013. While \$15.6 million is currently planned for Open Space and Libraries, the amount to be issued may increase by \$29.25 million contingent on the outcome of the recommended November 2012 \$200 million general obligation bond referendum for Wake Tech facilities.

Internal Audit will continue implementing electronic auditing software techniques in other areas within the County such as payroll and user access roles within the Advantage accounting system. Our review will ensure that the system is functioning as intended and

will look for improvements within business processes and system functionality. Internal Audit will also be an integral part of the document management system project or the Human Services Department of Social Services.

HORIZON ISSUES

As of this writing, the staff has prepared and issued a request for proposal (RFP) for bank operating services and is beginning the planning process to upgrade the ERP financial software by April 2013. At that time, any changes in banking required by the RFP will be implemented, along with a new Grants Reporting Module and the Vendor Self Service (VSS) for procurement, electronic bidding, and payment processes.

Finance Department

Summary of Services and Performance Measures

Service Area: Fiscal planning and management

Description: Ensure the County's fiscal integrity and health

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Fund Balance as a percent of the General Fund	16	16	16	16

Service Area: Operating/Capital Budget development

Description: Distribute resources to enable service delivery levels per the Board's direction, long range plans, and business plans, as well as ensure the optimum use of available resources.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of GFOA budget awards received	100	100	100	100

Service Area: Accounting

Description: 1) Maintain a sound accounting system that provides management with timely, accurate information. 2) Improve system efficiencies and internal controls through the use of automation, providing assistance as available to review business processes associated with existing and proposed technology. 3) Process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles and with County policies.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Child daycare payments are processed w/in 2 business days of State file availability	12	12	12	12
Percent of time that no bid awards are overturned as a result of procedural errors or misapplication of law.	100	100	100	100
Percent of time that requisitions of less than \$30k in value are processed within an average of 5 days following receipt in Procurement.	100	100	100	100

Service Area: Debt services

Description: Facilitate efficient and effective service delivery by supporting the County's capital needs.

Finance Department

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percent of debt service payments made one business day before is due	100	100	100	100

Service Area: Risk management

Description: Procure insurance and manage to minimize the cost of risk. Administer driving self-insurance component. Work with departments policy process.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percent of experience modifier annually determined by independent actuary for similar position classifications. The modifier should be less than 75%.	68	68	75	75
Percent of time that annual insurance renewal information is completed timely so that insurance broker can provide new insurance contracts by June 1.	100	100	100	100

Service Area: Reporting

Description: 1) Timely completion of comprehensive annual financial report required using GAAP reporting and receiving unqualified opinion from external auditors. 2) Timely, accurate completion of Single Audit report for grant compliance reporting. 3) Timely, accurate completion of monthly interim statements provided to key management.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Number of audit adjustments per fiscal year resulting from external financial and single audit.	N/A	N/A	N/A	N/A
Issue monthly interim financial statements timely prior to end of subsequent month for all months except June and July when they are not issued	10	10	10	10
Percent of time that annual financial statements for the previous fiscal year are presented to the County BOC no later than the first week in December.	100	100	100	100

Service Area: Investment management

Description: Provide investment portfolio management that maintains investments that are safe, liquid and competitive in the marketplace.

Finance Department

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	100

Service Area: Business and internal control enhancement

Description: Provide assistance and of automation and streamlining of efforts that recommendations to Departments for improved maximize efficiency while maintaining adequate business processes and better internal controls. internal controls for effective implementation of Modernization of business processes through the use management's goals and objectives.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of major process improvements implemented as a result of Internal Audit work and recommendations	85	85	90	98
Satisfaction survey by auditee	90	90	95	98
Percentage of Audit Plan completed	70	70	90	95

Service Area: Assistance to external auditors

Description: Document Financial and Single Audit business processes for annual audit reports. This Internal Audit serves as a liaison to external auditors including Audit firms, IRS and other regulatory includes preparing related schedules as needed. authorities.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of Audit Plan completed	100	100	100	100

Human Resources

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	1,528,687	1,770,195	1,770,853	1,753,639
Contractual Services		13,908	–	–	–
Supplies, Materials and Other Charges		82,026	103,799	103,799	102,797
Expenditure Totals	\$	1,624,621	1,873,994	1,874,652	1,856,436
Revenues:					
Charges For Services	\$	86	–	–	–
Revenue Totals	\$	86	–	–	–
Number of FTE's		25.50	25.00	25.00	25.00

DEPARTMENT PURPOSE AND GOALS

The Human Resources Department serves the citizens of Wake County by focusing on attracting, developing, and retaining a talented workforce. As strategic partners with Wake County departments, the department is committed to providing high quality customer service to all current, past, and prospective employees. The HR team strives to help make Wake County be an employer of choice by encouraging integrity, diversity, flexibility, innovation, and leadership.

MAJOR ACCOMPLISHMENTS

The North Carolina legislative decision to expand the 1915 Medicaid Waiver statewide impacted Wake County's ability to continue with our current LME after June 30. Human Resources worked with HS and County Management to determine the overall impact this decision had on personnel. Several options were considered regarding restructuring Wake's LME services, creating a separate Managed Care Organization, or partnering with another entity impacted by the legislation. Wake County and the Durham Center entered into an agreement to join together. Eliminating Wake's LME impacts 95 positions. Seventy four employees requested assistance in job placement. HR is providing this service by meeting with employees individually, providing interviewing skill training sessions, identifying internal job placement opportunities,

partnering with Durham in screening applicants and participating in hiring interviews for the joint waiver.

The compensation section of HR completed the annual market survey process, where seventy County classifications were surveyed for market competitiveness. The classifications that are surveyed change yearly based on department requests, market competitiveness and completion of last position analysis. Based on the data gathered and the economic conditions recommendations were made to adjust the band range by 3% to allow for a 70% spread between the minimum and maximum of the band ranges. During FY2012, HR recommended a 2% merit increase, which was the first increase since 2008. The Commissioners approved both recommendations.

Beginning January 2012, Wake County eliminated its HRA medical insurance program and began offering two PPO medical insurance plans. The decision to alter the type of insurance offering was based on responses from the Employee Benefit Survey, as well as the HRA's plan performance over the last three years. The medical insurance plans are being administered by Blue Cross Blue Shield of North Carolina. A RFP was also initiated for vision benefits. Based on the analysis of plan design and cost, it was determined that the county would begin offering two vision plans through VSP and CEC.

Human Resources

Human Resources is in the process of implementing Meridian, a learning management system. This system will be used to track internal and external training, required licensures and certification, and required credentialing. The system also provides the ability to develop and deploy web based trainings. In FY 2013, Meridian will be fully integrated with Advantage, the County's Financial and Human Resource Management system.

and relationship-management components/competencies. It will provide both new and veteraned supervisors the opportunity to enhance their knowledge and develop the skills needed to succeed within the organization. The curriculum has been primarily designed by our internal trainers and subject matter experts, based on the 2010-2011 Training Need Assessment.

FY 2013 DISCUSSION

The Human Resource budget decreased by \$18,216 from the FY 2012 Amended budget of \$1,874,652 which resulted from reductions and a variety of other adjustments.

The Human Resource budget was reduced by decreases to the travel, postage, office supply, software, and temporary employee transportation incentive budgets.

HORIZON ISSUES

A major focus in FY13 will be upgrading Advantage Human Resource Management (HRM) to Version 3.9. This will be the first major upgrade since going live with the system in April 2010. Another important aspect of the upgrade is it will be the first time each module; Finance, Budget, HR, and Employee Self Service will be simultaneously going live. The ERP System Manager and each department System Manager will lead the implementation by coordinating set-up and testing scenarios.

We will begin preparing for the modifications to the health insurance offerings and business processes based on Health Care Reform legislative mandate. A communication strategy will need to be created to address distributing information to employees as required. The Benefits team will also continue focusing on an integrated health and wellness approach, utilizing claims analysis to ensure our programs are targeting the chronic conditions that impact claims.

In FY 2013, the Training Division will introduce a new Supervisory Training Curriculum. The curriculum emphasizes results-based management

Human Resources

Summary of Services and Performance Measures

Service Area: Training and Organizational Development

Description: Provide training that enhances the relations between employees, supervisors, and managers. The program also strives to assist employees in developing/enhancing skills which will achieve the organization's goals and objectives, promoting professionalism, and maintaining consistency in the application of policies and procedures.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
The average Participant Ratings of Training Programs (1-4 Scale)	4	4	4	N/A

Service Area: Employee Relations

Description: Improve the work environment so that line employees, supervisors, and managers work effectively together to achieve the organization's goals and objectives.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of non-discrimination grievances resolved at department level.	34	80	40	50

Service Area: Recruitment and Diversity

Description: Maintain and continue to improve service delivery in recruitment, referral, record keeping, and employment verification. Ensure that employees are hired as a result of a competitive process and that hiring managers have the resources and skills necessary to conduct sound interviewing and selection processes. Promote Wake County as an equal opportunity employer who values diversity at all levels of the workplace.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of actively recruited vacancies.	N/A	N/A	N/A	400
Input				
Number of applications received.	N/A	N/A	N/A	36,000

Service Area: Reception Services

Description: Effective reception services are provided to all County employees; retirees; family members; employment applicants; visiting citizens and residents, along with handling all incoming correspondence; employment applications; deliveries; etc.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of employees, and family members, who attended the Holiday Event.	N/A	N/A	N/A	N/A

Information Services

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	8,184,904	8,395,706	7,797,086	7,723,781
Contractual Services		2,563,140	2,118,900	2,887,446	3,038,053
Supplies, Materials and Other Charges		684,573	746,619	735,319	758,942
Capital Outlay		16,837	—	—	—
Expenditure Totals	\$	11,449,455	11,261,225	11,419,851	11,520,776
Revenues:					
Charges For Services	\$	37	—	—	—
Miscellaneous		1,039	—	—	—
Revenue Totals	\$	1,076	—	—	—
Number of FTE's		90.75	91.75	82.75	82.75

DEPARTMENT PURPOSE AND GOALS

Wake County Information Services (IS) is the primary information technology provider for County departments. It offers centrally managed operations and administration for enterprise and mission-critical automation systems, desktop and mobile services, network and telephone services, software development and management, and technical support and consultation to County departments and business partners. The department operates two computer centers at geographically separate sites and uses hosted services for several essential operations and departmental systems.

Wake County IS strives to be a nationally recognized leader in the public sector for supporting and improving government services, increasing access to information and services, and contributing to the community through the use of technology.

As part of this vision, the County's website, WakeGOV.com, has become a key avenue for access to information and services with more than 9 million visits by 3 million unique visitors in the past year. WakeGOV provides information about the County Board of Commissioners (BOC), including live video of BOC Meetings; current County news; departmental, program and general contact information; and a wide variety of services such as

paying taxes, determining eligibility for health and human services, and adopting animals. Several departments use social media tools, including Twitter, Facebook, MySpace, Flickr, and YouTube, to complement their website pages, as well as promotional websites for significant public information campaigns.

IS seeks out opportunities to work with the County's business units to 1) provide effective, sustainable technical options to manage their services and information, 2) evaluate business processes and use technologies to improve efficiency and effectiveness in conducting the public's business, 3) find solutions that can be offered quickly and are adaptive to changing business needs, and 4) create economies to reduce costs for internal operations and expenses to business units.

Wake County IS has three central goals that guide its work. These are: 1) Improve core technologies by providing, maintaining, updating and expanding technical infrastructure services as needed to create a foundation for the County's business operations; 2) Collaborate with business units to identify opportunities to use technology to support departmental business processes; and 3) Improve access to information by collaborating with business

Information Services

units to transform data into useful information that can be communicated easily with others.

MAJOR ACCOMPLISHMENTS

Information Services is committed to maintaining and building on the alignment of its work with the needs of the organization. Its projects are grouped by one of two drivers: 1) improve business processes or productivity and 2) improve core technologies.

In FY 2011, Information Services staff completed 100 initiatives, with 45 percent of the initiatives focused on the improvement of core technologies and 55 percent focused on the support and improvement of the County's business operations and delivery of services. Almost two-thirds of the initiatives were high priority, meaning they were essential to either the improvement of core technologies or business processes.

FY 2012 began with over ninety active initiatives divided between improvements to core technologies and improvements to business processes and access to information. Examples of projects in each category follow:

Core Technologies

Disaster Recovery and Business Continuity. IS deployed a redundant front-end (F5's BIG-IP web traffic manager) for County websites and the web services. This deployment moved the website infrastructure to a more fault-tolerant (continuous uptime) environment. The initiative further supported the goal of ensuring that WakeGOV would be available as the key avenue for access to the County's information and services.

Storage: The demand for secure, highly available, and easily accessible electronic storage continues to increase as departments add new systems and technologies and as information is increasingly digitized. IS expanded its de-duplication efforts (electronically eliminating duplicate information) to recover costly storage space and to reduce the processing time for nightly backups. IS also migrated its primary on-premises storage technology (HP's 3-Par) to a newer platform, which improved access

speeds, increased capacity, and created more resilience in storage management.

Business Alignment

Website upgrades: IS reshaped the employee information portal, WakeEmployees, with a significant technical upgrade using Microsoft's SharePoint 2010. The technology provides modern web and social media features and allows more staff to create and manage content in the portal. The upgrade included improving content by identifying and training content authors throughout the County's departments who could then directly create content for other staff. The portal also moved from being a publicly viewable site to one for employees only, requiring authentication to gain access to its services. The new portal, WE, offers anytime, anyplace access to information, including policies and procedures, benefits, training events, electronic timesheets and news. This project also established the technical foundation for an upgrade to the public website, WakeGOV, that will show comparable improvements near the end of FY 2012.

Revenue Systems. The Computer Assisted Mass Appraisal (CAMA) and Revaluation systems were custom-built several years ago for the County by an independent vendor. The vendor was the sole provider of technical support for these essential systems. The County decided to end its purchase of support from the vendor and to create an internal capacity for it. During FY 2012, the team that supports Revenue's property tax billing and collections system migrated CAMA and Reval to their portfolio and became the sole support for the entire array of Revenue related applications.

Transparency: The transition to SharePoint and the migration to Office 2010 have enabled new ways to provide information to the public. Using SharePoint's Excel Services and pivot tables, the County significantly updated its fiscal transparency site, WATCH, by providing the public with online tools that can filter through the County's financial transactions, essentially without restriction. Along with the improvement in technologies, the County improved transparency by adding transaction data

Information Services

for all funds. The original WATCH provided only General Operating fund information; it now includes multiyear funds like capital funds and the solid waste enterprise fund. The business intelligence tools also allow the public to download raw data directly from the website. This unconditional approach to transparency and putting business analysis tools into the public's hands is a primary example of Wake County's digital leadership in the public sector.

Human Services: A newly formed division to support Human Services initiated significant technical and business improvements in FY 2012 that will be completed in FY 2013. Two of the most important initiatives were the introduction of an electronic document management system for economic support services and the replacement of the health practices system to accommodate electronic health records, modern billing practices, and improved clinical reporting.

FY 2013 DISCUSSION

The Information Service's budget increased by \$100,925 from the FY 2012 Amended Budget which resulted from expansions, reductions and a variety of other adjustments.

Information Services' budget was increased due to increases in license and maintenance fees for Server/SAN of \$51,000, NetMotion Software of \$13,000, network circuits at new facilities of \$65,000 and costs associated with the opening of Hammond Road of \$19,000.

Projects planned for FY 2013 are fewer in number than in past years but are of a larger scale and complexity. These include continuation and expansion of document management in Human Services, replacement of the health practices systems, updating CAMA, upgrading the eWake ERP (Advantage 3.9), and implementing the state's NC FAST case management system.

Information Services will continue to deepen its approach to application portfolio management in FY 2013, building on the portfolio to manage its resources and projects. Collaboratively, IS and departmental staff will improve planning for

upgrades and replacements for major systems and ensure that the County's technology investments align with their business value.

IS will continue to carry out initiatives in FY 2013 to improve core technologies and to improve business processes and access to information. Examples of in both areas are

Core Technologies

Wake County Directory: The Wake County Directory is an aging and technically inflexible application that is a lynchpin for several key processes in the County. To adapt to changing technical and business processes effectively, the approach to providing the services needs to be changed technically. This will be a complex process due to the transition of multiple business and technical interfaces from the existing directory to its replacement. This effort will lay the foundation for a longer-term effort to introduce more advanced identity and access management processes and technologies.

eMail Archiving: The County relies on the features within its current email platform to manage email retention and archiving. The approach has limitations with respect to business continuity and e-discovery. IS will evaluate technologies to retain and archive emails to match the state's retention and disposition requirements, support the County's business processes, and allow more efficient e-discovery. The archiving project will also address retention and disposition of non-email files on shared drives.

Call Center Upgrades: The procurement phase for an enterprise call (or contact) center platform was initiated in FY 2012; its implementation will begin in early FY 2013. Departments will consolidate call centers to a single platform that offers features, reporting, and management that can be tailored and adapted to their business processes. The platform will be scalable (up or down) to accommodate the County's changing processes.

Business Alignment

Information Services

Record Management initiatives: These initiatives will either complete or build on projects started in FY 2012. Information Services will complete a document management project in economic support services in Human Services. This includes introducing technologies to digitize and manage records and changing business processes to enable digital storage and retrieval of client applications, evidence of eligibility, and certification for economic support programs. Concurrently, Information Services will continue its educational and consulting record management initiative with departments to determine legal and business requirements for the retention, release, and disposition of records and to create action plans to build processes to comply with those requirements.

Human Services Health Practices Management System: The current health practice management system in Human Services will be replaced to meet current and imminent requirements for electronic health records, portability of health information, and billing practices. The procurement began in FY 2012; the deployment of the new system, including changes to clinical practices and record management will begin in FY 2013.

Collaboration Sites: Extending the services available through the SharePoint website technologies, IS will lead efforts with departments to create project, team, and departmental sites to promote collaboration among staff and with outside partners. Collaborative sites offer their participants the capacity to share documents, communicate directly with each other, create group calendars, and quickly search through project-related documents.

Mobile Device Management: In FY 2012 IS focused on building policies and procedures to expand the range of mobile devices (e.g., smartphones and tablets) that staff uses to gain access to the County's systems and information. Currently IS supports only the use of Blackberries. County management will put the policies and procedures in place in late FY 2012. These will pave the way in FY 2013 for other mobile devices to be support, including some employee-owned devices.

Upgrade CAMA. The Computer Assisted Mass (property) Appraisal application was custom developed several years ago by a third-party vendor. In FY 2012, support for the system migrated from the vendor to IS. Because the code is outdated, it needs to be modernized or rewritten to ensure that the system will operate appropriately for the next revaluation cycle. The project will begin in FY 2013 and likely extend into FY 2014.

HORIZON ISSUES

Consumerization, employee-owned devices, and mobility.

As noted in FY 2012's business plan, Wake County faces the pressures from its staff and public from the transforming effects of the rapid consumerization of technology. Smartphones, tablets, and netbooks devices, and the services available through them, have changed expectations about how applications should work, how to access applications and information, and what technical tools should be available in the workplace. Technology's power (and risks) is increasingly wielded by non-technical people.

With these changes has come a blurring of individual personal and professional boundaries. As an example, employees have begun to expect to use just one device for communications - not one for work and another for personal matters. This shift has compelled IS to find ways to meet our corporate obligations to protect sensitive information and provide secure business processes while creating an environment that will allow employees to use their own devices.

Although IS has begun responding through initiatives for mobile devices, desktop virtualization, and application streaming, the areas of consumerization, mobility, and employee-owned devices must remain as horizon planning issues. The continuous, fast-paced evolution of consumer computing technologies (e.g., gesture and voice interfaces, faster cellular connections, cloud-based services, and further integration of personal and work personas) will continue to test the County's capacity to respond.

Information Services

The approach IS has used to make services available "anytime, anyplace" for PCs loses utility with the rise of mobile devices. For example, the County may need to re-evaluate its capacity to support wireless network services. With PCs, IS could add wireless capacity on a case-by-case and best effort basis. With the proliferation of mobile devices, the County may need to provide wireless network services at the same service level as wired, which would require a substantial investment in equipment, bandwidth, and staff.

Land Management Systems.

Two major systems, Planning and Permitting and Revenue's property tax systems, are due for replacement or significant upgrades over the next several years. Planning and Permitting is on an aging platform and losing staff through attrition. The technology creates opportunity costs because it constrains the County's ability to respond to changing legislative, business practice, and land use needs. Replacing the system will require redesign of business practices and identifying and training staff to build and operate the new technologies. Likewise, the property tax billing and collection system uses out-of-date technology. It too, constrains the ability to respond to legislative, business process, and other legal changes. A modernization effort could affect business practices; the technology replacement project will have to be carefully coordinated with the Revenue department to avoid disruptions in service and to preserve Wake County's high collection rate.

Information Services

Summary of Services and Performance Measures

Service Area: Network Services

Description: Provide primary and backup internet service, wide area network service, 802.11x and MESH network wireless services, remote access services (VPN) and network design services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	100	99
Support-Percent of time service response targets of 1 hr., 4 hrs. or 1 business day, based on priority, are met at least 95% of the time.	100	100	100	95

Service Area: Servers

Description: Provide file and print services, network resource access management, SAN administration, backup and recovery for all network based resources and servers, patch implementation for servers and desktops, remote access services (RAS), and enterprise fax service.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Data Management Recovery- Percent of time meeting service level target of 90% of recovery services provided within 8 hours of request receipt.	100	100	100	100
Support-Percent of time providing response within 1 hr., 4 hrs. or 1 business day based on priority 95% of time.	100	100	100	100
Percent of time server and desktop operating system patching done within 30 days of the release of the patch, once investigated and determined to be appropriate for our environment.	100	100	100	100
Data Management Backup- Percent of time backup services fully completed.	98	98	99	100

Service Area: Security

Description: Provide design, management, monitoring and support of security systems and policies. Platforms include anti-virus, firewall log monitoring, email attachment filtering and content inspection, intrusion detection/prevention, web traffic packet inspection, web site filtering and server/desktop patch recommendation.

Information Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percent of time virus protection provided at all times on WCIS supported servers with virus protection signature files current to within 10 business days at all times.	100	100	100	100
Percent of time firewall log monitoring provided during prime shift at all times with monthly trending reports generated 100% of the time.	98	100	100	100
Percent of time intrusion detection monitoring provided during prime shift at all times with IDS signature files current to within 10 business days 100% of the time.	100	100	100	100
Percent of time email attachment filtering and email content inspection services provided at all times with SPAM signature files current to within 10 business days 100% of the time.	100	100	100	100

Service Area: Telecom

Description: Manage contracts for the provision of local, long distance, cellular and paging services; provide consultation and implementation services for specialized telecommunications services (call management systems, voice mail, etc.); provision of

telephone sets to customers; manage wiring and cabling service contracts. Install voice and data wiring and manage wiring jobs for County owned and leased facilities.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Moves, adds and changes - Percent of time service level target of within 10 business days of request for non-vendor related requests and 14 business days for vendor related requests met at least 95% of the time.	91	93	98	100
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 90% of the time.	94	94	98	100

Service Area: Desktop Support

Description: Provide new, replacement, and repair services on computer hardware, computer equipment moves, remote and on-site diagnostics, and technical system administration.

Information Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Computer equipment moves, configuration and install work-meet agreed upon schedule 90% of time.	92	93	95	100
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	91	92	95	100

Service Area: Help Desk, Move & Asset Management

Description: Provide hardware and software service request management; moves management; telephone and email based support; desktop hardware research, procurement, configuration, technician and other specialists dispatching; access installation, moving, inventory and surplus; support; software research and procurement support;

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Service request management-Percent of time meeting service level target of phone requests resolved or properly reassigned immediately and email requests properly handled in 1 business day at least 95% of the time.	92	91	99	100
Support-Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	90	94	98	100

Service Area: Computer Operations

Description: Provide mainframe and mid-range computer system operating system maintenance and support, batch and on-line processing support, application support, mainframe and mid-range system hardware support, software maintenance and licensing services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
System Availability-Percent of time meeting service level target of 99%, 24x7.	100	100	100	100
CICS Availability-Percent of time meeting service level target of 98%, based on scheduled hours.	100	100	100	100
CICS Response Time-Percent of time meeting service level target of 97% of time 5 seconds or better and 96.5% of time 2 seconds or better.	100	100	100	100

Register Of Deeds

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	2,045,094	2,048,105	1,994,543	2,030,737
Contractual Services		284,014	374,804	510,395	319,578
Supplies, Materials and Other Charges		500,876	244,941	288,083	163,331
Expenditure Totals	\$	2,829,984	2,667,850	2,793,021	2,513,646
Revenues:					
Taxes	\$	4,652,739	4,800,000	4,800,000	5,850,000
Charges For Services		4,602,529	5,334,050	5,334,050	4,836,018
Licenses & Permits		148,344	159,500	159,500	144,574
Interest Income		5,218	16,000	16,000	5,218
Miscellaneous		(413)	50	50	–
Other Financing Sources		–	103,244	227,977	31,602
Revenue Totals	\$	9,408,416	10,412,844	10,537,577	10,867,412
Number of FTE's		37.00	37.00	37.00	37.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Register of Deeds (ROD) is a customer-driven recording agency that provides numerous functions to the legal community and the general public. The Register of Deeds is a public official elected to four-year terms who is legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of Wake County public records.

The Department's highest priority is to provide six services required by North Carolina General Statutes. The six required services are: 1) recording legal documents; 2) issuing marriage licenses/certificates; 3) issuing birth and death certificates; 4) issuing notary public oaths/authentications; 5) imaging recorded documents and maps; and 6) indexing recorded documents and maps.

The Register of Deeds office is bound by North Carolina General Statute to make recorded documents available via a temporary or permanent index within 24 hours. Documents must be fully indexed on the permanent index within 30 days of the initial recording. 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

Implemented a new and much improved ROD website, employing the latest technology and making our services more obtainable for the citizens.

Completed an eight-year project to post online every real property document ever recorded in North Carolina's capital county, dating back to the 18th century. The oldest record, an Indenture Agreement recorded on July 7, 1785, is now available in BOOKS, the Registry's online system. The project is helping the county save money in several ways. Putting these records online eliminates the need for storage space for thousands of deed books in the office. Consequently, it cuts demand for office space and public parking for customers, and less foot traffic in the office cuts down on wear and tear. For this cost-cutting, space-saving initiative, the office received a 2010 Outstanding County Program Award from the N.C. Association of County

Register Of Deeds

Commissioners. The award recognizes the most innovative county programs across North Carolina.

Updated the BOOKS system to reflect a mandated change in fee structures. Further enhanced the operational interface relating to this system to streamline work processes and reduce customer wait time.

Implemented "Redactions" software to internally process the redacting of confidential information from our online records system and meet a federally mandated initiative to reduce cyber crime. This project saved the county an estimated \$1 million.

Updated backend computer system hardware and software to increase processing speeds, ensure reliability, and pave the way for future technology expansions.

Continued a comprehensive cross-training program allowing staff to become proficient in a variety of departmental functions.

Continued to upgrade the online Consolidated Real Property Index application. This application was rewritten to employ the latest technological features making the application more robust and easier to use.

Enhanced the BOOKS online tutorial and software documentation to further improve the Consolidated Real Property Index System.

Implemented a ROD intranet for departmental reference. Streamlined departmental work process flows during the information gathering stage of this project, thus resulting in improved operational efficiencies and providing a basis for continued process improvements and change management.

Recorded 167,407 real estate documents, 14,957 birth records, 5,385 death records and 5,934 marriage licenses. Also, issued 21,747 certified birth certificates and 33,134 certified death certificates.

FY 2013 DISCUSSION

The Register of Deeds budget decreased by \$279,375 from the FY 2012 Amended Budget which resulted

from a realignment in costs, reduced Automation project plans, a reduction of postage costs, and a variety of other adjustments.

The Register of Deeds budget reflects a decrease in planned ROD Automation project spending of about \$196,000, removing a passthrough expenditure of \$80,000 for the State Register of Deeds Supplemental Pension Fund from the expenditure budget, and a reduction of \$2,590 from the postage budget.

HORIZON ISSUES

The Register of Deeds will continue to implement computerized processes to accommodate the increasing demands for faster and more efficient recording processes. Projects on the immediate horizon include:

- 1) providing an online system to e-record all document types, thus reducing staff efforts required to process documents, and providing increased service by offering an additional recording option.
- 2) Update the consolidated real property index system incorporating the newly mandated search criteria as set by the NC Secretary of State.
- 3) Fine-tune the vital records system to increase usability and performance and possibly provide online access to vital record index information.

Register Of Deeds

Summary of Services and Performance Measures

Service Area: Recording Imaging & Indexing

Description: To fully record 99% of documents presented daily in person, through the mail or electronically.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Percent of Real Estate Documents Recorded and indexed within 24 hrs.	N/A	N/A	N/A	N/A
Total number of documents recorded in fiscal year	193,683	210,585	215,000	220,000

Service Area: Vital Records and Notaries

Description: To fully record 99% or more of vital records presented daily through the mail or in person. The entire process includes recording, imaging, indexing and issuance of certified copies.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Percent Vital Records documents mailed within 2 days	100	100	100	100
Percent of Vital Records documents recorded within 24 hours	100	100	100	100

Service Area: Systems Administration and Computer Services

Description: To increase the service, functionality and availability of current systems while expanding areas of technology and automation to provide new product and increased services for the ROD office and its customers. We are striving to transition the department from standard business hours to a 24/7 operation pertaining to system access in working to achieve 99.9% uptime regarding availability.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Major Automation Projects Implemented in the Fiscal Year	11	9	10	N/A
Effectiveness				
Percent of time customers are able to access ROD systems electronically	N/A	100	100	100

Revenue Department

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	3,484,735	3,640,376	3,642,156	3,579,147
Contractual Services		726,648	1,154,833	1,169,833	1,141,484
Supplies, Materials and Other Charges		802,624	1,121,196	1,121,196	1,116,867
Debt		5,583	9,633	9,633	9,633
Expenditure Totals	\$	5,019,591	5,926,038	5,942,818	5,847,131
Revenues:					
Charges For Services	\$	778,598	740,000	740,000	783,000
Interest Income		22,965	—	—	—
Miscellaneous		2,262	2,000	2,000	2,000
Transfers		3,595,973	1,845,000	1,943,000	1,933,000
Revenue Totals	\$	4,399,798	2,587,000	2,685,000	2,718,000
Number of FTE's		61.00	61.00	61.00	61.00

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 14 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, Hotel/Motel Room Occupancy 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. To do this the department works as efficiently as possible to increase productivity and control costs.

MAJOR ACCOMPLISHMENTS

The Revenue Department continued to face ongoing challenges as the economy struggled to recover. Despite that fact, staff exceeded expectations by

ending with a collection rate of 98.83 percent. Once again, securing a position as a collection leader in the State.

In an effort to recover a higher number of unpaid tax obligations utilizing the State Income and Lottery Debt Setoff program, staff was directed to research prior year accounts and locate information that would make the debts eligible for setoff. This endeavor resulted in an increase of almost 400 percent in setoff collection over the prior year bringing in approximately \$650,000.

The real estate appeals module for the departmental appraisal software was deployed allowing for the successful processing of 1,400 appeal requests in a timely manner.

Appraisal staff made a concentrated effort to educate property owners on the real estate assessment process in an effort to reduce informal appeals from escalating to the Board of Equalization and Review. The results of this effort were evident as the Board was only required to hold 6 days of hearings compared to 15 days in the prior year.

Revenue Department

FY 2013 DISCUSSION

The Revenue Department budget decreased by \$95,687 from the FY 2012 Amended Budget to \$5,847,131 which included various reductions, revenue enhancements, and a variety of other regular adjustments.

The Revenue Department budget was reduced through a reduction of \$30,678 in various operating expenses. The reductions will have a minimal impact on departmental operations.

The department increased revenue by \$33,000 over the FY 2012 Amended Budget. Most of these revenue sources relate to growth in administrative commission fees for the collection of taxes in municipalities and special districts.

Beginning in FY 2012, the monitoring and management of revaluation reserves will be retained within the General Fund as a subfund and the Revaluation Reserve Special Revenue Fund will no longer be used. Reserves for the purpose of conducting a revaluation is required by Chapter 105, Section 286 of North Carolina General Statutes. Specifically, the statute requires counties to reappraise taxable real property at least every eight years. To pay for the revaluation, Chapter 153A, Section 150 requires Counties to establish a reserve account and transfer equal annual installments needed to complete the next revaluation. Any revenues designated to revaluation reserves may not be used for any purpose other than the revaluation of real property. Wake County performed the last revaluation during FY 2008 and the next process is scheduled for FY 2016.

North Carolina statutes require the adoption of an eight-year revaluation plan immediately following the last effective date (January 1, 2008) in order to fund the next revaluation scheduled (FY 2016). This action was completed by the Wake County Board of Commissioners in 2008. Furthermore, an annual review of the reserve is required to determine whether material changes necessitate changes to the annual installments. A review of the Revaluation Reserve Subfund during the FY 2012 budget development process found that no changes are

required to the annual installment. The amount budgeted for the Revaluation Reserve Subfund in FY 2012 is \$850,000.

HORIZON ISSUES

The Revenue Department will continue to be challenged in meeting its goals and performing at existing levels while the economy slowly regains strength. Revenue will need to continue to develop ideas for maintaining collections while unemployment and bankruptcy filings remain elevated.

The real estate appraisal software code has been delivered to Wake County Information Services Department. IS has taken over full support of the product and is in the process of familiarizing themselves with the code. Revenue will work closely with the Land Records team to ensure a successful transition.

In a coordinated effort with Information Services, a review process will begin to determine a method and timeline for the rewrite of the existing tax billing and collection software using current technology.

House Bill 1779, which combines the collection of motor vehicle property tax with registration renewal, is scheduled for deployment July 2013. Staff will begin training for the new process during the upcoming fiscal year.

Revenue Department

Summary of Services and Performance Measures

Service Area: Valuation & Listing of Real Property

Description: To help the County maintain a low and equitable tax rate by ensuring that all real property including improvements and new construction is listed and valued in accordance with the schedule of values on an annual basis.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Taxable Real Estate Parcels	314,000	327,000	338,000	340,000
Effectiveness				
Coefficient of Dispersion (COD) measures the difference between all home sales in an area to the median sale as a percent. A percentage less than 10% for new homes and less than 15% for older homes represents uniform and equitable assessments.	8	9	10	8

Service Area: Collection of Property Taxes

Description: Properly receive, post and deposit current taxes and exercise every lawful method to collect delinquent taxes.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Real and Personal Property Tax Collection Rate (percent collected)	99	99	99	99
Vehicle Property Tax Collection Rate (percent collected)	90	91	93	93
Combined Property Tax Collection Rate (real, personal, & vehicles; percent collected)	98	98	98	98

Community Services

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	19,321,430	19,675,179	19,716,147	19,753,890
Contractual Services		827,646	804,430	863,597	647,116
Supplies, Materials and Other Charges		5,258,686	5,220,857	5,178,012	5,470,952
Capital Outlay		25,359	8,605	37,085	12,605
Debt		7,713	—	—	—
Expenditure Totals	\$	25,440,834	25,709,071	25,794,841	25,884,563
Revenues:					
State	\$	618,335	522,000	522,000	541,452
Local		963	—	—	—
Charges For Services		983,192	941,172	941,172	913,330
Licenses & Permits		1,982,303	2,147,730	2,147,730	2,223,754
Miscellaneous		239,800	219,184	219,184	228,180
Revenue Totals	\$	3,824,593	3,830,086	3,830,086	3,906,716
Number of FTE's		304.00	303.00	304.00	304.00

DEPARTMENT PURPOSE AND GOALS

Wake County Community Services Department administers six divisions: Management and Budget Office; Parks, Recreation, and Open Space; Planning, Development and Inspection Services; Veterans Services Office; Geographic Information Services; and Libraries. The department is dedicated to enhancing the quality of life by promoting health, safety, environmental protection and leisure activities as well as providing the information and education opportunities needed by citizens to make sound decisions.

FY 2013 DISCUSSION

The Community Services budget increased by \$89,722 from the FY 2012 Amended Budget which reflects the impact of a reduction and a number of other minor adjustments.

Community Services' budget was reduced through minor reductions in operating costs. Other adjustments include revised lease, utility, fuel, salary, and benefit rates.

Community Services

Division Summary - Community Services Management And Budget Office

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	491,311	493,533	495,753	514,224
Supplies, Materials and Other Charges	12,336	86,088	19,088	91,088
Expenditure Totals	\$ 503,647	579,621	514,841	605,312
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

The Community Services Management and Budget office is responsible for the general administration of all Community Services divisions. The primary role of the office is to make operational and policy decisions, and to administer the financial and personnel functions for the department. Beginning in FY 2009, Community Services adopted and implemented Balanced Scorecard, a strategy for identifying weaknesses and improving services. This method has proven itself to be an effective tool and will see continued use throughout the department.

MAJOR ACCOMPLISHMENTS

The Community Services department successfully created division specific balanced scorecards. The new scorecards are effective in FY 2013 and will be updated on a regular basis.

HORIZON ISSUES

Continue to assess the Balanced Scorecard to ensure that the services in Community Services focusing on satisfying the customer and collect the data needed to make intelligent decisions.

Community Services

Division Summary - Parks, Recreation and Open Space

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	1,651,501	1,692,118	1,722,118	1,723,570
Contractual Services	74,810	90,192	84,693	21,010
Supplies, Materials and Other Charges	362,906	469,468	556,487	543,731
Capital Outlay	16,631	—	31,480	—
Expenditure Totals	\$ 2,105,848	2,251,778	2,394,778	2,288,311
Revenues:				
Local	160	—	—	—
Charges For Services	132,440	124,422	124,422	130,130
Miscellaneous	(1)	—	—	—
Revenue Totals	\$ 132,599	124,422	124,422	130,130
Number of FTE's	23.50	23.50	23.50	23.50

DIVISION PURPOSE AND GOALS

Wake County's Division of Parks, Recreation and Open Space (PROS) provides outdoor recreation and educational opportunities while promoting environmental and cultural resource stewardship through a managed system of parks and open spaces.

The Division's core service areas are:

Open Space: Lands that preserve natural resources, wildlife, and help provide clean air and drinking water. Open spaces help conserve Wake County's natural resources and provide a place for citizens to enjoy passive recreation like hiking.

Recreation and Leisure: Facilities and amenities that allow citizens to enjoy more active recreation: trails, volleyball courts, boat rentals, picnic shelters, fishing, etc.

Environmental and Cultural Education: Site based cultural and environmental education programs, which introduce citizens to the history and natural environments of Wake County.

MAJOR ACCOMPLISHMENTS

Developed a standard educational program evaluation tool; continued the general patron survey; developed a Customer Service Training for staff with implementation in FY 2014; began discussions with Go Ape regarding the development of a tree-top adventure course at Blue Jay Point County Park; updated the Facility Assessment Tool.

Phased out the Recreation Land Dedication Ordinance funding mechanism; sought and received State of North Carolina Clean Water Management and Parks and Recreation Trust Fund dollars to acquire open space; continued our involvement with the WakeNature Preserves Partnership and North Carolina State University to inventory, map and better manage our open space properties.

Developed a GIS model to rank potential open space acquisitions and used this model as the basis for a "Solicitation of Interest" process targeting high-scoring parcels for acquisition; implemented electronic delivery of the Open Space and Parks Advisory Committee (OSAPAC) agenda; developed a process for batch running annual Sex Offender Registry checks of PROS staff and others.

Community Services

Developed a new numbering system and filing system for open space properties; implemented an internal staff survey to gather ideas and suggestions from staff.

FY 2013 DISCUSSION

Develop new short-term and long-term strategic plans for PROS.

Institute a Customer Service Training for all full-time and part-time staff.

Migrate to the County's new website format.

Renewing land lease with Progress Energy and State of North Carolina for the Piney Woods property at Harris Lake and the development of trails on the property.

Renew partnership with Yates Mill Associates at Historic Yates Mill County Park.

Issuance of \$11.0 million in Open Space Bonds, and implementation of the "Solicitation of Interest" acquisition process.

Evaluate current and future agricultural leases on County open space and other properties.

HORIZON ISSUES

Evaluate and implement an online program registration / facility reservation system with electronic payment capability;

Collaborate with the City of Raleigh on the Little River Reservoir and its future mitigation needs, and the future Little River County Park;

Planning, funding and development for Lake Myra County Park and Middle Creek [Southeast] County Park;

Manage a variety of Open Space Program initiatives, including: identification for funding for future open space land acquisitions, park and nature preserve development, and master planning; long-term

management and stewardship of open space properties;

Assess a variety of staff matters, including developing a staffing model for current and future parks; balancing staffing shortages and the ability to grow or maintain programs; and addressing staff training, retentions, and succession planning needs;

Develop new performance measures and benchmarking tools for PROS;

Continue evaluation of issues such as the remediation of the PCB contamination at Lake Crabtree County Park, and Progress Energy's proposed alterations to the Harris Lake Reservoir and the impact on Harris Lake County Park.

Community Services

Summary of Services and Performance Measures

Service Area: PROS Open Space and Passive Recreation

Description: Open Space land preserves natural resources, wildlife, and helps to provide clean air and drinking water. Nearly 85 percent of total park visitors come to the parks to enjoy the natural environment and outdoor recreation in an unstructured environment.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Total park visitation based on car count at all seven units of Wake County's Park System.	1,046,997	1,060,000	1,166,000	N/A
Number of Acres acquired per year by Wake County's Open Space Program	N/A	128	150	N/A
Total number of Acres acquired to date by Wake County's Open Space Program	4,531	4,659	4,809	N/A
# volunteer hours	7,930	8,000	10,000	8,500

Service Area: PROS Environmental and Cultural Education

Description: Provide pertinent, accurate, and age appropriate environmental, historical and cultural educational opportunities.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of program participants at all seven units of Wake County's Park System.	77,436	75,000	76,000	N/A
Number of educational programs provided at all seven units of Wake County's Park System.	2,448	2,200	2,300	N/A
Number of volunteer hours committed to programming at all seven units of Wake County's Park System.	2,787	2,400	2,500	N/A

Community Services

Service Area: PROS Recreation & Leisure

Description: Manage, maintain and program existing parks to provide recreation and leisure opportunities to the citizens of Wake County and beyond.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Measures the percent of shelters rented per season.	18	18	20	N/A
Measures the percentage of boats rented at Lake Crabtree and Blue Jay Point County Parks per season.	9	9	10	N/A
Number of recreation and leisure events at all seven units of Wake County's Park System.	77	100	100	N/A
Calculates the cost of the Park system per capita.	2	2	2	N/A

Community Services

Division Summary - Planning, Development and Inspections

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	3,244,727	3,130,827	3,194,575	3,218,039
Contractual Services	20,587	19,943	19,943	19,943
Supplies, Materials and Other Charges	321,223	302,251	293,251	289,457
Capital Outlay	404	8,605	5,605	12,605
Expenditure Totals	\$ 3,586,941	3,461,626	3,513,374	3,540,044
Revenues:				
Charges For Services	284,083	335,750	335,750	282,200
Licenses & Permits	1,982,303	2,147,730	2,147,730	2,223,754
Revenue Totals	\$ 2,266,386	2,483,480	2,483,480	2,505,954
Number of FTE's	42.00	41.00	42.00	42.00

DIVISION PURPOSE AND GOALS

Planning, Development and Inspections provides services to the development community as it relates to the following: building permits and inspections in accordance with the North Carolina State Building and County ordinances; land use review in accordance with the Unified Development Ordinance; and long range planning services for those areas in Wake County lying outside municipal planning jurisdictions.

Planning, Development and Inspections is composed of three primary functions including:

- 1) Administration and enforcement of the North Carolina building codes as created by the International Code Council and adopted by the N.C. Building Code Council through effective permitting, plan review, and inspections to protect the public's health safety and welfare.
- 2) Implementation of the Unified Development Ordinance as it relates to zoning and subdivision administration services, zoning code enforcement, coordination of Development Review Services (DRS) activities, and staffing for board related activities.
- 3) Long range and strategic planning services that develop policies and regulations that guide decisions

on growth and development; facilitate collaborative discussions among residents, community partners and elected officials; and address countywide and regional growth issues.

The goals of Planning, Development and Inspections are to provide timely and accurate service while bringing the services closer to the customer. Develop partnerships with clients for the sharing of resources, services and knowledge and to develop education and training programs for staff, internal and external county partners.

MAJOR ACCOMPLISHMENTS

The division continues to identify various service areas to increase efficiency and improve delivery of service to the customer.

Continued dissemination of 2010 Census data to various communities throughout Wake County via website, group presentations and television and radio formats.

Completed the draft version of the Wake Transit Plan which includes new and enhanced bus service, commuter rail and light rail.

Community Services

Continued support of the WCPSS construction program as well as Research Triangle Park and Raleigh Durham International Airport projects.

Supported a variety of municipal, county, regional and State strategic planning initiatives including Wake County Human Services Western Wake Regional Services Study; Wake County Fire Services Plan, local implementation of 2011 ETJ/Bona fide Farm legislation; Wendell ETJ expansion adoption; Wake County Soil and Water Conservation District Keeping the Farm Workshop; NC Association of County Commissioners Agriculture Subcommittee; NC House Select Committee on ETJ; City of Raleigh New Bern Corridor Study; and the Economic Development Committees in Wake Forest and Rolesville.

Conducted a fee study and cost analysis for the Division.

Conducted in-depth budget review on quarterly basis.

Continued analysis of workload measures, performance metrics, and unit cost of service for the division.

Established a pre-submittal meeting requirement for all commercial projects to help streamline the review process.

Initiated a process to evaluate development regulations to encourage business investment/reinvestment. One example is the elimination of the Land Area Contribution requirement for residential subdivision development.

Staff collaborated on the development of goals, objectives and initiatives as part of a new business plan format for the division.

Maintained current continuing education requirements for licensed/registered staff.

FY 2013 DISCUSSION

Respond to construction industry recovery as it relates to increasing numbers of permits, plan reviews

and inspections, as well as uncertainty of the timing of anticipated workload increases and associated revenues.

Analyze and assess all processes common to Planning, Inspection and Development Services.

HORIZON ISSUES

When the economic recovery begins, the ability to continue to provide adequate services will require constant assessment of allocation of staff and monitoring of staffing levels. Monitoring of inspection workloads and communication with senior management and Human Resources will be required to maintain proper staffing and service levels. PDI is also entering a new code cycle for all seven codes with major changes in the residential and energy code. Accreditation of the Inspections Services from the International Code Council is a long-range goal for the division.

Updating the Current Planning and Inspections Services software remains a major need of the Development Services teams. The division plans to use the 2013 Fiscal Year to review Request for Proposals for the new Permitting and Inspections software package for all of the development teams within the County. Issue RFP, evaluate and score proposals, attend product demonstrations and onsite visits in preparation of FY 2014 contract.

Assess services provided to other municipalities by the Inspections Section. Continue to provide training opportunities to contractors, builders, realtors, etc. on the new codes.

Explore ways to provide services in a more efficient manner (technology, work schedules, work locations, etc).

Evaluate anticipated municipal ETJ requests from Holly Springs and Fuquay-Varina.

Land Use Study for Falls Lake: 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

Community Services

the evaluation of current policies. Forecast updates for Wake County Public School System (WCPSS) and Capital Area Metropolitan Planning Organization (CAMPO) modeling. Staff will continue its ongoing study of population growth by age, gender, race, ethnicity, household types, and previous place of residence. Staff will continue to define demographic dynamics driving the growth in Wake County.

Initiate Wake County Land Use Plan Update process amid changing ETJ and Board of Commissioners' goals, annexation, watershed regulations, emerging development trends in municipal jurisdictions, transportation priorities, and urban service areas.

Update demographic and land use forecasts for WCPSS and CAMPO models. Staff will continue to define demographic dynamics driving growth in Wake County.

Community Services

Summary of Services and Performance Measures

Service Area: IDPP Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The County also provides inspections services through inter-local agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. The field inspectors perform mandated inspections for construction of new

structures and alteration/renovation of existing structures and change of occupancy type. Other duties include posting of floor loads, maximum occupancy loads, stop work orders and unsafe structures. Inspectors must inspect and approve child daycare centers, foster homes, business wishing to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Measured in days - the time out from schedule time until completion for inspections.	1	1	1	1
Percentage of rejections for field inspections	12	11	17	18
Effectiveness				
Scores from Quality Assurance program on Inspections - 100 point scale	98	97	97	97

Service Area: IDPP Construction Plan Review

Description: All construction plans are reviewed for life, safety, code compliance and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor

licenses, writing a detailed description of the work being permitted, and calculating permit fees. Both residential and commercial plans are being reviewed in each of the four contract municipalities and other satellite locations.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of plans reviewed	3,080	3,160	3,400	N/A
Efficiency				
Goal is to have first review of plans completed in less than five days. Measure is in percentages completed in less than five days	100	100	100	100

Service Area: IDPP -Permitting

Description: Permitting staff processes, updates and issues building permits for new single-family dwellings and commercial structures, additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff

verifies zoning and jurisdiction authority, checks site plans for buffers, FEMA flood soils, easements, and right-of-way and gathers information concerning the scope of the permit. Permitting staff works closely with the Zoning and Subdivision Division of the Planning Department; Well and Waste Water, Flood

Community Services

and Stormwater Divisions of Environmental Services; and the Geographical Information Services Division of Community Services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Scores from Quality Assurance program on Permit staff - 100 point scale	100	100	100	100
Measure of Percent of time that Staff is able to issue a permit within two days of completion of all requirements	100	100	100	100

Service Area: Planning - Data and Spatial Analysis

Description: The Planning Section's data analysis and modeling function supports the planning activities of the various county departments, Board of Commissioners, WCPSS, CAMPO, TJCOG, business community, non-profit organizations, and the general public, creating opportunities for more informed decision-making. This includes: support for WCPSS student enrollment projections; track population, housing, and physical development in Wake County; respond to non-departmental

customer requests for demographic and spatial data and maps; supports the GIS Division with demographic and land use data and provides interactive networked based data analysis; and, acts as a liaison with state and federal demographic agencies (North Carolina State Demographics Unit, N.C. State Data Center and U.S. Census Bureau).

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of analyses or reports completed on demographics data	120	120	120	N/A

Service Area: Planning - Land Use Planning

Description: The Board of Commissioners has adopted land use plans that promote their short-term and long-term vision for the County. These plans (Wake County Land Use Plan & Sub Area Plans) guide where development will occur and recommend land use types, densities and intensities. Planning staff coordinates with other governmental entities on planning issues such as ETJ extensions, urban service area boundaries, land use plan amendments, historic preservation, and regional infrastructure development with the Triangle J Council of Governments (TJCOG). Staff also prepares and provides information to the County Manager, Planning Board, and Board of Commissioners, who

set direction for the County, thus impacting the community at-large.

Community Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of Land Use Plan Amendments	2	2	2	N/A
# of ETJ Requests	1	N/A	1	N/A
# of Land Use Plan and Corridor Studies	5	3	5	N/A
# of Historic Preservation Items	11	12	12	N/A
# Site Plan reviews for compliance w/Land Use Plan	20	22	24	N/A
# of general land use inquiries or analyses	21	24	24	N/A
Input				
# of external collaborative meetings with municipalities, and legislators, etc.	15	15	18	N/A

Service Area: Planning - Transportation

Description: The Board of Commissioners has adopted regulations that require review of all proposals to develop road systems in the unincorporated area of the County. The Board of Commissioners acts on all road closings petitions and are a member of CAMPO (the lead regional transportation agency designated by the federal government). The Planning Section assigns a staff person to participate in comprehensive long-range transportation and transit planning for the County. That planner responds to requests for information on transportation-related issues and acts as a liaison

with community groups and local, regional, state, and federal governmental entities on county, regional, and state transportation matters. This service impacts Wake County residents, commuters, employers, developers, and agencies responsible for providing and maintaining transportation infrastructure and services. The service has an impact on future development regarding access, traffic patterns and location, and rate of growth.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
#meetings/presentations or inquiries that involve transportation issues.	95	100	100	N/A

Service Area: Planning - Zoning and Land Development

Description: The Zoning Administration staff reviews commercial site plans to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance that was approved on April 17, 2006. The Staff also has to administer the former Zoning Ordinance for projects approved prior to the adoption of the Unified Development Ordinance. Staff also reviews rezoning requests, special use permits, grave removals, and issues Land Use permits including Home Occupation and Sign

Permits. Additionally, the Planning department staffs the Board of Adjustment as well as the Planning Board.

Community Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of Zoning land use permits	136	125	150	N/A
# of general use permits issued for zoning and land development.	136	160	125	N/A
# of special use permits or variances in zoning	14	12	8	N/A
# of rezoning cases	1	2	2	N/A
# of zoning text amendments	2	2	2	N/A

Service Area: Planning - Subdivisions

Description: The Subdivision Administration staff reviews exempt, minor, preliminary, construction, and final plats to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance that was approved by the

Board of Commissioners on April 17, 2006. Staff also has to administer the former Subdivision Ordinance for projects approved prior to June 6, 2005.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of regular subdivision cases	3	1	2	N/A
# of subdivisions final plats	2	6	5	N/A
# Minor subdivision cases	25	30	30	N/A
# of exempt subdivision cases	95	100	75	N/A
# of subdivision construction plan cases	13	4	4	N/A

Service Area: Planning - Code Enforcement

Description: The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance that was approved by the Board of Commissioners on April 17, 2006. The number of complaints received has increased recently due to the transition from a rural county to one that is more urban. The staff receives complaints in writing,

conducts research, conducts field visits to determine if a violation exist, sends violation letters to the violating party, conducts follow-up field visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of code violations	78	125	100	N/A

Community Services

Division Summary - Veterans Services

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	240,996	252,571	252,571	251,810
Contractual Services	1,375	1,902	1,902	1,902
Supplies, Materials and Other Charges	10,500	11,817	11,817	11,817
Expenditure Totals	\$ 252,871	266,290	266,290	265,529
Revenues:				
State	2,000	2,000	2,000	1,452
Revenue Totals	\$ 2,000	2,000	2,000	1,452
Number of FTE's	4.00	4.00	4.00	4.00

DIVISION PURPOSE AND GOALS

The Wake County Veterans Services Office (VSO) assists veteran-customers with obtaining local, state and federal benefits. The VSO functions to serve the veterans of Wake County in every capacity including but not limited to the following: prosthetics, temporary housing and service-connected disabilities.

MAJOR ACCOMPLISHMENTS

Achieved satisfaction rate on VSO customer service surveys of 95 percent. Developed customer service training for staff that includes mandated requirements for VSO staff and County-sponsored customer service training seminars.

Obtained State grant of \$2,000 as per NC law for the state to assist in funding local county veterans' services office. Began to capture VA award information in our client management system in FY 11. That information allowed us to identify that we assisted veterans in obtaining \$3,246,304 in annualized benefits in FY 2010 and \$2,999,461 in annualized benefits in FY 2011.

Continuing to improve data collection via Apricot, an electronic performance measure tool. Developed performance measures for continual performance improvement. Leveraged the demographic and performance data to develop an outreach strategy to

inform and encourage veterans to claim available benefits

Attended, when available, County-sponsored professional and technological development seminars such as customer service training. Attended annual NC Division of Veterans Affairs regional schools. Attended bi-annual NC Association of County Veterans Services Officers training conferences.

HORIZON ISSUES

The de-escalation of Operation Iraqi Freedom/ Operation Enduring Freedom will result in a large number of soldiers leaving the military and processing out from one of North Carolina's military installations - Camp Lejeune, Cherry Point, Fort Bragg, Pope Air Force Base or Seymour Johnson Air Force Base. It is unknown what impact this will have on the Wake County VSO office. Staff will continue to monitor demand over the next year.

Community Services

Summary of Services and Performance Measures

Service Area: Veterans Services

Description: The purpose of Veterans Services (VSO) is to assist veterans and their families with obtaining local, state and federal benefits unique to veterans. The Veterans Services office helps them to discover the benefits to which they are entitled and assists them with the application process by using our creative expertise and knowledge of VA policies and procedures.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number clients served per year	1,140	1,200	1,500	1,500
Number of clients actually processed annually by VSO office	1,500	1,600	2,200	1,800
Number of VA healthcare awardees assisted by the Wake VSO	1,200	1,200	1,200	1,200

Community Services

Division Summary - Geographic Information

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	1,420,165	1,456,493	1,456,493	1,456,039
Contractual Services	108,421	121,114	124,927	121,114
Supplies, Materials and Other Charges	38,834	53,705	53,705	53,289
Capital Outlay	8,324	—	—	—
Expenditure Totals	\$ 1,575,744	1,631,312	1,635,125	1,630,442
Revenues:				
Miscellaneous	3,018	4,584	4,584	3,180
Revenue Totals	\$ 3,018	4,584	4,584	3,180
Number of FTE's	18.00	18.00	18.00	18.00

DIVISION PURPOSE AND GOALS

Geographic Information Services (GIS) assists government agencies and the greater community to visualize and transform geographic data into usable information by providing high-quality geospatial data, applications, infrastructure, and expertise - empowering customers to make more informed and effective decisions.

Geographic Information Services has a primary responsibility to develop and maintain core geographic databases. Once the data is accurate, current, and complete, GIS serves as a central distributor for the data and a clearinghouse of the data to and from other agencies. In order to accomplish these two business services, GIS staff provides technical support to users. This support includes needs analysis, programming/application development, hardware/ software support, database development, training, project management, and coordination with other agencies concerning the technical infrastructure and support needed to provide and maintain the information, services, databases, and capabilities that GIS customers need.

GIS's primary customer groups are Wake County governmental agencies, other governmental jurisdictions, the citizens, and private sector. As with any service organization, service level requirements change with the needs of customers. During leaner

economic times, customers increasingly rely on geospatial analyses and services to effectively enhance and extend their own services.

MAJOR ACCOMPLISHMENTS

Performed complex modeling and analyses by combining geospatial layers with departmental data, including information on customers, programs, facilities, work areas, and administrative districts for: Library System; Human Services (West Regional Service Assessment and the annual update of Human Services' Geomapping Project); Fire Services (FireView integration with the Raleigh/Wake Emergency Communication Center Computer Aided Dispatch System); and Environmental Services (workload distribution, well contamination, private/community well monitoring, and septic system locations).

Provided extensive assistance to Board of Elections in precinct splitting and redistricting.

Investigated response issues and enhancements for the Raleigh/Wake Emergency Communications Center, EMS, and Fire Services.

Continued to improve the integration of the Property Mapping software (ParcelSync) with the Revenue Department's Computer Assisted Mass Appraisal (CAMA) System and enhanced workflows

Community Services

with Planning/Development/Inspections, Revenue, and municipal partners to provide more accurate, complete, current, and consistent land records information to the various data systems.

Worked with the municipalities to provide data and support enabling them to enhance their GIS capabilities.

Worked with General Services Administration to expand their use of Global Position Satellite (GPS) System technology for their street sign inventory and integrated both the GIS and GPS technology with their work order system.

Provided the US Census Bureau with address and jurisdiction information (Boundary and Annexation Survey).

Received the 2011 Wake County Garland Jones Excellence Team Award for GIS's Emergency Operations Center support during and following the April 2011 Tornado event.

Completed the project to migrate from ESRI's older web mapping software to the newer version including the release of a new version of iMAPS.

Worked with the Planning/Development/Inspections to integrate the 2010 US Census Data into the GIS database and help users incorporate the new data into analyses and projects.

Completed the development of a geospatial database of septic systems in the County.

Created a prototype of a GIS/Public Library Team Project Website that facilitates team communication and consolidates data and map products, project definitions, timelines and tracks task progress for use by team members and management.

Enhanced the development of a robust GIS Staff Development website for the Division including an extensive GIS training database and training progress reports.

FY 2013 DISCUSSION

Provide application, database, and analytical assistance to the Revenue Department in preparation for the 2016 Revaluation Project.

Develop internal and external ArcGIS Server browser-based applications focused on the needs of specific user groups (Board of Elections, Emergency Management, PDI, etc.).

Rewrite and deploy a browser-based version of the MAPS application, replacing the current thick client version, which will be primarily used by the Revenue Department and Board of Elections.

Work with Harnett County, North Carolina Geodetic Survey, property owners along with Wake/Harnett County line, and both Boards of Commissioners to locate and survey the county line and designate where these residents will pay taxes and receive services.

Along with Raleigh GIS, develop and release another version of the iMAPS Application.

Develop SharePoint applications to support internal and external web sites with priority given to migrating the GIS/Public Library Team Project Website and developing a site for GIS projects for Human Services.

Complete a demonstration project of impervious surface detection using the 2010 Color Infrared photography.

Provide support to Environmental Services in implementing new regulations for Falls Lake and Jordan Lake Nutrient Sensitive Watersheds (NSW) including a comprehensive user needs scoping process to assure that all internal users have the appropriate GIS tools and data to meet their business needs.

Develop a procedure to provide the municipalities with GIS data in the form of map and image services to replace monthly data downloads, thereby giving them access to current data.

Community Services

Create automated tools for routine geoprocessing tasks to assist users in carrying out their GIS-related business more independently.

Continue enhancements to property mapping procedures to better define currency, accuracy, and completeness.

Continue to expand use of GPS technology in General Services Administration to locate irrigation systems at County facilities.

Conduct periodic closest response analyses for Wake County Fire Services (Run Card Analyses) for the Computer Aided Dispatch System.

Revisit the Street Address Points Database Project to determine if it is now feasible to develop an address points GIS database for Wake County.

Continue to explore integrating Wake County's street addressing databases and processes with the City of Raleigh's new Master Street Address Database.

Explore and develop additional mobile GIS applications.

Explore the requirements for digital submission of plats.

HORIZON ISSUES

Continue GIS application, database, and analytical assistance to the Revenue Department in preparation for the 2016 Revaluation Project

Assist Planning/ Development/ Inspections, Environmental Services, and Information Services select and implement a new Planning and Permitting System.

Work with the State of North Carolina to support the 2013 Orthophoto (Aerial Mapping) Acquisition Project.

Work with the municipalities to procure LiDAR and topographic maps for Wake County in 2014.

Locate the Wake / Granville County Line.

Assist Raleigh/Wake Emergency Communication Center and Wake County Public Safety Agencies select and implement a new Computer Aided Dispatching (CAD) System.

Community Services

Summary of Services and Performance Measures

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

Description: To be a service-focused central providing spatial data and solutions, which enable resource of geographic information for Wake County, our customers to accomplish their business purposes.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of special projects requested by Wake County and/or other government agencies	46	79	75	N/A
General Public Special Projects	21	39	40	N/A
Number of visits to GIS iMAPS web as well as Planning's and GIS's PDF Webpages	1,154,618	1,069,950	1,123,600	N/A
Input				
"Walk-in" requests for information	701	679	700	N/A
Requests for information via phone and/or email	7,351	6,600	6,900	N/A

Service Area: GIS Maintain and Support Geographic Databases

Description: To be a service-focused central providing spatial data and solutions, which enable resource of geographic information for Wake County, our customers to accomplish their business purposes.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of parcels mapped	3,206	3,440	3,528	N/A
Number of addresses assigned	281	306	314	N/A
Number of centerline street segments mapped annually	1,466	2,600	1,760	N/A
Number of annual CAD geofile updates	4	4	4	N/A
Effectiveness				
Percentage of annexation ordinances mapped as of the effective date of the annexation	100	100	100	N/A

Community Services

Division Summary - Libraries

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	12,272,730	12,649,637	12,594,637	12,590,208
Contractual Services	622,452	571,279	632,132	483,147
Supplies, Materials and Other Charges	4,512,887	4,297,528	4,243,664	4,481,570
Debt	7,713	—	—	—
Expenditure Totals	\$ 17,415,782	17,518,444	17,470,433	17,554,925
Revenues:				
State	616,335	520,000	520,000	540,000
Local	803	—	—	—
Charges For Services	566,669	481,000	481,000	501,000
Miscellaneous	236,783	214,600	214,600	225,000
Revenue Totals	\$ 1,420,590	1,215,600	1,215,600	1,266,000
Number of FTE's	210.50	210.50	210.50	210.50

DIVISION 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 six regional libraries, 13 community libraries, and the Olivia Raney Local History Library. WCPL supports a Digital Library that manages the Library's virtual and digital presence. The digital library administers the library's web presence, supports the eBook and eAudio collection, and facilitates community involvement through various social media platforms. Public library service is the sole responsibility of WCPL. The County has complete control over both program and funding decisions.

Library services are supportive of the Commissioners' goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries promote the love of reading and foster the pursuit of knowledge among the residents in the County. Libraries are a vital component of a community's life. According to customer service surveys completed in 2011, 96 percent of library customers rate their Wake County Library experience as excellent or good. Community

support for the libraries is strong with an annual door count of more than 8 million visitors, an annual circulation greater than 12 million items, and an annual program attendance in excess of 450,000 participants and 70 percent voter bond approval.

MAJOR ACCOMPLISHMENTS

Administratively, WCPL reorganized and reduced the Library's administrative structure, simplified the annual performance evaluation system and updated the Library's staffing model and organizational chart. The Library's capital improvement priorities, construction schedule, and operating cost model were evaluated and updated. The Library was able to significantly reduce security costs without compromising customer safety through centralized management and improved staff training. A new wireless provider was selected. The Library successfully completed its Annual Customer Service Survey and received a 96 percent approval rating.

Programmatically, WCPL incorporated the Wake County Parking Garage Banners into its media campaign and programming schedule. In addition, WCPL began a campaign to develop a series of graphic footers to brand WCPL as a County service. A searchable, systemwide events calendar was

Community Services

adopted. WCPL significantly revised the collection development philosophy for both selection and weeding from a popular demand request system to an evidence-based stock management system resulting in an 11 percent circulation increase. The Library developed and launched a new public online catalog which is more searchable, intuitive, and customer friendly. At the town request, WCPL initiated Bookmobile service to Rolesville. WCPL hosted several annual signature Library programs including: the 29th Storytelling Festival, the Moonlight Walk, the African American Festival, the Kidmas programming series, the Library Book Sale and Festival of Reading, and the Summer Reading Program Kickoff event.

Major facility renovations including new roofs, HVAC, carpet, and paint were completed at the historic Richard B. Harrison Library and the Wendell Community Library. Libraries partnered with Raleigh Parks & Recreation to host a temporary site for public PCs during the Richard B. Harrison Library renovation. A major renovation to the Green Road Library was initiated and a minor facility renovation to the Library Administration Building was completed. WCPL conducted an annual Facilities Assessment and Utilities Assessment of WCPL facilities.

Twenty WCPL staff members attended the Biennial North Carolina Library Association Conference in Hickory and thirteen presented workshops. Senior Library Manager Dale Cousins was installed as NCLA President-Elect and seven WCPL Librarians were elected section vice chairs. This past year, WCPL received professional recognition with the: Digital Pioneer Award presented by the Overdrive Company recognizing WCPL as an Overdrive partner who has shown excellence and leadership in delivering digital media through successful collection development, staff training, promotion, and more, the Marilyn Miller Award for Professional Commitment (recipient Dale Cousins), NCLA Honorary Member, NCLA (recipient Ruth Holleman, deceased), and the North Carolina Public Library Directors' Award for Service Innovation: Digital Library.

FY 2013 DISCUSSION

In the next twelve months, WCPL will begin an active campaign to define and refine the system's use of community partners. Library staff is developing a systemwide volunteer recruitment and training program. The major renovation to Green Road Community Library will be completed and planning is scheduled for several new facilities funded by the 2007 Library Bond.

To keep the Library program relevant to the community and to reflect the new economic realities, WCPL will re-define, update, and standardized the youth and adult program of service. The new philosophy will focus on system success and consistency, and recognize the importance of not only the traditional library customer but also the non-traditional, virtual library customer. WCPL will continue to seek methods that improve our collection and analysis of data including use of demographics and drive-time analysis.

HORIZON ISSUES

The recent economic downturn has increased pressures on service providers, and WCPL is not immune. There is increasing diversity among our customers and growing expectations for more services, the newest technologies, and innovations.

Several issues remain on the Library's radar: there is a need to have the Capital Improvement Plan back on schedule, we are monitoring the effects of the reduction to the Library's Book Budget, and the effects of reduced public service hours have impacted the availability of services. In addition, the town of Garner would like the Library to consider re-locating the Southeast Regional Library to help revitalize its downtown. Although there will be minimal impact on the Library's operating budget, funding for the construction of a new library has not been identified.

Community Services

Summary of Services and Performance Measures

Service Area: LIB Regional Libraries

Description: To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap. Specifically, Regional Libraries focus on both the adult and youth program of service.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Annual circulation	6,950,487	7,769,949	8,227,988	9,500,000
Annual door count	4,503,760	4,262,326	4,376,556	5,000,000

Service Area: LIB Community Libraries

Description: To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap. Community Libraries focus on the youth program of service.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Annual circulation	3,704,618	3,959,125	4,095,121	5,000,000
Annual door count	3,512,932	3,324,613	3,413,713	3,500,000

Service Area: LIB Specialty Libraries

Description: To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap. Speciality libraries provide either and a unique system service such as local history or genealogy, as well as serving as an additional service point providing limited public library services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Annual circulation	143,403	176,601	197,042	250,000
Annual door count	403,424	381,798	392,030	500,000

Environmental Services

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	6,303,012	6,282,141	6,142,199	6,259,055
Contractual Services		662,510	497,400	504,871	328,253
Supplies, Materials and Other Charges		970,221	1,070,034	1,313,567	1,342,601
Capital Outlay		170	—	—	—
Expenditure Totals	\$	7,935,913	7,849,575	7,960,637	7,929,909
Revenues:					
State	\$	84,238	60,000	60,000	64,000
Local		634	15,000	15,000	15,000
Charges For Services		973,584	760,795	760,795	856,436
Licenses & Permits		605,347	514,934	514,934	641,935
Interest Income		517	—	—	—
Miscellaneous		16	1,500	1,500	1,500
Transfers		92,000	92,000	92,000	94,000
Revenue Totals	\$	1,756,337	1,444,229	1,444,229	1,672,871
Number of FTE's		99.00	99.00	98.00	98.00

DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objectives prescribed by the Board of Commissioners and the County Manager, the Department consists of five divisions: Administration, Environmental Health and Safety, Water Quality, Animal Care, Control, and Adoption, and Solid Waste. Each of these divisions will appear in the Environmental Services section of the adopted budget document, with the exception of the Solid Waste Division. As a public enterprise, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the operating budget for the Solid Waste Division, please refer to the "Enterprise Funds" section of the budget document.

FY 2013 DISCUSSION

The Environmental Services budget decreased by \$30,728 from the FY 2012 Amended Budget of \$7,960,637 which resulted from expansions, reductions, and a variety of other adjustments.

The Environmental Services budget was reduced through the elimination of one full-time position in Water Quality for \$60,272.

Environmental Services' budget also was increased through expansions in Animal Care, Control and Adoption for \$83,500, Water Quality for \$17,000 and Administration for \$39,797.

The Wake County Board of Commissioners establishes user fees for many County services including some provided by the Environmental Services Department. User fees help the County offset the costs of providing services and relieve pressures on the County's tax rate. User fees direct the costs of providing services to specific users rather

Environmental Services

than placing the burden on the general public and subsequent tax rate.

In FY 2013, the department expects to receive \$856,400 from charges and fees and \$641,900 through permits. Together, anticipated fee and permit revenue represents an increase of \$222,600, or 17 percent, compared to the FY 2012 Adopted Budget. The budgeted revenue increase is attributed to a limited increase in activity in development-related areas, as well as a lifting of a moratorium on sediment and erosion permits on construction projects.

Looking ahead to FY 2013 and beyond, the department is mindful of the responsibility to manage its budget judiciously and provide the best possible customer services. Towards those ends, the department has identified its top three priorities for the next couple of years. In brief, and in no particular order, these priorities are to (1) Reduce pet overpopulation in Wake County and the associated animal welfare issues. (2) Draft a plan that minimizes budgetary impacts while meeting State nutrient management mandates for the Falls and Jordan Lakes Watersheds. (3) Continuing financial planning efforts for solid waste.

Environmental Services

Division Summary - Environmental Services Administration

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	655,586	713,710	573,768	655,842
Contractual Services	33,933	–	3,290	9,000
Supplies, Materials and Other Charges	112,673	116,969	59,459	113,103
Expenditure Totals	\$ 802,192	830,679	636,517	777,945
Revenues:				
State	83,293	–	–	–
Charges For Services	7	–	–	–
Transfers	92,000	92,000	92,000	94,000
Revenue Totals	\$ 175,300	92,000	92,000	94,000
Number of FTE's	9.00	9.00	8.00	9.00

DIVISION PURPOSE AND GOALS

The Administration Division has a staff count of nine full-time equivalents (FTEs) and is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager, and is responsible for the overall performance and operation of the Department. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the Administration Division is responsible for implementing the specific programs, products and services required to accomplish the prescribed goals and objectives. All matters related to Department staffing, personnel management, budget management and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the Environmental Services Call Center and code enforcement coordination within the Department and with other departments in County government.

Administrator to support the various systems Environmental Services utilizes to facilitate customer service, reporting and monitoring. The position will be allocated between the General Fund and the Solid Waste Fund.

FY 2013 DISCUSSION

The Environmental Services Administration Division budget increased by \$141,428 from the FY 2012 Amended Budget of \$636,517 which resulted from an expansion and a variety of adjustments. The division received an expansion for a Computer Systems

Environmental Services

Division Summary - Environmental Health & Safety

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	3,521,583	1,841,703	1,841,703	1,869,170
Contractual Services	445,662	1,000	1,298	300
Supplies, Materials and Other Charges	637,000	149,051	187,636	177,248
Expenditure Totals	\$ 4,604,246	1,991,754	2,030,637	2,046,718
Revenues:				
State	945	60,000	60,000	64,000
Local	634	–	–	–
Charges For Services	512,577	73,585	73,585	72,210
Licenses & Permits	321,925	279,800	279,800	308,500
Miscellaneous	16	–	–	–
Revenue Totals	\$ 836,096	413,385	413,385	444,710
Number of FTE's	63.00	28.00	28.00	28.00

DIVISION PURPOSE AND GOALS

The Environmental Health and Safety (EHS) Division has a total staff count of twenty-eight full-time equivalents (FTEs). The EHS Division is divided into two sections: Food, Lodging, and Institutions; and Plan Review and Recreational Sanitation. The EHS Division is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety. The division accomplishes these mandates through plan review, enforcement, and education.

MAJOR ACCOMPLISHMENTS

Food Lodging Institution Section (FLIS):

FLIS enrolled in the FDA Voluntary National Retail Food Regulatory Program Standards (Program Standards) in 2008. The Program Standards is a voluntary quality assurance program for local jurisdictions to benchmark best practices of a model program. FLIS met Standard 5 (Foodborne Illness and Food Defense Preparedness and Response), and Standard 7 (Industry and Community Relations) in FY 2010. Staff completed Standard 9 (Program Assessment) in FY 2011. The 2010 Risk Factor Study (Standard 9) illustrates the occurrence of risk factors

in Wake County food establishments, and serves as a baseline of program effectiveness. During FY 2012, in response to the baseline survey, staff developed training videos that address key risk factors. Staff developed training videos for lead poisoning prevention and asthma trigger prevention.

Plan Review and Recreational Section (PRRS):

-PRRS participated in the 2010 Wake County Risk Factor Study, which identified risk factors that contribute to foodborne illness.

-The Section developed educational videos for prospective push cart and mobile food unit vendors. These are available on wakegov.com.

-The Section provides plan review services at each of the towns where zoning services are provided.

-The Section won the Outstanding Group Award at the 2011 Eastern District North Carolina Public Health Association.

-PRSS assessed over 300 pool fences in response to the State's proposed fence safety regulation.

Environmental Services

FY 2013 DISCUSSION

The Environmental Health and Safety budget increased by \$16,081 from the FY 2012 Amended Budget of \$2,030,637 which resulted from a variety of other adjustments.

HORIZON ISSUES

The State of North Carolina plans to adopt the 2009 FDA Food Code in 2012. Staff and the regulated community will need training to address the new code consistently.

The percent inspection coverage decreased from 85% coverage in FY 2010 to 75% in FY 2011. As the number of facilities increases in Wake County, the percent coverage may decrease to 70% in FY 2012. The Division will monitor inspection coverage and determine when staffing resources are needed to meet guidelines.

Staff will conduct a customer satisfaction survey for improving service delivery and satisfaction.

Environmental Services

Summary of Services and Performance Measures

Service Area: Food Lodging Institution Section

Description: The Food Lodging and Institution (FLI) Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health and sanitation of regulated facilities. The facilities regulated by the FLI Section include food service establishments, child day-care facilities, adult

day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools, and tattoo artists. The FLI section is also responsible for disease monitoring and conducting investigations related to foodborne and communicable disease outbreaks. Other duties include asthma trigger evaluations and lead poisoning prevention for children.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Number of Food Establishment Inspections Performed	7,879	8,080	8,200	10,829
Number of Food Establishment Complaints Investigated	508	560	500	N/A
Percent of Inspection Coverage for Food Establishments	75	70	75	100
Number of Quality Assurance Visits	105	102	102	102
Average Number of Inspections per Env. Health Specialist	470	470	470	470
Number of Environmental Asthma Trigger Investigations	92	80	100	N/A
Number of Confirmed and/or Elevated Lead (Pb) Cases	16	12	12	N/A

Service Area: Plan Review/Recreational Sanitation

Description: The Plan Review and Recreational Sanitation Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health and sanitary construction of regulated facilities, to build in features that promote sanitary operation. Plan review reviews plans, performs construction visits and permits facilities in concert with municipalities across the County. The facilities regulated by the Plan Review and Recreational Sanitation Section include food service establishment, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, temporary food establishments, mobile food units and public swimming pools. The Plan Review Section is responsible for administration and enforcement of the County's public swimming pool ordinance with

supplements the State regulations governing public swimming pools.

Environmental Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Number of Swimming Pools Permitted	1,095	1,115	1,115	1,115
Number of Pool Inspections Performed (Calendar Year)	2,353	2,300	2,300	5,000
Number of New Food Plans Reviewed	654	690	700	N/A
Number of Pool Plans Reviewed (Calendar Year)	47	45	45	N/A
Number of Restaurant Construction Visits/ Finals/Field Consultations	839	800	800	N/A
Number of Temporary Food Establishments Permitted	463	450	450	N/A

Environmental Services

Division Summary - Water Quality

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	2,122,845	2,143,755	2,143,755	2,023,600
Contractual Services	48,619	35,000	51,617	23,000
Supplies, Materials and Other Charges	207,375	159,050	221,863	243,873
Expenditure Totals	\$ 2,378,839	2,337,805	2,417,235	2,290,473
Revenues:				
Charges For Services	460,825	322,820	322,820	384,226
Licenses & Permits	283,422	235,134	235,134	333,435
Interest Income	517	—	—	—
Revenue Totals	\$ 744,764	557,954	557,954	717,661
Number of FTE's	27.00	27.00	27.00	26.00

DIVISION PURPOSE AND GOALS

The Water Quality Division has a staff count of twenty-seven full-time equivalents (FTEs). The Division is supervised by a Division Director, and is segregated into three sections: Watershed Management, Wastewater Management, and Groundwater Management. The Water Quality Division protects public health in Wake County through the enforcement of State laws and regulations and local ordinances adopted to protect public health and safety and water resources. In addition, the Water Quality Division is responsible for mobile home park inspections, recreational water sampling, migrant labor camp inspections, and emergency response for hazardous materials spills that have the potential to contaminate surface waters.

MAJOR ACCOMPLISHMENTS

Over the past few years, State Division of Water Quality (DWQ) held a process for receiving stakeholder input as DWQ developed the Falls Lake Nutrient Management Rules. Division staff participated in numerous meetings expressing concern about the future impacts the rules could have on local government budgets and others. Staff successfully influenced DWQ to exclude from the rules a proposal that would have substantially increased nutrient reduction burdens on the County,

without those burdens being justified by supporting science. Since the State Environmental Management Commission adopted the Falls Rules in December 2010, division staff has served in working groups with other government staffs in the watershed to reduce future budget impacts of the rules and pursue responsible means of relief. In 2011 staff submitted to NCDENR, Wake County's proposed stormwater program for compliance with the State mandated new development rules of the Falls Lake and Jordan Lake Nutrient Management Strategies.

The division provided staff support to the Human Services and Environmental Services Board, as the Board held public meetings, conferred with the County Manager's Office, builders and others, and adopted stakeholder supported enhancements to design and construction standards for septic systems.

The division continued to administer both the State and County's well sampling program to ensure proposed drinking wells are monitored for designated constituents before a well is completed and made available to the public. Other accomplishments include inspected complex septic systems (Type IIIB) as required by State law, with a focus on Falls Lake Watershed, sharing in pool inspections with the Environmental Health and Safety Division, providing services, with Emergency

Environmental Services

Management, in Federal Emergency Management drills for Sharron Harris, with no major deficiencies in County procedures, passing the State's audit of the County's wastewater management program, and assisting the Human Services Department with State Health Accreditation.

FY 2013 DISCUSSION

The Water Quality budget decreased by \$126,762 from the FY 2012 Amended Budget of \$2,417,235 which resulted from expansions, reductions, and a variety of other adjustments.

The Water Quality budget was reduced through the elimination of one full-time position and \$60,272. Water Quality's budget also was increased through an expansion of \$17,000 to restore membership funds for the Upper Neuse River Basin Association. Full membership in this group will enable Wake County to join other local municipalities in research and lobbying to mitigate the impact of the State's Falls Lake Rules.

HORIZON ISSUES

Looking ahead to FY 2013 and beyond, the department is mindful of the responsibility to manage its budget judiciously and provide the best possible customer service. Towards those ends, the department has identified three priorities for the next couple of years. (1) Reduce pet overpopulation in Wake County and the associated animal welfare issues. (2) Draft a plan that minimizes budgetary impacts while meeting State nutrient management mandates for the Falls and Jordan Lakes Watersheds. (3) Continue financial planning efforts for solid waste.

Horizon issues include implementing State mandated rules to reduce nutrient loads in the Falls Lake and Jordan Lake Watersheds while maximizing customer service and minimizing budgetary impacts of these State mandates. The state mandates are required of fourteen counties or municipalities in the Falls Lake Watershed and thirty four counties or municipalities in the Jordan Watershed. The exact impact these rules will have on local government budgets is unknown at this time. The State Division of Water

Quality is due in June 2013 to assign nutrient reduction targets to governments in the Falls Watershed, which will be a first step towards quantifying budget impacts of the rules.

Another horizon issue is the extent to which the County will establish a database for the comprehensive inventory of septic systems and wells including monitoring and maintenance data. Approximately one quarter of the County's population is served by septic systems and wells and parts of the County (Non-urban Water Supply Watersheds) are designated for build out without central water and sewer service. At this point the County has no comprehensive database of septic and well systems and meaningful related data.

This last horizon issue is related to the database issue above. Over the last few years the County has received periodic inquiries from home owners about dropping water levels in their drinking wells, some to the extent that household water was not sufficient for washing, waste disposal, and other health needs. These incidences peak during periods of drought or reduced rainfall.

Environmental Services

Summary of Services and Performance Measures

Service Area: Groundwater Management

Description: The Groundwater Management Section protects public health and safety through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, and abandonment of groundwater well systems for individual properties. In addition, the Groundwater Management Section is also responsible for administering and enforcing the County's local ordinance related to well interference investigations. The Groundwater Management

Section is also responsible for administering and enforcing the County's local Mobile Home Park ordinance in addition to performing assessments of well water and septic systems serving Migrant Housing facilities as required by the State. The Section also assists the Department with seasonal permitting and inspection of swimming pools. The Section continues to operate a groundwater level monitoring program in the Falls Lake Watershed.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Number of Groundwater Permit Applications	315	389	380	N/A
Number of Well Construction Inspections	716	902	920	N/A
Number of Private Well Samples	843	800	820	N/A
Number of Investigations/Consultations	111	105	100	N/A

Service Area: Watershed Management

Description: The Watershed Management Section protects water resources in Wake County through the enforcement of State laws and regulations and local ordinances related to stormwater management, floodplain management and erosion and sediment control. In addition, the Watershed Management Section is responsible for implementing a water quality monitoring program which is designed to (a) collect information and data to monitor the health and condition of Wake County's water resources; (b) analyze and quantify specific causes and sources of water resource problems; and (c) develop specific recommendations to solve and correct the identified

problems. This section administers the County's Recreational Waters Program, monitoring bacteria levels at public beaches and closing facilities when bacteria levels exceed recommended standards.

The Watershed Management Section has interlocal agreements with seven municipalities to implement their erosion and sedimentation control programs and interlocal agreements with the Towns of Rolesville, Wendell and Zebulon to implement their stormwater management programs.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Percent of Plan Reviews Completed within Required Timeline	88	74	74	N/A
Number of Site Inspections per Month	N/A	N/A	N/A	N/A
Number of Land Disturbing Construction Plans Approved	88	74	74	N/A

Environmental Services

Service Area: Wastewater Management

Description: The Wastewater Management Section protects the public health through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, operation, maintenance, abandonment, repair and

replacement of land-based wastewater disposal facilities for individual properties.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Number of Applications Submitted	1,576	1,201	1,250	N/A
Number of Final Operation Permits	726	517	600	N/A
Number of Complaint Responses	387	265	300	N/A
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	283	680	830	N/A
Average Turnaround Time for First Site Visit(days)	8	7	7	N/A
Percent of Systems Three Years Old and Properly Functioning	99	99	100	N/A

Environmental Services

Division Summary - Cooperative Extension

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	2,998	—	—	—
Contractual Services	134,295	—	—	—
Supplies, Materials and Other Charges	13,173	—	—	—
Capital Outlay	170	—	—	—
Expenditure Totals	\$ 150,636	—	—	—
Revenues:				
Charges For Services	176	—	—	—
Revenue Totals	\$ 176	—	—	—
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

In FY 2012 funding for Cooperative Extension was transferred from Environmental Services to Non-Departmental.

FY 2012 and FY 2013 information will be found in the Non-Departmental section for Cooperative Extension.

Environmental Services

Division Summary - Animal Care, Control and Adoption Center

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits		–	1,582,973	1,582,973	1,710,443
Contractual Services		–	461,400	448,666	295,953
Supplies, Materials and Other Charges		–	644,964	844,609	808,377
Expenditure Totals	\$	–	2,689,337	2,876,248	2,814,773
Revenues:					
Local		–	15,000	15,000	15,000
Charges For Services		–	364,390	364,390	400,000
Miscellaneous		–	1,500	1,500	1,500
Revenue Totals	\$	–	380,890	380,890	416,500
Number of FTE's		0.00	35.00	35.00	35.00

DIVISION PURPOSE AND GOALS

The Animal Care, Control and Adoption Division has a total staff count of thirty-five full-time equivalents (FTEs). The Animal Care, Control and Adoption Division is segregated into two sections: Animal Control and Animal Care and Adoption. The Animal Care, Control and Adoption Division is responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare.

-Decreasing staff turnover, which has allowed greater continuity in shelter operations.

-Conducting a final review of proposed renovations and improvements to address items such as safety, security, housekeeping and Heating-Ventilation and Air Conditioning concerns.

-Instituted a revised budgetary approach that resulted in increased fiscal accountability.

MAJOR ACCOMPLISHMENTS

During FY 2012 the Wake County Animal Center has made a number of operational improvements. Examples include:

-Doubling the Center's surgery capacity, which helps animals get adopted faster.

-Increasing the number of adoptions. From July 1, 2011 through April 30, 2012, 4,268 animal have been adopted from the Wake County Animal Center. This represents an increase of 267 animals, or 7 percent, over the same time period last year.

FY 2013 DISCUSSION

The Animal Care, Control and Adoption budget decreased by \$61,475 from the FY 2012 Amended Budget of \$2,876,248 which resulted from expansions and a variety of other adjustments.

Animal Services' budget was increased through an expansion increasing funds for medical supplies and overtime. The funding increase is based on actual experience since the Animal Shelter operation was expanded to accept more animals previously housed by other municipalities.

The Wake County Animal Center anticipates achieving several major goals during FY 2013:

Environmental Services

-Hiring an Animal Services Director after experiencing some turnover in that position during FY 2012.

-Maintain relationships with strategic organizations

-Working with an outside expert to complete a comprehensive evaluation and assessment of shelter policies and operations. The results of the evaluation will be used to recommend changes where needed and/or validate current operations and policies.

-Establishing an Animal Services Community Advisory Committee to allow interested parties to provide input regarding the operation of the Animal Services Division.

Update the Policy and Procedures manual to include process flow and operational guidelines

-Successfully manage the FY 2013 budget and validate the goals and objectives relative to funding

-Interact with special interest groups to increase placement and subsequently reduce shelter population

-Utilize internal Wake County resources to facilitate the optimization of critical business functions such as finance, training and facility maintenance

HORIZON ISSUES

The horizon issues in the Animal Services Division will be guided in part by the results of the shelter assessment and the input of the Animal Services Community Advisory Committee. However, some issues that are likely to emerge include:

-Making adjustments to the Animal Center facility to optimize the movement and handling of animals while minimizing disease transmission.

-Investigating preventative strategies that will reduce intake at the Wake County Animal Center, including the provision of low cost spay neuter services throughout the community.

-Develop a long range plan that will map the direction to continued and sustained improvement

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

Description: The Animal Control Section is responsible for administering and enforcing State laws and regulations and the County's local ordinance related to public health and safety and animal care and welfare. State law and the County's local ordinance address such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, and at-large animals. The Animal Control Section is responsible for providing services in all

jurisdictions of Wake County with the exception of Cary, Garner, Holly Springs, and Raleigh, which operate their own animal control programs. The Animal Control Section is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Number of Animal Service Calls	8,639	9,000	10,000	N/A
Number of Service Calls per Officer per year	1,233	1,300	1,400	N/A

Service Area: Animal Care and Adoption

Description: The Animal Care and Adoption Section services are provided at the Wake County Animal Center. The Wake County Animal Center is an open admission animal shelter that accepts all seized, stray, quarantined, and surrendered animals in Wake County. The standard of care requirements for animals housed at the Wake County Animal Center are established and enforced by the North

Carolina Department of Agriculture through the Animal Welfare Act. Wake County's authorization to operate the Wake County Animal Center is provided by the North Carolina Department of Agriculture through the issuance of a certificate of registration, which is valid for one year and renewable on an annual basis.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Number of Animals Impounded	16,162	16,000	16,000	N/A
Animal Adoption Percent Rate	29	34	45	N/A
Owner Reclaim Percent Rate	9	9	9	N/A
Euthanasia Percent Rate	45	53	35	N/A
Animals Moved to Other Facilities	1,812	2,000	2,000	N/A

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General Services Administration

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	7,462,230	8,178,637	8,177,642	8,573,330
Contractual Services		3,718,847	4,130,613	4,148,004	5,370,799
Supplies, Materials and Other Charges		12,375,744	9,000,355	9,026,918	8,891,173
Capital Outlay		129,536	131,875	154,190	236,775
Debt		104,457	54,877	54,877	54,877
Expenditure Totals	\$	23,790,814	21,496,357	21,561,631	23,126,954
Revenues:					
Charges For Services	\$	2,500,159	2,568,085	2,568,085	2,008,000
Miscellaneous		40,510	29,000	29,000	29,000
Revenue Totals	\$	2,540,669	2,597,085	2,597,085	2,037,000
Number of FTE's		120.00	123.00	123.00	128.50

DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) department manages Wake County owned and leased facilities, the Wake County fleet, provides criminal justice support, and supports a number of General Government business units. GSA is dedicated to insuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into six major organizational service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, (5) physical plant and (6) security and safety services. 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 26 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 insuring infrastructure and asset integrity. Protecting the County's facility portfolio and fleet assets and ensuring the efficient delivery of general government and court operations through excellence in service is the department's highest priority.

Business unit direction is developed through the individual workgroups' business plans and the department's most significant documents, the Corporate Facility Plan and the Corporate Fleet Plan. These plans were developed with the purpose to increase competition (approximately 65 percent of the GSA budget is outsourced), to improve performance and measurement, and to provide quality, reliable, cost effective facility and fleet services to Wake County Government. General Government and Criminal Justice Support services are defined solely by business plans and are generally specialized. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing quality, efficient service. These Corporate Plans

General Services Administration

represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

FY 2013 DISCUSSION

The General Services Administration budget increased by \$1.6 million from the FY 2012 Amended Budget to \$23.1 million which resulted from expansions, reductions, and a variety of other adjustments.

General Services Administration's budget was reduced through maintenance and utility savings associated with the closing of buildings including the Wake County Detention Center Annex (\$78,833), Green Road Library (one time, temporary, during renovation only) (\$8,627), and the Community Services Center (\$30,277). GSA will achieve additional savings of \$21,175 by reducing maintenance at Criminal Justice facilities, and \$4,102 by eliminating a parking management contract. Additionally, General Services will be piloting a trash collection program resulting in \$5,000 in savings in FY 2013. Finally, one position is eliminated due to reductions in reprographics.

General Services' budget also was increased through expansions including operating support for the new Justice Center of \$479,532, of which \$126,000 is one-time. Furthermore, GSA's budget includes an increase of \$429,421 based on rising fuel prices, \$84,150 to reflect a proposed utility rate increase, \$84,639 to reflect updated off duty Law Enforcement Officer security rates, \$65,908 to reflect updated lease replacement costs; many of these costs are spread via chargebacks to department budgets, and thus result in net increase to the user department rather than GSA budget. Additionally, \$145,000 is included to provided 24/7 corporate security screening at Wake County Detention Center (WCDC), and an additional \$3,511 is required to provide Electronic Security at (WCDC).

General Services Administration

Division Summary - Administration / Support

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	822,090	729,259	850,991	782,091
Contractual Services	249,873	323,299	394,436	344,861
Supplies, Materials and Other Charges	188,490	146,933	154,796	182,936
Capital Outlay	34,282	–	3,719	–
Debt	8,964	8,964	8,964	8,964
Expenditure Totals	\$ 1,303,698	1,208,455	1,412,906	1,318,852
Number of FTE's	10.00	10.00	10.00	10.00

DIVISION PURPOSE AND GOALS

The GSA Administrative Division insures that standard work processes are applied to uncommon business environments (detention, health care, entertainment, courts, etc.). Department administration, portfolio management, business and technology planning and system administration of GSA's various engineered control and facility/fleet systems are managed by this division. The Portfolio Team tracks the County space inventory and logs all County moves. The department request center, request/work order system and fleet/fuel information system is managed by this division. The department head discharges court liaison responsibilities and is the staff to the Citizens' Energy Advisory Commission.

Administration Division provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses. Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (to Superior and District Courts, District Attorney, Clerk of Court, Sheriff, CCBI, and Public Defender), Detention Security Support, and alterations, major repair and replacement coordination. Leases are also managed, regardless of funding sources, by this division. In addition to the staffed Administration Division the group manages several non-staffed divisions (divisions organized in the County's financial system) within the department that have

significant funds expended, but no dedicated FTEs. These areas include the following:

Court Facility Operations: To provide criminal justice support to the 10th Judicial District and related agencies by providing administration, facilities, furnishings, Courthouse and detention electronic security support. Court facility revenues are posted in this account.

Utilities/Life Safety/Environmental: Provides 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 public funds. Wake County utility bill processing is paperless and has used an Internet service bureau to receive and pay bills electronically, since 1998. Beginning in FY 2012, all utilities of buildings solely occupied by a single department are charged back to that department. Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches as well as the monthly check of fire extinguishers, exit lights and Automated Electronic Defibrillators (AEDs) are funded here and overseen by operating divisions in GSA. Environmental testing and remediation is funded from this source. This unit shares an appropriation unit with Facility Maintenance - Physical Plant.

County Building Agreements: Administration provides for corporate management and an

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information repository for leases, regardless of funding source.

MAJOR ACCOMPLISHMENTS

Major Accomplishments in FY 2012 include:

Implemented utility charge backs, to accommodate the Manager's directive to better represent the full cost of a department or service, by charging back utilities of facilities occupied by a single department. Trained fiscal representatives from these departments on the County's utility website, Performance IQ, on accessing and verifying monthly utility charges.

Awarded Utility Bill Payment Audit.

Continued to refine the County space inventory system or CAFM (computer aided facility management system), by successfully implementing the integration of HR personnel data. This integration gives the CAFM the Board of Commissioners authorized FTEs to compare to the existing number of enrolled employees (previously available) providing stronger space planning information from the space system.

Upgraded the county space inventory system or CAFM (FM Systems) to latest version.

Analyzed existing and future countywide space vacancy. Data used in the planning for departmental space, for the closure and partial closure of County buildings and to reduce operating budgets in FY13 and FY 14.

Assisted Human Services with facility and signage improvements in preparation for site visits to achieve public health accreditation.

Continued to work with the Internal Sustainability Committee to provide utility consumption data for their work to find savings through behavioral changes.

Successfully implemented (after selecting a security software product and integrator through a competitive prequalification and bid process), the replacement of the all the detention and corporate

access control security management systems. This system replacement prepares the host systems for the addition of the Hammond Road and Justice Center while ushering in smart card technology that also serves as the photo ID.

Completed the new corporate photo identification design of smart cards and issued contactless smart card IDs to departments and partners.

Supported and implemented the eWake on-boarding project - a joint project with HR, IS and GSA with the goal that new staff receive required space, access, and equipment to perform their work on day one.

Projects across multiple GSA workgroups include:

- Facilitated opening of the Wakebrook Crisis Center;
- Justice Center planning and commissioning;
- Wake County Detention Center at Hammond Road planning, commissioning and conversion;
- Marbles IMAX, facility condition assessment.

Major improvement to GSA's web-based work order system. Request now workflow and/or escalate directly to the GSA workgroup, cutting a significant handoff time in the process. This action gets the work to the service provider quicker and provides the customer feedback on request sooner. These improvements help GSA personnel receive and respond to work requests timelier and prioritize their work more efficiently. Notification of work is more easily managed through this system, i.e. property owners of leased building, the County occupant and key customers receive request notifications simultaneously for requested work. Closure of work provides work time and material to the work order.

Continued to collaborate with Board of Elections (BOE) in developing a long-term space plan that provides suitable space to the election process. Implemented, without interruption of election, all capital funded improvements to the BOE warehouse including upgrading access, lighting, and installing

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electronic security to support and protect the voting process.

FY 2013 DISCUSSION

The great recession of 2008 had a profound effect on Wake County Government and GSA. Revenue declines caused consecutive fiscal year budget cuts; 4 percent midyear in FY 2009, 10 percent in FY 2010 with an additional 2 percent midyear reduction followed by a 7 percent reduction in FY 2011, and 3 percent in FY 2012. GSA significantly reduced its budget at a time that Wake County significantly increased building square footage and maintained its fleet inventory levels.

FY 2013 brings the full year operations of the Wake County Detention Center (WCDC) expansion, which represents the addition of a 414,000 square foot facility. Most warranties end in March 2013. Detention facilities bring significant operating challenges due to their unique nature, 24/7 schedules and institutional occupancy, which require intensive services. The WCDC expansion requires the change out of detention-wide video visitation and video court systems and specialty smoke detection and mechanical/plumbing systems that require large amount of staff support during implementation.

Other goals for FY 2013 include:

Provide quality services to a growing facility and equipment inventory while reducing or minimizing County support costs. The County has increased its building square footage from 3.8 million in FY 2011 to 4.2 million today, with the opening of the WCDC expansion. GSA strives to minimize the burden on the taxpayer by identifying efficiencies and cost saving opportunities.

Refine the Department's personnel, business processes, building systems, workflow, and technology to prepare for the significant, complex building inventory increase represented by the new criminal justice facilities. To aid in the transition a business officer will be added to the department to strengthen fiscal stewardship and public funding transparency. This and the establishment of accounting technicians in GSA operating divisions

will improve accounting and fiscal stewardship for disparate groups.

Overhaul the inventory management systems associated with maintaining, tracking and accounting for building assets, equipment and supply inventory.

Provide field staff with a connected user interface that possesses all required business tools to enhance customer service and accountability.

Conduct a market study of fleet operations to compare and evaluate the asset, service and fuel management with the industry for an understanding of opportunities in these areas.

Digitize the County building plans library. Include as-built drawing sets, operations and maintenance manuals, specifications, shop drawings, facility documents and warranties, in a document management, archiving and retrieval library.

HORIZON ISSUES

Maintain full employment to meet new building inventory requirements. Continue training staff in FY 2012 thru FY 2013 to aid in the commissioning and maintenance of the Justice Center and Hammond Road. Estimate all off warranty costs for Hammond in FY 2014 and develop staff knowledge critical to managing complex building inventory.

Successfully move all related groups into the Wake County Justice Center in the month of June 2013.

Maintain an agile complement of staff and contractors to ensure the safety and integrity of Wake County Facilities and Fleet.

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Summary of Services and Performance Measures

Service Area: Portfolio Management

Description: To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. Portfolio

Management maintains the strategic alignment between GSA and the mission and goals of the County by deliberately maintaining central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Rentable square footage managed	3,152,933	3,214,021	3,250,403	N/A
Gross square footage managed	3,318,877	3,383,180	3,421,477	N/A

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Division Summary - Physical Plant

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	3,140,799	3,449,090	3,388,863	3,656,462
Contractual Services	23,311	205,212	143,161	237,979
Supplies, Materials and Other Charges	1,655,689	1,910,741	1,972,792	1,905,422
Capital Outlay	–	16,452	16,452	131,352
Expenditure Totals	\$ 4,819,799	5,581,495	5,521,268	5,931,215
Revenues:				
Miscellaneous	367	–	–	–
Revenue Totals	\$ 367	–	–	–
Number of FTE's	54.00	60.00	60.00	66.50

DIVISION PURPOSE AND GOALS

The Physical Plant Division provides overall facility maintenance to maintain Wake County's facility building assets, life safety systems and infrastructure. The end result is to maximize County staff productivity by providing safe, efficient and reliable working environments within the building envelopes through the use of technology, exceptional customer service, and professional staffing.

Physical Plant Division provides facility management and general government services. Services include engineering, mechanical, electrical, general maintenance, and plumbing/piping trades; Ponderosa, life safety/environmental, alterations major repair and replacement.

MAJOR ACCOMPLISHMENTS

Completed more than 75 projects of varying size and complexity with examples listed below.

Supported CIP projects with technical and trades expertise. Significant projects include: Hammond Road Expansion, Justice Center, Roof assessments, Facility Condition Assessment, PSC 4th floor mechanical upgrades and Swinburne generator upgrades.

Processed 16,388 work requests or 60 percent of GSA's Facility Management work orders (27,671).

Managed the Minor CIP projects. Most notable projects include: EMS #3 Fire Restoration, Firearms Education and Training Center (FETC) Targeting and Safety Upfit Construction, GSA Fleet A/C, Swinburne Boiler Replacement, Sunnybrook Backflow Replacement and Swinburne Electrical Upgrades.

FY 2013 DISCUSSION

The Physical Plant budget will be impacted significantly by the opening of the new Justice Center planned for FY 2013. Additional funding of \$308,832 is included in this division in FY 2013.

This amount is partially offset by cost savings associated with the decreased repair and maintenance costs of \$19,047 associated with facilities closing for all or part of FY 2013.

Continue refining cost and resource reporting to the building level to improve efficiencies using GSA's work order system - MAXIMO.

Continue to provide support for CIP projects managed by FDC through coordinated shutdowns and commissioning of projects.

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Upgrade and refine building management and Supervisory Control and Data Acquisition (SCADA) technologies to gain efficiencies and effectiveness.

HORIZON ISSUES

Increase staffing levels to manage facility and inventory growth.

Prepare for the opening of the new Justice Center in the central business district. This requires planning and funding facility restacking, displacing programs and parking, acquiring property, demolishing and rebuilding.

General Services Administration

Division Summary - Central Services

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	1,132,755	1,030,718	1,010,263	1,055,423
Contractual Services	423,775	415,879	444,990	366,783
Supplies, Materials and Other Charges	2,323,582	2,279,908	2,265,797	2,549,879
Capital Outlay	1,590	—	—	—
Debt	95,493	45,913	45,913	45,913
Expenditure Totals	\$ 3,977,195	3,772,418	3,766,963	4,017,998
Revenues:				
Charges For Services	40,199	53,000	53,000	53,000
Miscellaneous	33,012	25,000	25,000	25,000
Revenue Totals	\$ 73,211	78,000	78,000	78,000
Number of FTE's	19.00	16.00	16.00	15.00

DIVISION PURPOSE AND GOALS

Central Services Division provides multiple facility management, general government, and criminal justice support business services. Services include: housekeeping, window washing, pest control, surplus property management, mail and courier, move management, building recycling and solid waste management, reprographics and corporate audio visual maintenance and oversight.

MAJOR ACCOMPLISHMENTS

All districts have effectively managed the tracking of janitorial paper products through both receipt and distribution reports in an effort to strengthen accountability and track consumption.

Participated in a print services assessment in preparation for developing a Managed Print Services RFP. This is a two-part RFP for outsourcing the Reprographics operation and countywide copier management services.

Provided many staff moves. Some moves of particular interest relate to: Courthouse 6th floor renovations, Richard B. Harrison Library renovations, Wendell Library renovations, HS Swinburne facility 4th floor renovations, and CCBI, Sheriff magistrate relocations

from the Public Safety Center to Wake County Detention Center.

On target to process approximately 1.5 million pieces of US and inter-office mail from 131 different mail stops per day (32,619) to and from 36 different facilities.

In partnership with all GSA Divisions and other County departments, supported project renovations and upfits that required the moving or reconfiguring of existing or new furniture.

Bid Countywide vending services, managed by GSA, to award a new contract.

Prepared bid specifications for the Library book courier services, managed by GSA, to award a new contract.

Prepared bid specifications for recycling services, managed by GSA, to award a new contract.

Prepared bid specifications for bid window washing services, managed by GSA, to award a new contract.

Preparing bid specifications for bid biowaste services, managed by GSA, to award a new contract.

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Restructured Reprographics to meet the print demand of customers while maintaining budget neutral status.

FY 2013 DISCUSSION

Expansions of \$105,651 are included in this division in FY 2013, primarily to reflect additional janitorial and personnel costs associated with the opening of the new Justice center.

This amount is largely offset by savings of \$71,543 associated with reduced janitorial services at facilities that will be closed for all or part of FY 2013.

Develop inventory management systems associated with material handling for fixed assets and surplus property.

Continue to optimize staffing and project work to maintain a high level of sustainable janitorial services for existing facilities with fewer available dollars.

Provide vendor oversight for the countywide Managed Print Services contract and ensure vendor compliance and accountability for defined services.

HORIZON ISSUES

Continue to optimize janitorial resources necessary to manage facility and inventory growth - specifically as relates to the opening of the new Justice Center planned to open in June 2013.

General Services Administration

Summary of Services and Performance Measures

Service Area: Housekeeping

Description: Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within county facilities. Housekeeping consists of routine janitorial services, floor care, pest control and window washing services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Cleanable square footage maintained	1,784,086	1,898,418	1,898,413	N/A

Service Area: Courier

Description: The Mail Center serves as an agent of the US Postal Service and serves Wake County departments and its tenants. The GSA mail center strives for 100% accuracy in sorting; distributing and mailing all in/out bound mail for the County. Mail is metered for all outgoing US mail using the most economical methods of mailing including pre-sort services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Pieces of mail processed	815,038	826,212	830,000	N/A

Service Area: Reprographics

Description: Reprographics is dedicated to offering printing, copying and graphic services to County departments and associated agencies.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of impressions	7,669,877	6,632,196	N/A	N/A

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Division Summary - Security and Safety

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	936,248	1,372,496	1,365,678	1,470,451
Contractual Services	2,036,479	2,200,818	2,106,818	2,829,203
Supplies, Materials and Other Charges	48,941	(909,020)	(902,713)	(1,365,229)
Capital Outlay	21,983	22,759	35,776	22,759
Expenditure Totals	\$ 3,043,651	2,687,053	2,605,559	2,957,184
Revenues:				
Charges For Services	2,729	–	–	–
Miscellaneous	3,405	4,000	4,000	4,000
Revenue Totals	\$ 6,134	4,000	4,000	4,000
Number of FTE's	6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

Safety and Security Division provides corporate safety and security services to all County departments and provides screening staff and surveillance to court security operations.

Safety and Security Division provides facility management and criminal justice support business services. Services include: implementation of the Safety and Security Manual, contract security, life safety, electronic security-CCTV, card access, fire and intrusion alarms, duress alarms, photo ID employee badging, incident report management and tracking, key and hardware program for Corporate and Courthouse Security. The County safety officer and corporate safety program operate in this division.

MAJOR ACCOMPLISHMENTS

Safety and Security continued to provide a law enforcement officer post adjacent to the high risk client interview rooms at Human Services Swinburne by supplementing electronic security on all floors and elevators. Completed and opened the interview rooms on the fourth floor, which is the final phase of this project. These rooms are designated to control meeting settings and volatile interviews.

Maintained an average screener score above national standards for the Wake County Courthouse Screeners. On average, 96,522 bags per month, over 1.15 million bags annually and detection of over 14,000 weapons and contraband were screened at the Wake County Courthouse x-ray machines.

Managed the testing program of the SMS (Security Management System) at each facility to insure the system is operating correctly and to document placement of security devices in FM interact.

The electronic security system (EES) project was completed. The project converted the security management system from MDI to AMAG and consisted of converting 81 facilities.

Installed new AED's at several designated facilities and documented the placement of these devices in FM interact. There are a total of 48 publicly accessible AED's available in County facilities.

Conducted multiple fire drills at several facilities to meet standards and promote the corporate safety program. Continued to meet with Human Services staff to meet CARF accreditation and keep Emergency Evacuation Plans updated. Met with staff on several occasions to conduct workplace violence training.

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Prepared for the opening of the Hammond Rd. expansion in April 2012, by issuing all access cards and keys to CCBI and Sheriff's departments.

Completed the design and issuance of smart cards to County departments, contractors and partners.

Successfully bid and awarded the RFP for contract corporate security services.

FY 2013 DISCUSSION

The FY 2013 budget includes expansions to support the cost of adding 24/7 Corporate Security Screening at Wake County Detention Center at Hammond Road, and also annualizes the impact of the FY 2012 rate change for off duty law enforcement.

Prepare for security and safety hazards that may occur due to the population growth of Wake County. Continue to identify and assist in resolving situations that involve individuals utilizing Wake County facilities in a fashion that is unacceptable or illegal. Protect Wake County assets by reducing the risk of internal and external theft by establishing operational parameters that deter this activity.

Continue to deploy the use of biometric identification system for areas within County facilities identified as high risk with special control requirements.

HORIZON ISSUES

Adjust staffing levels to manage facility and inventory growth.

Prepare for the opening of the new Justice Center in Summer 2013. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

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Summary of Services and Performance Measures

Service Area: Corporate Security

Description: Security is a corporate service that is positioned to implement security procedures and physical security safeguards needed for the protection of County personnel, visitors and assets within

County facilities. Security is comprised of two business units: corporate security and courthouse security.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of security incident reports investigated	1,739	1,913	2,104	N/A
Number of seized weapons and/or contraband	14,492	14,963	15,412	N/A
Number of access card holders in system	32,706	29,219	29,511	N/A

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Division Summary - Criminal Justice/General Government

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Contractual Services	223,455	247,549	254,549	280,783
Supplies, Materials and Other Charges	509,725	508,592	519,242	508,592
Capital Outlay	15,051	14,874	20,453	4,874
Expenditure Totals	\$ 748,231	771,015	794,244	794,249
Revenues:				
Charges For Services	2,257,288	2,280,085	2,280,085	1,755,000
Revenue Totals	\$ 2,257,288	2,280,085	2,280,085	1,755,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Criminal Justice Support: The provision of mandated and additional support to the courts and detention. The GSA administrator chairs the court space committee and is the County's liaison to the 10th Judicial District of the General Court of Justice. This service provides mandated support (space and furnishings) plus court security role in support of the Sheriff, detention electronic security, and detention and court video solutions.

FY 2013 DISCUSSION

The FY 2013 budget for this division reflects a reduction of \$25,277, due to reduced maintenance at criminal justice facilities, and the elimination of a parking maintenance contract.

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Division Summary - Field Services

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	1,430,339	1,597,074	1,561,847	1,608,903
Contractual Services	566,194	588,084	619,626	556,654
Supplies, Materials and Other Charges	572,039	837,206	825,661	926,458
Capital Outlay	56,630	77,790	77,790	77,790
Expenditure Totals	\$ 2,625,202	3,100,154	3,084,924	3,169,805
Revenues:				
Miscellaneous	3,726	–	–	–
Revenue Totals	\$ 3,726	–	–	–
Number of FTE's	31.00	31.00	31.00	31.00

DIVISION PURPOSE AND GOALS

Field Services Division provides facility management and general government services. Services include landscape and hard surface maintenance, horticulture, exterior construction, flood control, irrigation, corporate and road name signage, Ponderosa, and land stewardship.

MAJOR ACCOMPLISHMENTS

Field Services Division continues to establish and follow water conservation measures in each work group to preserve potable water. In FY 2012, Field Services met or exceeded each municipal water restriction for irrigation purposes. The Division managed and reduced water consumption by expanding processor based field irrigation controllers.

Field Services landscape maintenance teams have continued to perform landscape modifications, during the winter, to meet the conditions of the Security Vulnerability Assessment. Landscape maintenance teams completed 85 percent of winterizations scheduled for facilities with reduced staff levels due to frozen positions. Landscape Maintenance Section reduced the amount of pine straw mulch used on facilities and increase triple shredded hard wood mulch, in an effort to reduce

overall cost in further mulching practices in upcoming years.

Field Services' sign graphics program continues to install newly required signs in the field to comply with new regulations from the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) regulations mandated in 2012. These regulations increased the size of the character height in fabricating the sign blades. The regulation required Type III or IV Prismatic material to be used in sheeting sign blades to increase minimum retro-reflectivity. As a practice, staff will install signs meeting the new standards as damaged signs are replaced. New regulation for testing and assuring the quality of the reflectivity of road signs are under review.

Field Services' sign graphics program purchased GPS equipment to identify each County road sign as the program replaces and repairs road signs in the field. This data is collected and used by GIS and WC Field Services to meet the (FHWA-MUTCD) regulations. This data collection also meets the requirements for having one of three methods in place to document and track the compliance of sign retro reflectivity.

Continued collaboration between Wake County GIS and Field Services sign graphics program, which led to tracking of Road Signs that are now collected in

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GSA's work order system (Maximo), with GIS and GSA both receiving road sign data. Field Services sign graphics program will continue to collect data as road signs within Wake County are entered into a consolidated database.

Continued a multi-year plan to survey, assess and conduct life-cycle replacement of flood control (1,2 and 3) structures and began final phase of EAP of those flood control sites.

Continued to work on all flood control structures EAP and completed the second phase study of EAP of all flood control sites. Continue to have consultants work on providing sediment survey of identified structures as funding is available.

Continued to assist Facilities, Design & Construction (FDC) on Land Stewardship properties installed signs on the boundaries of the property and cleaned up environmental waste allowing the county to receive reimbursement from Clean Water Act.

Established Joint Use Agreements (JUA) between Wake County and 1) City of Raleigh Enforcement Training Center, 2) City of Raleigh Resource for Seniors, 3) City of Raleigh Leesville Library and Park. Additionally, GSA is currently working on a JUA with the Town of Holly Springs Cultural Arts Center and Library.

Field Services continues to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level Four Joint Use Agreement (JUA) of School Parks whenever possible. Wake County seeks opportunities to engage potential user groups for Level Four Joint Use Agreements.

Major projects GSA/Field Services involvement includes: Brady Jefcoat Pond Dam Improvements, Sunnybrook Road Reclaimed Waterties into Human Services Swinburne existing irrigation system, Open Space (LARC), CSC/Resource for Seniors (City of Raleigh), North Wake Fuel Site Master Plan, Animal Shelter Improvements-automated slider gate, Historic Oak View Park Renovation Repairs and Upgrades, Hammond Road 1-B Expansion, Wake County

Justice Center - major accomplishment of work involvement in the overall building renumbering and sign packages of the Justice Center.

Continued to work with property owners, with assistance from other Departments pertaining to the Little River Reservoir to restricted hunting on County owned property.

Field Services sign graphics staff continued to work with the County Attorney's office and committee members of the registered County logo as an official trademark of the county. This enables Wake County to manage and control the use of the county logo.

FY 2013 DISCUSSION

Continue to evaluate each Field Services work group and programs for efficient cost and operations. Reduction of Human Services Supportive Employment services agreement will have an adverse affect on School Park sites cleanliness and landscape maintenance without the assistance of user groups.

Continue to leverage and evaluate contract services in each work section to provide savings and efficiencies to County.

Discussions are being held between GSA Field Services and ES Solid Waste to determine the maintenance services levels required at the 10 convenience centers.

Field Services sign graphics will be reviewing upcoming ADA building code changes and how these codes will affect new and existing County facilities. Primary focus will be of the interior ADA signs within Justice Center and new facilities built after 2013.

Continue to work with Environmental Services staff in developing possible reclaimed water use for other county facilities.

Continue to use the Security Vulnerability Assessment as a tool when reviewing construction drawings of new facilities.

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Continue development of inventory management systems associated with tracking and accounting for equipment and supplies.

Continue to expand the use of electronic directories or informational signage within other high-rise facilities and other facilities throughout the county. Significant progress has been made to incorporate digital signage within the Justice Center. There are other opportunities to include this same technology in other County facilities.

Continue to monitor the success of sign graphics road signs and GIS data collection and integration of road sign data within GSA' electronic work order system (Maximo).

(specifically Tree Conservation Areas, Champion Trees, and or pruning within City right of way).

Implement Flood Control structure of life-cycle repairs and or renovations components from the facility condition assessments. Continue to develop and implement an Emergency Action Plan for all Flood Control structures based on NCDENR Dam Safety requirements.

HORIZON ISSUES

Economic conditions will require a push for User groups to take on level 4 JUA on School Parks or a downgrade of standards will be required for some school park facilities. User groups will need to take a more active role in maintenance of the park they are using.

Field Services landscape maintenance will be challenged with a larger maintained footprint of landscape for new facilities (Hammond Road Detention Center and Justice Center).

Participating in and directly impacted by various Master plans in development including: Wake County landfill properties, Parks (Lake Myra), Recreation and Open Space, Human Services, Library facilities & Facility Condition Assessments.

Addressing and implementing the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) guidelines for road name signage (specifically size requirements, retroreflectivity, and state road number sizing); the North Carolina Department of Environmental and Natural Resources (DENR) guidelines for Emergency Action Plans for flood control structures; the North Carolina Department of Agriculture (NCDA) guidelines for pesticide-restricted use; and the impacts of code requirements from Urban Foresters

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Summary of Services and Performance Measures

Service Area: Land Stewardship

Description: This is a new program that will provide land management of all Wake County purchased, leased, deeded, and easement properties that are not developed. It will be a collaborative effort between General Services Administration, CS/Parks/Recreation & Open Space, Wake Soil & Water

Conservation, and Facilities Design & Construction. This business plan addresses those components and tasks to be managed by GSA. This service will protect and maintain the natural resources owned by the County. The current amount of undeveloped properties totals over 4,400 acres.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of acres landscaped	690	691	691	N/A
Yearly inspection of County sites with a grading scale indicating performance sites. Points out the demands and impacts of development around each site.	86	86	88	85

Service Area: Road Name Signs

Description: The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not

corporate limits) except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of road name signs new/replaced	1,687	1,236	1,272	N/A

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Division Summary - Utilities/Life Safety/Environmental

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Contractual Services	195,760	149,717	184,424	754,536
Supplies, Materials and Other Charges	7,077,893	4,226,049	4,191,342	4,183,115
Expenditure Totals	\$ 7,273,653	4,375,766	4,375,766	4,937,651
Revenues:				
Charges For Services	8,353	10,000	10,000	10,000
Revenue Totals	\$ 8,353	10,000	10,000	10,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To 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. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically, since 1998. Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches are funded here, as well as the monthly check of fire extinguishers, exit lights and AED (Automated Electronic Defibrillator) checks. Environmental testing and remediation is funded from this source.

FY 2013 DISCUSSION

The FY 2013 budget reflects reductions in this division of \$42,935, which is the anticipated utility savings for County facilities scheduled to be closed in FY 2013.

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Summary of Services and Performance Measures

Service Area: Utility Management

Description: To 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.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of buildings with corporate recycling	54	56	56	N/A
Number of facilities with building control systems	44	45	45	N/A

Service Area: Life Safety/Environmental

Description: To insure that critical life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of facilities free of regulatory violations	99%	99%	99%	N/A
Input				
Number of facilities with SCADA controls (MOSCAD)	42	42	42	N/A

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Division Summary - County Building Agreements

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Contractual Services	–	55	–	–
Supplies, Materials and Other Charges	(616)	(54)	1	–
Expenditure Totals	\$ (616)	1	1	–
Revenues:				
Charges For Services	191,591	225,000	225,000	190,000
Revenue Totals	\$ 191,591	225,000	225,000	190,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate account or repository for leases where the County is the lessor or the lessee in order to optimize public funding of private sector space and to leverage this space to meet the business unit needs while allocating resources in the most prudent manner. Leased space management is a Portfolio Management function.

Human Services

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	102,387,751	106,014,078	103,145,998	96,844,197
Contractual Services		97,232,108	95,205,261	96,684,174	68,970,524
Supplies, Materials and Other Charges		12,094,542	12,545,919	12,787,618	13,230,540
Capital Outlay		104,533	658,120	880,558	926,657
Budget Reserves		–	(483,858)	(305,764)	–
Expenditure Totals	\$	211,818,934	213,939,520	213,192,584	179,971,918
Revenues:					
Federal	\$	10,571,372	14,770,791	14,325,711	10,096,662
State		100,753,770	97,434,632	96,124,190	72,927,583
Local		2,054,423	1,183,100	2,226,912	2,053,350
Charges For Services		25,740,202	27,152,362	25,625,267	20,544,679
Interest Income		33,548	23,654	23,654	23,654
Miscellaneous		46,030	42,500	42,500	39,500
Other Financing Sources		–	–	318,600	–
Revenue Totals	\$	139,199,345	140,607,039	138,686,834	105,685,428
Number of FTE's		1,726.84	1,727.84	1,698.59	1,585.54

DEPARTMENT PURPOSE AND GOALS

Wake County Human Services (WCHS), the only consolidated human service organization in North Carolina, is dedicated to providing public health, behavioral health and social services to over 140,000 people a year. The Department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, and behavioral health. The Agency's goal is to promote and support health and well-being and build human capital among County residents. Wake County Human Services reaches each and every person in Wake County, including all residents during pandemic outbreaks or weather emergencies; those needing prevention services such as immunizations or flu shots; low income households in need of economic self-sufficiency assistance; children and adults with substance abuse, developmental disabilities, or mental illness; women, infants and families in need of health and nutrition

services; children or seniors who are at risk of abuse or neglect; those who are homeless or in need of housing assistance; and at-risk youth.

The Mission, Vision 2020 and state statutory requirements are addressed through the Consolidated Wake County Human Services Work Plan that includes the following components:

Component one is to successfully provide mandated health, behavioral health and social services. Within this component, WCHS will assure that services comply with laws and standards, are accessible and customer friendly, and make a positive difference in people's lives.

The second component is to achieve Board of Commissioner and Wake County Human Services and Environmental Services Board goals and priorities, with emphasis on working with the Human Services Board in shared decision making around establishing departmental priorities as well. This

Human Services

includes discussions about resource allocation and budget recommendations.

The third component is to continue to develop a strong operational structure. Strategies to accomplish component three include maximizing partnerships, refining service integration, strengthening data collection, increasing accountability for employees and the Department, maintaining a well prepared workforce, and strengthening financial management.

The fourth component is to implement special projects that address immediate and horizon issues. Examples of these projects for FY 2013 include planning for the departure of the Local Management Entity (LME); preparing for health care reform; adjusting to state changes in policy, programs and new initiatives, implementing technology projects with a service integration approach, and fully implementing the Human Services Academy.

MAJOR ACCOMPLISHMENTS

Wake County continues to grow in population, and WCHS continues to adjust strategies to meet the growing demand for services. Regional centers, zone-based planning and service delivery, fiscal efficiencies, and other service integration strategies will continue to be used to provide access to services for those who reside in Wake County.

FY 2013 DISCUSSION

The Human Services budget decreased by \$33.2 million from the FY 2012 Amended Budget of \$213.2, which resulted from expansions, reductions, and a variety of other adjustments.

The Human Services budget was reduced through decreases to the Economic Self Sufficiency budget due to Document Imaging and NC Fast efficiencies - \$27,500, decreases to the Juvenile Detention Center based on decreases in the number of juveniles sentenced there - \$100,000, the elimination of a vacant position and reduction of temporary salaries for Child Care Administration - \$100,000, a decrease to the TANF Emergency Assistance program due to

underspending - \$127,957, and a \$548,801 decrease to Behavioral Health due to efficiencies in service.

The Human Services budget was increased through expansions including increased funding for inpatient psychiatric care at Holly Hill Hospital for Wake County residents - \$1,308,124, an additional position to support the new Practice Management System and Electronic Health Records in the Health Clinics - \$80,909, an increase in funds for annual maintenance costs of the Practice Management System - \$26,300, an increase in revenue for the Document Management project, and a \$27,000 increase for Child Support Civil Filing Fees.

Additionally, the budget was decreased by \$32 million to transfer mental health funding to the new regional Managed Care Organization (MCO) that will perform the same duties as the former Wake County Local Management Entity (LME.)

HORIZON ISSUES

Changes in Federal and State Funding

Continuing to build and maintain a competent workforce

Preparing for Health Care Reform

Human Services

Division Summary - Social Services Economic Self Sufficiency

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	21,031,319	22,094,824	21,987,427	23,400,060
Contractual Services	9,118,985	9,407,266	10,317,039	42,726,877
Supplies, Materials and Other Charges	2,025,057	1,687,656	1,959,798	1,999,262
Capital Outlay	5,600	—	—	—
Expenditure Totals	\$ 32,180,962	33,189,746	34,264,264	68,126,199
Revenues:				
Federal	759,649	765,753	750,000	750,000
State	14,680,994	16,216,289	17,190,377	51,342,579
Local	40	—	4,608	—
Charges For Services	814,821	1,236,361	954,451	972,395
Revenue Totals	\$ 16,255,504	18,218,403	18,899,436	53,064,974
Number of FTE's	394.50	402.50	411.00	411.00

DIVISION PURPOSE AND GOALS

The Division is comprised of the following programs: Child Support Enforcement, Family Medicaid and Food Assistance, Program and Staff Development, Energy Program, Vocational Services, Work First and Customer Services (Call Center). The Division also includes Adult Services Programs, including Adult Protective Services, Adult Guardianship, Adult Economic Services, and Senior and Adult Services. Adult Protective Services investigates complaints of abuse, neglect and exploitation of disabled adults. The Adult Guardianship staff act as guardians for 399 adults deemed incompetent by the court, with an additional 207 cases handled by contract agencies. Adult Economic Services determines eligibility for Medicaid, Food and Nutrition Services and Special Assistance for over 24,000 senior and disabled adults. Senior and Adult Services monitors 74 Adult Care Homes, 13 Adult Day Care facilities, investigates complaints at these facilities, and provides case management and payee services for 160 senior and disabled adults.

The Economic Self Sufficiency Division seeks to enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals are to: Promote personal

responsibility, Provide time-limited public assistance, Provide energy assistance, Offer access to health care, Establish and enforce child support obligations, Build capacity to secure employment, and Assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

MAJOR ACCOMPLISHMENTS

Putting people back to work: Vocational Services created a Career Readiness Certificate computer lab for instruction and testing at Swinburne with nine computers. A stipend of \$750 is available this fiscal year for qualifying individuals to test for their certificate (approx. cost per individual to test is \$30). An MOU is in place with Wake Tech to staff the computer lab for scheduled registration, training and testing sessions.

With expanded capacity of the JobLink at Millbrook, the JobLinks at Swinburne and Millbrook are on track to serve almost 40,000 job seekers during this fiscal year.

The Volunteer Income Tax Assistance (VITA) program, hosted by Human Services from January

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through April 15, 2011, filed close to 800 returns, totaling over \$1 million in federal refunds. Individuals who met certain income guidelines were provided with free tax preparation, including filing for the Earned Income Tax Credit (EITC). Adult Services has partnered with Community Care of Wake and Johnston and the Triangle J Area Agency on Aging to present the Living Healthy program in many locations in our community. This is a chronic disease self-management program which is designed to help people manage their chronic conditions and take charge of their health. Through this partnership, 14 total workshops were held during 2011 with 156 participants. A completion rate of 75% was achieved. These workshops were held in a variety of locations including assisted living facilities, mental health clinics, senior apartments complexes, and senior centers. Training was held for Lay Leaders, which included some WCHS staff, who will participate in leading workshops.

Food and Nutrition Services lost the temporary Case Managers that had been hired through ARRA funds and Federal Contingency funds when those programs were over, which left the program without 10 case managers who had been helping to manage the large numbers of applicants and cases. During this year, the FNS program has averaged 2,986 new applications per month and the number of households receiving FNS benefits has grown from 31,090 to 35,847. Over \$10 million dollars in FNS benefits are being awarded in Wake County each month.

As of June 30, 2011, the Wake County Child Support Enforcement was serving 64,097 participants with a total number of active cases of 21,890.

Demand for child support services has steadily increased over the past several years. The Wake County Child Support Enforcement office has experienced a 13% increase in the number of cases in the past 3 years with no additional resources to provide services requested. Therefore, the outcome goals/incentive goals were negatively impacted.

The Customer Support Center (Call Center) has broadened their scope of duties to assist our Family and Children's ESS clients including: making address

changes in State Systems; sending change notices to clients and processing Medicaid Automatic Entitlements for newborns. The CSC has also implemented a successful campaign allowing ESS clients the option to report changes via email. Customer Service has been involved with Human Capital Development projects on the Swinburne 1st floor and working with a large group regarding uniform customer service expectations in Swinburne reception areas.

FY 2013 DISCUSSION

The Social Services Economic Self Sufficiency division budget increased by \$33.8 million from the FY 2012 Amended budget of \$34.2 million due to expansions, reductions, and the transfer of the Child Support Subsidy program from the Children, Youth, and Family division to the ESS division.

The divisions budget was reduced through efficiency reductions the Client Utilities Assistance program, improved business practices at the Daily Grind Coffee Shops, and efficiencies in the Administration budget due to the new DSS Document Imaging project and NC Fast applications.

The division budget was expanded through an increase to the Child Support Civil Filing fees.

Due to the down turn in the economy, the Division has faced a challenging year, with an increased demand for services and a reduction in resources. The implementation of technology with document management systems, a paperless system and the implementation of NC FAST, an electronic internet case management system, will improve access to clients and improve business processes and efficiencies and in the use of resources.

In Food and Nutrition Services caseloads continue to increase. In July of 2010 the number of active FNS cases was 31,039 while in July of 2011 the number was 35,847 which was a 15% increase. In the first 6 months of FY 2012 the increase has been 5%.

The Customer Support Center continues to struggle with wait times and high abandoned calls as demand for services, especially regarding Family and

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Children's ESS, exceeds the number of staff who can assist callers. Calls answered in this budget year went up 10% from 384,997 to 397,387.

According to statute, paternity testing is not required in any contested civil case if the child is more than three (3) years old or if the putative father is deceased. Effective July 1, 2011, the State no longer covers costs of genetic testing fees for the local child support enforcement offices. All local child support enforcement offices were held responsible for paying for the genetic testing fees, when the fees could not be collected from the noncustodial parent. Last year's expansion budget request for funds to cover the additional costs to the County was denied. Effective July 1, 2011 House Bill 200, S.L. 2011-145 included new and increased cost of Civil Court fees. The Clerk of Court increased the civil filing fee from \$100 to \$150 each. Based on last year's volume, Child Support Enforcement Program estimated the cost of filing fees for FY 2011-12 to be \$234,390. Additional funds are needed to continue to provide child support services. The Federal Office of Child Support Enforcement (OCSE), conducts a Data Reliability Audit annually to assess the completeness, reliability, and security of the child support data and the accuracy of the child support reporting systems used in calculating performance indicators. OCSE issued its final Data Reliability Audit (DRA), report for the NC Child Support Program for federal fiscal year (FFY) 2010. The report indicated that data for the performance measure "Children in IVD Cases Open During or at the End of the Fiscal Year with Paternity Established or Acknowledged" did not meet the 95% data reliability standard required in 45 CFR 305.1 (i). Because NC's data did not meet the 95% standard, the State will be subject to a financial penalty in 2012 if we do not meet the 95%. If NC fails to submit complete and reliable data for FFY 11, the State is subject to a financial penalty of \$3,022,936, which is one percent of the adjusted State Family Assistance Grant for the Temporary Assistance for Needy Families (TANF) program for FFY10. The penalty will continue to be assessed until the State is determined to have submitted complete and reliable data and achieved the required performance level. In accordance with 45 CFR 262.1 (e) (1), the State must expend additional state/county funds equal to the

amount of the penalty (which will not count toward the maintenance-of-effort requirement under TANF the year after the penalty is assessed.) The Wake County Child Support enforcement office does not have adequate staff to handle the increased demand in services requested resulting in outcome goals not being met, potentially negatively impacting revenue, and increased consumer complaints.

It is becoming more difficult to meet the needs of seniors who would like to stay in their own homes and receive services. The Community Alternatives Program for Disabled Adults (a program for those needing nursing home care who wish to remain at home with additional services) has a waiting list of 439, and slots are currently frozen due to state budget cuts. There are also long waiting lists for services such as Meals on Wheels (354) and in home aides (173). New appointments to the Adult Guardianship program have increased 23 percent in the last year.

There are two energy assistance programs that serve low income families: One program provides heating/cooling energy assistance to households in crisis. The other is a one-time heating assistance supplement referred to as LIEAP (Low Income Energy Assistance Program). In both programs assistance is paid directly to the provider. In previous years, the LIEAP program provided direct payment to the client with a large number of clients being automatically eligible based on Food Assistance criteria. Effective FY 2012, the LIEAP program requires clients to complete an application within a four-month time period (Dec-March); first two months of this application period was targeted to the elderly and disabled, in February and March the general population were eligible to apply.

In the Family & Children's Medicaid program caseloads continue to increase. In July 2010 the number of active FCMA cases was 45,354 while in July of 2011 the number was 47,836 which was a 5% increase. In the first 6 months of FY 2012 the increase has been 6%(47,836 in July 2011 and 50,828 in January 2012).

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HORIZON ISSUES

The aging of the population will continue to drive demand for services. Current projections by the Office of State Budget and Management show that the 55+ population in Wake County is projected to grow from 188,758 in 2010 to 333,513 in 2020. There is a need to work closely with our community partners to meet the needs of senior and disabled adults with the limited resources available. Often these limited resources result in individuals being served in higher and more expensive levels of care, when the support is not available to remain at home. There is also a need to work efficiently and collaboratively to eliminate duplication of effort and make services more seamless to the consumer. It is expected that the new Community Resource Connections initiative will begin to improve the service delivery system resulting in better access to information and available services.

Providing child care services for Work First families remains an issue with additional budget cuts anticipated. The lack of child care imposes a major barrier for the majority of Work First families and would have a negative impact on Wake County's ability to meet the federally mandated All Families Participation Rate. Failure to meet the participation goals could result in financial penalties to the State and County. With the high unemployment rate there is a need for more jobs, greater capacity at Community Colleges, more short term training targeted at in-demand fields, greater emphasis on preparing the job seeker for the workforce, greater capacity to serve persons with multiple barriers, additional job readiness assistance for "Older Workers", and more job opportunities for persons with disabilities.

Human Services

Summary of Services and Performance Measures

Service Area: Children Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the PFL, and family planning services to low income adults.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of family Medicaid recipients	68,270	72,366	76,708	N/A

Service Area: Food & Nutrition (General Food Stamps Program)

Description: Food Assistance (food stamps) supplements the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of Food Assistance Individuals	79,938	93,527	113,427	N/A

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide energy crisis assistance to individuals and families in heating or cooling emergency.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of households receiving energy assistance	8,287	8,366	8,366	N/A

Service Area: Work First

Description: Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of families that gained employment and effectiveness	510	575	650	N/A

Human Services

Service Area: Supportive Employment Program (SEP)

Description: Assist adults who have severe and persistent mental illness or disabilities obtain and maintain the employment of their choice.

Consumers are assisted in finding competitive employment in the community.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of individuals obtaining employment (initial & replacements)	284	150	150	N/A

Service Area: Job Link/ Employment

Description: JobLink makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through JobLink and offer funding for skills training for JobLink customers who

meet certain requirements. Provide Business/Employer Services. Services are also offered to individuals with mental illness.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
New and carryover individuals served via enrollment and job finder club services.	33,032	39,590	35,000	35,000

Service Area: The Daily Grind

Description: Provide job skill development for individuals with a mental illness. The Daily Grind coffee shops are staffed by consumers and offer ideal

occupational assessment sites at which to gauge a consumers' skills and work habits prior to them entering competitive employment.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Sales revenue in the Daily Grinds.	103,547	86,000	110,000	110,000

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of collections	45,000,000	45,000,000	45,000,000	N/A

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Service Area: Older Adults-Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of consumers who will have a medical home.	N/A	95	95	N/A
Percentage of consumers that will maintain stable housing.	N/A	95	95	N/A

Service Area: Older Adults-Adult Care Homes

Description: 1) Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities), and 2) provide case management services to “heavy care” Medicaid eligible residents.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of substantiated complaints in adult care homes.	28	28	28	28

Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

Description: Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of adult Medicaid recipients	21,051	22,000	23,000	N/A

Service Area: Adult Protective Services

Description: Accept calls for information and referral and/or evaluation of reports of abuse, neglect, and exploitation of disabled adults.

Human Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of clients with a medical home	78	90	95	N/A
Input				
Percentage of clients in safe/affordable housing	89	95	95	N/A

Service Area: Adult Guardianships

Description: WCHS is at times named by the Wake County Clerks of Court to serve as the legal guardian of the person for elderly and disabled adults.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total Guardianship	593	593	593	N/A

Human Services

Division Summary - Child Welfare

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	14,171,172	14,742,956	14,706,605	14,400,110
Contractual Services	6,167,720	5,996,687	6,298,556	6,051,266
Supplies, Materials and Other Charges	798,870	809,470	920,437	864,290
Expenditure Totals	\$ 21,137,762	21,549,113	21,925,598	21,315,666
Revenues:				
Federal	788,444	675,657	675,657	749,043
State	10,974,136	12,071,307	12,112,960	11,492,592
Local	1,200	5,000	5,000	—
Charges For Services	145,770	7,500	7,500	7,500
Miscellaneous	1,745	—	—	—
Revenue Totals	\$ 11,911,294	12,759,464	12,801,117	12,249,135
Number of FTE's	230.75	230.75	233.25	233.25

DIVISION PURPOSE AND GOALS

Child Welfare has three federally mandated goals. The first goal is safety - children will be protected from harm from child abuse and neglect. The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being - the educational, health and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

MAJOR ACCOMPLISHMENTS

Child Welfare received support from Casey Family Programs to implement Family Finding, a strategy of engaging extended family members of children in foster care (or at risk of entering foster care) to assure that children have safe, permanent homes and to support their long term well-being. The strategy is being implemented in partnership with Children's Home Society.

In collaboration with employment services programs, Child Welfare has implemented the Child Welfare

Employment Pipeline, a Human Capital Development project that links Child Welfare parents with appropriate employment services and assures collaboration and coordination of services and expectations of Child Welfare and employment services.

A total of 275 children left foster care for permanent homes through reunification with parents or relatives or adoption. This represented an 20% increase compared to FY 2010.

FY 2013 DISCUSSION

The Child Welfare division budget was reduced by \$609,932 from the FY 2012 Amended budget of \$21.9 million, which resulted from a variety of other adjustments.

North Carolina's implementation of its Program Improvement Plan, mandated by the federal government after the State's 2007 Child and Family Services Review (CFSR), has increased the expectations for services and documentation on each Child Welfare case.

Cuts in state funding have reduced access to mental health services for parents and children involved in

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Child Welfare and pose safety risks for children and financial risks for Wake County. The transition to the new MCO and Medicaid waiver presents both opportunities and risks to Wake County. Successful mental health services can help prevent children from entering foster care and provide safe residential treatment for abused and neglected children in foster care, and speed reunification. Loss of appropriate mental health services can result in increased numbers of children in foster care and could result in the County paying for high cost placements for youth in its legal custody.

Significant federal budget cuts are possible to Child Welfare in Federal Fiscal Year 2013 due to federal budget cuts and to a IV-E administrative cost review of IV-E funds. The newly reauthorized IV-E waiver process may give North Carolina and its counties an opportunity to offset those cuts.

HORIZON ISSUES

North Carolina has informed Wake County that it will represent the state in the next Federal Child and Family Services Review, expected to take place in late 2012. The federal government uses the CFSR to engage every state in a continuous quality improvement process. Each state is required to implement program improvement plans and demonstrate improvement or be at risk for sanctions including funding penalties.

Human Services

Summary of Services and Performance Measures

Service Area: Child Welfare Core Services CPS Assessment/Investigations

Description: Screen reports of child abuse and neglect from the community and initiate CPS assessments within statutory timeframes, taking actions as needed and appropriate to protect children and support families.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of reports accepted for CPS Assessment	5,018	4,650	5,000	N/A

Service Area: Child MH Service to Child Welfare Children

Description: CMH/Child Welfare Services provides evidenced based outpatient therapy utilizing Trauma-Focused Cognitive Behavioral Therapy for children who have been sexually abused and their families who are involved with Child Welfare. Provides Non- Offender Caregiver Group Treatment (for caregivers of sexually abused children.)

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Average Decrease post TX Score UCLA PTSD Index	22	22	22	22
Number complete non-off. caregiver grp TX in English & Spanish	45	50	60	60

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Average number of children in foster care	560	560	560	N/A

Service Area: Foster Care Emergency Placements (Wake House)

Description: Wake House is a 6-bed emergency shelter serving older boys in Wake County's legal custody. It is used primarily for youth whose behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Human Services

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of Adolescents admitted to emergency shelter leaving within 90 days.	88	90	90	90

Service Area: Child Welfare Core Services- In Home Treatment

Description: Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of families referred for CPS In-Home Services	820	750	750	N/A

Service Area: Adoption Assistance

Description: Payments made to parents who have adopted former foster children to help them access services to meet their children's special needs.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Average number of Adoptive families of special needs foster children receiving financial assistance	1,040	1,078	1,090	N/A

Human Services

Division Summary - Children Youth and Family

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	13,901,128	14,351,404	13,033,539	12,200,804
Contractual Services	39,073,709	35,557,721	34,998,338	527,535
Supplies, Materials and Other Charges	801,340	953,888	876,850	774,078
Capital Outlay	7,819	—	—	—
Expenditure Totals	\$ 53,783,996	50,863,013	48,908,727	13,502,417
Revenues:				
Federal	4,477,435	4,935,080	4,923,580	4,908,095
State	41,126,997	37,958,408	36,854,376	1,262,461
Local	6,531	3,100	3,100	3,100
Charges For Services	4,039,791	4,242,018	3,384,615	3,546,226
Revenue Totals	\$ 49,650,754	47,138,606	45,165,671	9,719,882
Number of FTE's	261.35	253.35	240.25	239.25

DIVISION PURPOSE AND GOALS

The Children, Youth, and Family (CYF) Services Division works with children, youth, adults, and families in communities, to ensure and to achieve safety, well-being, and self-sufficiency. The foundation of practice in CYF is Human Capital Development across the lifespan at the individual, family, community, and system levels. The business model is that of an integrated services delivery system that leverages partnerships and maximizes resources to achieve shared client and system outcomes.

CYF has the following five goals. Families in Wake County create home environments that encourage and support safety, educational success, emotional and healthy development of their children. Individuals, families and community groups choose healthy behaviors and reduce health risks. Low-income individuals build assets that support their economic stability and minimize dependency on government services. Communities promote youth safety and healthy lifestyles. Families, single adults and seniors develop their coping skills and social support networks, reducing social isolation, and family violence.

MAJOR ACCOMPLISHMENTS

4-H: This year the 4-H Youth Development program represented Wake County in two large collaborative efforts. Youth Thrive, a community-wide collaborative aimed at improving systems of accountability related to school-age youth, and the Raleigh College and Community Collaborative (RCCC) seeking to double the number of limited resource youth, ages 16-26 who obtain a post-secondary credential and living wage employment. Working to create an informed and empowered workforce, 4-H intentionally engaged youth in Science, Technology, Engineering and mathematics (STEM) learning experiences. Diverse groups of 4-H GIS Mapping teams received national attention for their work in identifying health food sources in local communities and using the data collected to convince merchants to market healthy food to youth. The 4-H Program mobilized resources to teach a youth education and wellness component parallel to Human Capital Wellness Clubs developed in Public Health. In addition, they have expanded their efforts in Child Welfare to include teaching life skills to adolescents whose families are required to participate in Parenting Classes, offering Youth Clubs for young people removed from their homes and placed with relatives and offering specific

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independent living skills groups for youth preparing to leave the foster care system.

Family Support Program helped families move toward self-sufficiency, specifically families with children receiving care from relatives. Eight hundred and sixty-seven (867) children who received Family Support Services are being cared for by their relatives thus preventing them from entering into the foster care system. Ninety-one percent of families met service goals, demonstrated economic stability, successfully utilized formal and informal available resources, resolved crisis, and demonstrated healthy living decisions.

CYF played a lead role in agency service integration transformation. All staff are aligned in eight community-based zones in five regions. An Agency Service Integration cabinet was established to guide and to support the work of agency transformation. Approximately 600 families will be identified to participate in Project 100 and their human capital development outcomes will be tracked to measure the benefits of a more integrated service delivery system. Some early system outcomes include “no-wrong door” business approaches, Medicaid enrollment and accessibility initiatives, sharing of relevant information across programs/services, simplified and coordinated family service plan, and tracking of common family outcomes. Agency strategic plan process FY13-15 will help to formalize our integrated service delivery system at individual, family, neighborhood, and community levels.

Child Care Subsidy - 8,544 children received child care subsidy to support employment of low-income families, to provide support services to families whose parents are receiving child protection intervention services, and to increase school readiness for children with special needs. Children who received child cares subsidy have benefited from attending quality child care centers averaging 3.6 stars out of the possible 5 stars. We exceeded all outcomes for Wake County Smart Start including:

-Average star rating of all children ages 0-5 years receiving Smart Start funds was 4.16 stars.

-Child placements for children ages 0-5 years with special needs was 4.38 stars.

-92% of families receiving comprehensive parent education reported increased knowledge regarding choosing quality child care as a result of education provided to them by the Child Care Subsidy Program.

Women's Health, Pregnancy Care Management, and Injury Prevention Program:

Working collaboratively with Community Care of Wake and Johnston Counties (CCWJC) as part of the network of Community Care of North Carolina (CCNC) in our joint efforts to decrease Medicaid cost, Pregnancy Care Management of Wake County successfully trained and aligned our existing prenatal clinical care services and care management outreach services with a network with OB/GYN practitioners in our county to provide a more coordinated system of prenatal care services to approximately 14,000 Medicaid-eligible women (14-44 years old) to achieve healthy birth outcomes. All aspects of our pregnancy care management business processes have successfully been re-aligned. With the transition of Maternity Care Coordination to Pregnancy Care Management and the collaboration with Community Care of North Carolina, many opportunities will be created to work collaboratively toward positive outcomes. With the addition of pregnancy medical homes working with Pregnancy Care Managers these efforts will assist in increasing access to care and the reduction of preterm births in Wake County.

The “Love Us Buckle Us” Child Passenger Safety Program was awarded two grants this year. A “Permanent Checking Station Grant” will allow the purchase of supplies to offer education and child seat checks for parents and caregivers by appointment.

In addition, a “Vehicle Seat Simulator Grant” will allow the use of a seat simulator to be used during classes and educational events to educate on the correct method to install child restraints.

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Both grants were awarded by the NC Department Insurance/Office of State Marshal and the NC Governors Highway Safety Program.

“Never Leave Your Child Alone” Campaign to celebrate Public Health month in April, the “Love Us Buckle Us” Child Passenger Safety Team held booths and demonstrations during the Human Capital Development Fair on April 20 and in various locations at the Public Health Center. Education was provided to families to never leave a child alone in a vehicle and to check the back seats of their cars every time they exit and to call 911 if they see children unattended in a car.

Care Coordination for Children (CC4C) - Successfully transitioned program from Child Service Coordination (CSC) to CC4C based on directives from NC DPH and completion of transition plan activities. Established effective partnership with Community Care of Wake and Johnston Counties (CCWJC) to implement CC4C in Wake County. All aspects of business processes including transition to per member per month Medicaid reimbursement for services are successful.

FY 2013 DISCUSSION

The Children, Youth, and Family division budget decreased by \$35.4 million due to expansions, reductions and the transfer of the Child Support Subsidy program from the CYF division to the Social Services Economic Self-Sufficiency division.

The Children, Youth, and Family division budget was reduced through \$100,000 due to efficiencies in the Child Daycare Administration program, Youth Development, and WIC program.

Medicaid reimbursable services - Potential increase in the number Medicaid enrolled children and families in Wake County.

Healthcare Reform - accessibility, utilization, and effectiveness of services.

Child Care Subsidy- Decreasing capped revenue and increased demand for child care subsidy due to an economic recession continue to be an issue.

North Carolina has reduced the level of subsidy services by eliminating fees for registration, transportation, and reduced time limits for those receiving subsidy while they complete post-secondary education. Beginning July 1, 2012, child care subsidy will only pay for services at 3, 4, and 5 star facilities. As of January 2012 the number of children on the wait list was 6,353.

School-based Mental Health (SBMH)- The instability of the changing mental health system for Wake County residents is a horizon budget issue. Wake County is losing its LME July 1. During the transition to the Alliance Behavioral Healthcare, providers will reapply for Medicaid funding and not all will get it. Services will be discontinued as agencies lose their ability to bill Medicaid. Children receiving MH services are at risk to fall through the crack as their providers lose funding. WCHS needs to maintain its ability and stability in providing consistent uninterrupted treatment as the community structure experiences its transition.

HORIZON ISSUES

Wake County Human Services continues to work with community partners to face the challenges and opportunities in health care, social service, and educational reforms within the context of global, national, and local economy.

4-H -There are a number of trends indicating the growing need for targeted youth development programs that build skills, address access to non-formal education and effective opportunities for positive youth development. Youth in foster care are more likely to experience violence, homelessness, mental illness and other poor health outcomes than their peers. They are also more likely to be incarcerated, abuse substances and experience parenthood out of wedlock. An average of 21 youth are placed in the foster care system each month in Wake County. Obesity/overweight was ranked #1 as the most important health issue in the 2010 Wake County Community Assessment Survey. And, Chlamydia and Gonorrhea currently are the most commonly reported sexually transmitted infections (STI) in Wake County, with the chlamydia case rate/100,000 population increasing by 21% from 2009 to

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2010. Eight-one (81)% of all cases of gonorrhea and 64% of all chlamydia cases occurred in African Americans between the ages of 15-24.

The Children, Youth and Families Division will continue to provide vital infrastructure through Family Support, 4-H Youth Development, School-based mental health and family outreach efforts to make a positive impact on these negative outcomes experienced by our youth in Wake County. We will work through integrated service delivery efforts with Health Promotion and Communicable Disease Sections of Public Health and Child Welfare, Family Support programs to reach our over-represented populations including children of color and children living in poverty.

Child Care Subsidy - SEEK (Subsidized Early Education for Kids), once fully implemented, will provide child care subsidy payments by the state instead of the county. Due to increased TANF cuts at the Federal level, North Carolina is considering reducing child care subsidy by 20% at the state level to absorb those cuts. Children on the subsidy wait list in Wake County are being evaluated for the NC Pre-K Program, Head Start, and Title I pre-school programs.

Pregnancy Care Management (PCM) and Coordinated Care For Children (CC4C) - The transition of Maternity Care Coordination to Pregnancy Care Management, and Child Service Coordination (CSC) to CC4C, and our collaboration with Community Care of North Carolina, will present many opportunities to achieve positive outcomes for children, women, and families.

Care Coordination for Children (CC4C) - Continue to adapt to evolving Care Coordination for Children (CC4C) program development. Maximize Per Member Per Month (PMPM) Reimbursement from Medicaid. Align business process and staffing to maintain service provision based on PMPM projection of potentially Medicaid eligible children birth-5. Determine impact of Health Care Reform on Healthy Child Development and Care Coordination for Children programs and participants.

School-based Mental Health (SBMH) - More Hispanic children seeking services. More Transitional living situations and instability for children and families.

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Summary of Services and Performance Measures

Service Area: WIC

Description: Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of low birth weights experienced by newborns (<5 lbs. 9 oz)	7	8	7	7

Service Area: Maternal Health- Pregnancy Care Management

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of identified risks/needs that are resolved at closure, 60 days postpartum:	95	95	95	90

Service Area: Perinatal Substance Abuse

Description: Identification and treatment for women abusing alcohol or drugs during pregnancy to assure healthy births.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Percentage of women who delivered clean at delivery	85	85	86	90
Percentage of women who deliver after 36 weeks of birth	83	83	85	90
Percentage of infants born weighing 5.5 lbs or higher	85	85	86	90

Service Area: Child Care Subsidy

Description: Affordable early childhood education/childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Safety for children at risk of abuse/neglect; allows family to receive treatment in home; reduces placement out of

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home; School readiness for children with developmental delays & special needs.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of children receiving subsidy services:	8,544	7,753	7,753	7,753

Service Area: Healthy Child Development and Care Coordination for Children

Description: Assist vulnerable families to support their young children's (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Percentage reduction rate of ED visits	N/A	3	6	6
Percentage reduction in rate of hospital admissions	N/A	3	6	6
Percentage reduction in rate of hospital readmissions	N/A	3	6	6
% increase in NICU graduates who have their first PCP visit within one month of discharge	N/A	3	6	6

Service Area: Youth Services-Community Youth Development

Description: Non-school hour programs for vulnerable adolescents.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of at-risk 4-H youth participants demonstrating no recidivism and /or reduced alcohol, tobacco and other drug use	91	85	87	80

Service Area: Youth Services-School Mental Health

Description: Provide Mental Health services to improvement in mood and promotion to next grade decrease symptoms at school as evidenced by level.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of student clients promoted to next grade level	92	95	92	92
% of Clients' improved mood:	95	94	95	95

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Service Area: Youth Services-OJJ/DJJDP Program

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Programs must track recidivism, violations of probation, and parental involvement in addition to other measures specific to their program type	1,493	1,400	1,500	N/A

Service Area: Family Support

Description: Increase the percent of children who are maintained in relative care-giver homes. Reduce the percentage of FSS families with new CPS involvement. Assist youth in completing high school or GED program. Help families demonstrate preparation for employment and ability to utilize resources to meet family needs.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of youth with new CPS involvement 12 months after case closure	17	15	10	10
% of youth graduating from high school	75	75	75	80
% of the graduating high school youth that entered secondary educational opportunities	88	88	90	90
% of the remaining graduating high school youth that entered into full time employment	12	12	10	10
% of families employed at living wage:	N/A	60	70	80
% of homeless families in stable housing within 6 months:	N/A	75	80	80
Input				
# of youth in relative care	867	870	870	850

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Division Summary - Public Health

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	7,975,862	8,057,432	7,847,380	8,103,666
Contractual Services	464,029	427,788	316,114	236,933
Supplies, Materials and Other Charges	1,169,826	1,217,152	1,135,687	1,216,168
Capital Outlay	7,124	–	12,831	–
Expenditure Totals	\$ 9,616,841	9,702,372	9,312,012	9,556,767
Revenues:				
Federal	1,155,595	1,284,096	847,440	819,010
State	613,454	421,002	487,474	512,754
Local	724	–	–	–
Charges For Services	12,177	6,000	14,584	29,366
Miscellaneous	273	–	–	–
Revenue Totals	\$ 1,782,222	1,711,098	1,349,498	1,361,130
Number of FTE's	139.31	139.31	129.56	129.56

DIVISION PURPOSE AND GOALS

The Wake County Public Health Division (PHD) focuses on Health Promotion, Disease Prevention and Disaster Preparedness. PHD views the Wake County population as the client. Programs address chronic disease, wellness promotion, HIV/STI, other infectious diseases, injury, school health, reproductive health, immunization, tobacco, primary care, and behavioral health.

MAJOR ACCOMPLISHMENTS

On December 16, 2011 WCHS PHD achieved full accreditation status. The NC Local Health Department Accreditation Board validates the capacity of the PHD to perform at a prescribed basic level of quality in the assessment, policy development and assurance of the ten essential services of public health.

Immunization Outreach accomplishments include assessment of 11,061 6th grade WCPSS students' immunization status for compliance with Tdap Administrative Rule 10A NCAC 41A.0401, and provided two "Exclusion Day" clinics that prevented 271 students from being excluded from school for

non-compliance. Provided 41,600 NACo Prescription Discount Drug Cards to 88 Wake County organizations, agencies and pharmacies for the program that served 38,163 total utilizers during CY 2011. The results of the most recent assessment by the NC Immunization Program (NCIP) reported 89 percent of children with their medical home at WCHS were age appropriately immunized by 24 months of age and 96 percent by 35 months of age.

Collaborative efforts with the HIV/STD Community Outreach Program (HIV/STD: COP), the Communicable Disease Section (CD) and Dr. Stout of Duke University conducted TB research which enabled the NC CD Branch to secure CDC funding for Program Collaboration and Service Integration (PSCI) from the CDC. The PSCI project addresses co-morbidity and disparities in chlamydia and gonorrhea cases, TB and hepatitis C. Through this collaboration four Counties, which includes Wake, benefit from additional funding for these services. These programs and other Wake County STD programs provide field delivered therapy (FDT) to address access to medical care and treatment follow up. The HIV/STD Community Program is being awarded \$50,337 for the next three years to continue

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with the collaboration and integration of services in Wake County. Also, the CD- Disease Intervention Specialist unit has added a Registered Nurse to assist in this service to be able to treat in the field. This innovative strategy is hopeful of reducing the STD rates in Wake and surrounding areas.

School Health Services have realigned staffing utilizing acuity ranking of public school health needs to maximize outcomes for the students of Wake County. The continued increase in WCPSS student population demands more focused efforts for the school nurses. The innovative model of acuity staffing procedures for allocation of the limited nursing resources to individual schools is based on the number of children with doctor's order, invasive procedures, emergency medical/health care plans, free and reduced lunch and the school attendance.

Vital Records (VR) in collaboration with the Register of Deeds office are in the process of reorganizing the mandated VR program through more efficient processing of birth, death and other vital record information for the State and the Public. Efficiencies and real time data retrieval have improved timeliness of the VR Section.

PH Disaster Preparedness coordinated the WCHS response to the April 16, 2011 tornado. The effort required 21 days of shelter and congregate care. Multiple shelters were managed to assure the safety, health and well-being of the tornado survivors. Collaboration with various community partners, Wake County departments, federal and state agencies provided a successful response effort.

The Health Promotion Program actively engaged many Wake County residents. The Wake County Obesity Summit was held March 2011 to provide a forum for 115 traditional and non-traditional stakeholders to address obesity in adults and children. Participants gathered to discuss ways to implement actionable ideas that correlate with CDC's "winnable battles" model. Ten (10) breast cancer cases were detected via WCHS' Health Promotion breast health programs, resulting in a potential cost savings of \$700,000 to the County (100% secured care for each case). Health Promotion Staff provided

CVD screens to 1,111 adults, which resulted in 71 individuals detected with Stage 2 hypertension; of those screened, staff secured care for 43 individuals in need of a medical home, yielding a potential cost savings of \$4,300,000.00 in stroke prevention. Over 99,000 individuals were potentially impacted by five public health education campaigns. The Western Wake Farmers' Market continues to accept EBT Cards and a market match for EBT holders.

The Project ASSIST Coalition and Public Health advocates were a critical part of SL2009-27 (G.S. 130A-496) also known as the NC Smoke-Free Restaurant and Bars Law. In 2010, 242 complaints were filed involving 81 Wake County establishments. In 2011, the numbers dropped to 30 complaints and 27 Wake County establishments. This decline is attributed to strict enforcement of the law.

Farmworkers Program served a total of 533 migrant farmworkers in 2011 and increased service to over 200 medical patients. This service increased from 191 the previous year.

The PH Quarterly Report provided innovation in surveillance and health metrics and assured a more data driven strategic plan. The overall data management will provide continuity in the PH Community Health Assessment measures and the annual State of the County Health Report that can be accessed online.

FY 2013 DISCUSSION

The Public Health division budget increased by \$244,755 from the FY 2012 Amended budget of \$9.3 million through a variety of other adjustments.

The role of new payment structures at the State and Federal level cause uncertainty for long range planning in public health. Clear direction regarding the role of various stakeholders is still undefined for Wake County. Discussion at the state and federal payer level indicates a move from the current fee-for-service model toward a new per member/per month structure.

The effects of the economic downturn, including reduced vaccine budget funding, may possibly impact

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our ability to provide a full formulary of immunization services to BCBS, NCHC and Medicare insurance members by limiting our ability to purchase vaccines for reimbursement. A trend of reduced spending on travel has limited our ability to generate maximum revenues from foreign travel and self-pay vaccine services.

Improved alignment of budgets within the various sections of Public Health Division and Clinics Division is providing improved efficiencies and effectiveness. Also, process analysis to improve outcomes is providing promising budget measures.

HORIZON ISSUES

The role of new payment structures at the State and Federal level cause uncertainty for the sake of long range planning in public health. Clear direction regarding the role of various stakeholders is still undefined for Wake County. Also, discussion at the state and federal payer level indicates a move from the current fee-for-service model that rewards volume of service to a more promising outcome based emphasis to improve quality in health services and outcomes.

The growth and diversity changes in the Wake County population requires service adjustments in PH. The school aged and younger population is the most diverse age group in the county and many of the PHD services are focused on this age group. Also, the need for new PH efforts to accommodate the increasing senior population is evident.

The increasing demand for collaboration on policy and program development input from PH which includes Health Impact Assessments (HIAs) continues to increase. The demand to include more health data driven focus to address issues such as walkable communities, public health injury prevention, safety, obesity HIA's for programs, policy and planning efforts will influence staff and time allotments.

The changes to the Universal Coverage Criteria for publicly-funded vaccine received from the NC Immunization Program (NCIP) and the continuing effects of the economic downturn have created a

crisis in the supply chain and revenue generation from immunization. Tighter controls for ordering publicly funded vaccines combined with a reduced vaccine budget that serves insured, Medicare, NCHC and self-paying clients has resulted in lower vaccination and revenue numbers.

Emerging trends in various drug resistant communicable diseases is being closely monitored. The Center for Disease Control and Prevention alerts are becoming more common for drug resistance in diseases such as tuberculosis, bacterial infections and some sexually transmitted infections. Close collaboration with the state and local health care providers is necessary.

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Summary of Services and Performance Measures

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services (including screenings) that address obesity, cardiovascular disease, stroke, diabetes, breast and cervical cancer, and smoking cessation to at risk populations and communities with existing health disparities.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of breast cancers detected of women screened through the BCCCP and Komen mammography programs	10	7	7	7

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention Team reviews the deaths of children, ages 0-17 that are not due to suspected abuse and neglect. The Team identifies causes of child deaths, identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families, and makes recommendations for changes that could prevent future child fatalities.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of childhood deaths assessed in order to improve delivery of services	100	100	100	100
% of reports submitted to the State and County Commissioners timely	100	100	100	100

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention and reporting of TB within Wake County. The collection, coordination and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
% of TB investigated/reported within the state mandated time frame	98	98	98	98

Service Area: Vital Records

Description: Maintain records, perform duties of Registrar and provide birth, death and other vital record information to the State and the Public.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
# of deaths processed	4,891	4,904	4,891	4,891
# of birth records processed	13,560	13,947	14,345	14,754

Service Area: School Nursing-School Dental

Description: Promote health, safety and educational success of the school age child in Wake County by serving students, families and school staff through partnerships, evidence based practice and professional standards of care.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percentage of individual emergency action plans successfully managed for students with asthma, diabetes, severe allergies	N/A	75	90	95
Percentage of proper and safe medication administration	N/A	85	95	100
Percentage of nursing care plans for students identified with chronic illnesses	N/A	75	85	95
Percentage of secured pregnancy care management rate	N/A	80	90	100
Percentage of secure care for students with STI	N/A	50	75	100
Percentage of schools who have implemented specific obesity prevention plan to reduce childhood obesity	N/A	50	60	70

Service Area: Public Health Preparedness

Description: Coordinates the Human Services response to natural and man-made disasters (e.g. provision of shelters, evaluation centers and medication dispensing.)

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
# of public health incidents in which WCHS responded with our partners	4	3	2	1

Service Area: Communicable Disease Control- CD Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and

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analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
% of all reportable communicable diseases	98	98	98	98

Service Area: AIDS/HIV Outreach

Description: Provide outreach prevention treatment, HIV/STD surveillance and HIV/STD education, syphilis elimination efforts, HIV primary care. counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
HIV Positivity rate	0	0	0	N/A
Total# of Housing Vouchers issued	45	55	55	N/A
# of individuals who used Prevention and Education services	12,349	21,000	31,500	N/A
Input				
# of persons testing for HIV, Syphilis, GC, Chlamydia and Hep C seropositivity	3,274	4,200	4,200	N/A

Service Area: Immunization Outreach

Description: Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry(NCIR). Provides system administration for NCIR at WCHS. Provides oversight and administration of NACo Prescription Discount Card Program/Wake County.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Doses Administered	52,100	45,000	50,000	50,000
Input				
Number of clients immunized	21,903	21,000	22,000	22,000

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Division Summary - Health Clinics

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	11,516,505	12,493,262	12,452,423	11,421,040
Contractual Services	1,510,082	1,683,512	1,696,054	1,623,109
Supplies, Materials and Other Charges	3,057,482	2,090,746	2,572,045	2,473,720
Capital Outlay	5,646	–	11,007	–
Expenditure Totals	\$ 16,089,715	16,267,520	16,731,529	15,517,869
Revenues:				
Federal	1,484,302	1,752,873	1,777,873	1,752,873
State	365,915	341,826	311,707	260,592
Local	3,529	5,000	17,000	500
Charges For Services	9,574,004	9,567,348	9,839,331	9,918,322
Miscellaneous	1,537	500	500	500
Revenue Totals	\$ 11,429,286	11,667,547	11,946,411	11,932,787
Number of FTE's	146.30	146.30	156.60	156.60

DIVISION PURPOSE AND GOALS

The Health Clinics Division houses the services that provide direct clinical care or support to targeted and categorical populations. These clinics are: STD, Child Health, Prenatal, Immunization and Refugee Health, Dental and Women's Health. Support services include Laboratory and Pharmacy. The services are offered to uninsured, underinsured and Medicaid-covered individuals. Patients are offered fee adjustments on a sliding-fee scale based on family size and income. Pharmacy and Laboratory also serve community health clinics and outreach programs.

MAJOR ACCOMPLISHMENTS

Expansion of Women's Health and STD services at the Southern Regional Center

The STD/HIV Clinic: The clinic's mission is to improve the quality of life for HIV infected individuals of Wake County. Once a client is enrolled in treatment, only 24.6 percent of the clinic's CDC-Defined AIDS patients had a CD4 less than 200.

The Child Health Clinics: Within six months, WCHS Child Health Clinics consistently exceeded its year

one goal of patients with three care components. Best practice of asthma management includes three care components: assessing daily control of symptoms, assuring patient is on a controller medicine, and assuring a flu vaccine seasonally.

The asthma action plan gives daily and emergency care instructions to the patient and/or patient's school. WCHS exceeded its year one goal of percentage of patients with action plans on four occasions. (Data Source: Monthly chart audits of random samples of children using IPIP guidelines. IPIP is a national quality improvement initiative administered by North Carolina AHEC programs.)

The Dental Health Clinic: The Dental Clinic was successful in receiving a grant, Strengthening the Oral Health Safety Net through Blue Cross Blue Shield of North Carolina Foundation, to work with practice management consultants in implementing new business strategies for assuring access to care for vulnerable populations.

The Immunization/Refugee/Foreign Travel Clinic: 20,101 doses of Influenza vaccine were administered

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in fiscal year 2011. This was accomplished both in clinical settings, as well as out in the community.

The Pharmacy: Wake County's Pharmacy is the third largest in the State as a provider of patient assistance medications that have been donated by Pharmaceutical companies. The Patient Assistance Program provides optimal treatment regimens to uninsured citizens who suffer from a mental illness.

The Maternal Health Clinic provides comprehensive Prenatal care for low-risk, uninsured and underinsured pregnant women.

The Women's Health Clinic provides care to child-bearing women who seek Family Planning services. The Clinic offers an array of contraceptive choices which include Oral Contraceptives, Implants and Intrauterine Devices. This clinic also serves Postpartum patients.

The Laboratory: Introduced NAAT testing on Rectal and Pharyngeal specimens, thereby eliminating GC Culture testing, resulting in improved surveillance, increased staff efficiency and increased ability to bill for the procedure. The costly Neonatal Bilirubin Procedure was eliminated and is now being done at a reference lab.

FY 2013 DISCUSSION

The Public Health division budget decreased by \$1.2 million from the FY 2012 Amended budget of \$16.7 million which resulted from a variety of adjustments.

HORIZON ISSUES

The impact of the Affordable Care Act on the services rendered by this Division will need to be monitored. As more citizens are eligible for Medicaid, it is likely that the demand for our services will increase unless there is a significant uptake of these clients by private medical providers. The need to move towards an Electronic Medical Record and new practice management system will be essential for compliance with Federal regulations.

The Affordable Care Act has provisions for oral health including issues around safety net, prevention

and surveillance with attention to children and adolescents which could influence services provided by the Dental Health Program and increase demand for services.

The State of North Carolina is proposing a managed care model for Medicaid-covered pregnant women. This proposal is still being crafted but preliminary discussions include a "per member per month" payment to Local Health Departments as well as additional payments for various aspects of clinical care that include screening for High Risk conditions, decrease in Cesarean Section rates, offering 17 alpha-hydroxyprogesterone caproate (17P) to high-risk pregnant women who have a history of preterm-delivery and providing case management. Both Wake County's Maternal Health Clinic and Outreach Programs are poised to maximize these revenue sources.

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Summary of Services and Performance Measures

Service Area: Child Health Clinic

Description: Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Well child visits at age-appropriate intervals	79	80	82	100

Service Area: Maternal Health Clinics-Prenatal

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% Infant Mortality Rate w/white live births	5	4	4	N/A
%Wake County's Infant Mortality Rate w/non white live births	10	9	8	N/A

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider of last resort for these services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Teen Pregnancy Rate per 1,000 age 15-19 Wake County	35	35	35	N/A
Input				
#of unduplicated count of clients	9,171	9,000	10,117	10,117
Total number of clinical visits	16,900	16,700	18,000	18,000

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis, sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles, to assure the availability of quality health care services related to reduction of risk and spread of communicable diseases.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Total number of clinic visits w/3% turn away (HIV and STD Clinics).	19,133	19,133	19,133	N/A
Input				
Increasing numbers of sexually transmitted diseases	6,939	6,939	6,939	N/A
% of newly HIV diagnosed individuals have already progressed to AIDS at the time of diagnosis	25	25	25	N/A
% of new clients were racial/ethnic minority	83	83	83	N/A
% of the total clinic population fall below poverty level	67	67	67	N/A

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations to prevent childhood disease, adult diseases, and for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
#of overall immunizations given	20,101	15,600	17,000	N/A
# of clients seen (child, adult, refugee, immigration, travel)	8,073	7,025	7,200	N/A

Service Area: Dental Clinics

Description: Provide comprehensive preventive and treatment dental care to uninsured and underinsured children under the age of 20 and pregnant women. Provide community outreach including screening, referral, follow-up and education.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of unduplicated patients	5,819	6,500	6,600	6,600

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for mass care/bioterrorism event, community collaboration to provide medication for uninsured citizens.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of prescriptions filled	66,763	71,000	74,550	N/A
Total patient assistance funding	8,700,000	9,200,000	9,600,000	N/A

Service Area: Lab Services

Description: Support all clinical programs and services with quality, proficient laboratory tests, procedures, and results. Support Environmental Services with environmental specimen tests, procedures, and results.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of lab tests performed	172,341	180,000	180,000	180,000

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Division Summary - Behavioral Health

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	14,680,772	14,108,863	13,034,088	14,328,842
Contractual Services	1,274,069	1,381,426	888,891	349,275
Supplies, Materials and Other Charges	684,787	1,799,939	1,371,110	1,804,809
Capital Outlay	7,124	—	—	—
Expenditure Totals	\$ 16,646,753	17,290,228	15,294,089	16,482,926
Revenues:				
Federal	217,527	302,495	325,488	271,268
State	2,740,146	2,723,190	2,168,199	2,174,068
Local	1,536,816	1,000,000	1,000,000	1,000,000
Charges For Services	1,525,323	2,323,892	1,599,449	1,444,895
Miscellaneous	—	3,000	3,000	—
Revenue Totals	\$ 6,019,813	6,352,577	5,096,136	4,890,231
Number of FTE's	202.13	201.13	181.13	178.82

DIVISION PURPOSE AND GOALS

Beginning in February 2012, The Division of Behavioral Health Services (BHS) implemented a Performance-Based Service Delivery model to improve clinical productivity; establish, collect and report sound outcome data, and ensure best practice service delivery. Using this model, BHS provides assessment, treatment and referral of children and adults at risk for or diagnosed with these disabilities who may not be eligible for services elsewhere. BHS is a partner within the Wake County community provider network of mental health, substance abuse and developmental disability services. As the public partner in the network, when necessary it serves as the safety net and community crisis provider.

BHS provides outpatient psychiatric consultation and treatment services for persons with severe and persistent mental illness, co-occurring mental illness, substance abuse and/or developmental disabilities, and other consumers referred by the Wake LME. BHS also provides 24 hour a day, year-round outpatient crisis assessment/stabilization services, transition services for persons discharged from inpatient psychiatric or substance abuse hospitalization who are awaiting placement elsewhere

in the community provider network, and walk-in psychiatry services for any individual in need.

The Developmental Disability Bridging Team provides eligibility assessments and recommendations to the Wake LME on all new Wake residents seeking Developmental Disability services and works with new or unfunded clients for up to six months to bridge entrance to other funded services and natural supports while stabilizing crises that precipitated a family/consumer's request for services.

The division serves persons requiring inpatient substance abuse rehabilitation treatment. Outpatient and community services are provided for children and adolescents, including sexually abused children and difficult to place children and teens with disruptive behaviors and severe mental illness or substance abuse diagnoses. Integrated behavioral health services are provided for clients in child welfare, work first, HIV/AIDS, and at risk for or diagnosed with post-partum depression.

Services are also provided in regional centers where access to a private community provider is limited. Pharmacy services include the inpatient detox and

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treatment units; medication for transitioning clients and outpatient clients in the entire community provider network, and facilitating income eligibility determination and enrollment in pharmaceutical company sponsored Patient Assistance Programs.

MAJOR ACCOMPLISHMENTS

Consistent with FY 2012 Human Services Priority #1, BHS began implementation of a Performance-Based Service Delivery model which focuses on productivity, service delivery, and outcomes. This will ensure BHS complies with appropriate standards, offers accessible and customer friendly service delivery, and makes positive differences (outcomes) in people's lives. This will also drive initial steps toward CARF accreditation. This also addresses Priority #3 by ensuring use of best practice services, and stronger data collection for outcomes.

BHS implemented the Avatar Clinical Work Station in all of its inpatient and outpatient services. Crisis Services will be Avatar operational before the end of the fiscal year. This is a major step toward full electronic health records, and greatly improves data collection and reporting for billing, outcomes, and clinical documentation.

BHS crisis stabilization services and recovery services at the new WakeBrook campus on Sunnybrook Road as contract provider to the Wake Local Management Entity is now in full operation.

Crisis and Developmental Disability Eligibility assessments were provided for 5,566 consumers in FY 2011. Transition services for consumers awaiting placement with community providers were provided for 729 consumers.

BHS continued outpatient treatment for individuals with severe and persistent mental illness and/or co-existing mental health and substance abuse services with clinic or community based interventions and treatment, as well as assessment and clinical consultation services for adults and adolescents incarcerated in the Wake County jail or detention center. BHS Worked with NAMI to create two new community based peer led support groups for stress and depression in Raleigh and Fuquay

Varina. More are in development. Child MH initiated the Parent-Child Interaction Therapy model, which is an evidenced-based best practice for treating families with young children with disruptive behavior disorders.

FY 2013 DISCUSSION

The Behavioral Health division budget was increased by \$1.2 million from the FY 2012 Amended Budget of \$15.2, which resulted from a variety of other adjustments.

The Behavioral Health division budget was reduced through the elimination of 1.3 vacant FTEs in the Adult Treatment Team Supports program - \$55,540, a reduction of temporary salary funds for the Psychiatric Services program - \$29,853, the elimination of 1 vacant FTE on the Substance Abuse Team, and a \$400,000 overall reduction to the Behavioral Health budget.

Additionally, Wake County will contract with the Alliance (the new regional MCO) for provision of all Behavioral Health related services in FY 2013.

HORIZON ISSUES

Working with the newly merged MCO. Meeting the demands of Healthcare Reform and Medicaid changes.

Evaluation of division services and the competitive process of determining best provider through RFI/RFP process. To ensure county mental health funds are best used where needed, in a cost effective fashion.

Implementation of a Performance-Based Service Delivery model. Improving Behavioral Health Services infrastructure and business practices (e.g., reception, appointments, billing, collection, data reporting); maximizing billable services, and implementing IT for practice management and clinical providers.

Accreditation of community and facility based behavioral health services.

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Developing and implementing alternative best practice models of clinical care for the chronically ill that also improve financial efficiency. This includes developing Community Behavioral Health Clinical Homes and collaborating with Primary Care Medical Homes.

Increasing alternatives to acute hospitalization; diverting less acute individuals to alternative services; and shortening the wait time for hospital transfer for persons.

Finding safe and alternative placements for teens discharged from inpatient hospitalization or disruptive in their community placements.

The Recovery Center will offer evidence based treatment to address to address an increase in prescription drug abuse; treatment services for returning veterans and their families; and support Drug and Child Support Court Judges to offer treatment services as a more effective alternative to incarceration.

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Summary of Services and Performance Measures

Service Area: Crisis Services [Crisis and Assessment]

Description: Provide screening, triage and assessment for children and adults with mental health, substance and developmental disability problems. Includes emergent, urgent, and routine evaluations, initial treatment, and referrals to treatment providers. These services are provided in a 24/7/365 outpatient crisis unit.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total # visits, persons receiving crisis services and referred to hospitalization or residential placements or referred to and receiving outpatient services	4,975	5,135	5,200	5,200

Service Area: Inpatient (WakeBrook Recovery Center)

Description: Provide short-term (up to 10 days) intensive inpatient treatment for addictions and clients with co-occurring mental illness.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number receiving acute medical detox	687	550	600	N/A

Service Area: Adult MH- Mental Health/Substance Abuse Integrated Services

Description: Integrated MHSA services were created through service reorganization in 2005. These services were identified as necessary for WCHS to retain due to MH reform and are closely integrated with or providing key support to other HS programs; serve as a Behavioral Health presence for Human Services and function as a safety net service in crisis situations. The three services consist of HIV/AIDS MHSA Services, Latino MH services and Regional Center MHSA services.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Target is 90% of clients open to services for more than 6 months will be stable or improved in 6 of the seven factors.	93	90	90	90

Service Area: Adult MH- Drop In Center

Description: The Drop-In Center is a day activity program providing psychosocial and psychoeducationally oriented group and individual services to help members learn the skills needed to function at their highest level of independence.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Average utilization rate based upon target rate of 48 clients per day	96	95	95	95
Input				
Average number of clients served per day	46	45	45	45

Service Area: Adult MH- Substance Abuse Team

Description: Provides specialized integrated dual diagnosis outpatient services to individuals who are experiencing both substance abuse and mental health issues.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of clients open for more than six months will demonstrate improvement in at least 4 data factors.	N/A	75	75	85

Service Area: Adult MH- Deaf Services

Description: Deaf MHSA Services is a cross area service program that provides treatment and support services in the region of Wake and Johnston Counties. It is funded entirely by state and federal funds earmarked for services to deaf, hard of hearing and deaf-blind persons with mental health and/or substance abuse problems.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of clients served	74	80	80	80
Number of services provided	1,566	2,000	2,000	2,000

Service Area: Adult MH- Workfirst Initiative

Description: Provide federally mandated screenings, assessments, referrals, and case monitoring for consumers participating in WorkFirst who screen positive for substance abuse issues, and for Food and Nutrition Services consumers who are Class H or I felons (substance related felonies).

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of clients screened	1,652	1,500	1,500	1,500
Number of clients assessed	660	500	500	500
Number of clients referred for treatment	60	50	50	50

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Service Area: Adult MH- Adult Treatment Teams

Description: WCHS Adult Treatment Teams offer services for adults with severe and persistent mental illness, co-occurring substance dependence, and other serious mental health issues, in a unique niche

in the community level of care service continuum. Other specialty services include Geropsychiatry Program, Forensic Mental Health Program, and the Short Term Assessment and Treatment Team.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
% of clients open to services for more than 6 months will be stable or improved in 6 of the seven factors.	N/A	90	90	90

Service Area: Child Mental Health

Description: Provides MHSA evaluation & evidenced-based treatment for children, adolescents and families having experienced sexual or physical abuse, DV, neglect and involved with Child Welfare

and/or Juvenile Court delinquency. Specialty family treatment for young-child population. Focusing on reducing emotional and behavioral problems.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Average number of clients	237	250	300	300
Total number of evaluations	441	500	500	500

Service Area: Developmental Disability Services

Description: Provides services including Comprehensive Screening and Community Connections (CSCC), Targeted Case Management,

Specialized Psychiatric Services, Bridging, Representative Payee and other value added and safety net functions.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Total number of referrals. Number who are appropriately linked to ongoing services and/or other supports.	591	600	600	600

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Division Summary - Administration and Operations

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	12,304,436	12,950,541	13,045,681	12,989,675
Contractual Services	8,028,589	7,560,623	7,983,744	7,802,779
Supplies, Materials and Other Charges	3,152,243	3,548,561	3,441,040	4,098,213
Capital Outlay	23,915	658,120	856,720	926,657
Expenditure Totals	\$ 23,509,184	24,717,845	25,327,185	25,817,324
Revenues:				
Federal	545,732	545,732	546,568	846,373
State	5,032,962	5,667,844	5,663,657	5,882,537
Local	42,400	170,000	197,204	49,750
Charges For Services	3,837,642	3,869,243	3,925,337	4,625,975
Interest Income	33,548	23,654	23,654	23,654
Miscellaneous	42,475	39,000	39,000	39,000
Other Financing Sources	–	–	318,600	–
Revenue Totals	\$ 9,534,759	10,315,473	10,714,020	11,467,289
Number of FTE's	241.75	243.75	237.05	237.05

DIVISION PURPOSE AND GOALS

The Administration and Operations Division performs the administrative support functions of the department as a centralized system for the services divisions. This Division includes administration functions of the Office of the Director; the Human Services Academy; the Office of Community Affairs, including Consumer Affairs; and Human and Environmental Services Board support. Operations functions include the functions of client accounting, budget and finance, contracts/grants management, consumer records, technology and data support and staff recruitment/retention. Additional services for housing and homelessness prevention, transportation, regional centers, and funding for the County's responsibilities as related to juvenile detention services and juvenile programs in community-based settings are coordinated through this Division.

MAJOR ACCOMPLISHMENTS

After two years of preparation, Wake County received Public Health Accreditation Status on December 16,

2011. This was the result of the efforts of the staff of WCHS and multiple departments, the County Manager's Office, the Human and Environmental Services Board, and several community partners, with assistance from State consultants. Wake County is now one of 64 Public Health Departments in North Carolina with full accreditation status. Many public health strategies were applauded by the site visit team, including the implementation of shared leadership, work with community colleges and universities, regional centers, and a strong management structure. WCHS will now need to maintain accreditation by assuring that the 41 benchmarks and 148 activities continue to be addressed.

Budget/Finance/Human Resources accomplishments were many. Wake County successfully absorbed a \$1.9 million dollar reduction in the budget in order to help close the County's budget gap. 99% of the Department's budget for FY 2011 was expended or encumbered. Contracts, financial, and human resources assistance was given to support the expanded "Crisis and Assessment Services" at

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WakeBrook, including assistance with adding 26 FTEs. Nine employees from the Ready To Learn Center and 24 from the LME were placed into other Human Services vacancies following programmatic reductions or changes in service. Program Integrity continues to effectively combat fraud in public assistance programs with limited resources. In FY 2011 1,294 referrals were received and 85% of the investigations completed resulted in funds being requested back from the consumer. The Program Integrity Unit collected \$781,880 in claims, of which \$284,480 dollars were returned to Wake County. Front end investigation now prevents \$120,000 in new fraud every month.

Operational accomplishments include the following: 1 - Child Welfare Teams were dispatched to work at the neighborhood-based Millbrook Human Services Center; 2 - Behavioral Health as well as a contractor, Day Mark, took occupancy and began operations at the WakeBrook facilities; 3- Human Services took the lead in responding to many needs of families affected by the April tornado, including assisting with temporary shelter, case management for housing, food and clothing, medical and mental health assessment and referral, and longer term housing assistance. In addition, renovations for the Swinburne Building were completed to accommodate a safer work environment for Child Protective Services and other staff.

The Operations and Finance Divisions assisted the County Manager's Office, Human Services Director and staff in transitioning the Wake County LME to the new MCO, a combined Local Management Entity with Durham's MCO and other counties. This included countless hours of negotiation about facility, staff, and fiscal issues, and well as delineation of LME services to be transferred.

Execution of the Human Services Information Technology Plan is underway. The Plan continues to be reviewed and updated annually. A new Human Services Technology Team was established in July 2011 with staff from Human Services and Information Services to support the number of high priority technology projects being implemented. A Document Management System for Social Services

has been procured and is being implemented. Procurement of a Practice Management System and Electronic Health Record is underway in public health clinics and is expected to be implemented over the next two years. A grant was accepted for a new Dental System with procurement underway and implementation expected to be completed in the summer of 2012. The team is actively supporting the merger of the Wake LME and the Durham Center for a new MCO. Capital Improvement Plan funds were requested to expand the Document Management System into Child Welfare in FY 2013. The DSS Team is also gearing up to support the State's implementation of North Carolina Families Accessing Services through Technology (NCFAST), expected to begin later this year. NCFAST is a program designed to improve the way the NC Department of Health and Human Services and county departments of social services do business. NC FAST introduces new technological tools and business processes that should enable workers to spend less time on administrative tasks and more time assisting families.

For fiscal year 2011 the Human Services Academy (HSA) offered 89 classes that trained 1,628 staff. The HSA, through the eight tracks of the Middle Class Express has approximately 30 staff from across the agency working to develop resources and educational opportunities for participants in the MCE. The HSA is also represented on the HCD operations team, helping to imbed human capital development strategies throughout the agency.

The Office of Community Affairs (OCA) assisted with follow up to the 2010 Community Assessment, by setting up regional community advisory groups to address the needs outlined in the 2010 assessment through a more community-based, neighborhood approach. The progress of these groups and the County are outlined yearly in a State of the County's Health (SOTCH) Report, presented to the Human Services and Environmental Services Board. The OCA completed strategic planning and program development activities with the Garner Police Department that substantially increased that department's capacity. The OCA also contributed to the Juvenile Crime Prevention Council Annual

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Planning process on behalf of the County Manager's office. The OCA contributed to the successful Public Health Accreditation process. The OCA also contributed to the redesign of the Human Capital Development project efforts-and is engaged heavily in the training of new Life Coaches to sustain the success of the project. The OCA led the design of a single-point, web-based resource for employees to resolve cross-program staff collaboration and information exchange called the Human Services Communication Pathways project. The "soft launch" and implementation of the project is scheduled for this Fiscal Year in concert with County IT. The OCA also provided planning, training, recruitment, and support to the Consumer and Family Advisory Committee (CFAC) to develop an independent web presence and internal administrative support capacity (no longer relying on OCA staff support). OCA staff contributed to the planning and implementation of the Western Region Review report, delivered to the Wake Human Services Director and the County Manager in September 2011. A primary report recommendation is to develop a Community Advisory Council that will focus on regional center development recommendations. OCA staff serve on the Raleigh Colleges and Community Collaborative (All six colleges in Raleigh, City and County Government, Wake County Public Schools System, Chamber of Commerce, local business and non-profits), funded by the Bill and Melinda Gates Foundation, working to close the gap for low-income student enrollment, graduation, post-secondary certificate or degrees, and with a wage earning job.

The Office of Community Affairs (OCA) operates a system for responding to customer complaints across all facilities and services. In FY 2011 there was a 150% increase in the number of complaints process by the OCA over FY 2010 (From 225 to 564 complaints). The numbers for FY 2012 remain about the same as FY 2011 (235 complaints through the first two quarters of the fiscal year, more than all of FY 2010). The OCA also scheduled, conducted, and decided 212 local hearings for the Economic Self-Sufficiency Division, for consumers with local appeal rights.

The Volunteer Services Office in the Office of Community Affairs (OCA) received 180 applications from prospective volunteers, and coordinated over 40 internship agreements with colleges and universities for approximately 130 interns. Holiday Cheer was supported by 218 sponsors who volunteered to provide food and gifts to low income, disabled, elderly clients and families with young children; and Warmth for Wake's 119 seasonal volunteers contributed approximately 314 hours of service and drove 2,300 charitable miles. Additionally, the Foster Care program had 179 foster parents. For Holiday Cheer, it is estimated that each sponsor contributes two hours of time per family for an approximate value of \$30,000. For Warmth for Wake, it is estimated that volunteers contribute an average of 2 hours to produce and deliver a load of wood for a value of approximately \$6,000.

Housing provides more than just a roof over the heads of families and its accomplishments are numerous. The South Wilmington Street Shelter for homeless men was occupied by an average of 233 people on any given night. The Community Outreach Team successfully placed 14 chronically, mentally ill persons in housing last year. The McKinney team placed seven people in housing last year and the county's voucher program supported 300 disabled individuals in housing.

North Carolina General Statute 108A-19 and Court Order (Blue vs. Craig) require the provision of transportation for Medicaid eligible individuals to medical and related services for which they qualify under Medicaid. For these and other transportation services, ridership increased nearly nine percent, the average cost per trip has been reduced by seven percent, and the remaining cost of service continues to be covered through fees for service rendered. This was accomplished by coordinated trips with people who are paying for the service with their own funds using a shared trip model.

The County's Regional Centers provide essential, cross-departmental services to citizens. The combined, averaged population growth within the Northern, Southern and Eastern Regions was 108% between the 2000 and 2010 US Census. Including

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unincorporated areas, 320,035 of Wake County's 900,993 citizens reside within these three regions. During FY 2011, regional centers responded to approximately 150,000 requests for services from citizens in Wake County.

FY 2013 DISCUSSION

The Administration and Operations division budget increased by \$490,139 from the FY 2012 Amended budget of \$25.3 million. The Administration and Operations division budget was increased through an added Information Technology Specialist position to assist with the Practice Management System and Electronic Records System and additional funding for the ongoing maintenance of the two systems.

HORIZON ISSUES

WCHS will need to implement a two year strategic plan in order to “stay ahead of the curve” with issues such as health care reform, the surge in service demand in the mandated social services delivery system, and the slow economic recovery coupled with the continued growth in County population. A Strategic Planning Team has been developed, and will assist divisions and the Department in the implementation of the two year Wake County Human Services Strategic Business Plan. Resources will continue to be redeployed to assure that WCHS can plan and use available resources in an integrated, effective manner, and also track progress and resolve issues expediently.

Given the increasing number of multi-service facilities, technology solutions are critically needed for maintenance of agency business. A unified, single portal electronic record system will streamline business and greatly enhance efficiency of work, and prepare the agency for upcoming changes associated with Health Care Reform. Technology could also be used as a means of communication (like teleconferencing); therefore, curtailing the need for staff to travel to different facility sites for meetings or to attend needed credentialing workshops. This would save both time and money in the longer term.

Wake County Government, in partnership with the municipalities (Apex, Cary, and Morrisville)

developed a comprehensive assessment of the western region of the County, which recommended alternatives for delivery of services for that geographic area of the County. The review identified challenges, economic, technological, social, service patterns, housing patterns, and other factors affecting service deliver for the County, and provided the information needed for the County, municipalities and partners to address the infrastructure needs to be in place to support service delivery in the future. Wake County Human Services will continue to support the County Manager's Office, and partners as this conversation moves forward to action, and as service alignment continues to be addressed.

Human Services

Summary of Services and Performance Measures

Service Area: Juvenile Detention Center

Description: The Juvenile Detention Center is a state-owned facility, staffed and run by the state. By statute, counties are billed on a monthly basis for 50 percent of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Total number of bed days	7,847	6,000	6,000	N/A
Total number of youth	804	600	600	N/A

Service Area: Cornerstone/Supported Housing & McKinney

Description: Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse, focusing on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are to live independently in the community.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Provide rental assistance to homeless disabled people	535	275	285	315

Service Area: Housing Supports - Voucher Program

Description: Provide rental assistance to homeless persons with a disability. Provide case management and on going community based supports to help persons who are formerly homeless and persons with unstable housing.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Homeless disabled people placed in housing.	1,495	1,495	1,495	1,495
Homeless women and families obtaining permanent housing. Individuals and families obtaining housing.				

Service Area: Housing - South Wilmington Shelter

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Total number of men sheltered nightly	234,112	217,150	234,120	234,120
Total number of men graduated to permanent housing	112	150	120	120

Service Area: Transportation

Description: Wake Coordinated Transportation Service acts as a broker for transportation services for WCHS clients and consumers of many non-profit partners.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of transportation trips	54,483	56,000	56,000	N/A

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Division Summary - Local Management Entity

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	6,806,556	7,214,796	7,038,854	–
Contractual Services	31,594,925	33,190,238	34,162,500	9,652,750
Supplies, Materials and Other Charges	404,936	438,507	510,651	–
Capital Outlay	47,305	–	–	–
Budget Reserves	–	(483,858)	(483,858)	–
Expenditure Totals	\$ 38,853,722	40,359,683	41,228,147	9,652,750
Revenues:				
Federal	1,142,688	4,509,105	4,479,105	–
State	25,219,166	22,034,766	21,304,107	–
Local	463,184	–	1,000,000	1,000,000
Charges For Services	5,790,673	5,900,000	5,900,000	–
Revenue Totals	\$ 32,615,712	32,443,871	32,683,212	1,000,000
Number of FTE's	110.75	110.75	109.75	0.00

DIVISION PURPOSE AND GOALS

Through the end of FY 2012, The Wake County Local Management Entity (LME) is responsible for developing and managing a network of mental health, developmental disabilities and substance abuse (MHDDSA) services that enables consumers to live, work and participate in their community to the greatest extent possible. As of July 1, 2012, the Wake County LME will officially merge with the Durham County, Johnston County, and Cumberland County LME's to form a new Managed Care Organization (MCO) called Alliance for Behavioral Healthcare. This new MCO will provide the same services as the former LME for Wake County in FY 2013.

In FY 2012 The LME provided 24/7/365 availability of screening, triage and referral for MH/DD/SA services, which are provided through a network of over 135 community service providers in Wake County. It was responsible for coordination of care for consumers transitioning from inpatient and residential treatment and implementation of plans for reducing utilization of state facilities. The LME ensured quality of care through training, technical assistance and collaboration with providers, program development and maintenance, endorsement of

providers for Medicaid-funded services, monitoring of service quality, and investigation of complaints. It collaborated with providers, stakeholders and consumers to identify and addressed community MH/DD/SA needs and to improve the quality and accessibility of care. The Wake LME was also responsible for oversight of services purchased through contractual providers, authorization of services, and management of federal, state and county funds allocated for MH/DD/SA care. The Wake County LME was funded by State MH/DD/SA funding that was allocated for performance of statutorily required LME functions and requirements contained in the DHHS - LME contract and a small portion of County General Funds.

Wake County Local Management Entity (LME) Purchase of Service (POS) funding consists of State, Federal and County funding allocated for purchasing MHDDSA services from a network of community providers.

MAJOR ACCOMPLISHMENTS

The Wake County LME has completed a reorganization in order to better align staffing with statutory requirements, ensure separation of LME

Human Services

and direct service functions and improve performance of LME functions. This restructuring included reorganization and refinement of Wake County Human Services & Environmental Services Board subcommittees, changes in organizational structure and supervisory roles, changes in staff assignments, and physical relocation of staff. One significant change was the development of a new Access Center, which has enhanced the LME's capacity to provide Screening, Triage and Referral services.

The Wake County LME is in its second year of national accreditation with CARF for the maximum allowable period (three years). The NC Department of Health and Human Services requires all LMEs to obtain national accreditation, and a three-year accreditation ensures that the Wake County LME is in compliance with this expectation.

In FY 2010, Wake LME implemented the new automated Managed Service Organization software that provides improved business capacity. Providers can now submit authorization requests and claims through a secure web-portal, which has increased controls and efficiency.

In FY 2010, Wake LME POS served 6,356 MH/DD/SA consumers through contracts with 77 community providers. The Wake County LME has continued to develop and support community partnerships that enable broader input, collaboration and community development planning. These include the Behavioral Health Collaborative, comprising providers, stakeholders, and LME staff; the Wake County Community Collaborative for Children and Families, including family representatives as well as providers, stakeholders and LME staff; a Juvenile Justice/Mental Health partnership, a day treatment collaborative that works with the local school system and day treatment providers to develop services for children with autism and behavioral disorders, and a partnership between the LME, Community Care of Wake and Johnston County, and community providers that focuses on integration of medical and behavioral health care.

FY 2013 DISCUSSION

State budget reductions have resulted in significant decreases in funding for MH/DD/SA services. These reductions will result in decreased access to care at a time when demand for services is increasing.

The state MH/DD/SA system is undergoing a major transformation that will result in changes in Medicaid covered services, including elimination of Community Support, consolidation of case management services, transformation of child residential services, and reduction in Medicaid rates. Providers of Community Support Team, Intensive In-Home Services, and Day Treatment must meet the higher clinical and staffing standards of "Critical Access Behavioral Health Agencies (CABHA)". These and other changes in State eligibility requirements for provider agencies are having a significant impact on many providers, resulting in reduction in services, consolidation and merger of agencies, and in some cases, agency closures. These changes are contributing to an unstable business environment for providers, which impacts the Wake County LME's ability to assure consumer access to care.

Wake County continues to face limitations in availability of local inpatient psychiatric beds, particularly for consumers who have Medicaid coverage, and there are currently limited services available to divert consumers from inpatient treatment. Community providers face significant financial challenges due to budget reductions, elimination of Community Support services, increased expectations for service delivery which require higher provider expenses, and reduced reimbursement rates for most services. The State MH/DD/SA system is undergoing a major transformation that will have a profound impact on the scope, type, models of care and financial viability of services provided. The overall instability of the provider network environment will also impact our ability to project service utilization, develop and maintain provider network capacity, and ensure continuity of care for existing consumers and access to care for new consumers.

Human Services

HORIZON ISSUES

As the State has indicated a preference to have a smaller number of LMEs and/or to consolidate functions or promote mergers of LMEs, Wake County, Durham County, Johnston County, and Cumberland County LME's will merge to form the new MCO called Alliance for Behavioral Healthcare.

Federal healthcare reform plans will result in major changes in healthcare delivery and management at all levels. Changes in eligibility for Medicaid will likely result in shift of state funding and performance expectations for LMEs.

Recent budget cuts have reduced access to services within a system that had limited resources and has historically received one of the lowest per capita state service allocations in the state. Economic forecasts suggest that funding reductions will continue next fiscal year, despite continued growth and demand for services. The General Assembly faces a deficit of over \$3 billion and each state department, including the Department of Health and Human Services, has been asked to prepare plans for major reductions in funding.

Loss of services to consumers based on State Medicaid plan changes may result in an increasingly litigious service environment and increased demands for time of LME administrative and care coordination staff.

State Medicaid waiver plans may result in transfer of Medicaid utilization review and/or CAP/MRDD Local Approval responsibilities to LMEs within the next several years. This transition would have a significant impact on our management of purchase of service funding, broadening the scope of our responsibilities and oversight significantly.

Human Services

Division Summary - Human Services Reserves

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	-	-	1	-
Contractual Services	-	-	22,938	-
Budget Reserves	-	-	178,094	-
Expenditure Totals	\$ -	-	201,033	-
Revenues:				
State	-	-	31,333	-
Revenue Totals	\$ -	-	31,333	-
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Human Services established a budget reserve which enables the department to isolate funding which (1) is planned for reduction per external funder notification, (2) is determined to be available for re-allocation to other programs within the department.

Medical Examiner

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Contractual Services	\$	187,500	204,200	204,200	204,200
Expenditure Totals	\$	187,500	204,200	204,200	204,200
Number of FTE's		0.00	0.00	0.00	0.00

DEPARTMENT 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.

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Emergency Medical Services

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	13,127,776	14,862,270	14,588,152	14,767,787
Contractual Services		1,236,655	1,728,436	1,686,885	1,695,295
Supplies, Materials and Other Charges		5,921,088	11,140,510	12,724,311	13,434,996
Capital Outlay		24,011	—	—	—
Debt		5,851	5,870	5,870	5,870
Expenditure Totals	\$	20,315,381	27,737,086	29,005,218	29,903,948
Revenues:					
Local	\$	22,296	20,000	25,200	20,000
Charges For Services		13,201,474	21,116,845	21,116,845	22,794,501
Revenue Totals	\$	13,223,770	21,136,845	21,142,045	22,814,501
Number of FTE's		207.00	219.00	208.00	210.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Department of Emergency Medical Services consists of the Division of Emergency Medical Services, the Office of Medical Affairs, an EMS Executive Officer, and three contract EMS agencies. Emergency medical care is provided in partnership with the Cary and Raleigh-Wake 911 centers and firefighter first responders. The primary purpose of the Department is to improve the outcomes for patients who suffer emergent medical conditions or traumatic injuries in the prehospital environment. Secondly, the Department seeks to provide excellent customer service and has begun efforts to reduce the incidence of emergency medical conditions as well as offer destinations besides an emergency department for patients with substance abuse and mental health conditions. This is best summarized by the values of our Department -- the provision of prompt, compassionate, clinically excellent care.

MAJOR ACCOMPLISHMENTS

The EMS System has continued to adapt to the growth in Wake County and the current economic environment. The specific initiatives are listed below:

1. Clinical Care: The EMS System has continued to enjoy a very high survival rate from out-of-hospital cardiac arrest, saving 60 lives in calendar year 2009. Our nearly 40% survival for adult victims of ventricular fibrillation arrests remains among the best in the nation. Additionally, the Wake EMS System has maintained an average scene time for victims of major trauma of less than 10 minutes for two years, a testament to the interagency cooperation between fire and EMS, as well as to the dedication of our EMS System to the traumatically injured patient. In addition to our continued national recognition for cardiac arrest patients, the care for heart attack victims who need to go emergently for cardiac catheterization has also been recognized at the national level. In addition to cardiac arrest care, we monitor our care on a broad array of clinical conditions including heart attacks, trauma, seizures, asthma, and congestive heart failure.

2. Advanced Practice Paramedics (APP): This unique program has enjoyed many successes in the short time it has been active. While it is too early to provide statistically meaningful analysis, the experience on the street strongly suggests that the citizens of and visitors to Wake County are benefiting from this program. Over 125 individuals are already enrolled in the "well-person check" program, a

Emergency Medical Services

component of the APP delivery model whereby patients with chronic conditions such as diabetes receive a phone call or home visit while they are well to hopefully prevent an emergency before it happens. The APPs have responded to many high acuity patient encounters and provided assistance. Finally, in cooperation with Wake County Human Services, patients with substance abuse and/or mental health emergencies have been referred directly from their homes to clinics and other services rather than to an emergency department.

3. Operational: The Department of EMS continues to maximize efficiencies in the areas of mergers, consolidations, and billing practices. †In this current fiscal year, we complete the second full year of operation after the mergers of Garner and Holly Springs into the Wake EMS Division. †These mergers have been seamless for the patients and providers, with outstanding partnerships with Garner Fire Department and Holly Springs Fire Department allowing us to co-locate our response units with lower capital costs. †We are also completing our first fiscal year after two additional changes in our EMS System. †First, the merger of Six Forks EMS into the Wake EMS Division is now complete with plans to utilize Bay Leaf Fire Station #3 at Lynn and Leadmine Roads as a primary EMS station after the completion of the new Bay Leaf Fire Department Headquarters Station. †Second, we are now operating as a single billing entity, with all revenues being collected by the County and each agency funded on an approved budget.

4. Health Information Exchange: The EMS System remains committed to participation in broader care for our patients, including data exchange. Reliable data exchange allows not only for outstanding patient care but allows the EMS System to study our interventions and continually improve patient care. We have entered into the final stages of real time data exchange with WakeMed Health and Hospitals and believe we will have such data exchange with Rex and Duke in the next year. Additionally, we are trialing our first public-private partnership with a private physician group as it relates to data exchange for the patients EMS and their practice have in common.

FY 2013 DISCUSSION

The Emergency Medical Services budget increased by \$898,730 from the FY 2012 Amended Budget to \$29,903,848 which resulted from expansions and a variety of other adjustments.

The department expenditure and revenue budget was increased through the annualization of contract agency subsidy budgets, and this is due to the continued implementation of the centralized billing model.

The budget also was increased through expansions including support for the shift of a 24 hour ambulance unit to 12 hour unit. This unit was reduced two years ago through budget reductions, but the utilization levels support the shift to a 12 hour unit.

New ambulance billing rates were established and will be 150 percent of allowable Medicare rates. These new rates were benchmarked and aligned with other counties. The increased rate will generate \$750,000 in the first year of implementation. EMS and the Finance Department also determined that the debt set off revenues could be increased by \$100,000 based on efforts to recover potential lost revenue.

The FY13 budget process represents the first budget process following the transition to a centralized revenue model. The contract agencies continued to use the EMS System Budget Manual as the basis for their individual submissions. Overall, the budget process worked well with all agencies actively participating. Contract agencies have received the following expansions: Cary EMS conversion of a 24 hour unit to 12 hour unit and additional staffing to provide adequate coverage. Eastern Wake EMS has received funds to convert a 24 hour unit to a 12 hour unit.

HORIZON ISSUES

Wake County has demonstrated the value of using data to scientifically manage the EMS system, particularly in the scheduling and deployment of EMS resources. However, we have reached the limits of available technology, and further progress will

Emergency Medical Services

depend upon the acquisition of emergency vehicle deployment simulation software.

The adequacy of EMS facilities remains an issue for the system. A detailed EMS station capital improvement plan was developed during FY 2008 and implementation will require several years. Phase I of this master plan, including eight facilities, is budgeted in the FY 2010-15 CIP.

In addition to EMS station needs, the EMS Department has also out grown the current training facilities. To meet the current training demands, the EMS Department staff have utilized other training facilities as they are available; however, this is only a temporary solution as it is dependent on the availability of these other facilities. A long-term solution will need to be determined within the next few years.

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Fire-Emergency Management

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	1,498,396	1,605,958	1,617,927	1,610,350
Contractual Services		12,620	5,824	13,084	5,824
Supplies, Materials and Other Charges		353,360	364,420	377,454	342,474
Capital Outlay		12,870	900	900	900
Debt		2,718	2,719	2,719	2,719
Expenditure Totals	\$	1,879,964	1,979,821	2,012,084	1,962,267
Revenues:					
Federal	\$	50,146	50,050	62,500	62,500
Charges For Services		252,735	239,660	239,660	239,660
Revenue Totals	\$	302,881	289,710	302,160	302,160
Number of FTE's		20.00	20.00	20.00	20.00

DEPARTMENT PURPOSE AND GOALS

The Department of Fire and Emergency Management includes the Fire Services Division, and the Emergency Management Division. The Department's mission is to preserve the quality of life and property throughout Wake County through activities that build, sustain and improve capabilities that mitigate, prevent, prepare for, respond to and recover from all hazards.

The strategic goals of the Department are to: 1) Provide, coordinate and integrate activities to build, sustain and improve the capability of citizens, governments and critical facilities to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters; 2) Protect life, property and the environment through fire prevention and code enforcement; 3) Prepare public and private agencies that play a role in the public safety system through professional and consistent education, exercises and critical feedback; 4) Provide technological systems to improve the effectiveness and efficiency of the public safety community; 5) Support the efforts of Wake County's emergency response system to promote delivery of efficient and effective emergency services; and 6) Provide and coordinate activities to ensure

compliance with off-site response plans for the Shearon Harris Nuclear Power Plant.

FY 2013 DISCUSSION

The Fire and Emergency Management budget decreased by \$49,817 from the FY 2012 Amended Budget to \$1,962,267 which resulted from one reduction item and a variety of other adjustments. The FY 2013 budget also contains various adjustments within supplies and materials for General Services Chargebacks. Along with the electricity costs the total reduction in this category was \$51,980.

Fire and Emergency Management budget was reduced by \$22,000 due to shifting electricity expenses to the Fire Tax District. The electricity expenses are for the training center, and the service exists primarily to benefit the Fire Tax District.

The department requested an expansion that would have added a new position. The position was requested in order to provide more support, oversight, and monitoring of the Fire Tax District. The request was not funded.

Fire-Emergency Management

The Fire Marshal and other administrators will coordinate activities of the Fire Commission and contracted fire departments. The primary objective will be to evaluate the potential of mergers/consolidations of the contracted fire departments in an effort to provide more efficient and effective delivery of fire protection services. Success will be measured by the annual completion of the contract compliance audits, Enforcement of the Fire Protection Agreement, and the completion of a consolidation/merger plan that develops four (4) regional fire departments for the Fire Tax District. The department anticipates the need for hiring an Administrative Assistant as part of the support staff.

Coordinate all activities and programs relating to emergency mitigation, preparedness, response and recovery within the County. Over the next two years, the focus shall be on plan reviews, program coordination and internal training. With the charge of coordinating for the county and its municipalities there will be some outside coordination required but the focus will remain internally. Success will be defined by benchmark/metric progress in defined tactics that support strategies, objectives and the overall strategic goals of the department as they appear in the Business Plan and employee work plans.

Provide Code Enforcement services in compliance with NCGS and the NC Fire Code. Success will be measured by complying with the state mandated inspection schedule for Level 1, 2, and 3 Inspections.

Fire-Emergency Management

Division Summary - Fire Services

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	1,124,736	1,216,270	1,215,789	1,209,262
Contractual Services	10,839	5,813	5,813	5,813
Supplies, Materials and Other Charges	76,569	124,835	129,580	99,077
Capital Outlay	12,870	900	900	900
Debt	2,718	2,719	2,719	2,719
Expenditure Totals	\$ 1,227,730	1,350,537	1,354,801	1,317,771
Revenues:				
Charges For Services	252,735	239,660	239,660	239,660
Revenue Totals	\$ 252,735	239,660	239,660	239,660
Number of FTE's	15.00	15.00	15.00	15.00

DIVISION PURPOSE AND GOALS

Fire Services will ensure the delivery of the highest quality of professional service in fire code enforcement, emergency response, fire investigations, planning, fire training, and readiness for emergencies. Fire Services accomplishes its mission through five program areas: (a) Fire/Rescue Administration; (b) Fire Code Enforcement/Fire Prevention; (c) Fire Services Training; (d) Emergency Response; (e) Fire Suppression.

MAJOR ACCOMPLISHMENTS

The fourth Wake County Fire Academy Recruit Class graduated February 2, 2012. This academy offers an opportunity for career and volunteer firefighters to complete a twenty Five-week program and obtain certifications and training necessary for employment with county fire departments. The academy training program includes certifications and training in the following areas: Firefighter I and II, EMT Basic, Technical Rescuer, Hazmat Responder, ICS, Safety and Survival, Firefighter Rescue and several other topics. Departments look to this academy for highly trained employees. Garner Fire/Rescue hired 10 of the recruits from academy three. This program also promotes volunteerism as applicants are required to be a member of a fire department.

Continued a 100 percent collection rate for fire incident reports for the fifth straight year. Wake County is one of a few counties statewide to collect and submit fire incident reports from all fire departments in the County.

The Department of Fire and Emergency Management staff continues to have discussions as part of the Department's work to evaluate the Fire Commission's criteria for replacing fire protection service in the unincorporated areas of the County. As identified in the Wake County Fire Commission Long Range Business Plan there are four fire stations under consideration. They include Bay Leaf Fire Station #3, Falls Fire Station, Wake New Hope Fire Station #1, and Western Wake Fire Station #1. In July of 2011 the Board of Directors for Wake Forest Fire Department and Falls Fire Department entered into an Operational Consolidation Agreement which authorized and established policies and procedures that would enhance each agencies firefighter programs and emphasize the combined utilization of personnel, training resources, and staffed response apparatus. The full consolidation/merger between Wake Forest Fire Department and Falls Fire

Fire-Emergency Management

Department is anticipated to be completed in Fiscal Year 2013. This service replacement is expected to result in more efficient and effective fire protection service.

In FY 2010 the County implemented a new Fire Protection Agreement that included language that allowed staff to visit the contracting departments to perform compliance reviews to ensure that fire department operations were conducted in accordance with the contract. The Fire and Emergency Management Department performed a compliance review on the Eastern Wake Fire Department and it was determined that the Department was non-compliant with several areas of the contract. To resolve the non-compliance issues the Eastern Wake Fire Department Board of Directors and the Wake County Board of County Commissioners jointly appointed a Trustee whose primary duties are to oversee disbursements, receipts, budgets, financial transactions and other business for the Eastern Wake Fire Department. Also, the Wake County Board of County Commissioners appointed four (4) members to the Eastern Wake Fire Department Board of Directors.

Staff is working with members of the Fire Commission on revisions to Wake County's fire protection agreement to strengthen financial and management accountability of the contracting fire departments. New amended contracts will be considered and approved in FY 13.

Fire Services Training assisted with the Wake County Law Enforcement Adventure Kids Camp sponsored by Wake County Sheriff's Office. 135 kids from 12 to 15 years of age attended the fire training center two full days and experienced live fire demonstrations from fire departments and participated in fire safety education training.

A Memorandum of Understanding to reconstruct Bay Leaf Station #1 was arranged with the Bay Leaf Fire Department Board of Directors. The County proposed to build this two story station in exchange for the conveyance of Bay Leaf Station #3, located at 1431 Lynn Road to the County.

FY 2013 DISCUSSION

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated inspection schedule. The Division is working to achieve compliance with the state mandated inspection schedule. Years of accumulated budget reductions have degraded the Department's capacity to provide fire inspection activities.

Prepare for Wake County Recruit Academy #5. The Fire Training Division anticipates starting Academy #5 in January with graduation anticipated in June 2013.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts.

Evaluate strategies to reduce the number of fire causes listed as "Under Investigation." Fires listed as "Under Investigation" are fires with an undetermined cause of ignition at the time of the scene investigation and may result in underreporting of intentionally set or accidental fire causes. Strategy options include continued coordination with law enforcement investigators, increase in advanced fire cause determination training, and new tools and techniques to determine fire causes.

Deliver the fourth Wake County Fire Investigation School. Fire experts from the United States Bureau of Alcohol, Tobacco and Firearms assisted in the instruction for fire and law enforcement personnel from across the County.

Assist Wake County Law Enforcement Adventure Kids Camp sponsored by Wake County Sheriff's Office. Continue to assist with two full days of live fire demonstrations and fire safety education training for kids.

HORIZON ISSUES

The amount of staff time required to effectively coordinate and support the Fire Commission and its various committees has increased. Efforts to improve countywide coordination of service delivery and accountability of service providers may increase the

Fire-Emergency Management

demand on county fire services staff to monitor compliance with the Fire Commission's directives.

Continued municipal annexation of unincorporated areas and the decline in the number of active volunteers in the fire service present a number of challenges to the Fire Commission as the Commission continues its long range planning.

The number of fires cause determinations listed as "Under Investigation" continues to increase. Fires listed as "Under Investigation" are fires with an undetermined cause of ignition at the time of the scene investigation and may result in underreporting of intentionally set or accidental fire causes. Fire services staff is evaluating strategies to reduce the number of fires listed as "Under Investigation." Future strategies may result in a request for a full-time fire investigator.

Fire-Emergency Management

Summary of Services and Performance Measures

Service Area: County Firefighter Program

Description: 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.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Daytime Rolesville Responses	379	402	450	450
Number of Daytime Stony Hill Responses	N/A	N/A	N/A	N/A

Service Area: Contract Fire Departments (Fire Tax District)

Description: 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.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of emergency incidents responded to by contracted fire departments	31,486	30,404	39,390	39,300
Number of fire incidents responded to by contracted fire departments	15,554	14,820	21,362	21,362
Number of medical first responder incidents responded to by contracted fire departments	15,932	15,584	18,028	18,028
Effectiveness				
Percent of emergency incidents responded to by contracted fire departments within 9.2 minutes (or less)	90	90	90	90

Service Area: Fire/Rescue Operations and Fire Investigation

Description: Fire and Rescue 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.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Fire/Rescue calls and/or responses	190	234	210	210
Effectiveness				
Percent of calls responded to within 45 minutes or less	97	98	90	90
Percent of fire determinations listed as "under investigation"	14	17	30	30

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Service Area: Fire Prevention Services

Description: 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.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Percent of One-year Occupancies Inspected	100	100	100	100
Percent of Two-year Occupancies Inspected	28	40	50	50
Percent of Three-year Occupancies Inspected	33	33	33	33
Total Square Footage Inspected Annually (All types)	246,484,358	242,332,942	250,000,000	250,000,000
Total Square Footage Inspected Annually (Public Schools only)	131,903,903	156,656,006	160,000,000	160,000,000
Number of Fire Code Enforcement Activities	44,332	4,920	4,500	4,500
Number of Construction Plan Reviews	493	604	600	600
Efficiency				
Percentage of Schools Buildings Inspected on Schedule	90	91	100	100
Percentage of Plans Reviewed within Seven Calendar Days	90	95	90	90
Percent of Complaints Investigated within Two Business Days	95	100	100	100
Effectiveness				
Percentage of Fire Code Enforcement Activities that are Reinspections	11	12	10	10

Service Area: Fire Incident Reporting System

Description: 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.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Percent of Fire Report Data that was Collected	100	100	100	100

Service Area: Fire/Rescue Training

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

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Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Fire Training Course Hours	43,140	48,155	52,000	65,000
Number of Fire Student Contact Hours	2,061	2,786	3,200	8,500
Number of Fire Officer Courses	N/A	N/A	1	1
Number of Maintenance Hours at the Wake County Fire/Rescue Training Center	890	950	950	1,300
Effectiveness				
Percent of Course Attendees that Improved Test Scores after completing Essential Course	100	98	100	100
Number of ICS Courses	3	3	4	4

Service Area: Hazardous Materials Response Program

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of HazMat Team Responses	9	6	5	5

Fire-Emergency Management

Division Summary - Emergency Management

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	373,661	389,688	402,138	401,088
Contractual Services	1,781	11	7,271	11
Supplies, Materials and Other Charges	276,792	239,585	247,874	243,397
Expenditure Totals	\$ 652,234	629,284	657,283	644,496
Revenues:				
Federal	50,146	50,050	62,500	62,500
Revenue Totals	\$ 50,146	50,050	62,500	62,500
Number of FTE's	5.00	5.00	5.00	5.00

DIVISION PURPOSE AND GOALS

The Division of Emergency Management is responsible for the governmental function that coordinates and integrates all activities to build, sustain and improve the capability to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters, acts of terrorism or other man-made disasters.

To accomplish this purpose, Emergency Management (EM) places a heavy emphasis on planning and coordinating efforts with the private sector and municipal, regional, state and federal partners. Through this coordination, EM identifies steps to effectively accomplish its goals.

EM is available on a 24/7 basis to assist first responders, assure continuity in response efforts, activate and lead the Emergency Operations Center (EOC) and provide informed recommendations on emergency actions and procedures.

MAJOR ACCOMPLISHMENTS

Based on a comprehensive evaluation of legal requirements and industry standards, the Emergency Management placed a significant focus on its business practices particularly in the area of establishing realistic objectives and performance measures. The Division has reorganized its work units, work plans and extensively rewrote its

performance measures. The Division shall implement these changes beginning in FY 2013.

Implemented the new structure and design of the Local Emergency Planning Committee (LEPC) developed in FY11 which eliminated unnecessary work being performed by the Committee and staff, refocusing efforts towards mandated functions. Conducted the Business Environmental Safety and Training (BEST) Conference on February 8, 2012. Other accomplishments of the LEPC include: provided recommendations to county agencies on the use of firefighting foam, established a clean up contractor vetting process and accepted the task of rewriting the County's Risk Management Plan template.

Completed the County's Continuity of Operations Plan (Version 1) and the Continuity of Government Plan and hired a third party contractor to arrange and deliver training for personnel and a table top exercise of the plan.

Successfully achieved satisfactory evaluations from FEMA during the 2011 Harris Nuclear Power Plant exercise.

Led the County's response and recovery from a tornado that caused more than 36 injuries, 2 deaths and over \$115 million in property damage.

Fire-Emergency Management

Participated in regional homeland security programs which provided the opportunity to seek federal grant funds to fulfill unmet needs of the community.

Continued development of a logistical support program providing equipment and supplies. Equipment maintained in a "ready state" 90.14% of the time (increase of 2%); 123 (46 more than last year) items loaned with 11 (versus 9) last year) requests declined (as of January 15, 2010).

Fulfilled the requirements of the bi-annual FEMA evaluated Harris Nuclear Power Plant exercise. Wake County met all expectations in the report generated by FEMA.

Hired a third party contractor to develop a Hazard Identification and Risk Assessment (HIRA) for the county. This document will replace the outdated Hazard Vulnerability Assessment which has not been updated since the early 2000s.

Facilitated enhancements to the information sharing platform (WebEOC) used during emergency events and developed protocols in order to leverage the system in day to day operations.

Collected approximately 1125 chemical facility reports providing locations, inventories and other data on specific chemicals; performed Quality Assurance checks on less than one percent of the submitted reports and distributed the information to first responders for emergency pre-planning and response activities.

FY 2013 DISCUSSION

Emergency Management continues to experience difficulty sustaining its program due to a measurable portion of Specialists' time being spent on clerical tasks and continually realigning priorities to address surge events such as H1N1 and other events that impact the community. Although more time is being spent on document tracking, SOP updates and preparedness activities, EM is still unable to maintain critical plans and procedures as demonstrated during the Christmas 2010 snow event and the April 2011 event. Although a temporary position was approved

and paid for via a grant, a longer term, more sustainable solution is needed.

Attempt to maximize space management issues pertaining to the EM managed warehouse.

Seek and leverage grant funds to fulfill Business Plan goals, compliment on-going EM programs and objectives including pursuing agency accreditation through the Emergency Management Accreditation Program.

Continue to work with the County's emergency response partners. Emergency Management will act as the primary liaison in leading the effort in tracking credentialed ICS personnel and enhancing regional public safety collaboration efforts.

Exploring resolutions to overcome real or perceived shortfalls of the Division identified by our community partners. In general, the list of areas that could be improved include; lack of information sharing, fulfill more requests for assistance in developing and/or conducting exercises and training classes, and participating in existing programs such as the development of the Fusion Center, the FBI's Joint Terrorism Task Force, hazardous materials program, Urban Search and Rescue program, Chemical Facility Anti-Terrorism Project and state-wide projects that would benefit from Wake County's support.

Continued development of WebEOC, an information sharing, web-based software that will extend EM's ability to communicate, collaborate and efficiently achieve goals with our partners. Training with Geographic Information Services software will provide first responders with additional tools to be used in planning, response and recovery activities.

Maintenance of the logistical support program.

EM successfully conducted a Workshop that brought community partners together to study our standing against the DHS Target Capabilities List. The current challenge is to prioritize the findings of the study in a manner that will successfully bring Wake County up to nationally accepted standards.

Fire-Emergency Management

As clearly demonstrated during exercises this year, more personnel are in need of incident management training. Community partners have turned to EM in order to facilitate these community-wide training classes but to date, EM has had to decline requests due to staffing limitations.

HORIZON ISSUES

In November 2011, FEMA and the NRC combined evaluation criteria for off-site nuclear plant support agencies. The impacts of these changes will impact the county in calendar year 2013. In 2012, Emergency Management staff will fully evaluate the impacts of the program changes and reconfigure the program in order to maintain compliance with all laws and regulations.

“Emergency Management's programs are driven by a combination of consequence assessments, based on risk, threat and vulnerability, and governmental rules (federal, state, local; Statutes, Ordinances, Laws, Regulations, Rules). As the population of the county continues to grow, industry continues to move to and expand in the county and; existing and newly discovered risks and threats are addressed, EM will work diligently to mitigate, prepare for, respond to and recover from hazards and events. In order to leverage our resources, EM will continue to explore emerging technologies; strengthen our partnerships in the community and explore unique avenues to complete our goals.

For several years, the County has continued to grow in population and industry growth. Due to the program(s) advancement of Homeland Security and legislative actions, there has been an increased workload which, due to steady or decreasing staffing levels, have been neglected. As previously mentioned, EM programs are driven by risk, threat and vulnerability. Without the time to keep pace with the growth and maintaining awareness of risks, EM is unable to accurately assess risk. “

Based on discussions with community partners and After Action Reports from exercises, it is abundantly clear that more community-wide, multi-disciplinary incident management and tactical training is needed. EM is interested in the addition of an Exercise and

Training Specialist position but understanding the current fiscal health of the county, has chosen to suspend the request. However, once the fiscal health of the county improves, the request for a new position will be a high priority.

The County has maintained an Emergency Operations Center (EOC) since 1990. Since that time, FEMA has revamped emergency response protocols twice. During the first revision (1998) Wake County was able to reorganize the EOC structure to operate in the existing building footprint. In 2005, the response protocols changed from the status of “guidelines” to “requirements” and, increased staffing positions. In January 2006, the Wake County Board of Commissioners passed a resolution adopting the requirements. In attempting to meet these new requirements, EM was forced to make a decision that removed municipal representation from the county EOC. With a desire to maintain existing community partner expectations, the County should pursue an alternate facility to accommodate the needs of a functional EOC. In December 2010, EM submitted a request to FDC to have a third party evaluate the current EOC based on its function, size and capabilities. This request was declined for pursuit.

In FY 2013, Wake County will be hosting the Ingestion Pathway Zone (IPZ) Harris exercise. This is the first time this exercise has been conducted since the initial licensing exercise in 1989. At that time, there were three FTEs committed to the Harris program. Although there were many other factors that drove the FTE level at that time, it is anticipated that a temporary increase in staffing will be needed for approximately 12 months before the exercise (March 2013) and for approximately three months thereafter. In addition to the IPZ, the Nuclear Regulatory Commission (NRC) has recently adopted increased exercise requirements (NSIR/DPR ISG 01 and NUREG 0654 Supplemental 4) that will begin to impact jurisdictions beginning in 2012. These changes impact the frequency and scope of exercises required by counties hosting nuclear power plant facilities.

Fire-Emergency Management

Summary of Services and Performance Measures

Service Area: Emergency Management Administration

Description: The Division of Emergency Management is responsible for the governmental function that coordinates and integrates all activities to build, sustain and improve the capability to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters, acts of terrorism or other man-made disasters.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Responses by Emergency Management Staff	2	1	1	1
Number of Program Objectives Completed in Pursuit of the Emergency Management Accreditation	24	N/A	N/A	N/A
Number of Emergency Notifications provided by Communicator	5,000	1,750	1,762	2,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	22	12	9	16
Number of Activations of the Geocast Notification System	52	25	26	52
Number of Responses by Emergency Management Staff	250	100	155	100
Effectiveness				
Number of Emergency Management Program Coordination Interactions with Municipalities	12	12	12	12
Input				
Number of Full-time Employees Required to Provide Administrative Support	4	2	2	3
Number of Full-time Employees Required for Internal Application Development and Maintenance of Information Services/ Technology	2	1	1	1

Service Area: Preparedness Program

Description: Engage all levels and segments of society in improving preparedness

Fire-Emergency Management

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Maintain the county's shelter equipment	1,752	1,200	2,000	5,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	3	12	15	22
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	29	20	52	52
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	29	20	52	52
Input				
Number of Requests Received for Equipment Loans from Partnering Agencies	123	150	150	150
Promote geocast web self registration portal for residents to register	236	2,500	6,000	150,000

Service Area: Harris Nuclear Plant Responses Planning

Description: Maintain a radiological emergency preparedness radiological program for fixed nuclear facilities within the county and maintain compliance with existing contracts, regulations and laws. The Harris Nuclear Plant Program provides required annual training, planning and preparedness activities

for the utility and agencies with identified responsibilities. Standard Operating Procedures, equipment and training matrices are maintained along with updated plan components. Drills and exercises are conducted to validate capabilities.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Agencies Trained for Compliance with HNPP Exercise and Master Training Schedule	79	100	100	175
Number of Equipment Replaced/Exchanged Prior to Expiration or Calibration Date	1,652	1,652	1,652	1,652
Number of Primary Plan and Standard Operation Guideline Updates	30	12	12	30
Effectiveness				
Percent of Coordination and participation activities with the Harris Task Force regarding information provided to the Public within the EPZ.	65	80	80	100
Percentage of verified updated databases, containing population and facilities information related to Harris Nuclear Plant.	100	100	100	100

Fire-Emergency Management

Service Area: Community Right to Know Act

Description: Fulfill requirements mandated by Title III of the Superfund Amendments and Reauthorization act including developing, implementing, exercising, and reviewing a comprehensive emergency response plan and; evaluating the need for resources necessary for the emergency plan and establishing the means for providing additional resources.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Develop a model, including content and delivery modes in order to educate the general population about EPCRA. In FY 2014, implement the plan to reach, at a minimum, residents and businesses within 2000 feet around each RMP facility in the County.	496	500	525	650
Number of EHS sites that received Outreach and assistance within Wake County	125	115	125	219
Number of participants that attend BEST conference	550	571	425	550
Number of Sites with Hazardous Materials On-site Audited for Wake County Records Compliance	65	35	6	50
Effectiveness				
Number of complaints received from Wake County LEPC	119	102	107	112
Input				
Assign at least one FTE that is appropriately trained and educated to address the issues of EPCRA	1,165	1,201	1,501	1,901
Number of sites that require Quality and Assurance checks on Tier II reports submitted by required facilities.	1,936	1,635	1,618	1,650

Service Area: Homeland Security Program

Description: Develop and implement the Domestic Preparedness and Response program for Wake County. Planning, response training and exercises are all components of the program. Multiple grants are administered, which provide funding for equipment and supplies.

Fire-Emergency Management

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Domestic Preparedness Task Force Meetings with Staff Participation	12	6	6	6
Percent of Objectives Completed in the MMRS Grants Program	100	100	80	80
Number of sectors of the Vital Facility survey and Vulnerability Assessment Study addressed.	19	5	N/A	N/A
Evolve the Tier program	25	N/A	N/A	N/A
Efficiency				
Number of programs to assure preservation of secure information	2	2	2	2
Effectiveness				
Number of objectives completed regarding coordinating the efforts of the entire Domestic Preparedness Task Force	4	4	4	4
Input				
Staff Hours Committed to Participating in North Carolina Regional Planning	48	60	120	191

Service Area: All Hazards Program

Description: Enhance the community's ability to deter, prevent, respond to and recover from all risks and hazards. Maintain county Emergency Operations Plan associated annexes, equipment and supplies, training and exercises. Work with county and municipal partners to achieve capabilities to respond to and recover from significant events including the recruitment of volunteers.

Fire-Emergency Management

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of Emergency Operations Center Staff Receiving Required Training	79	10	116	116
Number of Wake County Emergency Management Plans and Standard Operating Procedures Updated Annually	38	14	40	48
Number of Community Exercises that Provide Support to Requesting Agencies.	2	2	2	8
Percent of Personnel able to Provide and/or Arrange for Public Safety Training	5	5	10	100
Percent completion of a Hazard Vulnerability Assessment Addressing Man-made and Natural Hazards.	N/A	N/A	100	100
Efficiency				
Number of Templates Generated by Staff to Assist with Special Event Planning	N/A	1	1	1
Effectiveness				
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	86	90	100	100

Service Area: Emergency Operations Program

Description: Perform as the central coordinating agency for activities and programs relating to emergency and disaster response among agencies and officials in the County. Includes support of on-site logistical support, loanable items, and warehouse operations.

Fire-Emergency Management

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Ensure that no more than 5% of a response's expenses are not reimbursable by North Carolina or FEMA.	N/A	95	95	95
Conduct an annual exercise of the EOC which sufficiently stresses team skills and rotates personnel. All exercise functions must be compliant with the Homeland Security Exercise and Evaluation Program (HSEEP).	1	N/A	2	2
Complete EOC operational checklists once per month with a 90% pass rate	90	90	90	100
Number of Emergency Operations Center Staff Receiving Required Training	79	83	116	116
Evaluate the space afforded to the EOC and make it as efficient as possible.	25	25	50	100
Present briefing(s) to the County Management Office and Board of Commissioners on the County's command and control plans, Harris emergency response plan and other topics by request.	N/A	N/A	3	3
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	85	90	100	100
Within 2 hours of EOC activation, provide situational reports, develop IAPs and reports to the state	N/A	2	2	2
Develop an incident management team program to provide 4 teams for deployment	N/A	N/A	4	4
Efficiency				
Percent of Time Equipment Assigned to Emergency Management was "In Service"	93	88	90	100
Effectiveness				
Percent of Warehouse Readiness to Support Response Efforts	38	5	90	100
Input				
Number of Requests Received for Equipment Loans from Partnering Agencies	141	192	75	125

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Emergency Communications

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Contractual Services	\$	326,550	411,805	411,805	425,167
Supplies, Materials and Other Charges		560,568	599,597	599,597	684,212
Capital Outlay		42,407	76,000	76,000	79,000
Expenditure Totals	\$	929,525	1,087,402	1,087,402	1,188,379
Revenues:					
Charges For Services	\$	1,079,254	1,078,245	1,078,245	1,188,379
Interest Income		2,392	—	—	—
Revenue Totals	\$	1,081,647	1,078,245	1,078,245	1,188,379
Number of FTE's		0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Emergency Communications is responsible for coordination of public safety platforms including the 800 MHz radio system which is used by municipal police, fire, county law enforcement and emergency medical services. Computer Aided Dispatch (CAD) services are also supported by this function. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County. Additionally, Emergency Communications manages both an alphanumeric and a tone and voice paging system. EMS and Fire service agencies rely heavily on alphanumeric and tone and voice pagers for dispatch information from CAD and to provide redundant alert and notification to personnel both paid and volunteer.

MAJOR ACCOMPLISHMENTS

The FCC mandated that all local and state public safety licensees operating a wide-band (25 kHz) system in the VHF or UHF land mobile band convert equipment to operate on narrow-band channels (12.5 kHz) on or before December 31, 2012. After this date, public safety communication platforms that are not using narrow-band channels can no longer be operated. Agencies that fail to comply risk losing their FCC license and fines of up to \$10,000 per day.

Wake County took a proactive approach and has met this requirement well ahead of the deadline.

- Completed the narrow-banding of the Alphanumeric pager infrastructure utilized by County and municipal EMS and Fire service agencies. This project involved the retuning of 7 simulcast radio site transmitters.

- Completed the narrow-banding of the Tone & Voice pager infrastructure utilized by County and municipal EMS and Fire service agencies. This project involved the retuning of 14 simulcast radio site transmitters.

- Completed 1st touch of the FCC mandated frequency reconfiguration (Rebanding). This involved programming all Wake County and Municipal partner radios with new data that will allow the transition to the new frequencies. There were over 5,000 radios included as part of this effort.

Also, Wake County utilized COPS 2010 Technology Grant funds and Metropolitan Medical Response System (MMRS) Grant funds to upgrade all Municipal Law Enforcement and Wake County EMS 800 MHz radios to P25/Omnalink compliance to support interoperability among disparate public safety agencies.

Emergency Communications

FY 2013 DISCUSSION

The Public Safety Communications Budget increased by \$100,977 from the FY 2012 Amended Budget due to expansions approved as part of the adopted budget.

Additionally, savings are realized by the County Departments and Municipal Users who use the 800 MHz and CAD systems. This budget was able to be reduced without significantly impacting emergency communications services. The decreases resulted from a zero increase commitment from Motorola over FY12, and a reduction in training allowance, unscheduled maintenance cost, and decommission of the Tactical Communications Unit (Comm2) utilized by Emergency Management.

Additionally, the Public Safety Communications budget include the cost of the telecommunications maintenance and repair to the Field Communications Unit (COMM 1) as well as all vehicle repairs and maintenance to the unit. These costs total \$38,916 and are completely offset through charges to municipalities, fire districts and other user of the unit.

Similar to the Law Enforcement and EMS radio upgrade project executed in FY12, all County and Municipal Fire Department radios are planned to be upgraded to P25/Omnalink compliance in FY13 to support interoperability among disparate public safety agencies. It is anticipated that Fire Tax funds will be utilized to fund this project.

HORIZON ISSUES

The 800 MHz platform is aging, and currently Motorola has published hardware and software maintenance support ending for the platform effective December 31, 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County 800 MHz system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective.

To assist Wake County with developing a long-term replacement strategy for the County's existing 800 MHz platform, the FY 2011 CIP included \$100,000 for consulting services. Wake County engaged RCC Consultants Inc. to perform an analysis of the current system (coverage, performance, etc.), and to evaluate and develop upgrade/replacement strategies for the County's aging platform. That work is complete and the consultant's report is being evaluated by the County.

City-County Bureau of Identification

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	3,645,770	4,223,752	3,969,679	4,261,568
Contractual Services		103,459	97,664	185,784	160,784
Supplies, Materials and Other Charges		409,310	546,681	708,158	518,661
Debt		4,456	4,854	4,854	4,854
Expenditure Totals	\$	4,162,994	4,872,951	4,868,475	4,945,867
Revenues:					
Charges For Services	\$	1,032,070	1,030,000	1,030,000	1,030,000
Miscellaneous		1,755	–	–	–
Revenue Totals	\$	1,033,825	1,030,000	1,030,000	1,030,000
Number of FTE's		64.00	70.50	70.50	70.50

DEPARTMENT PURPOSE AND GOALS

The City-County Bureau of Identification (CCBI) is a Wake County agency that provides forensic services to every law enforcement agency in Wake County. The agency continuously strives for perfection while setting the highest standards in crime scene investigation, forensic analysis of evidence, and collection of criminal arrest information. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. CCBI is unique in the State of North Carolina and the only agency that replicates some of services provided by the North Carolina State Bureau of Investigation. Services provided by CCBI fall into six general areas and include: 1) investigate and process crime scenes and collect and analyze physical evidence; 2) determine whether drug samples are controlled substances; 3) analyze fingerprints and footwear impressions; 4) fingerprint, photograph, and create computerized files on all Wake County arrestees; 5) the collection of post-arrest DNA; and 6) provide fingerprinting and criminal background checks for citizens upon their request.

MAJOR ACCOMPLISHMENTS

Crime Scene Agents investigated 7,270 crime scenes in 2011.

In addition, CCBI received 4 Agent positions and 2 Field Shift Supervisors positions via expansion requests for FY12. These positions will help the department with response times and investigating crime scenes.

In 2011, CCBI effected in excess of 1,110 potential suspect identifications as a result of finger and palm-prints collected from crime scenes. Calendar year 2011 was the fourth consecutive year CCBI has exceeded 1,000 identifications.

CCBI became accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) on March 26, 2011. Commission voted unanimously for 'Accreditation without Conditions.'

CCBI formed a Central Records Manager position to meet the growing demand of discovery requests. This position was created internally by redesignating positions within the organization. The Central Records Manager: 1) complies with all CCBI received orders for discovery and documents that compliance; 2) receives, organizes, maintains, and disposes of all CCBI records in accordance with applicable laws, retention schedules, and accreditation standards; and 3) continues the ongoing project of organizing and inventorying the agency's historical records.

City-County Bureau of Identification

The Forensic Drug Chemist received 904 controlled substance cases while analyzing over 1,400 unknown samples. In addition, CCBI received a permanent part-time toxicologist position to examine blood alcohol and blood drug concentrations via an expansion request for FY12.

Processing Unit Identification Technicians fingerprinted and photographed 30,423 arrestees in 2011.

FY 2013 DISCUSSION

The City-County Bureau of Identification budget increased by \$77,392 from the FY 2012 Amended Budget to \$4,945,867 which resulted from expansions, reductions, and a variety of other adjustments.

The budget was decreased by \$61,776 through the elimination of a full-time administrative position. This reduction is expected to have a minimal impact on department services.

The budget was increased through expansions including approximately \$12,000 for overtime expenses to reduce backlog of evidence needing to be processed. The budget also increased \$32,500 for International Standards Organization (ISO) accreditation. The ISO accreditation was mandated by the North Carolina General Assembly through the Forensic Sciences Act of 2011.

Also included in the 2013 Budget is an expansion for a new position to manage and administer the departments growing compliment of databases and software programs. Technological advances have resulted in numerous computer systems that provide advanced and faster methods of identifying and processing evidence.

HORIZON ISSUES

CCBI is in need of additional Crime Scene Agents to fully achieve the response time benchmark and eventually implement a zoned staffing model. Zoning is a method deemed best-practice by law enforcement agencies across the nation.

CCBI is in need of additional Forensic Examiners for the Latent Print Unit. Currently, the Unit has a backlog of approximately 500 investigative requests for suspect comparisons with an average turnaround time far exceeding bench mark standards. Additionally, database suspects pending identification average 100+ monthly. The backlog of these cases represents potential suspects that could/will continue to victimize the citizens of Wake County.

Acquisition of a Laboratory Information Management System (LIMS). LIMS will provide a seamless electronic transfer of information from crime scene investigation to laboratory analysis to courtroom presentation.

Accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). CCBI's Investigation & Crime Laboratory Divisions will seek Accreditation from ASCLD/LAB.

It is the intent of CCBI to acquire and provide facial recognition technology to the law enforcement community of Wake County.

It is the intent of CCBI to acquire and utilize, in conjunction with the Wake County law enforcement community, a mobile crime laboratory vehicle.

Sheriff

Department Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Salary / Benefits	\$	49,398,090	52,819,205	52,743,422	55,363,886
Contractual Services		3,191,763	4,102,993	4,120,993	3,355,935
Supplies, Materials and Other Charges		7,089,226	8,094,451	8,332,912	8,393,396
Capital Outlay		123,572	168,000	25,626	194,360
Transfers Out		123,860	—	—	—
Expenditure Totals	\$	59,926,511	65,184,649	65,222,953	67,307,577
Revenues:					
Federal	\$	542,660	860,744	822,906	635,676
State		1,966	—	—	—
Local		8,040	5,000	5,000	—
Charges For Services		4,700,047	4,395,540	4,381,502	5,815,525
Licenses & Permits		223,145	171,400	171,400	237,192
Interest Income		(9,111)	100	100	100
Miscellaneous		51,614	4,000	4,000	4,000
Revenue Totals	\$	5,518,360	5,436,784	5,384,908	6,692,493
Number of FTE's		810.00	902.00	901.00	921.00

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 and serves civil process in all jurisdictions within Wake County. The public safety of citizens is a high priority for any local government. Wake County is no exception to this view. As the population of the County grows, demand for Sheriff's Office services increases. 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 901 personnel organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. An additional 15 personnel will be added as part of the FY 2013 budget to support the opening of the Wake County Justice Center in downtown Raleigh. Additionally, 6 positions will be added to address staffing needs at Wake County Detention Center, and 1 Wake Tech-funded deputy position will be eliminated. For budgetary purposes, detention is a separate account, while the other six divisions are consolidated into one "law enforcement" budgetary account. Assignment of deputies to various divisions in law enforcement is dynamic as rotations occur frequently.

Sheriff

Division Summary - Law Enforcement

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	26,019,921	27,155,293	27,079,510	27,957,631
Contractual Services	136,685	433,248	433,248	450,765
Supplies, Materials and Other Charges	5,461,054	5,686,179	5,894,105	6,094,452
Capital Outlay	118,175	168,000	25,626	194,360
Transfers Out	123,860	—	—	—
Expenditure Totals	\$ 31,859,695	33,442,720	33,432,489	34,697,208
Revenues:				
Federal	(58,630)	123,514	85,676	85,676
State	650	—	—	—
Local	8,040	5,000	5,000	—
Charges For Services	2,007,911	1,826,040	1,826,040	2,633,184
Licenses & Permits	223,145	171,400	171,400	237,192
Interest Income	(9,111)	100	100	100
Miscellaneous	51,614	4,000	4,000	4,000
Revenue Totals	\$ 2,223,618	2,130,054	2,092,216	2,960,152
Number of FTE's	403.00	404.00	403.00	421.00

DIVISION 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's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, and transportation of involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff's Office 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, Wake Forest, Fuquay-Varina, and Zebulon, two 9th grade centers in Wake Forest, and one at Wake Tech's Main Campus. These officers are considered a vital resources in the safety and security of students, faculty, and staff of the Wake County

Public School System (WCPSS). Through funding from the state, WCPSS shares in the cost of this service for the high schools.

The Sheriff's Office is responsible for serving civil and criminal processes 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's Office is also responsible for courtroom security in the 31 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

Sheriff

residing in Wake County (including investigating their current address) and issuing of parade and picketing permits in the unincorporated areas of the County.

MAJOR ACCOMPLISHMENTS

Provided law enforcement experience for 130 middle school students in the 7th Annual Law Enforcement Adventure Camp.

Implemented upgrade of the records/crimes management and jail management systems from mainframe application to windows/web based application

Continued collaboration with the High Intensity Drug Trafficking Areas (HIDTA) Program, in the areas of highway enforcement, parcel interdiction, and hydroponic marijuana enforcement.

Law Enforcement, Sworn, and Civilian staff completed more than 60,000 training hours.

The Firearms Education & Training Center (FETC) held 60 firearms training courses for the public. The FETC also sold over 8,000 hours of range time, added over 2,100 new members, and sold over 100 extended memberships, helping to bring in the highest revenue totals in the history of the FETC.

Continued the Project Lifesaver Program with a total of 27 members; and continued the Citizens' Well-Check Program with a total of 72 members.

Began renovation of the Firearms Education and Training Center to include installation of targeting systems on two of the four ranges.

Completed the 20th Basic Law Enforcement Training Academy with 15 graduates.

FY 2013 DISCUSSION

The Law Enforcement Division's budget increased by \$1,264,719 from the FY 2012 Amended Budget, which resulted from expansions, reductions, and a variety of other adjustments.

The Division's budget was reduced through the elimination of 1.0 FTE Wake Tech Deputy, based on

the termination of the agreement by Wake Technical Community College. Wake Tech has chosen to establish a campus police department in lieu of funding this position.

Additionally, the Law Enforcement Division budget includes \$474,989 in funding and 8.0 FTEs to support partial year costs for the new Justice center. Of this amount, \$357,920 reflects the one-time costs of deputy vehicles and equipment. Also in FY 2013, funding of \$270,511 is included equalize hourly wages for deputies assigned to patrol shifts with courthouse and other shifts. Also added to the FY 2013 budget is funding to support increased dispatch costs of \$14,891, which is the increase in the Sheriff's share of charges for Raleigh-Wake Communications Center calltakers. Funding is included to support \$13,000 in municipal license maintenance fees paid for by municipalities and hosted by the County.

Also reflected in the FY 2013 are the full-year operational costs of the Wake County Detention Center expansion, which opened in Spring 2012.

The Sheriff's Office has identified the following activities for FY 2013:

Renovate Public Safety Center to include moving of communications center from Raleigh City Hall to Public Safety Center.

Schedule 21st Basic Law Enforcement Training Academy in FY 2013.

Hire deputies to staff security stations and new courtroom in the Criminal Justice Center to prepare for Summer 2013 opening.

Full implementation of Records Management System and Jail Management System.

HORIZON ISSUES

Analyze need for deputies dedicated to the transport of mental health patients.

Replace canines as they age out.

Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

Sheriff

Summary of Services and Performance Measures

Service Area: Patrol

Description: Patrol units respond to calls for service, churches, or residences, investigate break-ins, serve warrants, and enforce traffic regulations.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Effectiveness				
Response time (received to dispatch) in minutes	3	3	3	N/A
Response time (dispatch to arrival) in minutes	9	10	10	N/A
Input				
Numbers of calls for service	54,663	54,500	54,500	N/A
Number of community and security checks	74,433	75,000	75,000	N/A

Service Area: Criminal Investigations Division (CID)

Description: Criminal investigation detectives officers include the Special Response Team, K-9 team, and highway drug interdiction team. investigate crimes against persons, identity theft, narcotics, and property crimes. Special operations

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of concealed handgun permits processed	4,322	4,500	4,500	N/A
Number of pistol permits processed	17,525	18,500	18,000	N/A
Input				
Number of registered sex offenders	564	565	565	N/A

Service Area: Judicial Services

Description: Judicial service officers serve judicial notices, warrants, and domestic protection orders. This unit also provides courthouse security.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Output				
Number of civil papers for service received and processed	96,089	90,000	90,000	N/A
Input				
Number of warrants, summons and arrest orders	8,200	7,650	8,200	N/A

Sheriff

Division Summary - Detention

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	23,378,169	25,663,912	25,663,912	27,406,255
Contractual Services	3,055,078	3,669,745	3,687,745	2,905,170
Supplies, Materials and Other Charges	1,628,172	2,408,272	2,438,807	2,298,944
Capital Outlay	5,397	—	—	—
Expenditure Totals	\$ 28,066,816	31,741,929	31,790,464	32,610,369
Revenues:				
Federal	601,290	737,230	737,230	550,000
State	1,316	—	—	—
Charges For Services	2,692,136	2,569,500	2,555,462	3,182,341
Revenue Totals	\$ 3,294,742	3,306,730	3,292,692	3,732,341
Number of FTE's	407.00	498.00	498.00	500.00

DIVISION PURPOSE AND GOALS

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. The Sheriff's Office 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 24 hours each day, and through contracts with external medical providers.

MAJOR ACCOMPLISHMENTS

Held three Detention Academies with a total of 65 graduates.

Opened the Wake County Detention Center Phase 2 in April 2012 and closed the Wake County Detention Annex. Available jail beds now total 1,568.

Engaged a new commissary vendor and installed kiosks for inmate deposit transactions

Engaged a new food service contractor for the jail.

Began accepting inmates from the Statewide Misdemeanant Confinement Program.

FY 2013 DISCUSSION

The Detention Division budget increased by \$819,905 from the FY 2012 Amended Budget which resulted from expansions, the full year operating cost of the Wake County Detention Center (WCDC) expansion (which opened in Spring 2012), and a variety of other adjustments.

The Detention Division budget includes 7.0 FTEs and costs associated with the opening of the Justice Center of \$136,864. Of this amount, \$55,105 is one time. Also included is \$323,329 and 4.0 FTEs to support the opening of an additional housing unit at Wake County Detention Center, which is necessitated by the current number of inmates and the addition of the Statewide Misdemeanant Confinement Program.

Sheriff

This program, which houses sentenced misdemeanants in return for a per diem payment of \$40 per inmate per day from the State Department of Corrections, will support the cost of this expansion with more than \$1 million in additional revenue. Additionally, 88,400 and 2.0 FTEs are included to address ongoing staffing needs associated with the opening of Phase II of Wake County Detention Center. Also included in the FY 2013 budget is \$29,160 in funding to support the cost of additional phone lines included in the Wake County Detention Center at Hammond Road.

Additionally, the budget includes funds to pay for the full year operating cost of the WCDC Expansion at Hammond Road, which opened in Spring 2012.

Hold at least three detention officer academies.

Complete the transition of major processes, such as Jail Intake, Kitchen Operations, and Classification, to the Hammond Road facility.

Complete transition to kiosk services for inmates.

HORIZON ISSUES

Procure electronic medical records systems

Evaluate implementation of Hammond Road Phase 2 staffing plan and any needed adjustments to staffing levels as inmate population increases.

Sheriff

Summary of Services and Performance Measures

Service Area: Detention

Description: North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County

Sheriff's Office 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).

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Average length of stay of inmate population in days	23	23	23	N/A
Input				
Average daily inmate population	1,279	1,250	1,250	N/A

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Non-departmental

Public Agencies

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Aid To Community Agencies	502,200	365,000	365,000	–
North Carolina Symphony	28,458	27,604	27,604	27,604
Wake County Arts Council	292,950	284,161	284,161	284,161
East Wake Education Foundation	41,850	40,594	40,594	40,594
Communities In Schools	62,775	60,892	60,892	60,892
The Healing Place	418,500	406,000	406,000	406,000
Contribution to Marbles	837,000	750,000	750,000	700,000
Expenditure Totals	\$ 2,183,733	1,934,251	1,934,251	1,519,251

DIVISION PURPOSE AND GOALS

Wake County contributes to not-for-profit organizations that provide services to the public. A summary of each agency and its purpose is below:

Communities In Schools of Wake County - To connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - To assure that children reach school age healthy and ready to learn.

Healing Place of Wake County - To provide a rescue, recovery and rehabilitation facility for homeless males and females in Wake County.

Marbles Kids Museum - To connect all ages with the world around them by inspiring interest in our ever-evolving global society and how it touches their lives here and at home.

North Carolina Symphony - A full-time, professional orchestra with 65 members. The symphony performs about 60 concerts a year in the Raleigh, Durham, Chapel Hill and Cary metropolitan area.

Wake County United Arts Council - To build better communities through support and advocacy of the arts.

Aid to Community Agencies - In prior years, Wake County provided funds to not-for-profit agencies through a competitive process, also known as the Community Partnership. This program was discontinued for FY 2013.

Non-departmental

Memberships

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Raleigh-Durham Airport Authority	12,500	12,500	12,500	12,500
Triangle J Council of Governments	192,166	183,899	183,898	183,899
Institute Of Government	85,795	85,795	85,795	85,795
National Association Of Counties	11,253	11,253	11,253	11,253
NC Association Of County Commissioners	66,189	64,484	64,484	62,575
Expenditure Totals	\$ 367,903	357,931	357,930	356,022

DIVISION PURPOSE AND GOALS

The County takes part in various organizations wherein membership dues are charged for participation and organization benefits. Dues for the North Carolina Association of County Commissioners, National Association of Counties, Institute of Government and Capital Area Metro Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments (TJCOG) dues distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion are based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by TJCOG. The Raleigh Durham International Airport is a flat annual fee.

Non-departmental

Non-departmental

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Historic Preservation	132,143	132,118	134,118	132,118
Women's Commission	5,931	5,820	5,820	5,820
Non-departmental	(6,845)	100,000	4,120,941	80,000
Salary & Benefit Reserve	–	–	1,306	3,000,000
Combined Campaign	258	–	–	–
Chamber of Commerce	342,303	328,815	340,953	328,815
Criminal Justice	1,392,337	1,390,958	1,391,727	898,534
Sustainability Task Force	28,475	–	–	–
Indirect Reimbursements	(139,157)	(144,819)	(144,819)	(140,680)
April 2011 Tornadoes	657,008	–	38,539	–
Expenditure Totals	\$ 2,412,453	1,812,892	5,888,585	4,304,607

DIVISION PURPOSE AND GOALS

Funding for organization-wide activities such as consulting services and other professional services are budgeted within this category. A summary of each significant program area is below:

Historic Preservation - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

Non-Departmental - This unit is used for various consulting and legal fees that may have been tentatively identified and for contracts that may be entered into during the fiscal year.

Salary & Benefit Reserve - Represents funds that may be distributed throughout the County to address

pending salary adjustments, such as merit increases or benefit changes.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Criminal Justice Partnership Planning - The purpose of the CJPP program is to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Programs include Pretrial Release, electronic monitoring, and the “Free the People” program offered through the District Attorney's office. State funding for the Day Reporting Center will go directly to non-profit agencies instead of passing through Wake County in FY 2013.

Sustainability Task Force - This group is comprised of external advisory members that focus on improvements that can be made to reduce energy, waste and water use at County facilities and be better stewards of the environment.

Non-departmental

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY 2013 DISCUSSION

Due to prudent financial planning, last fiscal year, the County was able to provide a merit pay increase of 2% to county employees. Due to continued strong financial planning and to ensure county employees are compensated fairly; the FY 2013 budget includes a 2% merit pay increase to county employees starting October 1. The pay increase is budgeted to cost \$3 million. This amount is included in the salary and benefits reserve.

Non-departmental

Soil & Water Conservation District

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	399,383	408,323	408,323	408,877
Supplies, Materials and Other Charges	30,973	21,016	22,342	26,753
Expenditure Totals	\$ 430,356	429,339	430,665	435,630
Revenues:				
State	25,500	25,500	25,500	25,500
Miscellaneous	150	—	—	—
Revenue Totals	\$ 25,650	25,500	25,500	25,500

DIVISION PURPOSE AND GOALS

The Soil and Water Conservation District works to ensure healthy watersheds and healthy communities through the science based application of best management practices for ecosystems services primarily on agricultural/farms, agribusiness, and forest parcels in Wake County. The District's mission is to conserve Wake County's soil, water and natural resources. It provides voluntary technical, educational, and economic incentives to farm landowners, farmers, citizens, and businesses. To achieve this mission, the District has five broad goals in the Long Range Business Plan. Those goals include: 1) conservation planning and watershed management, 2) providing technical expertise in sustainable working farm and forest lands, 3) protecting natural resources, 4) promoting environmental stewardship, and 5) innovative leadership during changing times.

The District embraces these tasks in coordination with the Wake County Board of Commissioners' work goals. Work is accomplished by leveraging resources from grant sources, not-for-profit partnerships, and local, state, and federal agencies. The natural resources work prioritizes the delivery of services through the most effective and efficient use of the department's small staff. The District works to ensure abundant and reliable clean water and natural resources are in Wake County's future.

MAJOR ACCOMPLISHMENTS

The Soil and Water Conservation District is in the forefront of natural resources work and water quality protection. The District strategically focuses its projects on priority watersheds, impaired streams, and targeted funding areas for state and federal water quality improvements. The priority areas are Falls Lake, Little River, Swift Creek and Jordan drinking water supply watersheds. Priority is then directed to rural areas that have EPA 303(d) impaired streams and working lands active in farm, forest, and local food production. Work is directed to match the resource concerns that are increasing due to Wake County's high number of horse operations with nutrient management concerns. The District also addresses collaborative funding projects to address stormwater erosion issues, but state funds are limited. Citizens and businesses provide a cost shared amount for each project.

The District applied conservation practices to 369 acres that reduced the amount of sediment and nutrients entering surface waters by designing and installing practices such as engineered grassed waterways, field borders, and establishing no-till and sod-based rotation techniques. The District also developed conservation plans on 948 acres to reduce soil erosion and improve soil quality. In livestock agriculture, the District assisted farms with pasture renovations and applied 884 acres of nutrient management to improve water quality preventing runoff of animal waste to creeks and streams.

Non-departmental

To assist landowners with conservation actions, the District matches projects with outside funding sources. During FY 2011, the District reimbursed landowners \$219,271 for conservation projects from federal and state funds. The District encumbered \$146,246 of federal and state funds into contractual agreements with landowners for future conservation work. Through partnerships, the District Conservationist administered \$213,362 of federal funds, which was encumbered to local governments to develop stream assessment plan for Williams Creek in Cary. The District visited 322 farms or problem sites in FY 2011.

The North Carolina Agricultural Cost Share program funds water quality and conservation projects require a 25 percent match on a set rate for area counties. Wake cost is on average higher and landowners share typically exceed 25 percent. Essentially all public and private lands are eligible for the programs with eligible participants include homeowners, businesses, schools, community groups and local governments. According to data from the NCDENR Division of Soil and Water Conservation, Wake's 2011 contracts prevented the loss of 26,371.45 tons of soil and prevented 1,785 pounds of nitrogen and 124 pounds of phosphorus from entering waterways.

The District works with its partners to provide productive workshops throughout year. In FY 2011, the Keeping the Farm workshop attracted approximately 120 landowners and citizens. The District coordinates Wake County's Big Sweep program. In FY 2011, 1,102 volunteers removed 18,375 lbs. (9.2 tons) of litter from 27 watersheds in Wake County. Volunteers donated equivalent of 1.5 FTE for a \$63,693 value to Wake County.

Wake Soil and Water Conservation District's Environmental Educator conducted public outreach to 3,774 citizens on water quality at various events. Events include Eno River Festival, Earth Day Celebration at Pleasant Union Elementary, Frog Fest at Crowder County Park, Science Night at Wiley Elementary and Science Night at Fuquay -Varina High School. The Educator provided training to nine high schools Envirothon Teams and one middle school Envirothon Team. Wake placed in the top five

in competition. Participation in the soil and water conservation Poster Contest doubled across fifth grade classes in Wake County. WRAL-TV 5 spotlighted top posters for a week during the evening news.

FY 2013 DISCUSSION

The Soil and Water Conservation District budget increased by \$4,965 from the FY 2012 Amended Budget of \$430,665 which resulted from expansions and a variety of adjustments. The department's budget was increased through expansions in operating line items.

The District reviews requests for work, state and federal funding, and the ability to leverage resources through partnerships. It then determines the most efficient delivery of services. Work goals are now targeted toward key ecological, water quality, and funding areas.

Delivery of required operations procedures, such as maintenance reviews and spot checks have to be incorporated into the limited staff time. Conservationists are required to maintain updated training on design, planning and engineering practices in spite of economic pressures.

HORIZON ISSUES

Wake County has 186 square miles of farm and forestry parcels that are greater than 10 acres. It also has an additional 73 square miles of vacant parcels that may be farm or forestry parcels. These 259 square miles are outside of the municipalities and completely in the Wake Soil and Water Conservation District program area. Workload demand for technical assistance has increased consistently since the tobacco buyout. No longer does staff work with one farm operator managing several farms as the norm for operations. Now, individual landowners personally seek natural resources assistance for services. They are now the active decision makers concerned with the management of the farm. The number of clients contacting the department has increased dramatically as the demand for land for urban buildings decreased. Over 150 Wake County farm and forest landowners attended the 2012

Non-departmental

Keeping the Farm Workshop for training on options that will help them successfully manage their farm operations. This is a 25% increase from 2011.

Future work goals include supporting economic development through local foods and farmland protection and support to the growing agribusiness community and green industry. Technical resources and funding are now available through the NC Department of Agriculture to assist these new work areas that previously were not funded.

Non-departmental

Cooperative Extension

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:					
Contractual Services		–	159,264	159,264	155,633
Supplies, Materials and Other Charges		–	22,086	22,086	22,086
Expenditure Totals	\$	–	181,350	181,350	177,719
Revenues:					
Charges For Services		–	20,000	20,000	20,000
Revenue Totals	\$	–	20,000	20,000	20,000

DIVISION PURPOSE AND GOALS

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) aligns its programs with Wake County government priorities, outcomes and impacts. In early 2011, NCCE-WCC's budget was divided into a Human Services budget line and an independent budget category referred to as "non-governmental". NCCE-WCC initiatives align well to address new paradigms. Competition for natural resources among municipalities and counties, a waning agriculture sector, vivid and rapid change in program direction and audiences necessitates these substantial changes. Some of these new approaches will require the nurturing of new relationships with county departments and local municipalities while at the same time sustaining and building new partnerships with business/industry, all governmental agencies and non-profits, as well as leveraging old and new resources. A challenge remains that many citizens are unaware of the consequences of their actions, everyday actions such as applying fertilizer and pesticides, disposing yard wastes inappropriately, proper landscape irrigation techniques, and how to control storm water runoff from their farms, landscapes, and the ever expanding urban areas of the county. To affect change in environmental ethic, landowners, homeowners, landscapers, farmers, city planners, professional engineers, landscape architects, educators, students and business owners alike must be knowledgeable of their actions, their effect on the environment, and effective conservation and management practices.

MAJOR ACCOMPLISHMENTS

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) reported with recent droughts and over 50% of potable drinking water in some North Carolina communities used to irrigate lawns and landscapes during the summer months, homeowners, landscapers, engineers and municipalities are looking for partial solutions to reduce potable water consumption. To address these issues, North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) has teamed with landowners, municipalities, NCSU Biological and Agriculture Engineering Department, NC A&T University, NC DOT, and local Soil and Water Conservation Districts to establish rainwater harvesting system demonstration sites across North Carolina. To date, over 25 systems have been installed across the state with 12 located in Raleigh and Wake County. These 12 systems were installed at fire and EMS stations through a grant from NC Clean Water Management Trust Fund. To date, over 12 workshops have been held targeting homeowners, engineers, conservation districts, landscapers and students. Combined, these systems are capable of collecting over 100,000 gallons of runoff with every 1-inch of rain. This equates to over 4 million gallons of potable water saved annually.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) provides educational programs that achieve goals of the Wake County Environmental Stewardship Agenda (ESA) by encouraging the adoption of science-based, cost-effective, and environmentally sound practices.

Non-departmental

In addition NCCE-WCC provides farmers, green industry managers, and developers with information and training designed to preserve our natural resources and maintain economic viability. Specifically, NCCE-WCC is responsible for increasing the number of professionals utilizing the environmental expertise and education opportunities, an increase in scientific and environmental knowledge of Wake County citizens and an increase in partnerships and coalitions formed. Results of this include but are not limited to reduction in nutrients, sediments, and other pollutants entering water, open space protection, improved water quality, development of alternative agricultural opportunities, improvement in wildlife habitat, reduced use of pesticides, improvement in water quality and reduced use of fertilizers.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) teamed up with fit testing professionals to get 30 landowners in compliance with the new EPA law requirements regarding Soil Fumigation. NCCE-WCC taught the farmers how to write their soil fumigant management plans and about the importance of following the new law that was put in place. Some in attendance received complaints from the general public about them applying soil fumigants. North Carolina Department of Agriculture made a visit to each farm to make sure they were in compliance with the new laws. All had their plans in place and were compliant as a result of implementing practices learned in this training saving over \$10,000 in fines.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) reported in 2010 that medical costs associated with adult obesity exceed 2 billion dollars with costs increasing every year. NCCE-WCC's Expanded Food and Nutrition Education Program (EFNEP) used a series of 22 lessons from its "Families Eating Smart, Moving More" curriculum to education Women, Infants and Children (WIC) eligible participants. Evaluations reflected 85% of participants intended to read labels to lower fat and salt in their diets and that participants would prepare healthier meals. This curriculum was also taught to numerous groups around Wake County. 80% of 103 EFNEP graduates

showed a positive dietary change in food groups at the end of the training.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) used social media to educate stakeholders on Ecosystem protection. To streamline information and education delivery to growing numbers of clientele state-wide over 30 short and subject specific instructional videos have been placed on YOUTUBE.com. Subjects include: backyard stream repair, rain water harvesting and rain gardens. Since its inception, over 16,000 individual views of the videos have been seen. Feedback from viewers has been 100% positive. Although it is difficult to determine the level of adoption of this practice, we are quite certain that a high awareness level of education has been met.

North Carolina Cooperative Extension - Wake County Center (NCCE-WCC) collaborated with Smart Start and Wake Technical Community College to provide a second annual early Childhood Education Academy that allowed Wake County childcare providers the opportunity to earn contact hours that would be applied to their professional development requirement. A total of 253 providers attended receiving 4.5 training hours each totaling approximately 1140 credit hours.

FY 2013 DISCUSSION

The Cooperative Extension budget decreased by \$3,631 from the FY 2012 Amended Budget of \$181,350 which resulted from reduction of the County's share of salary and benefit funding for the District Director, as the incumbent is scheduled to retire and the new hires compensation is anticipated to be a lower rate.

HORIZON ISSUES

Urban expansion caused by population growth will further strain natural resources.

The number of state and federally mandated environmental programs continues to increase, requiring additional staff and client education.

Non-departmental

63% of Wake County watersheds are considered degraded and require on-going and increasing attention and resources.

Pollutants in urban runoff are a primary water pollution source and demands increased public education efforts.

Localized stream bank erosion is problematic.

The 80,000 existing on-site wastewater systems and the growing new systems installed annually place demands on proper installation and maintenance of these systems.

Non-departmental

Health Benefits

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Healthcare - County Share	(18,827,497)	(20,578,007)	(20,578,007)	(19,634,563)
Dental - County Share	(1,178,768)	(1,250,000)	(1,250,000)	(1,250,000)
Health - Employee Share	(4,606,936)	(4,981,909)	(4,981,909)	(5,154,876)
DNTL/Fringe Adj/Employee Share	(867,014)	(833,000)	(833,000)	(833,000)
Temporary Agency Services	–	4,000	4,000	4,000
Medical Services - Other Medical	(98,893)	–	–	–
Contracted Services	90,849	100,000	100,000	100,000
Health Self Insurance Admin Costs	2,176,363	2,118,614	2,118,614	1,587,001
Health Self Insurance Claims	17,637,709	22,574,978	17,566,911	18,201,425
Dental Self Insurance Claims	1,731,269	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs	110,069	95,000	95,000	95,000
Health - Retiree Claims	1,986,086	4,173,024	4,173,024	3,272,354
Stop Loss and Othe Reimbursements	(2,322)	(118,187)	(118,187)	(100,000)
IBNR_Insurance Claims	132,323	–	–	–
RX/Administration	64,725	–	–	5,629,834
RX/Claims	4,669,882	–	5,008,067	57,266
Stop Loss Premium	502,144	665,603	665,603	567,816
Rx Reimbursements	(418,696)	(463,589)	(463,589)	(380,319)
Medicare D Subsidy	(140,648)	(144,117)	(144,117)	(140,168)
COBRA Claims	98,893	–	–	–
FSA Administration	73,608	90,060	90,060	90,060
COBRA Administration	8,376	18,000	18,000	18,000
Health Ins Claims/Prior Vendor Runout	2,022,203	–	–	–
Dental Ins/Prior Vendor Runout	91,558	–	–	–
Medical Supplies	–	12,000	12,000	12,000
Reserves - Health Insurance	–	–	–	700,000
Expenditure Totals	\$ 5,255,284	3,364,470	3,364,470	4,723,830

DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. Prior to FY 2009, these funds were accounted for in the Risk Management Fund. Beginning with FY 2010, a separate division has been established within non-departmental to account for the major types of expenditures related to health and dental costs. The source of funding for these expenditures are employer contributions and employee withholdings that are recorded as part of the payroll expenditures. These amounts are reflected as a “contra” expenditure within

non-departmental so that types of actual payments may be reflected in the budget without “double-counting” the expenditures.

In FY 2013, it is anticipated that health insurance costs will increase and the budget funds \$700,000. This amount is included in the reserves for Health Insurance.

Non-departmental

Risk Management - Cost of Claims

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
IT Software Setup Fees	–	–	–	2,500
Legal Fees/Litigation Services	1,665	–	–	–
Actuarial Fees	13,500	35,000	35,000	35,000
Brokerage Fees	43,000	40,000	40,000	40,000
Consulting Fees	–	5,000	5,000	5,000
Claims Administration Expense	91,597	–	–	–
Contracted Services	–	65,000	65,000	65,000
Equipment	4,000	–	–	–
Risk Management - Subrogation	(67,517)	–	–	–
Self Insurance Deductibles - Charges to Other Dept	(61,305)	–	–	–
Risk Mgmt - Chgs to 800mz	–	(42,000)	(42,000)	(42,000)
Risk Management - Vehicle Claims	–	(384,000)	(384,000)	(302,291)
Risk Management - Workers Comp Claims	–	(816,000)	(1,432,000)	(1,674,709)
Purchased Insurance & Bonding	635,221	685,889	685,889	685,889
Self Insurance Claims	2,853,361	2,404,000	2,402,674	2,404,000
RM/Excess Carrier Reim	(260,107)	–	–	–
Machinery And Equipment-Capital	7,820	–	–	–
Vehicle Replacements	116,356	–	15,630	–
Expenditure Totals	\$ 3,377,592	1,992,889	1,391,193	1,218,389

DIVISION PURPOSE AND GOALS

The County's Risk Management program is managed within three departments: County Attorney's Office, Finance and GSA. The County Attorney and his staff manage the claims, settlement and litigation of those claims. Finance manages the insurance program, administers the County driving policy and risk management reporting. GSA manages the safety program and completes the OSHA reporting. Wake County is self-insured for workers compensation, liability and vehicle claims, purchasing commercial

excess insurance coverage for worker's compensation and liability claims that exceed our retention levels. Bonds are purchased to cover specific risks and officials. The County will continue posting the claims portion of the cost of risk to departments as payment for claims are made in FY 2013.

Additionally, in FY 2013 \$777,000 was distributed to departments from non-departmental to align Risk Management appropriation location with the location of estimated costs.

Transfers

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Transfer To C/P Co Construction Fund	23,215,000	25,556,000	25,556,000	25,449,000
Transfer To C/P Schools	7,000,000	–	–	–
Transfer To Debt Service (property tax)	143,992,000	155,331,000	155,331,000	159,641,000
Transfer To Fleet Internal Service	2,000,000	–	1,673,316	–

Non-departmental

Transfers

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Transfer To Revaluation Reserve	850,000	–	–	–
Transfer To Wake Tech Capital Fund	5,157,000	–	–	–
Intrafund Transfers	–	850,000	850,000	850,000
Transfer To Debt Service (sales tax)	26,855,000	27,268,000	27,268,000	29,022,000
Expenditure Totals	\$ 209,069,000	209,005,000	210,678,316	214,962,000

DIVISION PURPOSE AND GOALS

The budget includes a dedication of 15.50 cents of the 53.4 cents of property tax rate for pay-as-you-go capital funding and debt service. For FY 2013, the 15.50 cents represents roughly \$185.9 million. The transfer to Debt Service funded by sales tax revenues

increases from \$27.2 million in FY12 to \$29 million in FY13. This increase is driven by a modest growth in sales taxes from FY12 to FY13. Both transfers were adjusted in total to save the General Fund \$539,000 in order to support one time operating costs.

Non-departmental

Non Departmental Revenue Summary

		FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Revenues:					
Property Taxes	\$	635,313,662	638,646,000	638,646,000	648,962,083
Sales Tax		114,034,923	111,580,804	111,868,186	121,137,839
Lease/Rental Vehicle Tax		2,422,367	2,500,000	2,500,000	2,550,000
Lease/Rental Heavy Equipment Tax		(6,000)	—	—	—
Payment in Lieu of Taxes		1,250,006	1,230,421	1,230,421	1,230,421
Beer & Wine		854,104	300,000	300,000	877,200
Public Safety		476,251	493,193	493,193	—
Other		1,835,905	1,525,500	1,525,500	1,525,500
ABC Board		5,083,333	3,600,000	6,600,000	2,000,000
Other		659,172	700,000	700,000	670,000
Licenses		72,033	55,000	55,000	72,000
Fines & Forfeitures		40	—	—	—
Interest		257	—	—	21,000
Miscellaneous Revenue		189,393	—	—	—
Appropriated Fund Balance		—	—	4,459,151	—
Transfers From		801,776	200,000	200,000	250,000
Revenue Totals	\$	762,987,222	760,830,918	768,577,451	779,296,043

Wake County Public School System

Department Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Wake County Schools Allocations	313,503,224	314,411,592	314,411,592	318,341,737
Direct Appropriation	313,503,224	314,411,592	314,411,592	318,341,737
Debt Service	143,194,887	175,786,155	212,450,115	180,396,848
Expenditure Totals	\$ 456,698,111	490,197,747	526,861,707	498,738,585

DEPARTMENT PURPOSE AND GOALS

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina and the 16th largest nationwide, 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 operates 104 elementary schools, 34 middle schools, 27 high schools, and four special/optional schools.

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

FY 2013 DISCUSSION

The FY 2013 appropriation for the school system is \$318.3 million and represent an increase of \$3.9 million; 1.25% more than the FY 2012 appropriation.

In FY 2013, the appropriation to the Wake County Public School System will be allocated by purpose

and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 2013. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than 15 percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

The FY 2013 budget also includes \$180.3 million for debt service in support of WCPSS' CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 2.6 percent increase from FY 2012.

Other Issues:

In 2012-2013, WCPSS expects membership of 150,418, an increase of 3,731 students or a 2.5 percent increase from the 2011-2012 20th day student enrollment of 146,687. After taking into consideration the change in kindergarten enrollment in the 2009-2010 school year, enrollment is projected to grow at the same rate as the prior three school years.

During the 2011-2012 school year, 5,773 students were enrolled in charter schools. 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 estimates charter school enrollment for the 2012-2013 school year to be 6,177 students, a seven percent increase over the 2011-2012 school year.

Wake County Public School System

WCPSS will open four new schools during FY 2013: Richland Creek Elementary School, Rolesville Year Round Middle School, the Wake Young Men's Leadership Academy and the Wake Young Women's Leadership Academy. These schools will add a combined facilities area of approximately 217,063 additional square feet.

Wake Technical Community College

Department Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Wake Technical College Allocation	15,696,050	15,696,050	15,696,050	15,895,938
Communities In Schools	295,000	295,000	295,000	295,000
Direct Appropriation	15,991,050	15,991,050	15,991,050	16,190,938
Debt Service	30,421,025	14,343,112	14,343,112	13,916,298
Expenditure Totals	\$ 46,412,075	30,334,162	30,334,162	30,107,236

DEPARTMENT PURPOSE AND GOALS

Wake Technical Community College (Wake Tech) is the second largest and fastest growing of the 58 community colleges in North Carolina. 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 a variety of technical and college transfer specialties offer more than 170 two-year associate degrees, one-year diplomas, or single-semester certificates. Continuing education programs include training for public safety officers (law enforcement, fire protection and emergency medical services), literacy and 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 seven primary sites: (1) the Main Campus on U.S. Highway 401 South near Garner; (2) the Northern Wake Campus on U.S. 401 North (Louisburg Road) near I-540; (3) the Western Wake Campus on Kildaire Farm Road in Cary; (4) the Public Safety Education Campus on Chapanoke Road south of I-440; (5) the Health Sciences Campus adjacent to WakeMed in Raleigh; (6), the Adult Education Center and Annex on Capital Boulevard; and (7) the Eastern Wake Education Center in Zebulon. Wake Tech offers classes at more than 40 other sites across the county including public schools, churches, chambers of commerce, senior citizen centers and other community facilities. Wake Tech also owns 94 acres in Morrisville for the future RTP campus.

Wake Technical Community College priorities include: (1) promote economic growth and development in Wake County through educational partnerships with business and industry; (2) retrain unemployed workers; (3) maximize the use of existing facilities and develop additional facilities to serve Wake County's rapidly growing population; (4) locate new facilities more convenient to the population base; and (5) ensure that Wake County citizens have the knowledge and skills required to compete and be successful in the global economy.

MAJOR ACCOMPLISHMENTS

Facilities: Main Campus - Completed renovations to Ready Hall and the Student Services Building; completed renovation and addition to the Early Childhood and Physical Education Building; completed renovations to the Technical Education Building and Pucher LeMay Hall; started design for a new Classroom/Office Building. Health Sciences Campus - completed the construction of the Parking Deck and started construction for the Health Sciences 2 Building. Northern Wake Campus - started construction of the Parking Deck; completed construction for Building E; started design for the completion of Success Way and new Parking Lot G. Public Safety Education Campus - completed Phase II and received approval as a satellite campus by the Southern Association of Colleges and Schools. Adult Education Center - completed renovations and opened the AEC annex for compensatory education. RTP Campus - completed master planning effort for this new campus. Collegewide: Completed the Master Plan Phase II Update which included a list of projects

Wake Technical Community College

for new construction and renovation designed to address growth for the next four years.

Instruction: Served more than 65,000 students in Wake County; created Business Analytics A.A.S. degree program for North Carolina Community College System, expanded Accounting and Business Administration offerings at the Northern and Western Wake Campuses, and added a diploma in Mobile Content Development, and certificates in IOS Applications, Android Applications, Health Care Informatics, Open Source IT, Heavy Equipment and Transportation Technology/Construction Equipment Systems: Fuel Injection, Electrical, and Engines, as well as Fire Protection Technology Certificates in Basic, in Loss Control/Investigation, and in Fire Management; expanded articulation agreements with Peace College for Business Administration and North Carolina Central to allow Criminal Justice Technology graduates to complete their bachelor's degree at our Public Safety Education Campus; created pathways for high school students to earn college credit through the Career and College Promise. Expanded short-term JobsNow training programs for the unemployed.

Collegewide: Wake Tech named one of the Great Colleges to Work For by The Chronicle for Higher Education; earned official LEED Gold certification for Building D at Northern Wake Campus; received a Pinnacle Award for Sustainability from the Raleigh Chamber of Commerce; President Scott signed the American College & University Presidents' Climate Commitment, a network of more than 680 institutions working to address climate change; Wake Tech Foundation received largest cash donation in its history (\$500,000 from Harold and Shirley Brenner) for technical scholarships; annual Culinary Arts Showcase drew thousands to the Raleigh Convention Center; Memorial Wall created at Public Safety Education Campus to honor public safety personnel who lost their lives in the line of duty.

FY 2013 DISCUSSION

The FY 2013 Budget for Wake Technical Community College is \$16,190,938 of which \$295,000 is appropriated for lifelong learning and community use of schools in conjunction with WCPSS. Wake

Technical Community College received a 1.25 percent increase over their FY 2012 appropriation which will be used to fund increases in utilities due to the opening of new facilities.

Facilities: Due to the economic recession, the number of students turning to Wake Tech for training has steadily increased. Further, the rate of FTE (full-time equivalent) growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. For the past two years, more than 5,000 students on a waiting list each semester were unable to register for classes at the times and places they requested. The College has revised its master plan and has determined it needs to accelerate future buildings and parking facilities to meet enrollment demand.

A referendum for \$200 million in general obligation bond authorization to be combined with \$10.2 million pay-as-you go funding is recommended for November 2012.

Instruction: Wake Tech continues to add online course offerings, while recognizing the increased need for facilities for students who require seated classes to ensure success. The College continues to implement strategies to maximize existing classroom space including: the ongoing "Afternoon College" program at the Northern Wake Campus; the addition of more weekend and evening classes, especially at the Western Wake and Public Safety Campuses, to maximize classroom space during off-peak hours; and the reallocation of classroom space to accommodate fast-growing programs. The College expanded its individual benchmarking program in 2011-12 to include all full-time employees as a means to gain insight on best practices nationwide. The College continues to develop ways to keep personnel motivated when there are no prospects for salary increases; explore additional funding streams from the Federal Government and private foundations to help offset reductions in State and County budgets; seek resources to expand "green technology" training and to incorporate sustainability into all curriculum and continuing education programs.

Wake Technical Community College

HORIZON ISSUES

Facilities: Continue discussions regarding capital funding for facilities. Complete construction of Health Sciences 2 Building; complete the Parking Deck, Success Way and Parking Lot G on the Northern Wake Campus; and start construction for the new Classroom/Office Building and the design for the renovation of Holding Hall into a classroom building on Main Campus. Work with the Board of Commissioners and other local leaders to approve and implement the next phase of the Wake Tech Building Program in an effort to approve a November 2012 bond. The future referenda would support construction at the Main Campus, Public Safety Education Campus, the RTP Campus in Morrisville and the Northern Wake Campus in order to serve a growing Wake County population.

Instruction: Continued emphasis on the need for competitive employee salaries as well as the need for software, hardware and educational simulations to train a greater number of students; focus on increasing the number of graduates, especially through initiatives related to two Gates Foundation grants, and provide increased assistance to these students for job placement; keep students informed of new and expanded financial aid options available to them; expand individual benchmarking requirements for all employees.

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Debt Service

Department Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Debt Service Principal	\$ 118,987,473	134,458,407	171,122,367	145,633,944
Debt Service Interest	82,415,820	86,933,131	86,933,131	88,399,085
Debt Service Fees	1,778,315	3,914,862	3,914,862	1,101,000
Salary / Benefits	201,702	219,347	219,347	214,718
Contractual Services	72,467	95,600	95,600	95,600
Supplies, Materials and Other Charges	2,513	2,653	2,653	2,653
Expenditure Totals	\$ 203,458,291	225,624,000	262,287,960	235,447,000
Revenues:				
Federal	\$ 2,803,156	3,002,174	3,002,174	3,002,174
State	20,466,554	10,000,000	10,000,000	10,000,000
Interest Income	7,109,361	9,621,000	9,621,000	6,579,000
Other Financing Sources	11,190,302	18,270,826	18,270,826	25,071,826
Transfers	175,778,000	184,730,000	222,893,960	190,794,000
Revenue Totals	\$ 217,347,372	225,624,000	263,787,960	235,447,000
Number of FTE's	2.00	2.00	2.00	2.00

Debt Service Expenditures by Entity

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
WCPS Debt Service	143,194,887	175,786,155	212,450,115	180,396,848
WTCC Debt Service	30,421,025	14,343,112	14,343,112	13,916,298
Criminal Justice Debt Service	13,984,921	22,464,108	23,964,108	28,455,394
Other Debt Service	15,362,269	13,030,625	13,030,625	12,678,460
Debt Service/5 County Stadium	495,189	—	—	—
Expenditure Totals	\$ 203,458,291	225,624,000	263,787,960	235,447,000

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 assesses 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 May 1, 2012 the outstanding general obligation principal indebtedness of the County totaled \$1.754 billion.

During the Fall of 2011, the County worked with Moody's Investors Service to demonstrate the County's strong financial position. In August, Moody's had reaffirmed Wake's triple-A credit rating, but assigned a negative outlook due to possible indirect links between the County and the U.S. government, such as economic sensitivity to federal spending reductions, dependence on federal transfers, and exposure to capital markets disruption. The County clearly demonstrated that Wake County had low linkages to the U.S. sovereign credit rating, and in December, Moody's revised the financial outlook for Wake County's rating to "stable" from "negative". Moody's released a report stating that Wake County, along with other named entities revised to stable, were considered to have fewer financial and economic linkages to the U.S. government. Of the 87 counties rated AAA by Moody's in the United States, 53 were assigned a negative outlook by Moody's in August 2011, including all of the Moody's AAA rated counties in North Carolina except Forsyth County. In addition to Wake, the outlook of five other counties in North Carolina rated AAA by Moody's, and 35 nationwide, were revised to stable in December 2011.

Wake County competitively bid and sold \$96.79 million in fixed-rate general obligation bonds in

January 2012 to support WCPSS projects. In November 2006, Wake County voters authorized \$970 million of general obligation bonds to support the WCPSS CIP 2006 building program. All of the general obligation bonds authorized in November 2006 in support of the WCPSS building program have now been issued.

The County also reviewed its variable debt portfolio in Fall 2011 and examined options for \$124 million of variable rate debt originally issued in 2004 in support of WCPSS capital projects. In January 2012, the County competitively bid and sold refunding bonds in order to refund \$124 million of variable rate debt. As part of the transaction, the County used \$30 million of cash to reduce the amount of debt outstanding. This transaction reduced the County's overall percentage of variable rate debt in its debt portfolio from \$324 million to \$200 million, or from 15.3 percent to 9.3 percent.

The County will continue to review market conditions and update its financial model prior to issuing additional long term general obligation debt. General obligation sales planned for FY 2013 include \$4.6 million for libraries and \$11 million for Open Space, both from referenda approved by voters in October 2007. If a general obligation bond referendum is approved in November 2012 for Wake Technical Community College facilities, \$29.25 million of bonds may be issued for Wake Technical Community College in Spring 2013.

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 and related expenditures for FY 2013 totals approximately \$235.4 million.

Debt Service

Legal Debt Margin Information Historical Information

	Fiscal Years 2006	2007	2008	2009 (Note)	2010	2011
Assessed Value of Property	\$75,134,720,561	\$78,844,604,531	\$83,122,951,280	\$116,610,525,500	\$119,158,250,199	\$119,535,621,641
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	6,010,777,645	6,307,568,362	6,649,836,102	9,328,842,040	\$9,532,660,016	\$9,562,849,731
Amount of Debt Applicable to Limit General Obligation Bonds	1,020,850,000	1,505,200,000	1,434,595,000	1,772,370,000	\$1,794,370,000	\$1,831,620,000
General Obligation Commercial Paper	58,250,000	-	-	-	-	-
Other Long Term Debt	9,799,477	9,413,588	9,943,657	10,664,659	313,263,004	311,595,642
Bonds Authorized not Issued	718,510,000	1,058,390,000	911,000,000	514,500,000	391,870,000	239,070,000
Total net debt applicable to limit	1,807,399,477	2,573,003,588	2,355,538,657	2,297,534,659	2,422,503,004	2,382,285,642
Legal Debt Margin	\$4,203,378,168	\$3,734,564,774	\$4,294,297,445	\$7,031,307,381	\$7,003,157,012	\$7,180,564,089
Total net debt applicable to limit as a percentage of debt limit	30.07%	40.79%	35.42%	24.63%	26.22	24.91%

Note:

A revaluation of real property is required by NC General Statutes at least every eight years. The last revaluation was completed tax year 2008 (FY 2009).

The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to eight percent of the appraised value of property subject to taxation. The legal debt margin is the difference between the debt limit and the county's net debt outstanding applicable to the limit, and represents the county's legal borrowing authority.

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2011

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2010	Net Additions (Retirements)	Debt Outstanding June 30, 2011
GENERAL OBLIGATION BONDS:						
2001 Criminal justice facility bonds	02/01/01	4.40-4.75%	8,000,000	300,000	(300,000)	-
2001 School bonds	02/01/01	4.50-5.25%	150,000,000	5,700,000	(5,700,000)	-
2002 Public improvement bonds	03/01/02	4.00-4.75%	188,000,000	17,000,000	(8,500,000)	8,500,000
2003A Public improvement bonds	04/01/03	3.00-5.00%	122,890,000	24,000,000	(8,000,000)	16,000,000
2003B Public improvement	04/08/03	variable	55,000,000	55,000,000	-	55,000,000
2003C Public improvement	04/08/03	variable	45,000,000	45,000,000	-	45,000,000
2003 Criminal Justice Facilities	11/01/03	3.00-5.00%	8,000,000	4,700,000	(4,700,000)	-
Refunding series 2003A	11/01/03	3.00-5.00%	83,145,000	1,200,000	(400,000)	800,000
2004 Public improvement bonds	04/01/04	3.00-5.00%	130,000,000	40,000,000	(10,000,000)	30,000,000
School 2004A	04/21/04	variable	67,000,000	67,000,000	-	67,000,000
School 2004B	04/21/04	variable	57,000,000	57,000,000	-	57,000,000
Refunding series 2004	11/01/04	4.00-5.00%	114,380,000	72,440,000	(23,495,000)	48,945,000
Refunding series 2005	04/01/05	3.00-5.00%	33,020,000	32,675,000	(95,000)	32,580,000
2005 School bonds	11/01/05	3.25-5.00%	41,000,000	7,500,000	(1,500,000)	6,000,000
2007 Public improvement bonds	03/08/07	4.25-5.00%	455,000,000	161,000,000	(23,000,000)	138,000,000
School 2007A	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
School 2007B	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
2009A Public improvement bonds	04/01/09	4.00-5.00%	135,000,000	48,000,000	-	48,000,000
2009B Public improvement bonds	04/01/09	4.00-5.00%	300,000,000	284,000,000	(16,000,000)	268,000,000
2009C Refunding	04/01/09	4.00-5.00%	66,320,000	58,745,000	(7,185,000)	51,560,000
2009D Refunding	04/01/09	3.00-4.00%	168,980,000	168,980,000	-	168,980,000
2010A Public improvement bonds	03/30/10	3.00 -5.00%	-	86,295,000	(6,675,000)	79,620,000
2010B Public improvement RZEDB bonds	03/30/10	4.80-5.30%	-	39,505,000	-	39,505,000
2010C Refunding	05/13/10	2.00 -5.00%	383,420,000	383,420,000	-	383,420,000
2010D Public improvement QSCBs	06/09/10	5.10%	34,910,000	-	34,910,000	34,910,000
2010E Public Improvement	08/05/10	2.5% - 4.00%	18,945,000	-	18,945,000	18,945,000
2010F Public Improvement	08/05/10	4.15%-5.40%	17,055,000	-	17,055,000	17,055,000
2011 Public Improvement	3/30/11	3.00-5.00%	116,800,000	-	116,800,000	116,80,000
Total General Obligation Bonds				1,794,370,000	37,250,000	1,831,620,000
OTHER LONG-TERM DEBT:						
Installment purchase				8,181,909	(1,220,488)	6,961,421
Limited obligation bonds				303,480,000	-	303,480,000

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2011

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2010	Net Additions (Retirements)	Debt Outstanding June 30, 2011
Qualified zone academy bonds				1,144,233	(163,462)	980,772
Capitalized equipment leases				157,095	16,534	173,449
Notes payable				299,767	(299,767)	-
Compensated absences				12,168,141	(1,007,010)	11,161,131
Other post-employment benefits				33,489,385	14,035,067	47,524,452
Total other long-term debt				45,636,690	313,283,840	358,920,530
TOTAL GOVERNMENTAL LONG-TERM DEBT				\$2,153,290,530	\$48,610,695	\$2,201,901,225

Debt Service

SCHEDULE OF LONG-TERM DEBT MATURITIES AND ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES

As of June 30, 2011

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2012	107,795,792	175,194,213	17,034,708	33,298,609	124,830,000	208,492,822
2013	107,694,560	169,901,366	17,275,440	32,803,404	124,970,000	202,704,770
2014	105,617,982	162,838,434	16,717,018	31,452,961	122,335,000	194,291,295
2015	105,954,160	158,439,376	16,170,840	30,150,319	122,125,000	188,589,695
2016	124,484,375	172,022,292	16,170,625	29,388,061	140,655,000	201,410,353
2017	122,018,574	163,691,837	16,566,426	29,025,230	138,585,000	192,717,067
2018	124,497,650	160,312,659	14,167,350	25,841,681	138,665,000	186,154,340
2019	125,908,583	156,292,785	13,411,417	24,403,735	139,320,000	180,696,520
2020	113,315,755	138,436,881	13,574,245	23,914,942	126,890,000	162,351,823
2021	90,764,852	111,114,566	16,185,148	25,866,083	106,950,000	136,980,649
2022-2026	398,266,216	437,640,694	61,338,784	99,195,101	459,605,000	536,835,795
2027-2031	77,003,836	60,686,369	9,686,164	33,180,571	86,690,000	93,866,940
Total Bonded Debt	1,603,321,835	2,066,571,472	228,298,165	418,520,697	1,831,620,000	2,485,092,169

OTHER LONG-TERM DEBT:

Total limited obligation bonds, qualified zone academy bonds, installment purchases, notes payable, and capitalized leases:

2012	163,461	163,461	7,511,770	21,834,737	7,675,231	21,998,198
2013	163,461	163,461	13,449,311	27,519,353	13,662,772	27,682,814
2014	163,461	163,461	13,544,404	27,107,365	13,707,865	27,270,826
2015	163,461	163,461	13,585,253	26,663,111	13,748,714	26,826,572
2016	163,461	163,461	12,710,006	25,282,110	12,873,467	25,445,571
2017-2021	163,467	163,467	61,719,126	116,882,958	61,882,593	117,046,425
2022-2026	-	-	60,700,000	101,262,519	60,700,000	101,262,519
2027-2031	-	-	60,700,000	86,301,531	60,700,000	86,301,531
2032-2036	-	-	60,695,000	71,260,600	60,695,000	71,260,600
2037	-	-	5,950,000	6,243,300	5,950,000	6,243,300
Total Other Long-Term Debt	980,772	980,772	310,614,870	510,357,584	311,595,642	511,338,356

Debt Service

TOTAL LONG-TERM DEBT	<u>\$1,606,302,607</u>	<u>\$2,067,552,244</u>	<u>\$538,913,035</u>	<u>\$928,878,281</u>	<u>\$2,143,215,642</u>	<u>\$2,996,430,525</u>

On the Statement of Net Assets as of June 30, 2011, the amounts reported as liabilities for general obligation bonds - schools and limited obligation bonds also includes premiums on issuance of bonds of \$159,676,428 and \$20,403,480, respectively which will be amortized over the life of its related debt.

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Capital Area Workforce Development

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	1,740,873	1,674,283	1,540,849	1,825,593
Contractual Services	4,294,720	3,339,134	4,200,407	4,878,487
Supplies, Materials and Other Charges	325,807	3,023	694,526	183,920
Capital Outlay	—	—	—	—
Budget Reserves	—	313,560	564,218	—
Transfers Out	—	—	—	—
Expenditure Totals	\$ 6,361,400	5,330,000	7,000,000	6,888,000
Revenues:				
Federal	6,135,165	5,214,548	6,953,284	6,888,000
State	134,075	115,452	—	—
Local	—	—	—	—
Charges For Services	30,129	—	35,120	—
Miscellaneous	10,346	—	11,596	—
Transfers	—	—	—	—
Revenue Totals	\$ 6,309,716	5,330,000	7,000,000	6,888,000
Number of FTE's	28.00	28.00	28.00	28.00

DEPARTMENT PURPOSE AND GOALS

The Capital Area Workforce Development (CAWD) 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 services; 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. The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) Promoting business partnering to enhance regional competitiveness, (2) Facilitating employment success for adults and youth, (3)

Leading the expansion of “Regional Collaborative Engagement” in workforce and economic development initiatives, (4) Expanding resources through strategic leadership and collaborative engagement.

Additionally, responsibilities include chartering and enhancing the area's One Stop Centers; Administration of Incumbent Worker Training grant funds; and partnering with economic development in providing assistance with new and expanding business and industry. Twenty four boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follows federal and state appropriations and is 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

The mission of Workforce Development is to create a highly skilled workforce system. The system will provide employers with productive, skilled workers and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all citizens to contribute to prosperity of the community.

and potentially the designation of the Capital Area Local Area.)

MAJOR ACCOMPLISHMENTS

Sixty-one (61) percent of adults exiting the Workforce Investment Act (WIA) program entered full time employment.

Sixty-five (65) percent of dislocated workers exiting the Workforce Investment Act (WIA) program entered full time employment.

Forty-eight (48) percent of the youth exiting the Workforce Investment Act (WIA) program received a degree or credential.

Fifty-nine (59) percent of youth exiting the Workforce Investment Act (WIA) program entered employment or post-secondary education.

FY 2013 DISCUSSION

The Capital Area Workforce Development department budget decreased by \$270,098 from the FY 2012 Amended budget of \$7 million due to decreased allocations.

Challenges for FY 2013 include the current economic crisis with the unprecedented unemployment rates, the number of ex-offenders seeking employment in this highly competitive job market, and the skill gap between available jobs and jobseekers.

HORIZON ISSUES

The skills gap between available jobs and jobseekers will continue to be an issue. As well re-authorization of the Workforce Investment Act (WIA) could potentially have a major impact on program design

Fire Tax District

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	—	—	—	—
Contractual Services	16,224,254	16,545,315	16,527,573	16,793,243
Supplies, Materials and Other Charges	887,069	824,685	824,685	883,662
Budget Reserves	—	—	17,742	15,095
Transfers Out	2,811,000	2,883,000	2,883,000	2,478,000
Expenditure Totals	\$ 19,922,323	20,253,000	20,253,000	20,170,000
Revenues:				
Taxes	20,294,005	20,248,000	20,248,000	20,165,000
Charges For Services	346	—	—	—
Interest Income	75,476	5,000	5,000	5,000
Miscellaneous	25,693	—	—	—
Other Financing Sources	—	—	—	—
Revenue Totals	\$ 20,395,521	20,253,000	20,253,000	20,170,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

The County contracts with 20 departments to provide fire suppression and emergency services in the Fire Tax District. Fourteen departments are non-profit corporations and six are municipal fire departments. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell. 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, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

MAJOR ACCOMPLISHMENTS

In January 2005, the Fire Commission unanimously recommended the first version of the Wake County Fire Tax District Long-Range Business Plan (LRBP) to the Board of Commissioners, which adopted the

plan in February 2005. In January 2008, the Fire Commission developed and recommended the supplementary sections to the LRBP including facility and staffing components.

In FY 2009, the Fire Commission began implementing components of the staffing plan subject to available funding sources and placed ten new entry-level firefighter positions in various departments throughout Wake County. In FY 2010, two more entry-level firefighter positions were added at Fairview and Fuquay-Varina Fire Departments. Fairview Fire Department used the funding for a new position and converted existing part-time positions to create two Driver/Operator positions. The Town of Fuquay-Varina agreed to fund an additional firefighter position. Therefore, the Fire Tax District was able to leverage funding for two positions into the creation of four new positions, improve response time and service levels.

In FY 2011, the Fire Tax District added a total of 16 new positions. Nine entry-level firefighter positions were distributed to existing fire departments; three

Fire Tax District

positions at Bay Leaf, three at Fairview, and three at Stony Hill Fire Departments.

The LRBP identified a crucial need to construct and operate a fire station in the southeastern Wake County. Located on Spaceway Court near Raynor Road, Garner Station #4 was completed and opened in November 2010. The station provides fire services to unincorporated areas, some of which was outside of a rated insurance district. The opening of Garner #4 includes the creation of seven new positions needed to provide fire prevention services.

As a result of priorities identified in the LRBP and funding availability, the Fire Tax District has been able to create and/or leverage approximately 30 new positions since FY 2008.

FY 2013 DISCUSSION

The FY 2013 Fire Tax District revenue decreases by \$83,000 from the FY 2012 adopted budget, and this decrease is due to declining personal property values and annexation in rural areas of the county. This will be the fourth consecutive year of revenue decreases. The FY 2013 budget includes a 2 percent shift in revenues from capital to operating.

The Fire District Model assumes a limited number of delayed replacement of apparatus in order to compensate for the 2 percent revenue shift out of capital.

The Fire District provides contractually funded departments with operating funds to provide services. The operating portion of the Fire Tax District FY 2013 budget includes new funding of \$199,685 for a 2 percent merit increase for full time employees. This is the same percentage budgeted for Wake County employees. Also included is an increase of \$96,162 for increased health insurance costs. There is a net reduction of 20,728 which includes various adjustments.

HORIZON ISSUES

Many fire departments that rely on volunteers are continuing to experience a decline in volunteer rosters. If volunteer member shortages intensify, the Fire Commission will need to identify strategies to provide manpower through full-time career staff, part-time staff, or other compensation programs.

FY 2013 Fire Tax Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Fire Tax Revenue				
Operating	15,794,326	17,008,000	17,008,000	17,341,900
Operating--Debt Service	429,928	357,000	357,000	344,635
Capital	3,247,041	2,883,000	2,883,000	2,478,465
Subtotal, Taxes	20,294,005	20,248,000	20,248,000	20,165,000
Apparatus Sales (a)	8,022	-	-	-
Appropriated Fund Balance	-	-	-	-
Interest	75,476	5,000	5,000	5,000
Other Revenue	18,017	-	-	-
Total Revenues	20,514,496	20,253,000	20,253,000	20,170,000

NOTES:

(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.

(b) If the difference is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years.

Fire Tax District

FY 2013 Fire Tax Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures				
Department Appropriations				
Personnel and Operating	15,794,326	16,188,120	16,170,378	16,448,608
Department Debt Service	429,928	357,195	357,195	344,635
Subtotal, Department Appropriations	16,224,254	16,545,315	16,527,573	16,793,243
Systemwide Costs				
800 MHz Fire Costs	137,739	123,719	123,719	128,683
CAD Fire Costs	7,541	9,305	9,305	10,452
County-owned Station Utilities	12,441	12,000	12,000	12,500
Fire Service Training	319,288	317,345	317,345	357,345
Food for Fire Commission	-	2,300	2,300	-
HAZMAT Program	78,406	86,380	86,380	87,746
Equipment	3,031	-	-	-
NC Forestry - Wildfire Prevention Programs	60,629	64,940	64,940	75,086
Pager & Radio Maintenance	99,155	46,859	46,859	47,328
RWCC Dispatch Services	168,840	161,837	161,837	164,522
Reserve for Future Appropriation	-	-	17,742	15,095
Subtotal, Systemwide Costs	887,070	824,685	842,427	898,757
Capital				
Appropriation to Capital	1,671,000	1,743,000	1,743,000	1,338,000
Transfer to Debt Service Fund	1,140,000	1,140,000	1,140,000	1,140,000
Subtotal, Capital	2,811,000	2,883,000	2,883,000	2,478,000
Total Expenditures	19,922,324	20,253,000	20,253,000	20,170,000
Difference (b)	\$ 592,172	\$ -	\$ -	\$ -

NOTES:

(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.

(b) If the difference is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years.

Fire Tax District

Summary of Appropriations by Department

Fund Summary

Department	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Bay Leaf FD	1,389,200	1,476,402	1,476,402	1,505,172
Durham Highway FD	716,060	721,994	721,994	730,372
Eastern Wake FD	1,550,840	1,577,932	1,555,291	1,612,411
Fairview FD	1,053,908	1,124,652	1,124,652	1,129,995
Falls FD	322,215	305,354	305,354	–
Garner FD	1,570,319	1,586,071	1,590,971	1,600,159
Hopkins FD	676,828	683,324	683,324	708,363
Rolesville FD	529,590	535,283	535,283	548,872
Stony Hill FD	969,721	979,287	979,287	991,922
Swift Creek FD	479,065	483,565	483,565	483,565
Wake Forest FD	392,404	1,057,483	397,705	691,405
Wake-New Hope FD	1,014,939	397,705	1,057,483	1,069,624
Wendell FD	1,379,407	1,398,131	1,398,131	1,424,247
Western Wake FD	577,635	564,888	564,888	566,089
Total - Rural	12,622,131	12,892,071	12,874,330	13,062,196
Apex FD	663,964	673,789	673,789	686,400
Cary FD	55,206	54,396	54,396	55,067
Fuquay Varina FD	1,322,743	1,328,729	1,328,728	1,354,914
Holly Springs FD	388,074	393,677	393,677	409,466
Morrisville FD	750,214	762,239	762,239	775,842
Zebulon FD	434,363	440,414	440,414	449,358
Total - Municipal	3,614,564	3,653,244	3,653,243	3,731,047
TOTALS:	16,236,695	16,545,315	16,527,573	16,793,243

Grants and Donations

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	866,648	858,160	760,966	1,043,292
Contractual Services	1,955,552	440,033	2,966	514,000
Supplies, Materials and Other Charges	481,254	899,807	1,564,841	220,208
Capital Outlay	16,599	—	(300,493)	267,500
Debt	226	—	—	—
Budget Reserves	—	—	(7,514)	—
Transfers Out	487,043	—	702,620	—
Expenditure Totals	\$ 3,807,322	2,198,000	2,723,386	2,045,000
Revenues:				
Federal	3,307,349	489,500	256,482	886,523
State	1,066,552	694,652	970,100	699,294
Local	567,989	219,825	612,862	457,601
Charges For Services	374,339	794,023	801,969	—
Licenses & Permits	732	—	—	—
Fines & Forfeitures	9,249	—	9,400	—
Interest Income	20,133	—	18,268	167
Miscellaneous	(7,522)	—	61,008	1,415
Other Financing Sources	—	—	(6,703)	—
Transfers	123,860	—	—	—
Revenue Totals	\$ 5,462,681	2,198,000	2,723,386	2,045,000
Number of FTE's	22.25	22.25	18.75	18.75

Summary by Source and Department

Department	Grants	Forfeitures	Totals
Community Services	\$46,933		\$46,933
Fire and Emergency Management	\$147,000		\$147,000
Human Services	\$ 1,566,567	-	\$1,566,567
Sheriff	\$15,000	\$269,500	\$284,500
Totals	\$1,775,500	\$269,500	\$2,045,000

Grants and Donations

Planned Use of Funds in FY 2013

Revenue Source	Description	FY 2013 Budget
Forfeitures		
Sheriff		
Forfeitures--US Department of Justice	The Sheriff's Office receives equitable sharing payments from the Department of Justice for assistance in forfeiture cases. The money's primary use is for law enforcement equipment.	269,500
Subtotal, Forfeitures		\$269,500
Grants		
Community Services		
Census Committee	Funds used for population/census related educational materials.	167
NC Humanities Council / Ben Franklin Grant	Funds used for Library educational programming.	1,121
Library Community Grants	Funds used for Library educational programming.	495
Pros Community Grants	Funds used for Parks projects.	150
Parks - Unallocated grants	Funds will be used for systemwide park projects.	20,000
Library - Unallocated grants	Funds will be used for systemwide programming.	25,000
Fire and Emergency Management		
Progress Energy	Progress Energy funds one position and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plan.	147,000
Human Services		
Susan G. Komen Foundation	This grant supports the Educate Our Women program, funded by the Susan G Komen Foundation. Provides education and mammogram screening outreach services to African American and Latino women in eastern and southern Wake County.	74,987
Smart Start	This grant supports the Health, Safety and Nutrition Technical Assistance program, funded by Smart Start. Funds allow child care health consultants to provide health, safety, and nutrition consultations to 150 one-star to three-star rated child care centers and homes.	375,102
North Carolina Department of Health and Human Services	The Farmworkers Health Grant is funded by NC DHHS. Provides funding to support the primary health care for migrant farmworkers.	165,011
North Carolina Department of Health and Human Services	Migrant Dental grant is funded by NC DHHS. Provides funding to support oral health care for migrant farmworkers.	12,000
Ryan White Foundation	Ryan White Title III grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing,	562,478
NC Department of Juvenile Justice and Delinquency Prevention	The Community Based Youth Gang Prevention Grant funds gang prevention and intervention efforts to be implemented by Haven House Inc. Haven House will implement a three pronged strategy of 1) gang outreach, 2) after school/recreation, and 3) Multisystemic Family Therapy.	74,203

Grants and Donations

Planned Use of Funds in FY 2013

Revenue Source	Description	FY 2013 Budget
Appalachian State University	Parents Matter! is an evidence-based prevention program for parents of pre-teens (9-12). This community-level family prevention program is designed to enhance protective practices and promote parent-child discussions about sexuality and sexual risk reduction.	1,415
Private Donations	The Child Welfare Donations Fund is supported by donations and external contributions to support activities related to youth in Foster Care.	3,000
Private Donations	The Foster Care Evening of Elegance Fund supports an annual fundraising event to support youth in Foster Care. The event is sponsored by Wake County Human Services in collaboration with faith based and non-profit organizations in Wake County.	5,000
Private Donations	The Foster Care Book Bag Drive Fund is supported by donations and external contributions received to provide school supplies for youth in foster care.	5,000
Private Donations	Donations received to support the East Wake Gang Prevention Partnership.	473
Private Donations	The Williams/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	4,000
Private Donations	The Kid First Fund is supported by donations and external contributions to provide childcare assistance to eligible families in Wake County.	6,750
Private Donations	School Buddies provides book bags and school supplies to low income families throughout Wake County right before the beginning of the school year. Book bags and supplies are donated by the public.	200
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association does all the marketing, and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated wood, and uses volunteers to get the wood chopped and to households in need.	70,000
Private Donations	The 4-H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	79,425
Drug Treatment Court Sheriff	Administration of the Wake County Drug Treatment Court	127,523
Citizen's Well-check Program	The Citizen's Well-check Program sends automated calls to Seniors who register for the Program. If a Senior does not answer, an emergency contact is called and a deputy responds, if needed.	5,000
Project Lifesaver	Project Lifesaver is a rapid response program that locates people with brain disorders (i.e., Alzheimer's, Autism, Down's Syndrome, and Dementia) who wander away from their caregivers.	10,000
Subtotal, Grants		\$1,775,500
FUND TOTAL		\$2,045,000

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Housing and Community Revitalization

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	494,255	441,044	530,058	454,080
Contractual Services	4,470,676	3,886,019	6,104,880	3,912,300
Supplies, Materials and Other Charges	64,056	59,937	57,392	57,620
Capital Outlay	—	—	680	—
Budget Reserves	—	—	(39,725)	—
Expenditure Totals	\$ 5,028,987	4,387,000	6,653,285	4,424,000
Revenues:				
Federal	4,885,169	3,193,743	5,464,187	3,195,980
State	—	—	—	—
Local	—	—	—	—
Charges For Services	293,067	363,257	340,206	398,020
Interest Income	193	—	58,615	—
Miscellaneous	—	—	(39,725)	—
Transfers	650,000	830,000	830,000	830,000
Revenue Totals	\$ 5,828,429	4,387,000	6,653,285	4,424,000
Number of FTE's	6.75	6.75	6.75	6.75

DEPARTMENT 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, and Wake County capital funds. In addition, the Fund receives Federal Emergency Shelter Grant and Housing Opportunities for Persons with AIDS 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 in May 2010. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

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 programs are for homeowners and renters earning less than 40 percent Annual Median Income (AMI) per year, homeless individuals and families, and non-homeless individuals and families with special needs.

These populations were selected for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and this coordinates with other efforts such as the Ten Year Plan to End Homelessness.

To address the housing and community development needs of these population groups, Housing and Community Revitalization administers programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

Housing Production: Wake County solicits proposals from 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 income. Developers repay the loans over a 20-30 year period. HCR estimates that it will serve approximately 60 families in FY 2013 through rental unit production.

Housing Rehabilitation: HCR makes loans to help homeowners repair their sub-standard houses. The loans are amortized at a 0-3 percent interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. This program provides loans for 10-12 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profits for public facilities improvements and rehabilitation of buildings used for public purposes. HCR estimates that it will serve approximately 1,126 families in FY 2013 through public facility improvements.

Rental Subsidies: HCR funds 80 rental subsidies for persons with mental illness. This enables disabled and low-income people to afford safe, decent, stable housing.

and provide rental assistance for two families that are part of the Support Circles program.

FY 2013 DISCUSSION

The FY 2013 HCR budget decreased by \$2,229,285 from the FY 2012 Amended budget of \$6,653,285 due to prior year grants moved to the Affordable Housing Fund from the Grants and Donations in FY2012.

As part of the one-year action plan presented to the Board of Commissioners in May 2012, HCR outlines the outcomes that it expects to achieve in FY 2013. These include plans to help homeowners repair substandard housing and emergency repairs, as well as implementation of a rehabilitation program to assist elderly and disabled people in making accessibility and mobility retrofits to homes; construction of a playground in Knightdale, road improvements in Morrisville and Rolesville, renovation of a community center in Wake Forest; provide funds for 60 additional affordable rental units; and provide funds for eighty rental subsidies for people who are mentally ill and homeless.

The County will continue to pursue a homeless employment initiative, as well.

MAJOR ACCOMPLISHMENTS

During FY 2012, HCR completed the following projects which are funded by three primary sources.

Community Development Block Grant (CDBG): Repaired the homes of five low-income families; made 39 grants to very low-income families to assist with emergency repairs to their homes; completed a sidewalk project in Garner; and completed street improvements in Apex.

Home Investment Partnerships (HOME): Provided funding for the development of affordable rental housing.

County Capital Funds (CIP): Funded the development of affordable rental housing; provided funding for 70 rental subsidies for persons with a mental illness; funds were also spent to fund the salary of the Support Circles coordinator position

Major Facilities

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Carolina Ballet	—	—	—	—
Cary Hold Harmless - Occupancy	724,825	713,085	804,556	791,364
Cary Sports Venues	—	—	—	400,000
Centennial - Debt Service	5,208,756	5,207,756	5,207,756	5,207,715
Centennial Authority Facility Improvements	1,000,000	1,000,000	1,000,000	1,000,000
Centennial Authority Operation 7%	1,920,753	1,934,182	2,117,616	2,100,735
Convention Center	14,142,787	14,295,301	16,366,987	16,176,116
Greater Raleigh Convention And Visitors Bureau	3,871,375	3,812,676	4,270,029	4,204,070
Green Square	900,000	900,000	900,000	800,000
NC Museum of Art	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Annual Distribution - \$1M	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Hold Harmless - Occupancy	680,000	680,000	680,000	680,000
St. Augustine's	100,000	100,000	100,000	100,000
Transfer To Debt Service	991,000	991,000	991,000	991,000
Transfer to GF-Food Admin	542,486	553,714	595,000	593,342
Transfer to GF-Occ Admin	448,345	441,286	498,000	489,658
Unallocated and Other	—	—	—	—
Wake Annual Transfer To CIP	1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	\$ 33,530,328	33,629,000	36,530,944	36,534,000

Revenues:

Carolina Ballet	—	—	—	—
Cary Hold Harmless - Occupancy	724,825	—	—	—
Centennial - Debt Service	5,209,000	—	—	—
Centennial Authority Facility Improvements	1,000,000	—	—	—
Centennial Authority Operation 7%	1,920,753	—	—	—
Convention Center	14,142,787	—	—	—
Greater Raleigh Convention And Visitors Bureau	3,871,375	—	—	—
Green Square	—	—	—	—
Interests on Monthly Prepared Food/Occup	(35,452)	—	—	—
NC Museum of Art	1,000,000	—	—	—
Non-departmental	2,145,334	—	—	—
Occupancy Rev Allocation Out	(15,994,845)	—	—	—
Occupancy Rev and 3% Adm	14,892,601	14,703,000	16,588,983	16,317,000
Prepared Food & Beverage Tax Div	18,135,107	18,448,734	19,830,253	19,772,000
Prepared Food Distribution Amounts	(19,131,471)	—	—	—
Raleigh Annual Distribution - \$1M	1,000,000	—	—	—
Raleigh Hold Harmless - Occupancy	680,000	—	—	—
St. Augustine's	100,000	—	—	—
Transfer To Debt Service	991,000	—	—	—

Major Facilities

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Transfer to GF-Food Admin	542,444	–	–	–
Transfer to GF-Occ Admin	448,345	–	–	–
Unallocated and Other	2,566,239	477,266	111,708	445,000
Wake Annual Transfer To CIP	1,000,000	–	–	–
Revenue Totals	\$ 35,208,043	33,629,000	36,530,944	36,534,000
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct contributions include the City of Raleigh, Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through an Interlocal Agreement and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, seventeen amendments have been approved to determine the use of uncommitted funds.

Projects that have received or scheduled to receive funds include: the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, and Yates Mill Pond Park.

FY 2013 DISCUSSION

Interlocal Agreement amendments approved by the Raleigh City Council and County Board of

Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the RBC Center through Fiscal Year 2020 and the third amendment authorizes debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled “Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2010)” summarizes approved projects and payment schedule.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds. The public review was held between February 2011 and March 2012 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives includes a capital maintenance plan for the Raleigh Convention Center, an update to the PNC Arena capital maintenance plan, and benchmarking data comparing the Raleigh Convention Center's funding sources and operational

expenses to other similar convention center facilities. The review included several recommendations that require approval of the Raleigh City Council and the Wake County Board of Commissioners and consideration is expected in June 2012. The recommendations, among others, will include: 1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program; 2) reaffirming the

funding schedule for the 15 percent Uncommitted Funds; and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues. The budget includes all recommendations that will affect FY 2013.

Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (April 2010)

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	RBC Center	St. Augustine's College Track	Whitewater Park**
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	150,000
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,000,000	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,000,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	1,000,000	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,000,000	100,000	-
2017	1,700,000	1,000,000	-	-	1,000,000	-	-
2018	2,600,000	-	-	-	2,000,000	-	-
2019	2,000,000	-	-	-	2,000,000	-	-
2020	-	-	-	-	5,000,000	-	-
2021	-	-	-	-	5,500,000	-	-
2022	-	-	-	-	1,000,000	-	-
2023	-	-	-	-	-	-	-
Total	10,000,000	15,000,000	250,000	6,000,000	26,000,000	1,000,000	150,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** Appropriations have not yet been made and are pending executed funding agreements.

Revaluation Reserve

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	—	—	—	—
Contractual Services	95,770	—	—	—
Supplies, Materials and Other Charges	—	—	—	—
Debt	—	—	—	—
Transfers Out	2,605,142	—	—	—
Expenditure Totals	\$ 2,700,912	—	—	—
Revenues:				
Interest Income	3,834	—	—	—
Other Financing Sources	—	—	—	—
Transfers	850,000	—	—	—
Revenue Totals	\$ 853,834	—	—	—
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Beginning in FY 2012, the management of revaluation reserves will be retained within the General Fund as a subfund of the Revenue Department. The Revaluation Reserve Fund, as a special revenue fund, will no longer be used. Please refer to the Revenue Department for specific information and budgeted amounts for the Revaluation Reserve Subfund.

Corporate Fleet Fund

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	848,256	860,835	860,835	874,490
Contractual Services	205,536	242,351	242,351	301,563
Supplies, Materials and Other Charges	3,649,470	3,422,604	3,455,951	4,162,697
Capital Outlay	3,797,957	2,674,210	4,107,355	3,164,688
Debt	300,508	–	–	–
Budget Reserves	–	1,044,000	2,717,316	256,562
Expenditure Totals	\$ 8,801,727	8,244,000	11,383,808	8,760,000
Revenues:				
Charges For Services	7,338,792	7,800,804	8,330,110	8,174,136
Interest Income	37,431	40,000	40,000	40,000
Miscellaneous	622,563	403,196	403,196	435,862
Other Financing Sources	–	–	937,186	110,002
Transfers	2,000,000	–	1,673,316	–
Revenue Totals	\$ 9,998,786	8,244,000	11,383,808	8,760,000
Number of FTE's	14.00	14.00	14.00	14.00

DIVISION PURPOSE AND GOALS

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible Fleet to Wake County and its customers, consistent with the Corporate Fleet Plan. Fleet Services Division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset, Service and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

MAJOR ACCOMPLISHMENTS

Achieved ASE (Automotive Service Excellence) Blue Seal Certification: ASE offers a recognition opportunity for highly qualified repair facilities, which allows them to showcase their technicians and their commitment to excellence. It is called the Blue Seal of Excellence Recognition Program. The program's emphasis is to identify establishments with a large percentage of ASE-certified professionals. It is a recognition program for businesses striving to be the best, and willing to prove their commitment.

Achieved EVT (Emergency Vehicle Technician Certification Commission) training and certification for technicians who are primarily dedicated to working on ambulances. Training enhances skills required to service and repair ambulance chassis and modules. Efficiencies allow reduce down time for ambulance repairs.

Awarded one of the Top 100 Best Fleets in North America from Government Fleet: The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry. This was the second consecutive year receiving this recognition.

Opened second parts inventory. This houses all specialty equipment for emergency vehicles. This is an enhancement to prior practice where departments purchased and controlled their own inventory. The transition includes all parts bid, ordered and received by Fleet Operations. Parts are now secured and proper inventory management practices are in place.

Corporate Fleet Fund

This has increases installation efficiencies for emergency vehicles.

Continuing development of Fleet Management system to better track, report and share fleet data.

Updated electronic security equipment in Fleet Operations ensuring security to Parts Inventory and Install shop.

Replacement of 4 vehicle lifts that were at life cycle.

Increased AIM unit installation on 20% of fleet. AIMs allow tracking of vehicles fuel use, mileage, idle time and engine performance.

Transitioned Six Forks ambulance and vehicle fleet into Wake County's overall inventory.

Worked with EMS to develop specifications, bid and award ambulance remount RFP. This new process is to take a retired ambulance, replace the chassis, recondition and remount the ambulance module. This new direction saves in excess of \$40,000 on each ambulance. This bid included 5 units for a savings of approximately \$200,000.

FY 2013 DISCUSSION

Prepare replacement schedule for remainder of vehicle lifts at life cycle.

Communicate Fleet Management information with our partnering departments.

Share vehicle idle data collected by our Fuel AIM system to give departments opportunity to develop their own fleet idle policy and goals.

Update parking policy and prepare parking plan for upcoming Wake County Justice Center.

Prepare RFP for market survey analysis.

Collect data and develop business case to determine value of an automated Pool Management System.

HORIZON ISSUES

Achieving fuel reduction through conservation techniques and alternative energy vehicles.

Corporate Fleet Fund

Summary of Services and Performance Measures

Service Area: Fleet: Asset Management/ Service/ Fuel

Description: To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Number of gallons of fuel consumed	1,010,659	998,559	921,461	N/A
Number of vehicles per mechanic	125	128	112	100
Number of vehicles owned by County	873	894	894	N/A
Number of vehicles leased to County departments and partners	770	787	787	N/A

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Solid Waste Management

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	927,725	977,822	977,822	1,142,555
Contractual Services	6,612,294	8,536,149	8,559,044	8,867,404
Supplies, Materials and Other Charges	330,372	885,754	885,754	974,233
Capital Outlay	—	—	—	96,800
Debt	4,643	5,275	5,275	5,275
Budget Reserves	—	12,000	12,000	220,733
Transfers Out	2,253,000	1,804,000	1,804,000	1,556,000
Expenditure Totals	\$ 10,128,033	12,221,000	12,243,895	12,863,000
Revenues:				
Federal	—	—	—	—
State	1,546,434	1,235,081	1,235,081	1,230,464
Charges For Services	7,371,649	7,496,911	7,496,911	7,679,828
Licenses & Permits	8,800	6,500	6,500	6,500
Interest Income	395,402	357,000	357,000	357,000
Miscellaneous	647,090	2,273,508	2,273,508	2,702,208
Other Financing Sources	—	—	22,895	—
Transfers	1,190,000	852,000	852,000	887,000
Revenue Totals	\$ 11,159,375	12,221,000	12,243,895	12,863,000
Number of FTE's	14.00	14.00	14.00	14.00

DEPARTMENT PURPOSE AND GOALS

The mission of the Solid Waste Management Division is to protect the public health and safety of Wake County by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible. The Division works collaboratively with municipalities to plan and implement a comprehensive, integrated, county-wide solid waste management system which addresses the community needs without costly duplication of efforts.

The Solid Waste Management system does the following: 1) Provides the maximum opportunity practicable for waste reduction, reuse, and recycling with a variety of incentives, policies, and ordinances. It offers a convenient method for residents for waste disposal and to recycle a wide range of materials. 2) Monitors and enforces illegal dumping and littering.

It also regularly collects and disposes of roadside litter. 3) It is responsible for the maintenance of several closed County landfills located within the County. A team of environmental specialists regularly monitor and maintain the sites according to regulations specified by the Department of Environmental Services of North Carolina. Groundwater protection, landfill gas management and erosion control are the most important aspects of closed landfill maintenance. 4) It has a staff of environmental educators to ensure the Wake County residents, and school children are informed and educated about the importance of recycling and other environmental issues. 5) It has a secure, transparent, and equitable funding system to cover the cost of the current and future solid waste management programs addressing waste disposal and recycling.

Solid Waste Management

Summary of Services and Performance Measures

Service Area: Solid Waste - County Operations

Description: The Solid Waste Management - County Operations Division operates 17 sites conveniently located throughout the county offering easy access for trash and recycling materials. The County manages and operates 11 convenience centers specifically designed for residents' solid waste disposal and recycling needs; two multi-material sites

accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses, as well as debris from homeowners' house remodeling projects; and two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides, automobile fluids, and/or propane tanks.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Efficiency				
Dollars Collected through the Sale of Recyclable Materials	641,274	996,753	1,400,000	1,500,000
All Sites Operations Cost Per Ton	70	70	70	70
Effectiveness				
Number of Days Open for Household Hazardous Waste (HHW) Collection	305	305	305	305
Tons of Recyclables Diverted from Landfill	30,000	30,000	30,000	50,000
Input				
Tons Collected at Convenience Centers (including recyclables and solid waste)	68,810	70,000	72,000	80,000
Tons Collected of Household Hazardous Waste (HHW)	850	850	850	1,000
Tons Collected of White Goods (Large Appliances)	504	505	505	505

South Wake Landfill

Fund Summary

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted
Expenditures:				
Salary / Benefits	218,098	216,375	216,375	223,044
Contractual Services	9,078,112	9,160,904	9,175,804	9,146,137
Supplies, Materials and Other Charges	3,368,529	4,331,721	4,331,721	3,859,819
Debt	—	—	—	—
Budget Reserves	—	—	—	—
Transfers Out	1,190,000	852,000	852,000	887,000
Expenditure Totals	\$ 13,854,739	14,561,000	14,575,900	14,116,000
Revenues:				
Charges For Services	15,146,528	14,560,763	14,560,763	14,116,327
Interest Income	90,531	—	—	—
Miscellaneous	0	237	237	(327)
Other Financing Sources	—	—	14,900	—
Transfers	—	—	—	—
Revenue Totals	\$ 15,237,058	14,561,000	14,575,900	14,116,000
Number of FTE's	5.00	5.00	5.00	5.00

DEPARTMENT PURPOSE AND GOALS

The South Wake Landfill Partnership was created to provide the most efficient, effective and sustainable long-term waste disposal services to all the citizens of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity.

Wake County and 11 municipalities are in a collaborative Interlocal Agreement and have jointly undertaken the development, operations, and use of the South Wake Landfill (SWLF) and the East Wake Transfer Station. By pooling their residential Municipal Solid Waste (MSW) quantities, the partners have improved the economy and predictability of the waste disposal needs for the next 28 years. This is accomplished while maintaining landfill tipping fees among the lowest 25 percent in North Carolina.

South Wake Landfill

Summary of Services and Performance Measures

Service Area: Solid Waste - Partnership Operations

Description: The Solid Waste Management Division's Partnership Section is responsible for the operations, and financial management of two sites that are regulated by the North Carolina Department of Environmental Services and accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is

owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement among 11 other Wake County local governments.

Key Measures	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target	Desired Level
Input				
Tons Received at South Wake Landfill	426,901	400,000	400,000	500,000
Number of Trucks across East Wake Transfer Station Scales	40,201	38,000	38,000	50,000
Number of Trucks across South Wake Landfill Scales	42,000	40,000	40,000	45,000
Tons Received at East Wake Transfer Station	255,097	240,000	240,000	270,000

Introduction and Highlights

Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens. Continuing this tradition, the FY 2013 - 2019 Community Improvement Plan (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 also considered a capital expenditure, even if the land is acquired to preserve Open Space, and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$551.3 million. Of this amount, \$76.7 million represents the FY 2013 capital budget.

Wake County's capital program is funded through a variety of sources including transfer from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding from the Fire Tax, Major Facilities Fund, and the Solid Waste Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioner's financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments. The FY 2013 - 2019 CIP includes 15.50 cents of the 53.4 cents property tax rate dedicated to debt and capital.

Wake County continues to respond to a different economy than what the County experienced only three to five years ago. Property tax growth, which had averaged growth of 5.5 percent annually during periods of high growth in the County, is projected to grow for 2013, but not nearly at the same rate as in the past. For FY 2013, growth in assessed value is projected at 1.25 percent from the FY 2012 adopted budget. In prior years, projects were based on

conservative growth in the assessed value of 3.5 percent per year. Projects in the FY 13-19 CIP are not based on this high rate of growth as the growth in the assessed value is not expected to reach 3.5 percent until FY18. Accordingly, the cash funded projects in the CIP which are funded by a portion of the property tax dedicated to debt and capital are planned according to more moderate growth projected in the County's assessed value.

The FY 2013 - 2019 CIP continues to address slower economic growth by continuing to modify previously planned bond issuances. Planned bond issuances for Libraries and Open Space are accommodated within the moderate growth projected for the County.

Market events during Fall 2008 continue to influence appropriations in the FY 2013 - 2019 CIP. Wake County continues to not appropriate funds for debt funded projects until such debt has been secured. Appropriations for bond funded projects that have not yet been issued, while shown in the CIP, will be appropriated by the Board of Commissioners once bonds are issued for the project. This approach ensures that the County has sufficient funds on hand prior to the award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market.

The FY 2013 - 2019 CIP maintains the County's strategic, long-term approach to capital facilities. The FY 2013 - 2019 CIP maintains the County's policy regarding the ratio of debt-to-cash financing of capital projects and maintains sustainable debt repayment schedules.

Highlights of the FY 2013 - 2019 CIP

The \$551.3 million FY 2013 - 2019 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, such as roofing repairs budgeted in the County Building Improvements Element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its

Introduction and Highlights

service delivery, such as the construction of the Wake County Justice Center. Most non-routine capital projects in the FY 2013 - 2019 CIP are driven by the County's rapid growth.

Highlights of the seven-year plan are presented below. More information about 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 largest local education agency in North Carolina, and while the rate of enrollment growth has slowed in the past three years, enrollment is still projected to grow by 3,731 students for the 2012-2013 school year. Total enrollment, excluding charter school students, is estimated at 150,418 students for 2012-2013. Updated student population projections show a total of approximately 187,000 students in the system by fall 2020.

The FY 2013 - FY 2019 CIP is a funded plan. As all general obligation bonds authorized by the voters in November 2006 in support of CIP 2006 have been sold, no more bond authorization remains. The Wake County Public School System is beginning research and planning regarding a future school bond proposal which would inform future CIP plans and would be shown in subsequent capital plans.

Wake Technical Community College

The FY 2013 - 2019 Community Improvement Plan includes \$220.7 million for Wake Technical Community College. Wake Technical Community College has developed a \$210.2 million Capital Program for FY 2013 - 2016. A general obligation bond referendum is planned for November 2012 in order to authorize \$200 million of general obligation bonds, in addition to \$10.2 million of cash funding, to support the new capital program. The \$210.2 million Wake Tech Building Program includes additional facilities at Northern Wake Campus, expansion of the Public Safety Campus, construction at the Research Triangle Park (RTP) Campus and repairs and renovations collegewide. The FY 2013 - 2017 CIP also includes funding of \$1.5 million per year for repair, renovations and minor capital for Wake Tech. All projects

included in the 2007 Building Program have been funded.

Automation

The FY 2013 - 2019 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Included in the funds for Major Projects are dollars for the Document Management System, Public Health System Replacement System in Human Services, Telecom Infrastructure, Planning and Permitting Replacement System and dollars for eWake.

County Buildings

The FY 2013 - 2019 CIP maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for re-roofing and building systems projects at County buildings, for minor renovations, and for improvements identified in facility condition assessments.

Criminal Justice

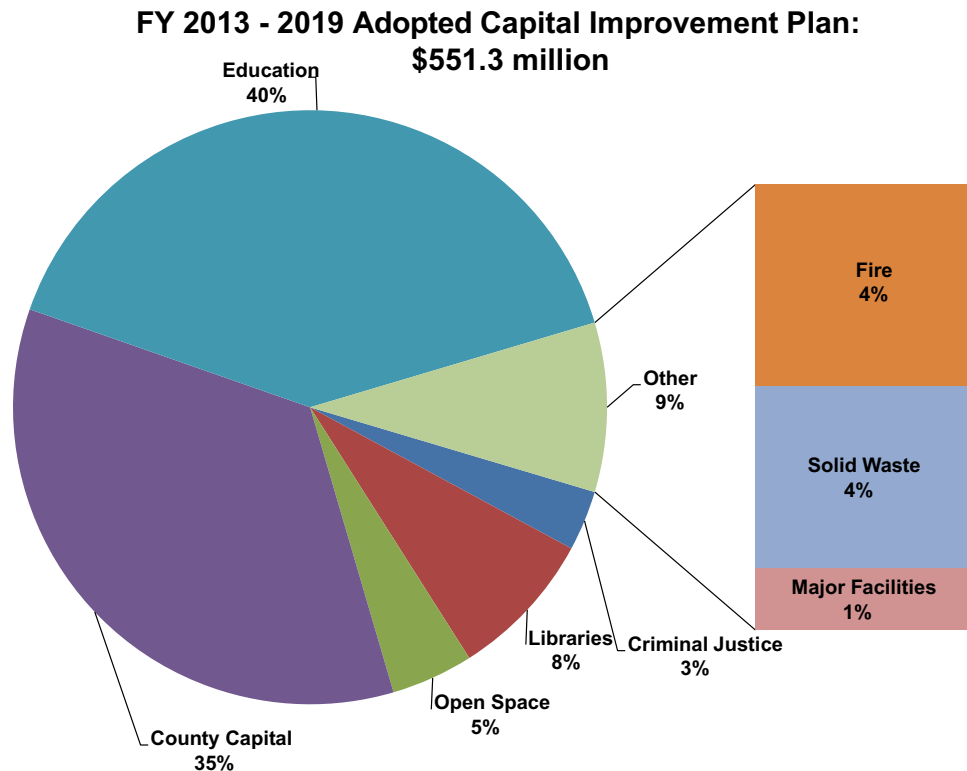
The County's rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY 2013 - 2019 CIP continues to implement the Criminal Justice Master Plan. Funding is provided in FY 2013 for the renovation of the Public Safety Center, Existing Courthouse Renovations, Detention Security, and Court Displacements while the new Justice Center is being completed.

Libraries

The FY 2013 - 2019 CIP includes bond funds in support of new library projects. Funding is earmarked to the last remaining project approved in the 2003 building program as well as libraries authorized in 2007. The FY 2013 - 2019 CIP includes several significant schedule changes for library projects approved by voters due to slower economic growth and modifications to the County's bond sale schedules. Construction and renovation of six library

Introduction and Highlights

and several facility upgrade projects will now start in FY 2013 and will stretch until FY 2019.



Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

During November 2007 the voters of Wake County approved a \$50 million bond referendum to continue the program's efforts and maintain exemplary status as one of the nation's best Open Space preservation initiatives. The current CIP anticipates planned bond sales to provide the remaining \$21 million in voter authorized bond funding for open space acquisitions from FY 2013-2014.

Emergency Medical Services Master Plan

The facilities master plan for Emergency Medical Services has been updated over the past year to address needs in the coming years with a goal of updating response time data and demographics. The FY 2013 - 2019 CIP plans to address these issues with the planned addition of stations in the Brier Creek, Knightdale South, New Hope, Zebulon, and Wendell Falls areas.

800 MHz Master Plan

Wake County developed an 800 MHz Master Plan to prepare for necessary replacements and upgrades of emergency communication equipment. The plan includes replacing paging and radio equipment as well as upgrading simulcast technology. Portions of the cost are paid from the Fire Tax CIP, with the County receiving Federal COPS Grants funding to

Introduction and Highlights

offset much of the cost associated with equipment used by Law Enforcement personnel.

Prior CIP funding supported an analysis of the current system (coverage, performance, etc.), evaluation and development of upgrade/replacement strategies with the current North Carolina State Highway Patrol partnership, evaluation of neighboring communications systems and possibilities of partnerships, and lastly cost estimates of the replacement options available. Based upon the analysis, the FY 2013 - 2019 includes the exploration of options for replacement of the 800MHz infrastructure.

Capital Budget Process

The County develops and manages its long-term community improvement plan in three steps: Needs assessment, project prioritization and 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 FY 2013 - 2019 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 ensure the County allocates funding to make 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 Finance, Facilities Design and Construction, Information Services, and General Services Administration meet annually with other County departments who are 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 projects and to explain the impact on service delivery. One example of a project added to the CIP through this process is a Laboratory Information Management System for CCBI.

Project Prioritization

Within 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 user teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

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.

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.

Capital Budget Process

Maintain the integrity of current capital assets. Projects such as roof replacements and space renovations that improve service delivery illustrate these types of projects

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

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.

Expand the County's service delivery role with investments in facilities or infrastructure.

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 the Finance Department, Facilities Design and Construction and General Services Administration conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, the Finance Department uses the County's long-term financial planning model to assess 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 a portion of the prop-

erty 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.

Debt Funding

The County also funds the capital plan with long-term debt. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19 percent of the next year's debt service expenditures;

Maintain a debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

Capital Budget Process

A further discussion of the financial planning model is behind the “Financial Planning Model” tab within this book.

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 <i>Ad Valorem</i> tax revenues, general obligation bonds, or limited obligation bonds. 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 Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	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	These projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

Throughout the document, the following information is presented for each element:

Financial Summary: Presents the FY 2013 appropriation (a financial commitment by the Board of Commissioners), FY 2014-2019 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2014-2019 will be refined as design, engineering, and cost studies are completed during FY 2013 and beyond.

Seven-Year CIP Summary: A synopsis of each element’s physical and financial scope, and the time-frame for completing major projects and phases.

History/Background: This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

Project Accomplishments in FY 2012

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 about each planned project and how the capital dollars will be spent.

How to Read the Community Improvement Plan

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 the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The Operating Budget Impact table (highlighted later within this section) shows the known operating impact on the General Fund for the projects planned in the FY 2013 - 2019 CIP; more detailed information is shown on individual project pages within this document. 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. It should be noted that estimates are refined as the project moves forward in the CIP.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to renovate in intake area at Swinburne will have minimal impact on the cost of maintaining the space and will not require additional staff. However, the construction of new libraries will require new operating funds for both staff and facility maintenance which will need to be funded in future operating budgets. In some cases, operating impacts are provided for equipment acquisition. In these instances, the increased cost reflects additional resources needed to maintain the new equipment.

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Operating Budget Impact

New General Fund Operating Impact

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY2018	FY2019	TOTAL
County Capital Elements								
Automation	\$62,000	\$257,000	\$522,000	\$520,000	\$520,000	\$519,000	\$566,000	\$2,966,000
County Building Improvements								
Criminal Justice	\$ 1,091,000	\$3,200,000						\$4,264,000
Libraries		\$29,000	\$1,268,000	\$383,000	\$202,000	\$1,326,000	\$465,000	\$3,673,000
Public Safety								
Wake Technical Community College				\$315,346	\$951,398	\$1,695,447		\$2,962,191
Fire Tax District*								
Solid Waste*								
Total Operating Budget Impact	\$1,153,000	\$3,486,000	\$1,790,000	\$1,218,346	\$1,673,398	\$3,540,447	\$1,031,000	\$13,892,191

Some operating costs associated with certain elements (like the Fire Tax District and Solid Waste, which are denoted with an asterisk) are not borne by the General Fund and are therefore, not shown here.

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 the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The table above shows the known operating impact on the General Fund for the projects planned in the FY 2013 - 2019 CIP; more detailed information is shown on individual project pages within this document. When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates for future years. It should be noted that estimates are refined as the project moves forward in the CIP.

Some capital projects 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 Wake County Justice Center requires new operating budget dollars for both staff and facility maintenance which have been included in the FY 2013 Adopted Budget. In some cases, operating impacts are provided for equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

The Wake Technical Community College FY 2013 - 2016 Master Plan, and associated referendum planned for November 2012, has a cumulative operating impact of \$3 million.

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; more discussion of horizon issues may be found on some of the respective element pages.

Element	Project	Cost Estimate
Automation	Telecom Improvements	\$13,000,000
	Aerial Photography	440,000
	Topographic Mapping	600,000
	Business Applications	1,050,000
County Building Improvements	North Wake Landfill Refueling Station	835,000
	Western Regional Center	7,688,000
	Board of Elections Space	2,000,000
	Firearms Training Center	1,000,000
	Falls Lake Water Monitoring	TBD
	Planning for Refit of County Space Vacant Space	TBD
Parks	Future Park Construction	26,300,000
	Park, Recreation and Open Space Master Planning	305,000
Public Safety	Fuquay Varina North EMS Station	1,847,000
	Wendell Main Replacement EMS Station	1,682,000
Education	Wake County Public School System Building Program	TBD
Total	All Horizon Projects	\$56,747,000

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of June 25, 2012

The FY 2013 - 2019 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2013 Adopted Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2013 - FY 2019 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of June 25, 2012 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under remaining expenditure authority indicates that grant funded revenues have not yet been realized.

Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over / (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
62 Automation CIP							
Division: 6210 Major Automation Projects							
210A	Major Systems - Property Tax	\$ 150,000.00	\$ -	\$ 150,000.00	\$ 60,035.32	\$ 70,287.72	\$ 79,712.28
236A	Major Projects General	20,309.89	-	20,309.89	-	-	20,309.89
237A	DSS Document Management	1,250,000.00	-	1,250,000.00	711,784.35	1,018,343.31	231,656.69
238A	Public Health System Replacement	2,207,500.00	-	2,207,500.00	4,594.56	4,594.56	2,202,905.44
240A	eWake Upgrade	1,032,065.94	-	1,032,065.94	997,000.00	997,000.00	35,065.94
243A	Automated Call Distribution Platform Replacement	532,000.00	-	532,000.00	-	-	532,000.00
244A	Jail & Records Management System Upgrade	80,000.00	-	80,000.00	29,362.93	29,362.93	50,637.07
245A	LR/CAMA Support In-House	100,000.00	-	100,000.00	90,041.69	99,852.69	147.31
246A	ROD Books	250,000.00	-	250,000.00	138,510.00	250,000.00	-
247A	Reval Projects	175,000.00	-	175,000.00	-	-	175,000.00
261A	Business Applications Holding	99,231.84	-	99,231.84	-	18,000.00	81,231.84
262A	HS PrimeCare Project	18,479.00	-	18,479.00	9,433.61	17,433.61	1,045.39
263A	Childcare Subsidy Automation Project	70,307.00	-	70,307.00	70,307.00	70,307.00	-
264A	Dental Practice Management System	156,500.00	-	156,500.00	9,564.51	14,387.58	142,112.42
Total Division: 6210 Major Automation Projects		\$ 6,141,393.67	\$ -	\$ 6,141,393.67	\$ 2,120,633.97	\$ 2,589,569.40	\$ 3,551,824.27
Division: 6220 Business Applications							
006A	Mental Health System Migration	\$ 2,147,000.00	\$ -	\$ 2,147,000.00	\$ 1,911,794.52	\$ 1,977,547.99	\$ 169,452.01
052A	WCSC Automation Upgrades	862,477.00	32,072.77	862,477.00	847,797.55	861,637.98	32,911.79
204A	Risk Management System	110,400.00	-	110,400.00	106,858.75	108,945.00	1,455.00
Total Division: 6220 Business Applications		\$ 3,119,877.00	\$ 32,072.77	\$ 3,119,877.00	\$ 2,866,450.82	\$ 2,948,130.97	\$ 203,818.80
Division: 6230 Computer Equipment							
059A	General Computer Equipment's Replacement	\$ 546.20	\$ -	\$ 546.20	\$ 546.20	\$ 546.20	\$ -
248A	New Equipment 2012	1,901,477.09	-	1,901,477.09	1,464,990.55	1,876,461.85	25,015.24
249A	Maintenance Libraries 2012	20,000.00	-	20,000.00	3,548.75	3,548.75	16,451.25
250A	Maintenance Upgrade 2012	20,000.00	-	20,000.00	3,580.41	3,580.41	16,419.59
251A	Maintenance Repairs 2012	10,000.00	-	10,000.00	6,182.69	6,182.69	3,817.31
252A	Telephone Equipment 2012	50,000.00	-	50,000.00	32,168.99	32,168.99	17,831.01
Total Division: 6230 Computer Equipment		\$ 2,002,023.29	\$ -	\$ 2,002,023.29	\$ 1,511,017.59	\$ 1,922,488.89	\$ 79,534.40
Division: 6240 Enterprise Network							
085A	Enterprise Network General	\$ 29,308.38	\$ -	\$ 29,308.38	\$ 17,806.25	\$ 17,806.25	\$ 11,502.13
188A	Security Strategy Implementation	198,420.84	-	198,420.84	98,410.66	98,410.66	100,010.18
224A	Application Hardware/Software 2011	403,000.00	-	403,000.00	262,738.44	262,738.44	140,261.56
226A	Telecom/Desktop/Helpdesk Tools 2011	140,000.00	-	140,000.00	124,682.72	125,728.23	14,271.77
227A	Network Services 2011	179,187.35	-	179,187.35	172,872.46	172,872.46	6,314.89
253A	Application Hardware/Software 2012	181,000.00	-	181,000.00	59,876.37	59,876.37	121,123.63
254A	CCBI and Sheriff Infrastructure 2012	97,000.00	-	97,000.00	-	-	97,000.00
255A	Telecom/Desktop/Helpdesk Tools 2012	11,095.38	-	11,095.38	11,095.38	11,095.38	(0.00)
256A	Database Operations 2012	95,000.00	-	95,000.00	91,829.24	98,431.88	(3,431.88)
257A	GIS Infrastructure 2012	160,000.00	-	160,000.00	111,484.52	111,484.52	48,515.48
258A	Network Services 2012	223,000.00	-	223,000.00	72,251.04	94,869.00	128,131.00
260A	Server Services 2012	310,000.00	-	310,000.00	120,372.19	120,372.19	189,627.81
Total Division: 6240 Enterprise Network		\$ 2,027,011.95	\$ -	\$ 2,027,011.95	\$ 1,143,419.27	\$ 1,173,685.38	\$ 853,326.57
Total 62 Automation CIP		\$ 13,290,305.91	\$ 32,072.77	\$ 13,290,305.91	\$ 7,641,521.65	\$ 8,633,874.64	\$ 4,688,504.04

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of June 25, 2012

The FY 2013 - 2019 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2013 Adopted Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2013 - FY 2019 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of June 25, 2012 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under remaining expenditure authority indicates that grant funded revenues have not yet been realized.

Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over / (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
64 Community Capital Projects							
Division: 6400 Community Capital Projects							
001C	General Community Planned Projects	\$ 105,000.00	\$ -	\$ 105,000.00	\$ -	\$ -	\$ 105,000.00
007C	Hospice of Wake County	1,500,000.00	-	1,500,000.00	1,250,000.00	1,250,000.00	250,000.00
008C	ALLIANCE MEDICAL MINISTRY	750,000.00	-	750,000.00	750,000.00	750,000.00	-
011C	Garner Veteran's Memorial	50,000.00	-	50,000.00	50,000.00	50,000.00	-
Total Division: 6400 Community Capital Projects		\$ 2,405,000.00	\$ -	\$ 2,405,000.00	\$ 2,050,000.00	\$ 2,050,000.00	\$ 355,000.00
Total 64 Community Capital Projects		\$ 2,405,000.00	\$ -	\$ 2,405,000.00	\$ 2,050,000.00	\$ 2,050,000.00	\$ 355,000.00
66 County Building Improvements							
Division: 6610 Major County Building Projects							
019B	Facilities Condition Assessment	\$ 624,148.28	\$ -	\$ 624,148.28	\$ 610,570.15	\$ 623,970.01	\$ 178.27
151B	FIREARMS ED TRAINING CTR IMPROVEMENTS	300,000.00	-	300,000.00	247,643.37	299,904.31	95.69
188B	Facility Condition Upgrades	87,065.65	-	87,065.65	86,981.63	86,981.63	84.02
200B	Mental Health Continuum	24,000,000.00	-	24,000,000.00	23,171,164.91	23,171,474.81	828,525.19
219B	WCOB Domestic Water Improvements	944,540.91	-	944,540.91	638,350.99	942,144.40	2,396.51
230B	WCOB Ext. Wall Restoration	475,000.00	-	475,000.00	422,002.72	430,421.44	44,578.56
233B	PSC Tower Elevator Modernization	942,438.99	-	942,438.99	541,237.29	925,308.02	17,130.97
247B	Board of Elections Upfit	150,000.00	-	150,000.00	131,484.72	131,484.72	18,515.28
248B	WCOB Tower Elevator Modernization	338,297.81	-	338,297.81	15,452.70	318,198.70	20,099.11
249B	Community Services Center Renovation	310,000.00	-	310,000.00	-	-	310,000.00
250B	Restack Renovations and Upgrades	104,000.00	-	104,000.00	20,639.73	45,769.73	58,230.27
Total Division: 6610 Major County Building Projects		\$ 28,275,491.64	\$ -	\$ 28,275,491.64	\$ 25,885,528.21	\$ 26,975,657.77	\$ 1,299,833.87
Division: 6630 County Building Security Projects							
222B	Security Improvements - Phase 7	\$ 315,090.93	\$ -	\$ 315,090.93	\$ 263,650.60	\$ 315,090.93	\$ (0.00)
255B	Security Improvements-Phase 8	318,814.83	-	318,814.83	-	1,706.89	317,107.94
Total Division: 6630 County Building Security Projects		\$ 633,905.76	\$ -	\$ 633,905.76	\$ 263,650.60	\$ 316,797.82	\$ 317,107.94
Division: 6640 Minor CIP Projects							
037B	General Bld Renov - Minor-General	\$ 391,856.29	\$ -	\$ 391,856.29	\$ -	\$ -	\$ 391,856.29
045B	GSA Vehicle Exhaust System Modification/Repairs	80,000.00	-	80,000.00	70,572.42	70,572.42	9,427.58
148B	Willow Springs FD Well, Pump & Tank	28,525.37	-	28,525.37	19,025.37	19,025.37	9,500.00
194B	GSA Mechanical Replacement Design	53,129.87	-	53,129.87	40,681.51	42,961.51	10,168.36
240B	PSC Data Center UPS Life Cycle Replacement	80,000.00	-	80,000.00	4,050.00	11,500.00	68,500.00
241B	GSA Server Room UPS Life Cycle Replacement	49,400.00	-	49,400.00	45,111.00	49,400.00	-
245B	HS10 Sunnybrook Backflow Preventer Replace	96,000.00	-	96,000.00	74,500.00	96,000.00	-
261B	RR - Sunnybrook Dental Piping Replacement	46,272.00	-	46,272.00	3,500.00	46,272.00	-
262B	AR - 10 Sunnybrook Intake/WIC Feasibility Study	25,306.52	-	25,306.52	16,441.87	25,073.12	233.40
263B	RR - WCOB PH1 Life Safety Improvements	105,685.00	-	105,685.00	12,024.50	105,685.00	-
264B	RR - LETC Reclaimed Water Line Replacement	100,000.00	-	100,000.00	100,000.00	100,000.00	-
265B	RR - Multi-site Paving Replacement	40,000.00	-	40,000.00	-	40,000.00	-
266B	RR - PSC Laundry Commercial Washer Replacement	96,000.00	-	96,000.00	-	-	96,000.00
267B	RR - WCOB Automatic Induction Unit Swithover	53,600.00	-	53,600.00	-	-	53,600.00
268B	RR - WCOB Boiler Room Sump Pump Replacement	30,000.00	-	30,000.00	-	-	30,000.00
269B	RR - WCOP Exterior Waterproofing	23,500.00	-	23,500.00	-	-	23,500.00
271B	RR - WCOB Water Cooler Replacement Project	21,000.00	-	21,000.00	-	20,136.41	863.59
272B	RR - Mt Auburn Vol WW Permit Suspension	45,500.00	-	45,500.00	-	39,884.50	5,615.50
273B	RR - FAEC Roof Repairs	30,000.00	-	30,000.00	-	-	30,000.00
287B	RR- PSC Sump Pump Replacement	48,583.00	-	48,583.00	-	-	48,583.00
Total Division: 6640 Minor CIP Projects		\$ 1,444,358.05	\$ -	\$ 1,444,358.05	\$ 385,906.67	\$ 666,510.33	\$ 777,847.72

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of June 25, 2012

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Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over / (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
Division: 6650 Mechanical, Electrical And Plumbing							
080B	Mechanical, Electrical & Plumbing - Gen	\$ 66,984.15	\$ -	\$ 66,984.15	\$ (491.75)	\$ (491.75)	\$ 67,475.90
246B	Swinburne Emergency Power	1,035,964.51	-	1,035,964.51	135,782.86	995,782.86	40,181.65
252B	PSC Life Safety Ventilation Replacement	1,507,400.00	-	1,507,400.00	542,960.92	1,277,876.32	229,523.68
253B	GSA Fleet Area A/C	275,000.00	-	275,000.00	196,083.22	236,807.09	38,192.91
Total Division: 6650 Mechanical, Electrical And Plumbing		\$ 2,885,348.66	\$ -	\$ 2,885,348.66	\$ 874,335.25	\$ 2,509,974.52	\$ 375,374.14
Division: 6660 Roofing Projects							
098B	Roof Replacements - General	\$ 2.26	\$ -	\$ 2.26	\$ 1.83	\$ 1.83	\$ 0.43
217B	Courthouse Roof Replacement	544,914.89	-	544,914.89	513,884.53	544,914.89	-
237B	CSC Roof Repairs	32,500.00	-	32,500.00	1,560.00	2,400.00	30,100.00
254B	Library Administration Roof Repair	540,653.40	-	540,653.40	25,102.94	36,282.94	504,370.46
270B	WCOB 11th Floor Roof	182,878.00	-	182,878.00	-	143,193.00	39,685.00
Total Division: 6660 Roofing Projects		\$ 1,300,948.55	\$ -	\$ 1,300,948.55	\$ 540,549.30	\$ 726,792.66	\$ 574,155.89
Division: 6680 Crabtree Creek Flood Control Structures							
256B	Site 1 - Sorrell's Grove	\$ 129,500.00	\$ -	\$ 129,500.00	\$ 15,120.00	\$ 18,600.00	\$ 110,900.00
257B	Site 2 - Hatcher's Grove	129,500.00	-	129,500.00	-	5,600.00	123,900.00
258B	Site 3 - Bond Lake	129,500.00	-	129,500.00	-	5,600.00	123,900.00
259B	Site 20A - Brier Creek	20,000.00	-	20,000.00	-	-	20,000.00
Total Division: 6680 Crabtree Creek Flood Control Structures		\$ 408,500.00	\$ -	\$ 408,500.00	\$ 15,120.00	\$ 29,800.00	\$ 378,700.00
Division: 6690 Other County Building Projects							
212B	Reclaimed Water	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 19,200.00	\$ 67,700.00	\$ 32,300.00
Total Division: 6690 Other County Building Projects		\$ 100,000.00	\$ -	\$ 100,000.00	\$ 19,200.00	\$ 67,700.00	\$ 32,300.00
Total 66 County Building Improvements		\$ 35,048,552.66	\$ -	\$ 35,048,552.66	\$ 27,984,290.03	\$ 31,293,233.10	\$ 3,755,319.56
68 Criminal Justice CIP							
Division: 6810 Detention Facilities							
007J	Detention Phase 2 Hammond Site	\$ 148,199,699.52	\$ 300.00	\$ 148,199,699.52	\$ 137,259,964.75	\$ 143,829,691.54	\$ 4,370,307.98
059J	ARRA - Detention Phase II Hammond Site	3,030,300.00	-	3,030,300.00	3,030,300.00	3,030,300.00	-
Total Division: 6810 Detention Facilities		\$ 151,229,999.52	\$ 300.00	\$ 151,229,999.52	\$ 140,290,264.75	\$ 146,859,991.54	\$ 4,370,307.98
Division: 6820 Detention Security							
013J	Programmable Controller	\$ 797,258.56	\$ -	\$ 797,258.56	\$ 59,761.82	\$ 111,901.07	\$ 685,357.49
054J	Detention and Security Assessment Improvements	646,891.64	-	646,891.64	478,855.96	609,890.44	37,001.20
Total Division: 6820 Detention Security		\$ 1,444,150.20	\$ -	\$ 1,444,150.25	\$ 538,617.78	\$ 721,791.51	\$ 722,358.69
Division: 6830 Judicial Facilities							
018J	General Judicial Facilities Planned Proj	\$ 1,565,096.75	\$ -	\$ 1,565,096.75	\$ 705,865.39	\$ 743,433.82	\$ 821,662.93
031J	Davie St Parking Deck	29,743,397.73	-	29,743,397.73	29,670,568.40	29,670,568.40	72,829.33
034J	CTHS Elevator Upgrade/Refurbishment	613,066.55	-	613,066.55	35,873.95	35,873.95	577,192.60
041J	Justice Facilities Displacements	\$ 6,226,000.00	\$ -	\$ 6,226,000.00	\$ 5,853,140.17	\$ 6,159,356.62	\$ 66,643.38
042J	Justice Center	182,922,269.55	-	182,922,269.55	133,668,484.76	164,943,798.61	17,978,470.94
043J	Courthouse 8th Floor Renovations	200,000.00	-	200,000.00	2,513.17	67,000.67	132,999.33
058J	Courthouse Caulking	917,649.21	-	917,649.21	742,726.98	780,748.69	136,900.52
061J	Courthouse 6th Floor Renovation	3,125,000.00	-	3,125,000.00	646,585.19	915,733.85	2,209,266.15
062J	Upper Parking Deck Abatement	50,000.00	-	50,000.00	1,312.50	35,000.00	15,000.00
Total Division: 6830 Judicial Facilities		\$ 225,362,479.79	\$ -	\$ 225,362,479.79	\$ 171,327,070.51	\$ 203,751,514.61	\$ 21,610,965.18
Division: 6840 Public Safety Center							
060J	Public Safety Center Renovations	\$ 7,191,474.96	\$ -	\$ 7,191,474.96	\$ 745,812.11	\$ 7,114,948.70	\$ 76,526.26
Total Division: 6840 Public Safety Center		\$ 7,191,474.96	\$ -	\$ 7,191,474.96	\$ 745,812.11	\$ 7,114,948.70	\$ 76,526.26

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of June 25, 2012

The FY 2013 - 2019 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2013 Adopted Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2013 - FY 2019 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of June 25, 2012 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under remaining expenditure authority indicates that grant funded revenues have not yet been realized.

Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over / (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
Total 68 Criminal Justice CIP		\$ 385,228,104.47	\$ 300.00	\$ 385,228,104.52	\$ 312,901,765.15	\$ 358,448,246.36	\$ 26,780,158.11
70 Public Libraries CIP							
Division: 7000 Library Projects							
003L	Master Libraries	\$ 88,714.51	\$ -	\$ 88,714.51	\$ 74,639.50	\$ 75,648.25	\$ 13,066.26
009L	Northeast Regional Library	6,444,685.77	-	6,444,685.77	2,069,857.72	2,181,948.84	4,262,736.93
014L	Northeastern Regional Library - Books	2,907,001.00	-	2,907,001.00	1.01	1.01	2,906,999.99
023L	Wake Forest Library	327,155.85	-	327,155.85	272,136.20	327,155.85	0.00
028L	Harrison Library FCA	1,709,000.00	-	1,709,000.00	1,643,209.42	1,663,284.42	45,715.58
029L	Olivia Raney Library FCA	510,000.00	-	510,000.00	-	-	510,000.00
036L	Green Road Library FCA	514,000.00	-	514,000.00	46,680.11	465,740.27	48,259.73
038L	Wendell Library FCA	331,472.00	-	331,472.00	298,968.11	328,103.91	3,368.09
Total Division: 7000 Library Projects		\$ 12,832,029.13	\$ -	\$ 12,832,029.13	\$ 4,405,492.07	\$ 5,041,882.55	\$ 7,790,146.58
Total 70 Public Libraries CIP		\$ 12,832,029.13	\$ -	\$ 12,832,029.13	\$ 4,405,492.07	\$ 5,041,882.55	\$ 7,790,146.58
72 Open Space							
Division: 7200 Open Space							
027G	Open Space Administration	\$ 295,623.85	\$ -	\$ 295,623.85	\$ 295,623.85	\$ 295,623.85	\$ -
036G	Unallocated Open Space	-	2,975,146.24	0.00	-	-	2,975,146.24
046G	Little River Reimbursement - Raleigh	1,000,000.00	-	1,000,000.00	-	-	1,000,000.00
047G	TOW - Open Space Loan Agreement	-	2,986.54	-	-	-	2,986.54
049G	Neuse River Greenway	8,900,000.00	-	8,900,000.00	2,383,021.84	8,900,000.00	-
050G	Pond Dam Rehabilitation	450,000.00	-	450,000.00	11,939.92	43,789.92	406,210.08
051G	Marks Creek Watershed - Medlin Property	411,000.00	-	411,000.00	410,460.80	410,460.80	539.20
100G	Open Space Administration	40,000.00	-	40,000.00	-	-	40,000.00
999G	Open Space Bond/BAN revenue	-	896,650.00	-	-	-	896,650.00
Total Division: 7200 Open Space		\$ 11,096,623.85	\$ 3,874,782.78	\$ 11,096,623.85	\$ 3,101,046.41	\$ 9,649,874.57	\$ 5,321,532.06
Total 72 Open Space		\$ 11,096,623.85	\$ 3,874,782.78	\$ 11,096,623.85	\$ 3,101,046.41	\$ 9,649,874.57	\$ 5,321,532.06
74 Parks And Recreation CIP							
Division: 7410 County Parks							
035R	Southeast Regional Wake Co Park	\$ 2,566,089.64	\$ -	\$ 2,566,089.64	\$ 2,022,865.83	\$ 2,022,865.83	\$ 543,223.81
074R	Randleigh Farm	25,000.00	-	25,000.00	-	-	25,000.00
Total Division: 7410 County Parks		\$ 2,591,089.64	\$ -	\$ 2,591,089.64	\$ 2,022,865.83	\$ 2,022,865.83	\$ 568,223.81
Division: 7420 Community Use Of School/Parks							
004R	General Community Use Of Schools	\$ 52,995.05	\$ -	\$ 52,995.05	\$ 2,995.05	\$ 2,995.05	\$ 50,000.00
028R	Cary Elementary (E-22)	250,020.00	-	250,020.00	250,020.00	250,020.00	-
029R	Raleigh Area Elementary (E-24)	450,000.00	-	450,000.00	-	450,000.00	-
076R	Rolesville Middle School (M-6)	250,000.00	-	250,000.00	242,930.17	250,000.00	-
Total Division: 7420 Community Use Of School/Parks		\$ 1,003,015.05	\$ -	\$ 1,003,015.05	\$ 495,945.22	\$ 953,015.05	\$ 50,000.00
Division: 7430 Other Park Projects							
033R	Recreation Fees	\$ -	\$ 1,718,582.36	\$ -	\$ -	\$ -	\$ 1,718,582.36
Total Division: 7430 Other Park Projects		\$ -	\$ 1,718,582.36	\$ -	\$ -	\$ -	\$ 1,718,582.36
Division: 7490 Existing Park Facility Improvements							
052R	PARK FACILITY IMPROVEMENTS	\$ 1,397,085.72	\$ -	\$ 1,397,085.72	\$ 1,264,824.59	\$ 1,326,027.57	\$ 71,058.15
Total Division: 7490 Existing Park Facility Improvements		\$ 1,397,085.72	\$ -	\$ 1,397,085.72	\$ 1,264,824.59	\$ 1,326,027.57	\$ 71,058.15

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of June 25, 2012

The FY 2013 - 2019 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2013 Adopted Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2013 - FY 2019 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of June 25, 2012 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under remaining expenditure authority indicates that grant funded revenues have not yet been realized.

Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over / (Under) Budget	Current Expenditure Budget	Actual Expenses to Date	Actual Expenses to Date with Commitments and Pending	Actual Balance
Total	74 Parks And Recreation CIP	\$ 4,991,190.41	\$ 1,718,582.36	\$ 4,991,190.41	\$ 3,783,635.64	\$ 4,301,908.45	\$ 2,407,864.32
76 Public Safety CIP							
Division: 7630 800 MHZ Radio Communications							
044P	Sprint/Nextel - Rebanding Project	\$ 589,731.00	\$ (268.59)	\$ 589,731.00	\$ 208,610.20	\$ 423,682.57	\$ 165,779.84
052P	800Mhz Infrastructure Study	100,000.00	-	100,000.00	71,783.75	71,808.00	28,192.00
057P	800MHz Radio Flash Upgrade Project	400,000.00	(76.00)	400,000.00	399,924.00	399,924.00	-
Total Division:	7630 800 MHZ Radio Communications	\$ 1,089,731.00	\$ (344.59)	\$ 1,089,731.00	\$ 680,317.95	\$ 895,414.57	\$ 193,971.84
Division: 7640 EMS							
012P	EMS Defibrillators	\$ 2,976,534.96	\$ -	\$ 2,976,534.96	\$ 2,971,547.90	\$ 2,971,760.11	\$ 4,774.85
054P	Zebulon Substation	108,000.00	-	108,000.00	5,300.00	5,300.00	102,700.00
055P	Knightdale South Co-location	108,000.00	-	108,000.00	16,500.00	16,500.00	91,500.00
Total Division:	7640 EMS	\$ 3,192,534.96	\$ -	\$ 3,192,534.96	\$ 2,993,347.90	\$ 2,993,560.11	\$ 198,974.85
Division: 7650 Public Safety							
026P	Former 911 Emergency Fund	\$ 314,865.83	\$ 315,270.57	\$ 314,865.83	\$ 314,865.83	\$ 314,865.83	\$ 315,270.57
048P	CAD Improvements	626,325.20	-	626,325.20	563,503.50	626,325.20	-
Total Division:	7650 Public Safety	\$ 941,191.03	\$ 315,270.57	\$ 941,191.03	\$ 878,369.33	\$ 941,191.03	\$ 315,270.57
Division: 7660 Sheriff							
020P	Sheriff's Training Facility	\$ 11,100,940.53	\$ 2,000.00	\$ 11,100,940.53	\$ 11,066,236.61	\$ 11,095,922.77	\$ 7,017.76
056P	Sheriff's Communication Center	2,100,000.00	-	2,100,000.00	378,316.69	1,677,339.25	422,660.75
058P	Disk Array System and Enclosure	31,556.72	(31,556.72)	31,556.72	31,556.72	31,556.72	(31,556.72)
Total Division:	7660 Sheriff	\$ 13,232,497.25	\$ 29,556.72	\$ 13,232,497.25	\$ 11,476,110.02	\$ 12,804,818.74	\$ 398,121.79
Total	76 Public Safety CIP	\$ 18,455,954.24	\$ 344,482.70	\$ 18,455,954.24	\$ 16,028,145.20	\$ 17,634,984.45	\$ 1,106,339.05
78 Water And Sewer							
Division: 7840 RTP Water Reclamation							
005S	General Planned Projects For Onsite Infr	\$ 36,860.00	\$ -	\$ 36,860.00	\$ 36,859.30	\$ 36,859.30	\$ 0.70
Total Division:	7840 RTP Water Reclamation	\$ 36,860.00	\$ -	\$ 36,860.00	\$ 36,859.30	\$ 36,859.30	\$ 0.70
Division: 7850 W/S Plan Implementation							
008S	General RTP Offsite Infrastructure Plan	\$ 480,196.60	\$ -	\$ 480,196.60	\$ 448,931.12	\$ 480,196.60	\$ -
010S	Jordan Lake Water Allocation	265,733.30	-	265,733.30	265,733.23	265,733.23	0.07
Total Division:	7850 W/S Plan Implementation	\$ 745,929.90	\$ -	\$ 745,929.90	\$ 714,664.35	\$ 745,929.83	\$ 0.07
Division: 7860 Watershed Planning							
015S	Jordan Lake Water Reclamation	\$ 9,257,900.00	\$ (3,689,559.08)	\$ 9,257,900.00	\$ 5,107,072.93	\$ 6,090,018.92	\$ (521,678.00)
Total Division:	7860 Watershed Planning	\$ 9,257,900.00	\$ (3,689,559.08)	\$ 9,257,900.00	\$ 5,107,072.93	\$ 6,090,018.92	\$ (521,678.00)
Total	78 Water And Sewer	\$ 10,040,689.90	\$ (3,689,559.08)	\$ 10,040,689.90	\$ 5,858,596.58	\$ 6,872,808.05	\$ (521,677.23)

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Seven-Year Summary of Sources and Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
FY 2013 - FY 2019 CIP Uses								
County Capital	37,856,000	41,401,000	33,223,000	62,156,000	35,240,000	34,067,000	35,921,000	279,864,000
Education	30,750,000	79,685,000	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	220,700,000
Fire Rescue	2,704,000	2,876,000	2,110,000	2,741,000	3,421,000	2,900,000	6,268,000	23,020,000
Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Solid Waste	4,425,000	10,962,000	300,000	580,000	768,000	3,708,000	–	20,743,000
Total Uses	76,735,000	135,924,000	99,438,000	109,437,000	41,929,000	43,175,000	44,689,000	551,327,000
FY 2013 - FY 2019 CIP Sources								
Debt to be Authorized	30,389,000	76,747,000	58,789,000	38,549,000	1,589,000	–	4,462,000	210,525,000
Transfers From CP/Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Law Enforcement	–	–	–	2,078,000	1,315,000	–	–	3,393,000
Open Space	11,000,000	10,000,000	–	–	–	–	–	21,000,000
E 911 Taxes	100,000	–	–	214,000	–	–	–	314,000
Appropriated Fund Balance	818,000	114,000	390,000	4,351,000	3,768,000	1,235,000	–	10,676,000
Authorized and Unissued	–	4,556,000	5,709,000	25,281,000	740,000	3,358,000	5,056,000	44,700,000
Transfers From General Fund	25,449,000	29,471,000	30,119,000	31,198,000	28,318,000	29,314,000	30,345,000	204,214,000
Transfers From Special Districts Fund	1,338,000	1,024,000	901,000	2,410,000	2,381,000	2,510,000	1,776,000	12,340,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Miscellaneous	1,325,000	5,312,000	300,000	130,000	768,000	3,058,000	–	10,893,000
Transfers From Solid Waste Enterprise	1,100,000	5,650,000	–	450,000	–	650,000	–	7,850,000
Municipalities	–	–	180,000	1,726,000	–	–	–	1,906,000
Sale of Fixed Assets	2,000,000	–	–	–	–	–	–	2,000,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Supportive Housing	166,000	–	–	–	–	–	–	166,000
Total Sources	76,735,000	135,924,000	99,438,000	109,437,000	41,929,000	43,175,000	44,689,000	551,327,000

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Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Affordable Housing								
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Subtotal: Affordable Housing	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Automation								
Computer Equipment	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
Enterprise Infrastructure	1,200,000	1,500,000	1,500,000	1,963,000	1,475,000	1,625,000	1,450,000	10,713,000
Major Projects	5,363,000	4,585,000	3,808,000	4,108,000	2,728,000	2,298,000	2,088,000	24,978,000
Subtotal: Automation	8,313,000	7,835,000	7,308,000	8,071,000	6,203,000	5,923,000	5,538,000	49,191,000
Community Capital								
Hospice of Wake County	250,000	250,000	–	–	–	–	–	500,000
Reserve for Future Projects	250,000	250,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Subtotal: Community Capital	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Crabtree Creek Flood Control Structures	–	262,000	300,000	23,000	532,000	225,000	340,000	1,682,000
Major Building Renovations	1,476,000	1,074,000	1,740,000	975,000	1,009,000	1,046,000	1,081,000	8,401,000
Building Systems Replacements	791,000	676,000	570,000	563,000	352,000	381,000	102,000	3,435,000
Minor Building Projects	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,100,000
Roofing Projects	919,000	1,140,000	70,000	829,000	854,000	64,000	111,000	3,987,000
Security Improvements County Buildings	208,000	211,000	226,000	183,000	338,000	218,000	219,000	1,603,000
Subtotal: County Building Improvements	4,294,000	4,563,000	4,106,000	3,773,000	4,285,000	3,134,000	3,053,000	27,208,000
Criminal Justice								
Detention Facilities	–	–	–	–	–	850,000	2,686,000	3,536,000
Detention Security	285,000	262,000	370,000	427,000	427,000	436,000	285,000	2,492,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Existing Courthouse Renovations	3,449,000	1,671,000	3,000,000	–	–	–	–	8,120,000
Court Displacement	1,652,000	793,000	–	–	–	–	–	2,445,000
Public Safety Center Renovations	1,474,000	–	–	–	–	–	–	1,474,000
Subtotal: Criminal Justice	6,860,000	2,726,000	3,370,000	427,000	427,000	1,286,000	2,971,000	18,067,000

Economic Development

Business Development Grants	1,708,000	2,221,000	1,722,000	1,429,000	1,446,000	1,318,000	75,000	9,919,000
Jordan Lake Reclaimed Water Project	–	–	–	2,649,000	–	–	–	2,649,000
On-site Water and Sewer	–	300,000	300,000	–	–	–	–	600,000
Subtotal: Economic Development	1,708,000	2,521,000	2,022,000	4,078,000	1,446,000	1,318,000	75,000	13,168,000

Libraries

Cary Regional Library	–	893,000	–	11,527,000	–	–	–	12,420,000
Upgrades to Existing Library Facilities	350,000	353,000	225,000	743,000	740,000	–	–	2,411,000
Fuquay-Varina Library	–	50,000	682,000	4,622,000	–	–	–	5,354,000
Middle Creek Library	–	289,000	4,486,000	–	–	–	–	4,775,000
Morrisville Library	–	–	316,000	4,862,000	–	–	–	5,178,000
Northeast Regional Library	(350,000)	2,971,000	–	–	–	–	–	2,621,000
North Hills Library	–	–	–	–	–	3,358,000	5,056,000	8,414,000
Reserved for Future Library Projects	–	–	–	206,000	–	–	–	206,000
Wake Forest Library	–	–	–	3,321,000	–	–	–	3,321,000
Subtotal: Libraries	–	4,556,000	5,709,000	25,281,000	740,000	3,358,000	5,056,000	44,700,000

Open Space

Open Space	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
Subtotal: Open Space	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000

Parks

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Existing Parks Facility Improvements	750,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Community Use of School Parks	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Subtotal: Parks	750,000	550,000	550,000	550,000	550,000	550,000	550,000	4,050,000

Program-wide Projects

Reserve for Future Projects	1,245,000	2,889,000	3,379,000	–	–	6,892,000	15,030,000	29,435,000
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Subtotal: Program-wide Projects	2,745,000	4,389,000	4,879,000	1,500,000	1,500,000	8,392,000	16,530,000	39,935,000

Public Safety

800 Megahertz System	100,000	–	233,000	14,230,000	17,908,000	7,086,000	128,000	39,685,000
EMS Defibrillators	–	–	800,000	828,000	–	–	–	1,628,000
EMS Projects	236,000	2,241,000	2,226,000	1,398,000	161,000	1,000,000	–	7,262,000
Subtotal: Public Safety	336,000	2,241,000	3,259,000	16,456,000	18,069,000	8,086,000	128,000	48,575,000

Total: County Capital Uses	37,856,000	41,401,000	33,223,000	62,156,000	35,240,000	34,067,000	35,921,000	279,864,000

County Capital: Sources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Law Enforcement	–	–	–	2,078,000	1,315,000	–	–	3,393,000
Open Space	11,000,000	10,000,000	–	–	–	–	–	21,000,000
E 911 Taxes	100,000	–	–	214,000	–	–	–	314,000
Authorized and Unissued	–	4,556,000	5,709,000	25,281,000	740,000	3,358,000	5,056,000	44,700,000
Appropriated Fund Balance	621,000	39,000	–	3,974,000	3,472,000	–	–	8,106,000
Transfers From General Fund	25,449,000	26,286,000	26,814,000	27,488,000	28,318,000	29,314,000	30,345,000	194,014,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Transfers From Special Districts Fund	–	–	–	875,000	875,000	875,000	–	2,625,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Sources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Municipalities	–	–	180,000	1,726,000	–	–	–	1,906,000
Supportive Housing	166,000	–	–	–	–	–	–	166,000
Total: County Capital Sources	37,856,000	41,401,000	33,223,000	62,156,000	35,240,000	34,067,000	35,921,000	279,864,000

Education: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Wake Technical Community College								
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech CIP 2012	29,250,000	78,185,000	61,305,000	41,460,000	–	–	–	210,200,000
Subtotal: Wake Technical Community College	30,750,000	79,685,000	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	220,700,000
Total: Education Uses	30,750,000	79,685,000	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	220,700,000

Education: Sources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Debt to be Authorized	29,250,000	75,000,000	58,000,000	37,750,000	–	–	–	200,000,000
Transfers From General Fund	–	3,185,000	3,305,000	3,710,000	–	–	–	10,200,000
Total: Education Sources	30,750,000	79,685,000	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	220,700,000

Fire Rescue: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Fire/Rescue								
Fire Apparatus and Vehicles	1,434,000	2,124,000	1,398,000	1,323,000	2,002,000	249,000	2,270,000	10,800,000
Fire Facilities	473,000	111,000	145,000	100,000	100,000	397,000	2,771,000	4,097,000

Detailed Seven-Year Summary of Sources and Uses

Fire Rescue: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Reserve for Future Projects	30,000	234,000	30,000	30,000	30,000	30,000	331,000	715,000
Fire Equipment	767,000	407,000	537,000	1,288,000	1,289,000	2,224,000	896,000	7,408,000
Subtotal: Fire/Rescue	2,704,000	2,876,000	2,110,000	2,741,000	3,421,000	2,900,000	6,268,000	23,020,000
Total: Fire Rescue Uses	2,704,000	2,876,000	2,110,000	2,741,000	3,421,000	3,421,000	6,268,000	23,020,000

Fire Rescue: Sources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Debt to be Authorized	1,139,000	1,747,000	789,000	799,000	1,589,000	–	4,462,000	10,525,000
Appropriated Fund Balance	197,000	75,000	390,000	377,000	296,000	1,235,000	–	2,570,000
Transfers From Special Districts Fund	1,338,000	1,024,000	901,000	1,535,000	1,506,000	1,635,000	1,776,000	9,715,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total: Fire Rescue Sources	2,704,000	2,876,000	2,110,000	2,741,000	3,421,000	2,900,000	6,268,000	23,020,000

Major Facilities: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Major Facilities Capital Trust Fund								
Five County Stadium	310,000	350,000	–	–	–	–	–	660,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	590,000	440,000	530,000	70,000	–	85,000	900,000	2,615,000
Reserve for Major Facilities Future Projects	–	110,000	370,000	830,000	900,000	815,000	–	3,025,000
Subtotal: Major Facilities Capital Trust 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: Major Facilities 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

Detailed Seven-Year Summary of Sources and Uses

Major Facilities: Sources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Transfers From Major Facilities	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: Major Facilities 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

Solid Waste: Uses

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Solid Waste								
Multi-material and Convenience Centers	2,600,000	1,400,000	–	100,000	–	100,000	–	4,200,000
East Wake Landfill	500,000	1,500,000	–	–	–	–	–	2,000,000
North Wake	100,000	–	–	–	–	–	–	100,000
South Wake Landfill	1,225,000	5,662,000	300,000	130,000	768,000	3,058,000	–	11,143,000
Landfill Gas Development	–	2,400,000	–	350,000	–	550,000	–	3,300,000
Subtotal: Solid Waste	4,425,000	10,962,000	300,000	580,000	768,000	3,708,000	–	20,743,000
Total: Solid Waste Uses	4,425,000	10,962,000	300,000	580,000	768,000	3,708,000	–	20,743,000

Solid Waste: Sources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Miscellaneous	1,325,000	5,312,000	300,000	130,000	768,000	3,058,000	–	10,893,000
Transfers From Solid Waste Enterprise	1,100,000	5,650,000	–	450,000	–	650,000	–	7,850,000
Sale of Fixed Assets	2,000,000	–	–	–	–	–	–	2,000,000
Total: Solid Waste Sources	4,425,000	10,962,000	300,000	580,000	768,000	3,708,000	–	20,743,000

Affordable Housing

Element Summary: Affordable Housing

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Transfers From General Fund	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2013-2019 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2013. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2013; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. For FY 2013, County CIP funds will be used for rental assistance, support circles coordinator and loans and grants for affordable housing development.

The Board of Commissioners adopted an Action Plan that outlines program revenue and expenditures during the upcoming fiscal year. Included in that action plan is an additional \$3.6 million over and above the County's CIP contribution of \$830,000. The total action plan, totaling \$4.4 million for FY 2013 will be used towards the following Housing activities: Community Development Block Grant (CDBG), Home Investments Partnership Grant (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and other County CIP programs. The ordinance reflects a breakdown by these categories.

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, senior citizens, and those 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) and Home Investment Partnership Program (HOME) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, 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 included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets,

Affordable Housing

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 area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 60 families in FY 2012 through rental unit production.

Housing Rehabilitation: HCR makes loans and grants to help homeowners and repair their sub-standard houses. The loans are amortized at a 0-3 percent interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. Grants are for emergency repairs of up to \$5,000 and up to \$15,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis and provides assistance for up to 75 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 636 families in FY 2013 through public facility improvements.

Rental Subsidies: HCR funds 80 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing.

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 \$22 million (\$6.8 million of County funds and \$15.3 million of federal loan contributions).

Project Accomplishments

During FY 2012, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 26 very low-income families and made 12 emergency grants to very-low income families to help with emergency repairs to their homes.

Helped to build a new Boys and Girls Club in Zebulon.

HOME: Completed Mingo Creek Apartments (76 units for families) and Highland Terrace Apartments (80 units for senior citizens).

CIP: Funded 40 rental subsidies for persons with a mental illness.

Other Projects: Funding was provided to the Town of Wake Forest to assist with improvements to the Alston-Massenburg Community Center. Funds were also provided to the Town of Morrisville to assist with street paving and improvements on Barbee Street and Fiona Circle.

Operating Budget Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through the federal grant funding through the CDBG and HOME grants. For more information about the affordable housing program, see the "Housing and Community Revitalization" pages behind the Special Revenue Funds tab in this book.

Affordable Housing

Affordable Housing Transfer

The FY 2013-2019 CIP includes \$6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which \$830,000 is appropriated in FY 2013. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2013; 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.

Program Summary: Affordable Housing Transfer

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Interfund Transfers Out	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Funding Sources									
Transfers From General Fund	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts	*	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Automation

Element Summary: Automation

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Enterprise Infrastructure	1,200,000	1,500,000	1,500,000	1,963,000	1,475,000	1,625,000	1,450,000	10,713,000
Computer Equipment	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
Major Projects	5,363,000	4,585,000	3,808,000	4,108,000	2,728,000	2,298,000	2,088,000	24,978,000
Total Uses	8,313,000	7,835,000	7,308,000	8,071,000	6,203,000	5,923,000	5,538,000	49,191,000
Law Enforcement	–	–	–	150,000	135,000	–	–	285,000
Appropriated Fund Balance	185,000	–	–	–	–	–	–	185,000
Transfers From General Fund	8,128,000	7,835,000	7,308,000	7,921,000	6,068,000	5,923,000	5,538,000	48,721,000
Total Sources	8,313,000	7,835,000	7,308,000	8,071,000	6,203,000	5,923,000	5,538,000	49,191,000
CIP Operating Impacts	–	90,000	500,000	500,000	500,000	500,000	500,000	2,590,000
CIP Operating Impacts - FTE	–	1	–	–	–	–	–	1

Seven-Year CIP Summary

The Automation CIP funds the improvement of core information technologies and of business processes and operations that use those information technologies. These goals are accomplished through acquiring, upgrading, and modernizing the County's technical infrastructure and technical solutions for the County's business units. The FY 2013-2019 Automation CIP budget includes approximately \$49.1 million to support investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet the organization's and public's needs.

The County will continue to focus on using technology to improve the delivery of information and services. These changes will affect internal operations and the County's relationship and service to the community. Information Services will also focus on using technology to ease access to public information while addressing privacy concerns, linking geographically-based information with

service needs, and effectively managing the increased volume of data that surrounds the County's work.

History/Background

The County's Automation program investments have been made in the following categories:

Computer equipment: Funding to replace, upgrade, or repair PCs and laptops and associated network devices (e.g., network printers and plotters) and to purchase materials (e.g., memory, hard drives) to refurbish computer equipment.

Enterprise infrastructure: Funding to maintain and improve the County's data network, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, and security hardware and software.

Major projects and major systems replacement: Funding to upgrade or replace major computer systems in County departments and across the enterprise. These projects deliver technology improvements intended to improve business operations and business outcomes. The scope of the systems either benefit the entire organization (e.g.,

Automation

the eWake ERP system) or support large departmental operations that require significant investments in resources and time,(e.g., the replacement of the public health care management system). As large systems are upgraded by vendors or are no longer supported and require replacement they will be scheduled with typical lead times of 18 to 24 months.

The Board of Commissioners' goals, the County Manager's business plan, and the plans of County departments provide the business drivers that shape the approach to the Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. Among the guiding principles for the selection and prioritization of technology projects are: business and service needs drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired.

Project Accomplishments

In FY2012, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

Website upgrades. As noted earlier in the Budget Book, IS reshaped the employee portal, WakeEmployees, with a significant technical upgrade using Microsoft's SharePoint 2010. The technology provides modern web and social media features and allows more staff to create and manage content in the portal. The new portal, WE, offers anytime, anyplace access to information, including policies and procedures, benefits, training events, electronic timesheets, and news. This project also established the technical foundation for an upgrade to the same technologies for the public website, WakeGOV, near the end of FY 2012.

Storage. Also noted above, the demand for secure, highly available, and easily accessible electronic storage continued to increase as departments added new systems and technologies and as information

was increasingly digitized. IS expanded its de-duplication efforts (electronically eliminating duplicate information,) to recover costly storage space, and to reduce the processing time for nightly backups. IS also migrated its primary on-premises storage technology to a newer platform, which improved access speeds, increased capacity, and created more resilience in storage management.

Document Management. Information Services will complete a document management project in the economic support services division in Human Services. The project, which began in FY 2012, included redesigning business processes to retrieve and digitize mail to allow delivery through the document management system. The technology and changed business processes will enable the digital storage and retrieval of client applications and evidence of eligibility and certification for economic support programs. It will provide workers with current and accurate information about their cases, improve compliance with state and federal requirements, enable timely and accurate communication with others involved in the cases, and provide documentation for improved administration of the program.

Public Health System Replacement. This multi-phase project replaces the current Practice Management System in the Health Services division before it reaches end of life in 2013; the current Practice Management System is more than 20 years old. A new system will provide the foundation for an Electronic Medical Record system that meets meaningful use and electronic health record requirements prior to 2015. Electronic Health Records should substantially improve clinical operations, improve access to information needed for patient care, and create efficiencies in billing and record keeping. This is a multi-year project; the procurement of a replacement system will be completed in FY 2012 and the deployment project will begin in FY 2013.

Automated Call Distribution. In alignment with the initiatives identified in the Telecommunications Strategic Plan, a multi-phase project to establish an enterprise Call Center Platform began in FY 2012.

Automation

County departments with call center functionality have expressed a growing need for a more robust tool to, for example, capture caller data, record calls; provide callers with the option exit a queue and leave a message; present wait time announcements; route calls based on skill-sets (e.g., English/Spanish, special skills routing). A key feature in the new system would be an agent console, which will let those taking calls (agents) know how many callers are in queue, how long they've been there, whether any critical calls are in queue. Agents and supervisors will be able to manage calls more efficiently.

Automation

Computer Equipment

The FY 2013-2019 CIP includes \$13.5 million to provide, maintain, and upgrade desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on assuring that the business units have equipment that is appropriate to the technical needs of their business processes.

The FY 2013 Automation CIP includes funds for computer equipment to match the growth and changes in the County's business processes and to modernize existing deployed equipment. The FY 2013 CIP Equipment Budget will continue to replace County PCs that are at end of life cycle as well as meet the more specialized needs for some County departments.

Program Summary: Computer Equipment

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Purchased	*	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
Services									
Construction									
Total Uses	*	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
Funding Sources									
Transfers From General Fund	*	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
Total Sources	*	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
CIP Operating Impacts	*	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Automation

Enterprise Infrastructure

The FY 2013-2019 CIP includes approximately \$10.7 million for Enterprise Infrastructure. The Enterprise Infrastructure funds are used for the core technical components and systems that support the County's operations. The projects include upgrades to and replacement of technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Upgrades and replacements. FY 2013 includes funds for projects to replace aging network infrastructure

that is reaching end-of-life/end-of-support. The network infrastructure provides connections within County facilities and connections to the County network and the internet. The projects include the replacement of the core network infrastructure in several Wake County campus facilities and the replacement of network switches that support many remote facilities. Replacement funds are also allocated for servers that will reach end-of-support during FY 2012 as well as expanding the use of virtual servers.

Program Summary: Enterprise Infrastructure

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Purchased Services Construction	*	1,200,000	1,500,000	1,500,000	1,963,000	1,475,000	1,625,000	1,450,000	10,713,000
Total Uses	*	1,200,000	1,500,000	1,500,000	1,963,000	1,475,000	1,625,000	1,450,000	10,713,000
Funding Sources									
Law Enforcement	*	—	—	—	150,000	135,000	—	—	285,000
Appropriated Fund Balance	*	59,000	—	—	—	—	—	—	59,000
Transfers From General Fund	*	1,141,000	1,500,000	1,500,000	1,813,000	1,340,000	1,625,000	1,450,000	10,369,000
Total Sources	*	1,200,000	1,500,000	1,500,000	1,963,000	1,475,000	1,625,000	1,450,000	10,713,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Automation

Major Projects

The FY 2013-2019 CIP includes approximately \$24.8 million for major information system projects. The FY 2013-2019 CIP will provide funding for the maintenance and upgrading of the property tax system and Jail and Records management system, implementation of the next phase of document management for Child Welfare and acquisition of a laboratory information management system for the City County Bureau of Investigations (CCBI). Additionally, Major Projects will continue support for the Public Health Records system implementation and support for the current Document Management

System for Child Medicaid. Major Projects still supports the Revaluation System for which 1.0 FTE, an IT engineer, will be funded out of the CIP as well as the Register of Deeds Books application.

In addition, a number of future projects have been identified in Major Projects as indicators of the level of future investment required to support the technology needs of the County. These projects include upgrades to the County's telecommunications systems, acquisition of an identity and access management system, and aerial photography and topographic mapping.

Program Summary: Major Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Other Contracts	*	110,000	–	–	–	–	–	–	110,000
Purchased Services Construction	*	5,253,000	4,585,000	3,808,000	4,108,000	2,728,000	2,298,000	2,088,000	24,868,000
Total Uses	*	5,363,000	4,585,000	3,808,000	4,108,000	2,728,000	2,298,000	2,088,000	24,978,000
Funding Sources									
Appropriated Fund Balance	*	126,000	–	–	–	–	–	–	126,000
Transfers From General Fund	*	5,237,000	4,585,000	3,808,000	4,108,000	2,728,000	2,298,000	2,088,000	24,852,000
Total Sources	*	5,363,000	4,585,000	3,808,000	4,108,000	2,728,000	2,298,000	2,088,000	24,978,000
CIP Operating Impacts	*	–	90,000	500,000	500,000	500,000	500,000	500,000	2,590,000
CIP Operating Impacts - FTE		–	1	–	–	–	–	–	1

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Community Capital

Element Summary: Community Capital

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Reserve for Future Projects	250,000	250,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Hospice of Wake County	250,000	250,000	–	–	–	–	–	500,000
Total Uses	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Transfers From General Fund	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
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2013-2019 CIP includes \$500,000 annually for Community Capital Projects, totaling \$3.5 million over the seven year period. These funds are allocated by the Board of Commissioners throughout the year in response to community needs. Other than the broad focus on addressing critical community problems with capital solutions, the selection of programs occurs on a case-by-case basis as funding permits. Funding in FY 2013 is allocated to Hospice of Wake County.

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; includes a mechanism to track and measure success and demonstrates a need for County capital investment for project success.

Operating Budget 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. None of the projects funded in the FY 2013-2019 CIP require operating subsidies from Wake County.

Community Capital



Hospice of Wake County

Hospice of Wake County is the oldest and largest hospice organization serving Wake and parts of surrounding counties. It promotes and improves the community's quality of living and dying through

advance care planning, palliative (comfort) care, hospice care and bereavement services.

Hospice helps families deal with a life-limiting diagnosis, counsels families throughout their grief journey, provides community education programs, and provides medical care and supportive services to over 1,500 families each year. To help meet the complex needs of families these services include: counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The FY 2013-2019 CIP allocates \$500,000 to complete the County's commitment of \$2.0 million to partially fund a freestanding Hospice and Palliative Care Center. The facility will have at least 8 acute patient beds and 6 residential beds, plus space to expand the Family Grief Center. The County will not assume any operating costs for the Hospice and Palliative Care Center.

Program Summary: Hospice of Wake County

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Professional Services	500,000	–	–	–	–	–	–	–	–
Aid to Community Agencies	1,000,000	250,000	250,000	–	–	–	–	–	500,000
Total Uses	1,500,000	250,000	250,000	–	–	–	–	–	500,000
Funding Sources									
Transfers From General Fund	1,500,000	250,000	250,000	–	–	–	–	–	500,000
Total Sources	1,500,000	250,000	250,000	–	–	–	–	–	500,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Community Capital

Reserve for Future Projects

The FY 2013-2019 CIP includes \$3.0 million in reserves for future Community Capital projects. Beginning in FY 2013 funds are available to address growing community infrastructure needs. Typically

appropriated as part of the budget process and selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year timeframe. These projects address critical community problems with capital solutions.

Program Summary: Reserve for Future Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Aid to Community Agencies	*	250,000	250,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Uses	*	250,000	250,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Funding Sources									
Transfers From General Fund	*	250,000	250,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Sources	*	250,000	250,000	500,000	500,000	500,000	500,000	500,000	3,000,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

County Building Improvements

Element Summary: County Building Improvements

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Minor Building Projects	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,100,000
Major Building Renovations	1,476,000	1,074,000	1,740,000	975,000	1,009,000	1,046,000	1,081,000	8,401,000
Roofing Projects	919,000	1,140,000	70,000	829,000	854,000	64,000	111,000	3,987,000
Crabtree Creek Flood Control Structures	–	262,000	300,000	23,000	532,000	225,000	340,000	1,682,000
Security Improvements County Buildings	208,000	211,000	226,000	183,000	338,000	218,000	219,000	1,603,000
Building Systems Replacements	791,000	676,000	570,000	563,000	352,000	381,000	102,000	3,435,000
Total Uses	4,294,000	4,563,000	4,106,000	3,773,000	4,285,000	3,134,000	3,053,000	27,208,000
Transfers From General Fund	4,128,000	4,563,000	3,926,000	3,773,000	4,285,000	3,134,000	3,053,000	26,862,000
Municipalities	–	–	180,000	–	–	–	–	180,000
Supportive Housing	166,000	–	–	–	–	–	–	166,000
Total Sources	4,294,000	4,563,000	4,106,000	3,773,000	4,285,000	3,134,000	3,053,000	27,208,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

A total of \$27.2 million is planned for County Building Improvements within the FY 2013-2019 CIP. As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of Wake County citizens. Funds are allocated for roofing and building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the scope of the County Buildings element was expanded to include multiyear funding for repairs to the Crabtree Creek Watershed flood control structures.

History/Background

Wake County Government now occupies or has facility responsibility for over 175 buildings, totaling

over 4.2 million square feet. Because many 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 Improvements element supports many of the goals of the overall CIP. 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; reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

Facility Master Plan

County Building Improvements

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan 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. This master plan has now expired and development of a new plan is a horizon issue for this capital element.

Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective 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.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial

cycle of assessments completed in FY 2010. A new cycle of assessments will begin in FY 2015 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

Operating Budget 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.

County Building Improvements

Crabtree Creek Flood Control Structures

The FY 2013-2019 CIP includes \$1.68 million for the repair and renovation to the flood structures in the Crabtree Creek Watershed over a ten year period. The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States; 1957. The CCWP was founded in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina and the USDA Soil Conservation Service. The CCWP is comprised of 10

earthen berm flood impoundment structures throughout northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County must maintain these structures to prevent flooding of the Crabtree Creek.

Due to delays in permit approvals, completion of projects planned for FY 2012 will carry over into FY 2013. Therefore, there are no funds planned for repairs during FY 2013. Funding for the repair and renovation of flood structures in the Crabtree Creek Watershed will resume in FY 2014

Program Summary: Crabtree Creek Flood Control Structures

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	–	262,000	300,000	23,000	532,000	225,000	340,000	1,682,000
Total Uses	*	–	262,000	300,000	23,000	532,000	225,000	340,000	1,682,000
Funding Sources									
Transfers From General Fund	*	–	262,000	300,000	23,000	532,000	225,000	340,000	1,682,000
Total Sources	*	–	262,000	300,000	23,000	532,000	225,000	340,000	1,682,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

County Building Improvements

Major Building Renovations

The FY 2013-2019 CIP includes \$8.4 million to undertake major repairs and renovations at various County facilities and to conduct the next cycle of Facility Condition Assessments later in the period.

Typically, a flat level of funding is provided annually, based on a formula to allow for the renovation of approximately 2 percent of the County's square footage per year, except for facilities that have separate renovation funding, such as criminal justice facilities and parks. A portion of these funds have been reallocated to Building Systems projects, for replacement of mechanical, electrical, and plumbing

systems, and to Roofing projects for replacements of roofing systems on various facilities.

The FY 2013-2019 CIP includes funds to make some important improvements. For FY 2013, funding is obligated for: planning and design for renovations of the customer intake areas in the Swinburne Building and the Public Health Center at Sunnybrook; facility condition improvements in the administrative and medical areas of the Animal Control Center; security improvements to the first floor of Cornerstone Center; and life safety improvements to the Ground Floor of the Wake County Office Building.

Program Summary: Major Building Renovations

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	1,371,000	924,000	1,740,000	975,000	1,009,000	1,046,000	1,081,000	8,146,000
Professional Services	*	–	150,000	–	–	–	–	–	150,000
Building Maintenance/Repair	*	105,000	–	–	–	–	–	–	105,000
Total Uses	*	1,476,000	1,074,000	1,740,000	975,000	1,009,000	1,046,000	1,081,000	8,401,000
Funding Sources									
Transfers From General Fund	*	1,310,000	1,074,000	1,740,000	975,000	1,009,000	1,046,000	1,081,000	8,235,000
Supportive Housing	*	166,000	–	–	–	–	–	–	166,000
Total Sources	*	1,476,000	1,074,000	1,740,000	975,000	1,009,000	1,046,000	1,081,000	8,401,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

County Building Improvements

Building Systems Replacements

The FY 2013-2019 CIP includes \$3.4 million to replace mechanical, electrical and plumbing systems at County facilities. The County contracts with a consultant to assess its HVAC equipment and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs and other relevant factors. The replacement schedule 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 helps prevent "surprise" expenditures. Although the County typically replaces HVAC units 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. In addition, plumbing, electrical and life safety systems projects, identified through the County's Facilities Assessment process, are also included in this category.

FY 2013 projects include fire alarm and electrical improvements to the Community Services Center, lighting replacement projects at the Library Administration Building, Southeast Regional Library, Sunnybrook Parking Deck and the GSA Warehouse and Auto Shop, and HVAC equipment replacements at Eastern Regional Center and the Library Administration Building.

Program Summary: Building Systems Replacements

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	713,000	608,000	513,000	514,000	317,000	343,000	102,000	3,110,000
Professional Services	*	78,000	68,000	57,000	49,000	35,000	38,000	—	325,000
Total Uses	*	791,000	676,000	570,000	563,000	352,000	381,000	102,000	3,435,000
Funding Sources									
Transfers From General Fund	*	791,000	676,000	390,000	563,000	352,000	381,000	102,000	3,255,000
Municipalities	*	—	—	180,000	—	—	—	—	180,000
Total Sources	*	791,000	676,000	570,000	563,000	352,000	381,000	102,000	3,435,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

County Building Improvements

Minor Building Projects

The FY 2013-2019 CIP includes \$8.1 million over the seven year plan. This category includes repairs, replacements, alterations and renovations that typically cost under \$100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value; these projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various

departments rank the alterations/ renovations 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) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/ cost savings; 9) Alignment with stated Board of Commissioner priorities. The committee provides project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need. Due to the slowing of alteration and renovation projects, the FY13-19 CIP includes \$900,000 for repair and replacement projects thus reducing the funding for alteration and renovation projects for FY 2013.

Program Summary: Minor Building Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Building Maintenance/Repair	*	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,100,000
Total Uses	*	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,100,000
Funding Sources									
Transfers From General Fund	*	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,100,000
Total Sources	*	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,100,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

County Building Improvements

Roofing Projects

The FY 2013-2019 CIP includes \$3.99 million for roof repairs or replacements at County facilities. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at county buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are done in accordance with the consultant's recommendations

for replacements of roofing systems that are approaching the end of their useful life.

FY 2013 projects include funds for roof replacements at the Firearms Education Center. In upcoming years, funding is scheduled for design and installation of roof replacements at Swinburne Center, various park facilities, and the GSA Fleet Services Center.

Program Summary: Roofing Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	919,000	1,140,000	70,000	829,000	854,000	64,000	111,000	3,987,000
Total Uses	*	919,000	1,140,000	70,000	829,000	854,000	64,000	111,000	3,987,000
Funding Sources									
Transfers From General Fund	*	919,000	1,140,000	70,000	829,000	854,000	64,000	111,000	3,987,000
Total Sources	*	919,000	1,140,000	70,000	829,000	854,000	64,000	111,000	3,987,000
CIP Operating Impacts	*	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

County Building Improvements

Security Improvements County Buildings

The FY 2013 - FY 2019 CIP includes \$1.6 million for security improvements at County buildings. Projects scheduled for FY 2013 include assessments and upgrades at Southeast Regional Library, East

Regional Library, Cameron Village, and North Regional Library. Future security projects include Core System Life Cycle Replacement SMS, Video Systems at West Regional Library and Eva Perry Library, system improvements at Green Road Library and Downtown facilities, and Service Center Security Desk improvements at Human Services.

Program Summary: Security Improvements County Buildings

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	208,000	211,000	226,000	183,000	338,000	218,000	219,000	1,603,000
Total Uses	*	208,000	211,000	226,000	183,000	338,000	218,000	219,000	1,603,000
Funding Sources									
Transfers From General Fund	*	208,000	211,000	226,000	183,000	338,000	218,000	219,000	1,603,000
Total Sources	*	208,000	211,000	226,000	183,000	338,000	218,000	219,000	1,603,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Criminal Justice

Element Summary: Criminal Justice

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Detention Facilities	–	–	–	–	–	850,000	2,686,000	3,536,000
Court Displacement	1,652,000	793,000	–	–	–	–	–	2,445,000
Detention Security	285,000	262,000	370,000	427,000	427,000	436,000	285,000	2,492,000
Public Safety Center Renovations	1,474,000	–	–	–	–	–	–	1,474,000
Existing Courthouse Renovations	3,449,000	1,671,000	3,000,000	–	–	–	–	8,120,000
Total Uses	6,860,000	2,726,000	3,370,000	427,000	427,000	1,286,000	2,971,000	18,067,000
Transfers From General Fund	6,860,000	2,726,000	3,370,000	427,000	427,000	1,286,000	2,971,000	18,067,000
Total Sources	6,860,000	2,726,000	3,370,000	427,000	427,000	1,286,000	2,971,000	18,067,000
CIP Operating Impacts	7,714,588	4,373,000	–	–	–	–	–	12,087,588
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$18.1 million over the next seven years. Included in the FY 2013-2018 CIP is \$3.5 million to be invested in FY 2018 and FY 2019 for preliminary design services for a future expansion of the Hammond Road Detention Center.

Funding of \$8.1 million will be used to continue making improvements to the existing Courthouse; \$2.4 million will cover facility leases through FY 2014 to temporarily house government functions previously displaced by construction of the new Justice Center. Renovations to the lower floors of the Public Safety Center have just begun. The balance of funding for this project totals \$1.5 million in FY2013. This renovation encompasses areas of the Public Safety Center that were vacated in 2012 when various detention-related functions were relocated to the recently completed Hammond Road Detention Center. Renovations are necessary to provide additional inmate property storage, evidence storage, and records retention areas; a small maximum security lock-up area, modernization of inmate food preparation areas; and space needed for various functions of the Sheriff's Office through 2030. The

final component is the Detention Security project totaling \$2.5. This project includes updating existing electronic security systems (Public Safety Center and Tunnel connection to new Justice Center) to integrate with modern security systems being installed as part of construction of the Hammond Road Detention Center and new Justice Center.

All of the Criminal Justice projects support implementation of the County's 2030 Justice Facility Master Plan. The projects are also consistent with recommendations contained in the 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County.

History/Background

The primary goals of the Criminal Justice element are to: Provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court appearance, trial, or sentencing, or who are

Criminal Justice

serving sentences of less than 180 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; provide safe, secure, reliable and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing 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. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999. This plan was updated in FY 2005 and endorsed by the Board of Commissioners.

The 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County expressed support for the Justice Facilities Master Plan, and recommended that the County proceed with the capital improvement projects identified in the Plan. The Board of Commissioners has affirmed its support for Criminal Justice capital projects as part of its commitment to ensuring a safe community.

Project Accomplishments

Hammond Road Detention Center (Phase 2): This expansion project included construction of a 3-story building addition containing 415,000 sq. ft. and an adjacent 109,000 sq. ft. 3-level parking deck. Construction was completed April 2012 over three months ahead of the contractual completion date.

Justice Center: Construction of a new building consisting of 14 levels (2 below grade) containing 577,000 sq. ft. is well underway. The building is fully enclosed and exterior granite, precast concrete and

window wall systems are substantially complete. Interior finishes and millwork components are being installed on all levels of the building. Electronic security systems, audio video and voice/data infrastructure work is progressing. Elevators and escalators are installed and operational testing has begun on selected units. Sidewalks, exterior planters, and other site improvements are being completed. The project is progressing ahead of schedule and completion is projected for late Summer 2013.

Detention Security Improvements: Improvements underway include upgrading and modernizing existing electronic security systems at the Public Safety Center and Tunnel areas connecting to the new Justice Center. These improvements are being implemented in conjunction with major new building construction activities underway at both facilities.

Existing Courthouse: Over the past nine years approximately 85 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a 10-year Courthouse Renovation Plan. This work began in FY 2004 and has been accomplished in phases, while keeping the over-crowded court system fully operational.

Public Safety Center Renovation: The project includes renovations to approximately 60,000 sq. ft. of the Public Safety Center. Renovations are planned on portions of the ground, first, second and third floors of the building. Spaces and systems to be renovated or refurbished include: satellite detention kitchen, evidence storage, administrative spaces for law enforcement, loading dock, life safety systems, inmate video visitation, detention elevators, and public restrooms. In addition, a modern communications dispatch center for the Sheriff's Office will be constructed on the second floor of the Public Safety Center.

Functions housed in the first area to be renovated have been relocated and demolition is underway. All phases of the planned renovation are projected to be complete in June 2013.

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Criminal Justice



Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to 2030. This plan, along with a funding strategy for the proposed capital improvements, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long term detention capital improvements needed to meet state mandated jail standards. Wake County owns 25.58 acres of land, comprised of two tracts, on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 consisting of a two-story building, with capacity for 416 medium security inmates, was completed (known as Phase 1B).

Design work was completed for Phase 2 in FY 2008 and site development construction began in FY 2009.

Phase 2 consisted of a 415,000 sq.ft. addition to the existing building. In addition, a 300 car parking deck containing 109,000 sq.ft. was included. Construction of the Phase 2 building expansion was completed in April 2012. This resulted in 672 beds being added to the County detention system. Approximately 75 percent of inmates in the system will then be incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site. Kitchen, laundry and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (beyond 2030) were built at the Hammond Road site as part of the Phase 2 expansion.

Funding is tentatively shown in later years of the FY 2013-2019 CIP for design services for a future expansion of the Hammond Road Detention Center. The need for these future funds will be evaluated annually based on inmate population projections.

Phase 2 of the Hammond Road Detention Center began housing inmates in May 2012. Additional funding for operating costs have been included in the operating budgets of the Sheriff's Office and General Services Administration for staffing needs and maintenance activities for the Phase 2 facility.

Criminal Justice

Program Summary: Detention Facilities

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	134,874,738	–	–	–	–	–	–	–	–
Professional Services	14,750,000	–	–	–	–	–	850,000	2,686,000	3,536,000
Unallocated Budget CIP	5,905,262	–	–	–	–	–	–	–	–
Total Uses	155,530,000	–	–	–	–	–	850,000	2,686,000	3,536,000
Funding Sources									
Criminal Justice	49,077	–	–	–	–	–	–	–	–
ARRA	3,030,300	–	–	–	–	–	850,000	2,686,000	3,536,000
Limited Obligation Bonds	152,450,623	–	–	–	–	–	–	–	–
Total Sources	155,530,000	–	–	–	–	–	850,000	2,686,000	3,536,000
CIP Operating Impacts	3,100,000	2,130,000	–	–	–	–	–	–	2,130,000
CIP Operating Impacts - FTE	97	6	–	–	–	–	–	–	–

Criminal Justice

Detention Security

They FY 2013 - 2019 CIP includes \$2.5 million for Detention Security. Projects for FY 2013 - 2019 include updating security systems to integrate with the new systems planned for the Justice Center. Life cycle replacement projects include upgrading original security systems installed 20 years ago in the Public Safety Center. Installation of modern security systems as part of construction contracts awarded for

the Hammond Road Detention Center Phase 2 expansion project and new Justice Center provided an opportunity to standardize access control and surveillance recording systems in all County detention facilities. This standardization will be accomplished at the Public Safety Center and Hammond Road Detention Center (existing Phase 1B building) through implementation of planned Detention Security System improvement projects.

Program Summary: Detention Security

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	285,000	262,000	370,000	427,000	427,000	436,000	285,000	2,492,000
Total Uses	*	285,000	262,000	370,000	427,000	427,000	436,000	285,000	2,492,000
Funding Sources									
Transfers From General Fund	*	285,000	262,000	370,000	427,000	427,000	436,000	285,000	2,492,000
Total Sources	*	285,000	262,000	370,000	427,000	427,000	436,000	285,000	2,492,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Criminal Justice



Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed. There are currently 31 heavily used courtrooms, along with various support functions of the Tenth Judicial District, located in the Courthouse. Occupancy loads in the building have substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed 10-year Improvement Plan for the Courthouse. The planned improvements are being implemented in phases to assure the building remains fully operational and can continue to serve as a judicial facility for Wake County. These improvements include removal of asbestos containing materials, installation of fire sprinkler and alarm systems, bringing the building into substantial compliance

with modern high-rise building codes, and providing additional building accommodations as required by the Americans with Disabilities Act (ADA). Mechanical and electrical systems are also being upgraded, replaced, or refurbished. Implementation of the Courthouse 10-year Capital Improvement Plan is an essential part of the County's 30-year Justice Facility Master Plan

In FY 2012, asbestos abatement for the 6th floor was completed, along with preliminary renovation work. In addition, the 21-year old roof was replaced, rooftop mechanical equipment screen was refurbished, exterior precast concrete wall panels were cleaned and all exterior joint sealants replaced. Deteriorating concrete steps, along with waterproofing membrane and handrail systems, located at the west end of Courthouse walkways between the Post Office and County Office Buildings were replaced. The completion of these activities concludes all building improvements planned for the first nine years of the 10 year improvement plan. Over 85 percent of the square footage of the entire building has been renovated, asbestos abated, and spaces have been fully refurbished with long-lasting durable materials. Mechanical, electrical, and fire protection systems in renovated areas have been upgraded or replaced.

In FY 2013, remainder of planned renovations to the 6th floor will be completed. In addition, design work, bidding, and permitting of remaining work (partial floor areas) on Floors 7, 8, 9, 12, and First Level Parking will be completed. Actual renovation of these partial floors has been purposely scheduled to begin in the First Quarter of FY 2014 because occupants of the floors could not be relocated until the new Justice Center opens.

Program Summary: Existing Courthouse Renovations

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	3,206,000	1,500,000	2,812,000	-	-	-	-	7,518,000
Professional Services	*	243,000	171,000	188,000	-	-	-	-	602,000
Total Uses	*	3,449,000	1,671,000	3,000,000	-	-	-	-	8,120,000

Criminal Justice

Program Summary: Existing Courthouse Renovations

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Funding Sources									
Transfers From General Fund	*	3,449,000	1,671,000	3,000,000	–	–	–	–	8,120,000
Total Sources	*	3,449,000	1,671,000	3,000,000	–	–	–	–	8,120,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Criminal Justice

Court Displacement

The FY 2013-FY 2019 CIP includes \$2.4 for continuation of facility leases needed for court operations and related displacements until a new Justice Center is completed. Prior to construction of the new Justice Center several old buildings had to be demolished. These old structures were occupied by various governmental and public records functions including: Register of Deeds, Revenue Department and Community Corrections. These operations were relocated to nearby facilities which have been leased

by the County. In addition, Public Defender offices, Pre-trial Release, and Probation functions are located in leased space. These functions, with the exception of Community Corrections and Probation, will occupy the new Justice Center in 2013. Community Corrections and Probation will be moved into space vacated in the existing Courthouse soon after the Justice Center opens. Funding is appropriated in the CIP to cover all relocation and facility lease costs through the full term of the various leases.

Program Summary: Court Displacement

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Rental of Real Property	6,226,000	1,652,000	793,000	–	–	–	–	–	2,445,000
Total Uses	6,226,000	1,652,000	793,000	–	–	–	–	–	2,445,000
Funding Sources									
Transfers From General Fund	6,226,000	1,652,000	793,000	–	–	–	–	–	2,445,000
Total Sources	6,226,000	1,652,000	793,000	–	–	–	–	–	2,445,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Criminal Justice

Public Safety Center Renovations

In FY 2008, a study was conducted of areas within the Public Safety Center that would need to be reconfigured to assure proper functional use once Hammond Road Detention Center Phase 2 and the new Justice Center open. The specific areas of the Public Safety Center that would be impacted from an operational and space needs perspective could not be accurately determined until Architectural Building Programs for these two new facilities were finalized in FY 2008.

As part of the study, an architectural space program was developed for the ground, first, second and third floors of the Public Safety Center. The space program, dated March 2008, contained preliminary floor plans, cost estimates, and a tentative implementation timeline for the planned renovation project. The project included renovating approximately 60,000 sq.ft. of space in the Public Safety Center, including loading dock inmate transfer spaces necessary to support basement level functions

of the new Justice Center. Construction will proceed in phases to minimize impact on existing Sheriff's Department operations. Phase one consists of renovations for evidence storage and cook/chill food preparation areas in the Public Safety Center. Also included is construction work associated with inmate property storage, records retention areas, service truck access improvements, and security surveillance equipment. Phase 2 consists of renovations to portions of floor space on the first, second, and third floors of the Public Safety Center. Selected parts of these floors will be reconfigured and renovated for property and evidence storage, expansion of office space for the Sheriff's department, and related support spaces.

In FY 2012, all design work, permitting, bidding, and contracting activities for the planned renovations were completed. Construction began in June and all phases of renovations are scheduled for completion in June 2013.

Program Summary: Public Safety Center Renovations

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	6,980,000	1,474,000	—	—	—	—	—	—	1,474,000
Total Uses	6,980,000	1,474,000	—	—	—	—	—	—	1,474,000
Funding Sources									
Appropriated Fund Balance	1,192,000	—	—	—	—	—	—	—	—
Transfers From General Fund	5,788,000	1,474,000	—	—	—	—	—	—	1,474,000
Total Sources	6,980,000	1,474,000	—	—	—	—	—	—	1,474,000
CIP Operating Impacts	—	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—	—

Economic Development

Element Summary: Economic Development

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Jordan Lake Reclaimed Water Project	–	–	–	2,649,000	–	–	–	2,649,000
Business Development Grants	1,708,000	2,221,000	1,722,000	1,429,000	1,446,000	1,318,000	75,000	9,919,000
On-site Water and Sewer	–	300,000	300,000	–	–	–	–	600,000
Total Uses	1,708,000	2,521,000	2,022,000	4,078,000	1,446,000	1,318,000	75,000	13,168,000
Transfers From General Fund	1,708,000	2,521,000	2,022,000	2,352,000	1,446,000	1,318,000	75,000	11,442,000
Municipalities	–	–	–	1,726,000	–	–	–	1,726,000
Total Sources	1,708,000	2,521,000	2,022,000	4,078,000	1,446,000	1,318,000	75,000	13,168,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2013-2019 CIP includes \$13.2 million for water and sewer system upgrades and related economic development business grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP) and to provide payments as approved by the Board of Commissioners for various business development grants.

History/Background

Research Triangle Park Water and Sewer

In 1989, Wake County, the Town of Cary and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: 1. The County constructs the water,

sewer and reclaimed water infrastructure necessary to provide service to sites of RTP South customers; 2. RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.); and 3. Cary will provide water and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer and reclaimed water facilities installed by the County. Over the past twenty years, over 30,000 feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past 5 -7 years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Economic Development

Jordan Lake Reclaimed Water

Wake County received grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the surrounding area on behalf of Durham County and the Town of Cary. A portion of these facilities were constructed during 2011/12.

Business Development

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2013-2019 CIP includes estimated business development grant payments for Credit Suisse, Novartis, Red Hat and NetApp.

Operating Budget Impact

The capital improvements funded through the Economic Development 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 is the responsibility of our municipal or other partners.

Economic Development

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2013 - 2019 CIP includes approximately \$9.9 million in anticipated business development grant awards for Credit Suisse, Novartis, Red Hat and NetApp.

Credit Suisse has met the requirements as outlined in the November 2004 agreement approved by the Board of Commissioners. As of April 2009, Credit Suisse has created and retained over 600 new jobs, with an average annual wage exceeding \$70,000. Credit Suisse added over \$100 million in new investment to Wake County (including a data center which was sold to Fidelity Investments in October 2007). Based on the terms of the agreement, Credit Suisse is eligible to receive a total of approximately \$108,000 in business development payments in the period of FY 2013-2015.

Novartis has met the terms of the approved business development agreement. Per the agreement

approved by the Board of Commissioners in July 2006, Novartis was required to create an investment of at least \$100 million by December 31, 2010 and create 350 new jobs. Novartis appears to have met the terms of the agreement, with the combined value of building and personal property as of December 31, 2010 of more than \$290 million and 350 new jobs created. Novartis could be eligible to receive approximately \$8 million in business development payments from FY 2013-2019 CIP under the terms of the agreement.

NetApp has met the terms of the approved business development agreement as detailed in the February 20, 2012 agreement approved by the Board of Commissioners. As of February 2012, NetApp added over \$121 million in new investment to Wake County. It is anticipated that NetApp will receive further incentive payments in FY 2013 as they continue to invest in property in Wake County.

It is anticipated that Red Hat will meet the terms of the approved business development agreement. As of December 2011, Red Hat committed to the creation and retention of more than 500 jobs and adding over \$30 million in new investments to Wake County. Based upon the agreement, Red Hat would complete their investments by December 31, 2013 and would be eligible to receive the first grant payment in fiscal year 2015.

Program Summary: Business Development Grants

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Economic Development	*	1,708,000	2,221,000	1,722,000	1,429,000	1,446,000	1,318,000	75,000	9,919,000
Total Uses	*	1,708,000	2,221,000	1,722,000	1,429,000	1,446,000	1,318,000	75,000	9,919,000
Funding Sources									
Transfers From General Fund	*	1,708,000	2,221,000	1,722,000	1,429,000	1,446,000	1,318,000	75,000	9,919,000
Total Sources	*	1,708,000	2,221,000	1,722,000	1,429,000	1,446,000	1,318,000	75,000	9,919,000

Economic Development

Program Summary: Business Development Grants

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
CIP Operating Impacts	*	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Economic Development

Jordan Lake Reclaimed Water Project

Wake County received grant awards from the EPA totaling just under \$3.0 million for the design and installation of a water reclamation system in RTP South and the surrounding area on behalf of Durham County and the Town of Cary. An Interlocal Agreement (ILA) was established in 2006 for the environmental documentation and design of these facilities. The Finding of No Significant Impact (FNSI) was approved by the Environmental Protection Agency (EPA) and final design and bidding were completed in early 2011. A revision to the ILA for construction purposes was completed in late 2009.

Construction of these facilities started in the Summer of 2011 and the system was operational before the

Spring of 2012 when irrigation is expected to begin again. 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 percent of the project costs. Wake County and the project partners will be responsible for the remaining 45 percent of the project costs and any shortfall in federal appropriations, which is expected on this project.

Phase II of the Cary portion of the project is anticipated to be bid in 2012 with construction to occur in 2013 and will be managed in a similar manner as Phase 1. Phase II of the RTP South portion of this project is budgeted in FY 2016 subject to further development within RTP South.

Program Summary: Jordan Lake Reclaimed Water Project

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	–	–	–	2,649,000	–	–	–	2,649,000
Total Uses	*	–	–	–	2,649,000	–	–	–	2,649,000
Funding Sources									
Transfers From General Fund	*	–	–	–	923,000	–	–	–	923,000
Municipalities	*	–	–	–	1,726,000	–	–	–	1,726,000
Total Sources	*	–	–	–	2,649,000	–	–	–	2,649,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Economic Development

On-site Water and Sewer

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 Fund 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 Credit Suisse First Boston Global Business Center. Funding will be provided on an as-needed and as-requested basis.

The FY 2013-2019 CIP includes \$300,000 annually in funding for future on-site water and sewer infrastructure from FY 2014-2015

Program Summary: On-site Water and Sewer

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	–	300,000	300,000	–	–	–	–	600,000
Total Uses	*	–	300,000	300,000	–	–	–	–	600,000
Funding Sources									
Transfers From General Fund	*	–	300,000	300,000	–	–	–	–	600,000
Total Sources	*	–	300,000	300,000	–	–	–	–	600,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Libraries

Element Summary: Libraries

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Wake Forest Library	–	–	–	3,321,000	–	–	–	3,321,000
North Hills Library	–	–	–	–	–	3,358,000	5,056,000	8,414,000
Middle Creek Library	–	289,000	4,486,000	–	–	–	–	4,775,000
Upgrades to Existing Library Facilities	350,000	353,000	225,000	743,000	740,000	–	–	2,411,000
Reserved for Future Library Projects	–	–	–	206,000	–	–	–	206,000
Northeast Regional Library	(350,000)	2,971,000	–	–	–	–	–	2,621,000
Cary Regional Library	–	893,000	–	11,527,000	–	–	–	12,420,000
Morrisville Library	–	–	316,000	4,862,000	–	–	–	5,178,000
Fuquay-Varina Library	–	50,000	682,000	4,622,000	–	–	–	5,354,000
Total Uses	–	4,556,000	5,709,000	25,281,000	740,000	3,358,000	5,056,000	44,700,000
Authorized and Unissued	–	4,556,000	5,709,000	25,281,000	740,000	3,358,000	5,056,000	44,700,000
Total Sources	–	4,556,000	5,709,000	25,281,000	740,000	3,358,000	5,056,000	44,700,000
CIP Operating Impacts	–	290,000	1,267,000	427,000	1,028,000	456,000	456,000	3,924,000
CIP Operating Impacts - FTE	–	1	21	7	17	8	8	61

Seven-Year CIP Summary

The FY 2013-2019 CIP includes \$44.7 million to construct a variety of new, replacement, and expanded libraries. Of these funds, \$2.61 million is appropriated to fully fund Northeast Regional Library, the final project from the library program approved by voters in October 2003. The remaining funds are dedicated to projects identified in the County's 2007 Libraries Master Plan, which include construction of six major library projects and several existing facility upgrade projects, for which library bonds were approved by the voters in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011. A bond sale is scheduled to take place spring 2013. Following this sale, major construction projects are

scheduled to begin in FY 2014, and will stretch through FY 2019.

History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007 reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional libraries identified in the 2002 Libraries Master Plan do not require any changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Libraries

Project Accomplishments

Renovations were completed on Richard B. Harrison Library, a 9,500 SF community library originally built in 1967 in southeast Raleigh. Renovations included replacements of the roof, HVAC system, electrical system, lights, windows, exterior doors, Minor reconfiguration of interior spaces and new finishes. This library reopened in December 2011.

Upgrades were also completed at the Wendell Community Library. This 4,100 SF library was originally built in 1988. Renovations included replacements of the roof, HVAC system, lights, windows, entry doors, and installation of new finishes. This library reopened in May 2012.

Construction of upgrades began at Green Road Community Library late in FY 2012, following the reopening of Wendell Library. This library is expected to reopen in October 2012.

Operating Budget 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 budget. Opening 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 all new and expanded libraries. 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 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.

Libraries



Cary Regional Library

The existing Cary Branch Library is 11,800 square feet and is exceeding its circulation capacity. The

branch is operating at the level of a regional facility and is scheduled to be replaced with a 22,000 square foot regional prototype model. The site and building is currently leased from the Town of Cary. The County is working in partnership with the Town of Cary to locate a replacement library across Academy Street in conjunction with the Town's planned cultural arts campus. Planning and design is scheduled for FY 2015 and FY 2016, and construction is currently planned for the beginning of FY 2017, with completion and opening anticipated in FY 2018. The replacement library is expected to need approximately twelve new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials (phased in over FYs 2016, 2017 and 2018).

Program Summary: Cary Regional Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	–	43,000	–	8,977,000	–	–	–	9,020,000
Professional Services	–	–	850,000	–	–	–	–	–	850,000
Library Materials	–	–	–	–	1,750,000	–	–	–	1,750,000
Furniture, Fixtures & Equipment	–	–	–	–	800,000	–	–	–	800,000
Total Uses	–	–	893,000	–	11,527,000	–	–	–	12,420,000
Funding Sources									
Authorized and Unissued	–	–	893,000	–	11,527,000	–	–	–	12,420,000
Total Sources	–	–	893,000	–	11,527,000	–	–	–	12,420,000
CIP Operating Impacts	–	–	–	–	–	706,000	–	–	706,000
CIP Operating Impacts - FTE		–	–	–	–	12	–	–	12

Libraries

Upgrades to Existing Library Facilities

Wake County's facility condition assessment process identified seven (7) library facilities where renovation and repairs are necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, HVAC and energy conservation improvements, and replacement of furnishings, fixtures, and equipment.

Due to the economic downturn, implementation of library projects has been delayed. Major renovation/expansion projects planned for Wake Forest and Fuquay-Varina Community Libraries have been postponed for several years. Because of high traffic

volumes in these two facilities, minor interim upgrades are also planned in these two locations to replace carpet and other components that are badly worn. These interim upgrades are both planned for FY 2013 for a total budget of \$350,000.

Based on updated facility condition evaluations, the implementation schedule for library upgrade projects was reassessed and modified. For the FY 2013 - 2019 CIP, other upgrades are funded for Zebulon Branch Library (\$353,000) in FY 2014, Olivia Raney Library (\$224,000) in FY 2015, Southeast Regional Library in FY 2016 (\$743,000), East Regional Library (\$740,000) in FY 2017.

Program Summary: Upgrades to Existing Library Facilities

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	2,478,000	267,000	278,000	55,000	475,000	467,000	–	–	1,542,000
Professional Services	444,472	33,000	35,000	20,000	48,000	68,000	–	–	204,000
Furniture, Fixtures & Equipment	142,000	50,000	40,000	150,000	220,000	205,000	–	–	665,000
Total Uses	3,064,472	350,000	353,000	225,000	743,000	740,000	–	–	2,411,000
Funding Sources									
Pooled Investments	2,999,362	350,000	–	–	–	–	–	–	350,000
Other	65,110	–	353,000	225,000	743,000	740,000	–	–	2,061,000
Total Sources	3,064,472	350,000	353,000	225,000	743,000	740,000	–	–	2,411,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Libraries

Fuquay-Varina Library

The existing Fuquay-Varina Branch Library is 4,400 square feet and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is scheduled to expand to 8,000 square feet. The Town of Fuquay-Varina is dedicating land adjacent to the existing library to accommodate either expansion or replacement of the current facility. This facility is scheduled to open in FY 2017. The replacement library is expected to need approximately four new staff members. Operating cost estimates shown below include these staff along with funds for supplies and materials.



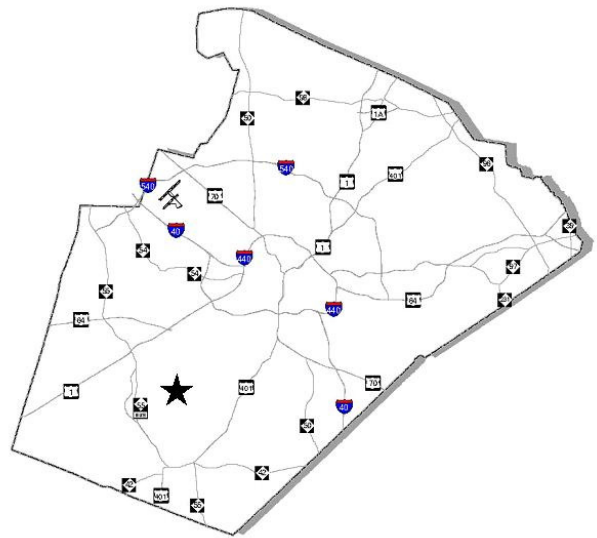
Program Summary: Fuquay-Varina Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	–	–	67,000	3,592,000	–	–	–	3,659,000
Relocation/ Moving/ Temporary Facility	–	–	–	350,000	–	–	–	–	350,000
Professional Services	–	–	50,000	265,000	–	–	–	–	315,000
Library Materials	–	–	–	–	700,000	–	–	–	700,000
Furniture, Fixtures & Equipment	–	–	–	–	330,000	–	–	–	330,000
Total Uses	–	–	50,000	682,000	4,622,000	–	–	–	5,354,000
Funding Sources									
Authorized and Unissued	–	–	50,000	682,000	4,622,000	–	–	–	5,354,000
Total Sources	–	–	50,000	682,000	4,622,000	–	–	–	5,354,000
CIP Operating Impacts	–	–	–	–	44,000	157,000	–	–	201,000
CIP Operating Impacts - FTE	–	–	–	–	1	3	–	–	4

Libraries

Middle Creek Library

A new community library is proposed for southern Wake County adjacent to Middle Creek High School. The existing acre parcel is owned by the County and was purchased when the school was planned. The planned library is in an area of increasing population where there are currently no library services. The building is proposed to be 8,000 square feet and is scheduled for opening in FY 2015. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2015 and 2016), along with funds for supplies and materials.



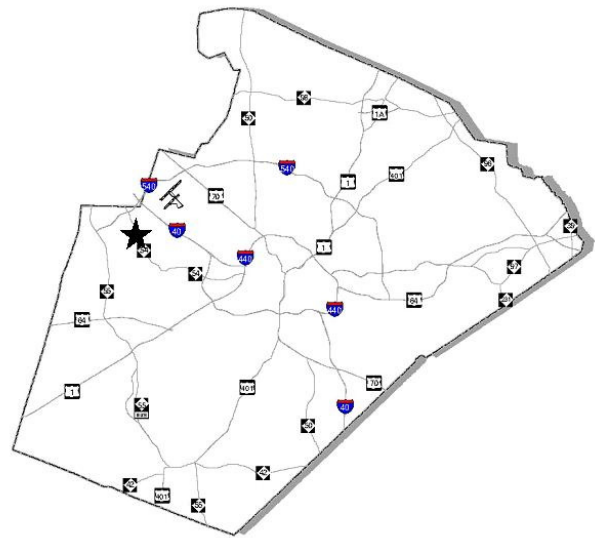
Program Summary: Middle Creek Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	–	–	3,241,000	–	–	–	–	3,241,000
Professional Services	–	–	289,000	–	–	–	–	–	289,000
Library Materials	–	–	–	915,000	–	–	–	–	915,000
Furniture, Fixtures & Equipment	–	–	–	330,000	–	–	–	–	330,000
Total Uses	–	–	289,000	4,486,000	–	–	–	–	4,775,000
Funding Sources									
Authorized and Unissued	–	–	289,000	4,486,000	–	–	–	–	4,775,000
Total Sources	–	–	289,000	4,486,000	–	–	–	–	4,775,000
CIP Operating Impacts	–	–	–	116,000	339,000	–	–	–	455,000
CIP Operating Impacts - FTE		–	–	3	5	–	–	–	8

Libraries

Morrisville Library

A new community library is proposed for Morrisville as part of a planned downtown commercial complex in which the town will dedicate the land for the library. The town is also considering developing a cultural arts facility in conjunction with the new library. Although the planned library is in the vicinity of West Regional Library, there remains an increasing demand for library services in the area. The building is proposed to be 8,000 square feet and is scheduled to be completed for opening in FY 2018. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FY 2017 and FY 2018), along with funds for supplies and materials.



Program Summary: Morrisville Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction	–	–	–	36,000	3,616,000	–	–	–	3,652,000
Costs									
Professional	–	–	–	280,000	–	–	–	–	280,000
Services									
Library	–	–	–	–	916,000	–	–	–	916,000
Materials									
Furniture, Fixtures & Equipment	–	–	–	–	330,000	–	–	–	330,000
Total Uses	–	–	–	316,000	4,862,000	–	–	–	5,178,000
Funding Sources									
Authorized and Unissued	–	–	–	316,000	4,862,000	–	–	–	5,178,000
Total Sources	–	–	–	316,000	4,862,000	–	–	–	5,178,000
CIP Operating Impacts	–	–	–	–	–	–	456,000	–	456,000
CIP Operating Impacts - FTE		–	–	–	–	–	8	–	8

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 will be located in the Wakefield area near Wake Forest. Due to the economic slow-down, the project has been postponed but is expected to begin construction in FY 2014 and to open in FY 2015. This is the final

library to be built from the 2003 library building program. The new library is expected to need approximately nineteen new staff members. Operating cost estimates include staff, along with funds for supplies and materials (phased in over FY 2014, FY 2015, FY 2016 and FY 2017). For FY 2013, \$350,000 of prior year funding will be reallocated to upgrades at Wake Forest and Fuquay-Varina libraries. These dollars will be reappropriated upon bonds to be sold in Spring 2013.

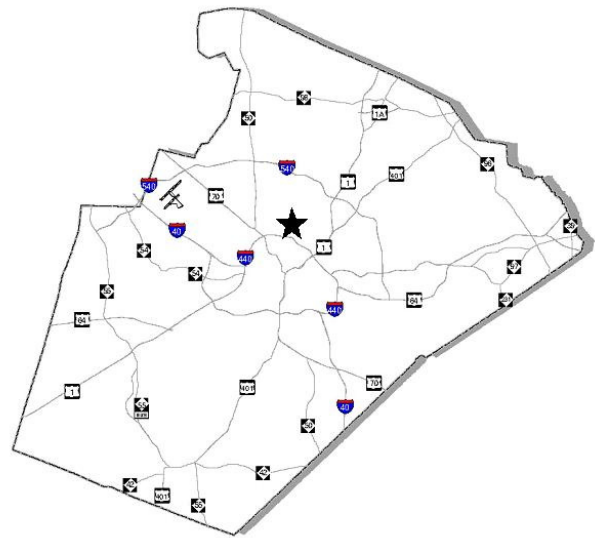
Program Summary: Northeast Regional Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	4,752,000	(350,000)	172,000	–	–	–	–	–	(178,000)
Professional Services	679,039	–	–	–	–	–	–	–	–
Unallocated Budget CIP	3,341,647	–	–	–	–	–	–	–	–
Library Materials	–	–	1,919,000	–	–	–	–	–	1,919,000
Furniture, Fixtures & Equipment	579,000	–	880,000	–	–	–	–	–	880,000
Total Uses	9,351,686	(350,000)	2,971,000	–	–	–	–	–	2,621,000
Funding Sources									
Pooled Investments	4,017,989	(350,000)	–	–	–	–	–	–	(350,000)
Authorized and Unissued	–	–	2,971,000	–	–	–	–	–	2,971,000
Transfers From General Fund	3,659,712	–	–	–	–	–	–	–	–
Library	1,673,984	–	–	–	–	–	–	–	–
Total Sources	9,351,686	(350,000)	2,971,000	–	–	–	–	–	2,621,000
CIP Operating Impacts	–	–	290,000	1,151,000	–	–	–	–	1,441,000
CIP Operating Impacts - FTE		–	1	18	–	–	–	–	19

Libraries

North Hills Library

A new community library is proposed for Raleigh in the area of North Hills Center. This is an area of dense population, which currently has limited library services. The County will consider options including leasing space at the North Hills Center or building its own facility. The building is proposed to be 8,000 square feet and scheduled for opening in FY 2019. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phase in beginning in FY 2019), along with funds for supplies and materials.



Program Summary: North Hills Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Land Costs	–	–	–	–	–	–	2,500,000	–	2,500,000
Construction Costs	–	–	–	–	–	–	583,000	3,811,000	4,394,000
Professional Services	–	–	–	–	–	–	275,000	–	275,000
Library Materials	–	–	–	–	–	–	–	915,000	915,000
Furniture, Fixtures & Equipment	–	–	–	–	–	–	–	330,000	330,000
Total Uses	–	–	–	–	–	–	3,358,000	5,056,000	8,414,000
Funding Sources									
Authorized and Unissued	–	–	–	–	–	–	3,358,000	5,056,000	8,414,000
Total Sources	–	–	–	–	–	–	3,358,000	5,056,000	8,414,000
CIP Operating Impacts	–	–	–	–	–	–	–	456,000	456,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	8	8

Libraries

Reserved for Future Library Projects

During November 2007 voters approved a \$45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of Libraries Master Plan six projects were identified for major construction or renovations. In addition,

several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of \$206,000 will be used as a reserve for future library projects.

Program Summary: Reserved for Future Library Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	–	–	–	206,000	–	–	–	206,000
Total Uses	–	–	–	–	206,000	–	–	–	206,000
Funding Sources									
Authorized and Unissued	–	–	–	–	206,000	–	–	–	206,000
Total Sources	–	–	–	–	206,000	–	–	–	206,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Libraries

Wake Forest Library

The existing Wake Forest Branch Library is 5,200 square feet and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is operating at the level of a large community branch library and is scheduled to expand to 9,000 square feet. The site will accommodate expansion of the existing library, which is located adjacent to the County's new Northern Regional Center. The expansion is scheduled to open in FY 2017. The expanded library is expected to need approximately four new staff members and includes these staff along with funds for supplies and materials.



Program Summary: Wake Forest Library

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	320,156	–	–	–	2,273,000	–	–	–	2,273,000
Professional Services	7,000	–	–	–	73,000	–	–	–	73,000
Library Materials	–	–	–	–	675,000	–	–	–	675,000
Furniture, Fixtures & Equipment	–	–	–	–	300,000	–	–	–	300,000
Total Uses	327,156	–	–	–	3,321,000	–	–	–	3,321,000
Funding Sources									
Authorized and Unissued	–	–	–	–	3,321,000	–	–	–	3,321,000
Generic Bond Proceeds	327,156	–	–	–	–	–	–	–	–
Total Sources	327,156	–	–	–	3,321,000	–	–	–	3,321,000
CIP Operating Impacts	–	–	–	–	44,000	165,000	–	–	209,000
CIP Operating Impacts - FTE	–	–	–	–	1	3	–	–	4

Open Space

Element Summary: Open Space

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Open Space	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
Total Uses	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
Open Space	11,000,000	10,000,000	–	–	–	–	–	21,000,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

In November 2004, Wake County voters passed a \$26 million dollar bond referendum for additional acquisition of open space properties and the improvement of such properties.

In their January 2007 retreat, the Board of Commissioners affirmed their commitment to open space by committing to initiate a \$50 million bond referendum for fall 2007.

In October 2007, Wake County voters passed a \$50 million dollar bond referendum for additional acquisition of open space properties and the improvement of such properties.

In February 2008, the Board approved changes to the Open Space policy that included the addition of two priority stream corridors: Middle Creek and Upper Neuse River (or Falls Lake Watershed).

As stated earlier, 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 further efforts towards 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 and 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 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 4,700 acres, at a cost of \$87.5 million dollars, which includes \$60 million dollars in County funding.

History/Background

The County, in partnership with its municipalities, the State of North Carolina, and nonprofit land trust agencies has continued to purchase priority lands guided by the information and recommendations of the Open Space, Watershed Management and Growth Management plans. Preservation efforts, including acquisition of identified parcels in highest priority watersheds and stream corridors, are expected to continue. Financial partnering opportunities will also be pursued with all the County's municipalities, the state and federal governments as well as nonprofit land preservation entities to protect water quality and preserve critically important properties.

Open Space

The Open Space Preservation program is currently focused on 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 protect up to 30% of the County's land area (approximately 165,000 acres). Of this 165,000, the intent is to preserve 30,000 acres through acquisition or by appropriate regulatory initiatives and through the design development process of new subdivisions.

The rapid growth in the county led to increased new development in outlying areas and decreased forestland and farmland. In response: The Wake County Board of Commissioners created an Open Space Task Force to provide recommendations in 1997; 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 dollar 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 and 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 of streams in various areas of Wake County.

Project Accomplishments

Due to the continued economic recession that began in the fall of 2008, Open Space Acquisitions were mostly suspended in FY 2012. The Medlin Farm was acquired for \$411,000. Through a partnership with the NC Parks and Recreation Trust Fund (PARTF), 50% of this cost will be reimbursed to the County to assist with planning for the development of the Turnipseed Nature Preserve.

Wake County continues to receive the City of Raleigh's reimbursement payments for Little River acquisition; the County received \$1.0 million for FY 2008 and FY 2009 and another \$500,000 was received for FY 2010.

County staff has completed a process to prioritize open space acquisitions based on GIS data. This process should increase the likelihood that the County will be preserving the land that is most conducive to the goals of the Open Space Program while also assuring that the County is getting the best deals possible. The County currently has \$21,000,000 in authorized but unsold bond funds and a current balance of available funds of \$5,161,703. It is anticipated that this process will be used to evaluate all potential acquisitions in the future.

Operating Budget Impact

Since the inception of the Open Space program relatively minor operating costs have been anticipated with the stewardship of acquired land. However, with potentially thousands of acres of open space to be acquired and protected under the Master Plan, County staff are still re-evaluating its land management operations and programs based on recommendations in the updated comprehensive open space master plan.

Open Space

Open Space

In October 2007, Wake County voters passed a \$50 million dollar bond referendum for additional acquisition of open space properties and the improvement of such properties. Proposals for this land acquisition are evaluated based on a specific set of criteria.

From the 2007 bond authorization, the County has issued \$19 million of bonds for open space. During

FY 2011, \$10 million in bonds were sold to fund the County's partnership with the City of Raleigh's Neuse River Greenway Project. Acquisitions were limited through FY 2012, and are anticipated to be limited through FY 2013.

In addition to Open Space Bond funds, the CIP includes reimbursements from the City of Raleigh (\$500,000) and the Town of Wendell (\$20,000) that may be used toward future open space acquisition.

Program Summary: Open Space

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Land Costs	*	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
Total Uses	*	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
Funding Sources									
Open Space	*	11,000,000	10,000,000	—	—	—	—	—	21,000,000
Other	*	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	*	11,520,000	10,520,000	520,000	520,000	520,000	520,000	520,000	24,640,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Parks

Element Summary: Parks

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Community Use of School Parks	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Existing Parks Facility Improvements	750,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Total Uses	750,000	550,000	550,000	550,000	550,000	550,000	550,000	4,050,000
Appropriated Fund Balance	200,000	–	–	–	–	–	–	200,000
Transfers From General Fund	550,000	550,000	550,000	550,000	550,000	550,000	550,000	3,850,000
Total Sources	750,000	550,000	550,000	550,000	550,000	550,000	550,000	4,050,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2013-2019 CIP includes \$4.05 million for the Parks system. This includes \$1.8 million representing the County's contribution towards the Community Use of School Parks Program and \$2.25 million for existing facility improvements at various County parks and school/park facilities.

History/Background

In fall 2002, staff completed a 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. In 2008, staff updated the Master Plan by facilitating a comprehensive review of existing facilities and predicted need for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan.

The 2008 Master Plan confirms the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include 1) maintaining the three Core Service areas of open space, recreation and leisure, and environmental and cultural education; 2) identification of new park

facilities that meet current and long-term needs; 3) continue to partner with the school system and municipalities in the delivery of parks and recreation services and 4) continue the high level of maintenance and renovation at existing facilities.

Project Accomplishments

Completed facility improvements at five County parks: American Tobacco Trail, Lake Crabtree, Blue Jay Point, Historic Oak View, and Historic Yates Mill.

During FY 2012 there was no new funding provided for land acquisition or infrastructure development for Community Use of School Parks. FY 2013-2019 CIP does not include funding in FY 2013 for land acquisition and infrastructure development, but does include a total of \$1.8 million in future years.

Parks



Existing Parks 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 2013 - FY 2019 CIP includes \$2.35 million to address improvements identified through the condition assessment process. Seven County Park sites have been identified for renovations for FY 2013 and include: Historic Oak View County Park, Historic Yates Mill County Park, Blue Jay Point County Park, American Tobacco Trail, Crowder District Park, Harris Lake County Park and Lake Crabtree County Park. In addition, several School Parks have also been identified for playground and site improvements; \$200,000 of savings from Community Use of School Parks will be used towards these improvements.

Program Summary: Existing Parks Facility Improvements

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	750,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Total Uses	*	750,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Funding Sources									
Appropriated Fund Balance	*	200,000	—	—	—	—	—	—	200,000
Transfers From General Fund	*	550,000	250,000	250,000	250,000	250,000	250,000	250,000	2,050,000
Total Sources	*	750,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Parks



Public School System, municipalities and 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. During FY 2012, there was no new funding available for land acquisition or infrastructure development for Community Use of School Parks. Additionally, there are no planned projects for FY 2013. However, the FY 2013-2019 CIP does include \$1.8 million in future years for land acquisition and infrastructure development.

Community Use of School Parks

The Community Use of Schools Program represents a partnership between the County, Wake County

Program Summary: Community Use of School Parks

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Uses	*	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Funding Sources									
Transfers From General Fund	*	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Sources	*	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Program-wide Projects

Element Summary: Program-wide Projects

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Reserve for Future Projects	1,245,000	2,889,000	3,379,000	–	–	6,892,000	15,030,000	29,435,000
Total Uses	2,745,000	4,389,000	4,879,000	1,500,000	1,500,000	8,392,000	16,530,000	39,935,000
Transfers From General Fund	2,745,000	4,389,000	4,879,000	1,500,000	1,500,000	8,392,000	16,530,000	39,935,000
Total Sources	2,745,000	4,389,000	4,879,000	1,500,000	1,500,000	8,392,000	16,530,000	39,935,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Program-wide Projects

Reserve for Future Projects

To ensure sound financial stewardship, the County maintains capital reserves for future projects. Typically these funds are considered available for future capital projects with sound business cases or

cost increases for existing projects with changes in scope.

The FY 2013-2019 CIP includes \$29.4 million for future capital improvement projects.

Program Summary: Reserve for Future Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Reserves (Budget Entries Only)	*	1,245,000	2,889,000	3,379,000	–	–	6,892,000	15,030,000	29,435,000
Total Uses	*	1,245,000	2,889,000	3,379,000	–	–	6,892,000	15,030,000	29,435,000
Funding Sources									
Transfers From General Fund	*	1,245,000	2,889,000	3,379,000	–	–	6,892,000	15,030,000	29,435,000
Total Sources	*	1,245,000	2,889,000	3,379,000	–	–	6,892,000	15,030,000	29,435,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Program-wide Projects

Transfers to Other Funds

The FY 2013-2019 CIP includes a transfer to the Wake Tech Capital Fund of \$10.5 million. These

funds will be used for both current and future general repairs and renovations as well as minor capital projects at Wake Technical Community College.

Program Summary: Transfers to Other Funds

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Interfund Transfers Out	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Total Uses	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Funding Sources									
Transfers From General Fund	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Total Sources	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Public Safety

Element Summary: Public Safety

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
800 Megahertz System	100,000	–	233,000	14,230,000	17,908,000	7,086,000	128,000	39,685,000
EMS Defibrillators	–	–	800,000	828,000	–	–	–	1,628,000
EMS Projects	236,000	2,241,000	2,226,000	1,398,000	161,000	1,000,000	–	7,262,000
Total Uses	336,000	2,241,000	3,259,000	16,456,000	18,069,000	8,086,000	128,000	48,575,000
E 911 Taxes	100,000	–	–	214,000	–	–	–	314,000
Law Enforcement	–	–	–	1,928,000	1,180,000	–	–	3,108,000
Appropriated Fund Balance	236,000	39,000	–	3,974,000	3,472,000	–	–	7,721,000
Transfers From General Fund	–	2,202,000	3,259,000	9,465,000	12,542,000	7,211,000	128,000	34,807,000
Transfers From Special Districts Fund	–	–	–	875,000	875,000	875,000	–	2,625,000
Total Sources	336,000	2,241,000	3,259,000	16,456,000	18,069,000	8,086,000	128,000	48,575,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2013-2019 Community Improvement Plan includes approximately \$48.5 million over the next seven years for Public Safety capital improvements.

Planned projects include:

800 Megahertz Master Plan: This project includes replacing infrastructure, radios, tone and voice and alphanumeric pagers, and adding simulcast features to a tower in RTP. The portions of the plan related to law enforcement are proposed to be funded with COPS grants.

EMS Facilities: The EMS Facilities Master Plan has sets of projects in two phases. Phase I is planned over the course of the FY 2013-19 CIP period. A variety of projects are planned for six different stations, at least two of which will be co-located with Fire Stations. These projects include: Knightdale South, Zebulon, Brier Creek, Six Forks, Fuquay-Varina North and Wendell Falls.

EMS Defibrillators: The FY 2013 - FY 2019 also includes funding for the replacement of EMS defibrillators on a five year replacement cycle.

History/Background

Public Safety projects in the past have included installing generators at emergency shelters, building and renovating public safety related facilities, and funding technology projects to improve public safety in Wake County. Projects are historically developed through master plans that are reviewed and then used to develop CIP requests.

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and \$2 million was budgeted to seed this project. This plan has been modified over the past year, based on updated response time data and demographics within the EMS system. The modified plan eliminates a station in the Caraleigh area and introduces a station in the

Public Safety

rapidly growing area of Brier Creek, near the RDU Airport. In addition, an EMS station is proposed to be co-located with a new Fire Station proposed by the Town of Fuquay-Varina, with planning beginning in FY 2014.

The FY 2013 - FY 2019 CIP includes funding for the second of two rounds of defibrillator replacements. This next round of replacements is scheduled for 2015 and 2016. Funds are budgeted to cover those replacements. A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure, alphanumeric and tone and voice pagers. The FY 2013-19 CIP proposes funding portions of this plan.

Project Accomplishments

Construction of Durant Road EMS Station and the Garner Fire/EMS Substation were completed in fall 2010. Land acquisition and planning work for new stations at Knightdale South and Zebulon also began during the past year.

Operating Budget Impact

New EMS facilities will require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Public Safety



800 Megahertz System

In FY 2005, the County activated an 800 MHz radio system for interdepartmental and interagency communication. The 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, EMS, Fire and Emergency Management and General Services Administration. All municipalities in the county, except Cary, have agencies operating on the system. Today, approximately 6,882 mobile and portable radios, 1,908 alphanumeric pagers and 1,236 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS and other non-public safety users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that details the capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. Revisions were made to the CIP funding model originally established in FY09 and documented in the Wake County 800 MHz Master Plan. Specifically, changes were made related to the initial recommendation for the replacement of the 800 MHz subscriber devices (radios). The majority of these radios were acquired in calendar year 2004 and the Master Plan had initially established a replacement schedule beginning in FY

2011 and continuing through FY 2013. Research performed by the Wake County Information Services department determined the radios are not failing at a rate that warranted replacement at that time. Based on that, the decision was made to push the radio replacement schedule out three years to FY 2014 through FY 2016. Wake County Information Services has continued to closely track radio failures and this year again recommended pushing the radio replacement project out an additional two years to FY 2016 through FY 2018. The County will continue with the current time and materials repair contract for radio repair.

In addition, the Master Plan was updated to include end of life replacement projects for the County's paging infrastructure and devices in FY 2018 and FY 2019. Portions of the 800 MHz plan are funded in the FY 2013 - 2019 County Capital Improvement Plan (CIP). This includes improvements to system infrastructure as well as field equipment replacement. Federal grant funding (such as COPS grant funding) is being sought to fund several projects that are not currently funded by the County CIP.

The 800 MHz platform is aging, and currently Motorola plans to discontinue hardware and software maintenance support for the system in 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County 800 MHz system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective. To assist Wake County with developing a long-term replacement strategy for the County's existing 800 MHz platform, the FY 2011 CIP included \$100,000 for consulting services. Wake County engaged RCC Consultants Inc. to perform an analysis of the current system (coverage, performance, etc.), and to evaluate and develop upgrade/replacement strategies for the County's aging platform. That work is complete and the consultant's report is being evaluated by the County.

Public Safety

Program Summary: 800 Megahertz System

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Purchased Services Construction	*	100,000	–	233,000	14,230,000	17,908,000	7,086,000	128,000	39,685,000
Total Uses	*	100,000	–	233,000	14,230,000	17,908,000	7,086,000	128,000	39,685,000
Funding Sources									
E 911 Taxes	*	100,000	–	–	214,000	–	–	–	314,000
Law Enforcement	*	–	–	–	1,928,000	1,180,000	–	–	3,108,000
Appropriated Fund Balance	*	–	–	–	3,974,000	3,472,000	–	–	7,446,000
Transfers From General Fund	*	–	–	233,000	7,239,000	12,381,000	6,211,000	128,000	26,192,000
Transfers From Special Districts Fund	*	–	–	–	875,000	875,000	875,000	–	2,625,000
Total Sources	*	100,000	–	233,000	14,230,000	17,908,000	7,086,000	128,000	39,685,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Public Safety

EMS Defibrillators

GS 131E-157(a) requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The next phase of the scheduled

defibrillator replacement cycle was completed in FY 2010 and 2011.

The FY 2013-FY 2019 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. Funding of \$1.6 million is scheduled for FY 2015 and FY 2016.

Program Summary: EMS Defibrillators

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Purchased	*	—	—	800,000	828,000	—	—	—	1,628,000
Services									
Construction									
Total Uses	*	—	—	800,000	828,000	—	—	—	1,628,000
Funding Sources									
Transfers From General Fund	*	—	—	800,000	828,000	—	—	—	1,628,000
Total Sources	*	—	—	800,000	828,000	—	—	—	1,628,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Public Safety



EMS Projects

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). Wake County EMS is responsible for the administration, training and support of EMS operations in the County. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their 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 four nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008 and addresses EMS facilities through FY 2015 and beyond. The plan evaluated areas where response times to emergencies are currently in excess of standards, and where those gaps are likely to appear in the next few years based on population growth. These areas will request new

ambulance units in the future, and facilities are needed to not only store the ambulance, but allow emergency personnel to decontaminate after calls, store medicines and equipment and sleep if they are on a 24-hour shift.

An allocation of \$2 million was appropriated in FY 2008 to begin funding the actual facilities, which included the Durant Road Substation, a shared EMS Station area in the new co-located Garner Fire Station #4, and the renovation of the EMS quarters co-located at Fuquay-Varina Fire Station #1. Each of these projects was completed in the first part of FY 2011.

The FY 2013-2019 CIP includes continued funding for Phase 2 of the EMS Master Plan. Design for Brier Creek EMS is included in FY 13 and construction in FY 14. Also funded in FY 2013 are repairs at Eastern Wake EMS. The planned facilities in the FY 2013 -2019 CIP include: FY 2014: Bay Leaf Station 3; FY 2014 - FY 2015: Zebulon Co-substation; Knightdale South co-located facility; FY 2014 - 2016: New Hope Substation; FY 2016-2018: Wendell Falls co-located facility.

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Program Summary: EMS Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Land Costs	–	–	165,000	–	–	–	–	–	165,000
Construction Costs	30,000	75,000	1,768,000	2,060,000	1,210,000	161,000	1,000,000	–	6,274,000
Professional Services	88,728	161,000	308,000	166,000	188,000	–	–	–	823,000
Purchased Services	1,172,138	–	–	–	–	–	–	–	–
Construction									
Total Uses	1,290,866	236,000	2,241,000	2,226,000	1,398,000	161,000	1,000,000	–	7,262,000

Public Safety

Program Summary: EMS Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Funding Sources									
Appropriated Fund Balance	–	236,000	39,000	–	–	–	–	–	275,000
Transfers From General Fund	1,290,866	–	2,202,000	2,226,000	1,398,000	161,000	1,000,000	–	6,987,000
Total Sources	1,290,866	236,000	2,241,000	2,226,000	1,398,000	161,000	1,000,000	–	7,262,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

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Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech CIP 2012	29,250,000	78,185,000	61,305,000	41,460,000	–	–	–	210,200,000
Total Uses	30,750,000	79,685,000	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	220,700,000
Debt to be Authorized	29,250,000	75,000,000	58,000,000	37,750,000	–	–	–	200,000,000
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Transfers From General Fund	–	3,185,000	3,305,000	3,710,000	–	–	–	10,200,000
Total Sources	30,750,000	79,685,000	62,805,000	42,960,000	1,500,000	1,500,000	1,500,000	220,700,000
CIP Operating Impacts	–	–	–	315,345	951,398	1,695,447	–	2,962,190
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2013-2019 CIP includes \$220.7 million for general repairs and renovations and minor capital as well as the next building program for Wake Technical Community College, contingent upon a successful November 2012 general obligation bond referendum.

Items to be funded under general repairs and renovations and minor capital include various HVAC replacements and upgrades, miscellaneous carpet and signage upgrades, and various security and computer equipment for the College.

The Wake Tech 2012 building program will include additional new buildings at the Northern Wake Campus (\$130.5 million), continued expansion at the Public Safety Campus (\$9.02 million), repairs and renovations at all campuses (\$15.9 million), and the first two classroom buildings and associated infrastructure constructed at the new Research Triangle Park (RTP) Campus (\$54.75 million).

History/Background

On October 9, 2007, Wake County voters approved a referendum for \$92 million in general obligation bonds for Wake Technical Community College (Wake Tech) for financing the construction and equipment associated with, renovations, additions and various, improvements to existing facilities as well as development of new buildings, including the acquisition of land. In addition to the general obligation bonds, \$23 million in pay-as-you-go funding was also allocated to fund the \$115 million Wake Tech 2007 Building Program.

The Wake Tech 2007 building program is nearing conclusion and the last remaining funding for the 2007 building program was appropriated in FY 2011.

Wake Technical Community College has developed a \$210.2 million Capital Program for FY 2013 - 2016. The FY 2013-2019 CIP includes \$200 million of general obligation bonds and \$10.2 million of cash in support of this program. General obligation bonds allows the County to issue debt at the lowest cost to the tax payers. In order to issue \$200 million of new

Wake Technical Community College

general obligation bonds for the building program, voter authorization would be required, and a general obligation bond referendum is planned for November 2012. The issuance of these bonds would not require a property tax increase in order to support the debt service cost of the program.

The County provides funding for Wake Tech in accordance with NCGS §115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides 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.

Funds provided in the FY 2013-2019 CIP are in accordance with the provisions described above. Projects that are funded by bonds not yet authorized or issued are shown in the CIP, but funds are not appropriated as part of the FY 2013 Capital Projects Ordinance.

Operating Budget Impact

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. The County has allocated an additional \$199,888 to Wake Technical Community College in order to cover utility costs associated with new facilities opening in FY 2013. The College is able to allocate existing County appropriation to cover additional operating impacts of its current building program for FY 2013.

Wake Tech has identified \$3 million of recurring operating impacts associated with the proposed \$210.2 million building program.

Wake Technical Community College

General Repairs and Renovations

Wake Technical Community College has identified specific projects categorized as general repairs and renovations. These projects include HVAC system replacements, lighting retrofits, ADA compliance projects, and various other life cycle replacements.

For FY 2013, Wake Tech has identified miscellaneous improvements at main campus including improvements to the Geology and Physics Lab and to Parking Lot E.

Program Summary: General Repairs and Renovations

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Building Maintenance/ Repair	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Funding Sources									
Transfers From CP/Co Construction	*	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
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Wake Technical Community College

Minor Capital

Wake Technical Community College has identified specific equipment needs that are categorized as minor capital in the FY 2013-2019 CIP. For 2013, the

College has designated funds for new computers and printers, miscellaneous wiring expenses, various vehicle replacements, and ADA workstation storage and furniture replacements.

Program Summary: Minor Capital

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Building	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Maintenance/ Repair									
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									
Transfers From CP/Co Construction	*	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
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Wake Technical Community College

Wake Tech CIP 2012

Included in the FY 2013 - 2019 CIP is \$210.2 million for the next building program for Wake Tech. A November 2012 referendum to allow authorization of \$200 million of general obligations bonds is planned to support the building program. These general obligation bonds, in addition to \$10.2 million of cash funding, would support the \$210.2 million program.

During FY 2011, Wake Tech finalized the next phase of the Master Plan. The program included six priorities identified by Wake Tech including the completion of North Campus and beginning construction on at Research Triangle Park (RTP). Included in the next building program is \$130.5 million for the continued build out for Northern Wake Campus, \$54.75 million to begin construction at the RTP Campus, \$15.9 million for repairs and renovations collegewide and \$9.02 million to complete the Public Safety Campus.

Program Summary: Wake Tech CIP 2012

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Wake Technical Community College Allocations	-	29,250,000	78,185,000	61,305,000	41,460,000	-	-	-	210,200,000
Total Uses	-	29,250,000	78,185,000	61,305,000	41,460,000	-	-	-	210,200,000
Funding Sources									
Debt to be Authorized	-	29,250,000	75,000,000	58,000,000	37,750,000	-	-	-	200,000,000
Transfers From General Fund	-	-	3,185,000	3,305,000	3,710,000	-	-	-	10,200,000
Total Sources	-	29,250,000	78,185,000	61,305,000	41,460,000	-	-	-	210,200,000
CIP Operating Impacts	-	-	-	-	315,345	951,398	1,695,447	-	2,962,190
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-	-

Wake County Public School System

Element Summary: Wake County Public School System

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
CIP 2006	-	-	-	-	-	-	-	-
Total Uses	-	-	-	-	-	-	-	-
Authorized and Unissued	-	-	-	-	-	-	-	-
Total Sources	-	-	-	-	-	-	-	-
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2013 - FY 2019 CIP is a funded plan. As all general obligation bonds authorized by the voters in November 2006 in support of CIP 2006 have been sold, no more bond authorization remains. The Wake County Public School System is beginning research and planning regarding a future school bond proposal which would inform future CIP plans and would be shown in subsequent capital plans.

History/Background

The Wake County Public School System (WCPSS) is the largest local education agency in North Carolina, and while the rate of enrollment growth has slowed in the past three years, enrollment is still projected to grow by 3,731 students for the 2012-2013 school year. Total enrollment, excluding charter school students, is estimated at 150,418 students for 2011-2012. As the economy improves, updated student population projections show a total of approximately 187,000 students in the system by fall 2020.

CIP 2006 originally totaled \$1.056 billion, of which \$970 million was funded by general obligation bonds approved for issuance by Wake County voters in November 2006 and the remainder was funded by cash generated by ad valorem taxes. At the request of the Board of Education, the Board of Commissioners agreed to move savings from prior building programs to CIP 2006 and the program now equals \$1.083 billion. CIP 2006 required a tax increase of 2.7 cents

to fund the debt service and cash funding of school construction, which was adopted by the Board of Commissioners in June 2007.

CIP 2006 includes funding for the construction of 15 new schools and 14 comprehensive renovation projects, life-cycle replacement projects, land acquisition, and start-up funding for future building programs. CIP 2006 also includes funding for technology, furniture and equipment replacement, and space for Child Nutrition Services. The Board of Education's building program also converted 19 elementary and three middle schools to a year-round multi-track calendar for additional capacity gains. Of the 15 new schools slated for construction, all have been appropriated. All of the major renovation projects are complete, and all new schools have been built except Rolesville High, which is under construction and due to open in fall 2013. The school system is contemplating, from savings achieved, the construction of an additional high school in Apex and elementary school in northern Wake County.

CIP 2006 was designed to fund the construction of school facilities for 2007-2009. However, due to slower economic growth and revised bond sale schedules, some projects scheduled for construction during 2009 were delayed until Summer 2010 and Summer 2011. Since the inception of CIP 2006, approximately \$99 million in savings have been identified to meet school construction and renovation needs within the current bond program.

Wake County Public School System

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities. Budget reductions within WCPSS have altered the estimates for the local non-instructional operating costs (i.e., facility maintenance, housekeeping, and utilities). The cumulative operating impact of CIP 2006 was estimated at a tax increase of 2.0 cents; the Board of Commissioners approved a portion of the tax increases in June 2007 (0.9 cents) and June 2008 (0.33 cents).

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Fire/Rescue

Element Summary: Fire/Rescue

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Fire Apparatus and Vehicles	1,434,000	2,124,000	1,398,000	1,323,000	2,002,000	249,000	2,270,000	10,800,000
Fire Facilities	473,000	111,000	145,000	100,000	100,000	397,000	2,771,000	4,097,000
Fire Equipment	767,000	407,000	537,000	1,288,000	1,289,000	2,224,000	896,000	6,394,000
Reserve for Future Projects	30,000	234,000	30,000	30,000	30,000	30,000	331,000	715,000
Total Uses	2,704,000	2,876,000	2,110,000	2,741,000	3,421,000	2,900,000	6,268,000	23,020,000
Debt to be Authorized	1,139,000	1,747,000	789,000	799,000	1,589,000	–	4,462,000	10,525,000
Appropriated Fund Balance	197,000	75,000	390,000	377,000	296,000	1,235,000	–	2,570,000
Transfers From Special Districts Fund	1,338,000	1,024,000	901,000	1,535,000	1,506,000	1,635,000	1,776,000	9,715,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	2,704,000	2,876,000	2,110,000	2,741,000	3,421,000	2,900,000	6,268,000	23,020,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The Fire/Rescue Capital element is designated for capital needs within the Wake County Fire Tax District. The primary goals of the element are to: 1) provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) achieve “seamless” emergency service delivery through nearest station response. To meet these goals, Wake County contracts with 19 fire departments to provide fire protection and emergency services in the county's unincorporated areas and the Town of Wendell.

The Wake County Board of Commissioners levies a fire tax which funds operating, capital and debt uses in the Fire Tax District areas. For FY 2013, the Wake County Fire Commission and County staff recommend a tax rate of 8.00 cents and applying 14.0

percent of the revenue toward capital and debt service.

For FY 2013-2019, funds totaling approximately \$23 million are projected for capital appropriation. All fire projects are funded with a combination of Fire Tax District tax revenues, fund balances, debt, municipal reimbursements, and surplus vehicle sales. The seven-year investment plan includes: the replacement of 35 large apparatus (pumper/tankers, tankers, and rescue trucks) and 15 small/administrative vehicles; one new fire station, and continued funding for equipment replacement programs.

History/Background

In 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

Fire/Rescue

plan for the Fire Tax District. The issues facing the Fire Tax District were grouped into the following categories: performance standards, apparatus, stations (facilities), staffing, and financial policies. In February 2005, the Fire Commission and staff presented a Long-Range Business Plan (LRBP) to the Board of Commissioners, which the Board accepted. It included detailed recommendations on apparatus and a broad approach for addressing station location. The FY 2006-2012 CIP initiated the apparatus replacement portions of this plan.

In January 2008, the Fire Commission unanimously recommended supplemental sections of the LRBP that incorporated the following: 1) a staffing goal of four firefighters per station per shift for 24 hour coverage, 2) staff compensation, and 3) long-term facility maintenance and repair. The revisions to the LRBP were approved by the Board of Commissioners during FY 2008.

In accordance with the Fire Tax District LRBP, the Fire Commission and County staff have proceeded with actions identified in the plan including station closure evaluations, identifying new station locations and continued monitoring the apparatus replacement plan. The LRBP is currently reviewed each year during the budget process.

Fire/Rescue



Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission is charged with coordinating the purchase and replacement of major fire apparatus with Fire Tax District capital revenues. The committee gathers and maintains an inventory of fire apparatus with each department in the replacement

program. Annually during the budget process, the committee evaluates the inventory and department requests to update the replacement schedule. In addition, the committee develops base specifications for apparatus purchases to ensure quality fire protection equipment and to benefit from competitive pricing.

Types of large apparatus scheduled for replacement include engines, pumper/tankers, tankers, rescue trucks, and service trucks. Small apparatus include first responder and administrative vehicles. Apparatus not included are aerials, other types of ladder trucks, brush trucks, boats, and specialty vehicles.

Program Summary: Fire Apparatus and Vehicles

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Professional Services	*	22,000	24,000	21,000	24,000	22,000	3,000	21,000	137,000
Machinery and Equipment	*	1,340,000	2,100,000	1,377,000	1,299,000	1,980,000	246,000	2,249,000	10,591,000
Reserves (Budget Entries Only)	*	72,000	—	—	—	—	—	—	72,000
Total Uses	*	1,434,000	2,124,000	1,398,000	1,323,000	2,002,000	249,000	2,270,000	10,800,000
Funding Sources									
Debt to be Authorized	*	1,139,000	1,747,000	789,000	799,000	1,589,000	—	1,791,000	7,854,000
Appropriated Fund Balance	*	—	—	315,000	371,000	235,000	80,000	—	1,001,000
Transfers From Special Districts Fund	*	295,000	377,000	294,000	153,000	178,000	169,000	479,000	1,945,000
Total Sources	*	1,434,000	2,124,000	1,398,000	1,323,000	2,002,000	249,000	2,270,000	10,800,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Fire/Rescue



Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with evaluating current fire facilities for major maintenance, repairs, renovations, and possible replacement. The committee advises the Fire Commission regarding the need for new stations or the closure of existing stations. The FY 2013-2019 CIP includes plans for a new fire station located near the Wendell Falls subdivision. The station will be a joint Fire/EMS facility and will include office space

for the Wendell Police Department. This station is scheduled to be complete by 2020.

The reconstruction of the Bay Leaf Headquarters Station (or station #1) was approved in prior CIPs and is currently being constructed. Completion of this facility is likely planned for FY 2013. The current station design is 15,500 SF and includes four full apparatus bays, administrative space, training facilities, and staff quarters due to 24-hour staffing. Finally, the facilities program includes funding for the ongoing remediation project at Stony Hill Fire Department caused by a leaking underground fuel storage tank that has since been removed.

Also included in the FY 2013-FY 2019 CIP is \$305,000 for a replacement of a special pump and corresponding components at the fire district training center. Also, included is \$100,000 each year for routine repair of projects including HVAC systems, roofs, and pavement repair.

Program Summary: Fire Facilities

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	—	—	—	—	—	297,000	2,671,000	2,968,000
Improvements	*	473,000	111,000	145,000	100,000	100,000	100,000	100,000	1,129,000
Total Uses	*	473,000	111,000	145,000	100,000	100,000	397,000	2,771,000	4,097,000

Funding Sources

Debt to be Authorized	*	—	—	—	—	—	—	2,671,000	2,671,000
Appropriated Fund Balance	*	197,000	—	—	—	61,000	297,000	—	555,000
Transfers From Special Districts Fund	*	276,000	111,000	145,000	100,000	39,000	100,000	100,000	871,000
Total Sources	*	473,000	111,000	145,000	100,000	100,000	397,000	2,771,000	4,097,000

CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Fire/Rescue

Reserve for Future Projects

The Wake County Fire Tax District dedicates a percentage of tax collections and surplus apparatus sale revenues to capital projects. When the amount transferred to capital is greater than the uses in a single fiscal year, the excess amount is placed into reserves. The reserve is used to fund future fire capital projects when the uses are greater than the capital transfer (sources). The use of capital reserves is noted on individual fire capital projects.

Beginning in FY 2012, the program includes the repayment of Garner's municipal share of Garner Fire Station #4 based on an Interlocal Agreement. The Fire Tax District anticipates approximately \$30,000 for ten years. Proceeds from the reimbursement will be reserved for future projects and may be used in future years.

The FY 2013-2019 CIP includes a total of \$715,000 in reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model.

Program Summary: Reserve for Future Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Unallocated Budget CIP	*	–	204,000	–	–	–	–	301,000	505,000
Reserves (Budget Entries Only)	*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Uses	*	30,000	234,000	30,000	30,000	30,000	30,000	331,000	715,000
Funding Sources									
Transfers From Special Districts Fund	*	–	204,000	–	–	–	–	301,000	505,000
Fire Protection	*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	*	30,000	234,000	30,000	30,000	30,000	30,000	331,000	715,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Fire/Rescue



Fire Equipment

The Fire Tax District provides to contracted fire departments specific types of equipment necessary to protect the lives of firefighters, aid in medical and rescue operations, and to provide reliable communications and/or dispatch services. The Equipment Committee schedules replacement based on the age and condition of equipment. All equipment funded in the FY 2013-2019 CIP have a limited operational life-span for adequate protection. When necessary, the County may replace equipment

due to unanticipated damage following fire and/or rescue operations.

Types of equipment that protect firefighters include turnout gear, personal protective equipment, self-contained breathing apparatus (SCBA's), and air bottles. Equipment aiding in medical and rescue operations includes defibrillators for certain heart-related medical calls and thermal imaging cameras, which assist firefighters in locating individuals in areas with low visual indicators and to see "hidden fires" within structures. The County provides resources to develop and maintain multiple and dependable sources of communication and/or dispatch. The FY 2013-2019 CIP includes funding for 800 MHz radio replacement, alphanumeric pager replacement, and tone/voice pager replacement.

The Fire Tax District also includes an amount for the replacement of eligible small capital equipment. Examples of eligible equipment include, but are not limited to, hoses, nozzles, automation for training purposes, and other equipment approved by the Equipment Committee. Small capital funds are available proportionally to each participating fire department.

Program Summary: Fire Equipment

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Machinery and Equipment	*	767,000	407,000	537,000	1,288,000	1,289,000	2,224,000	896,000	7,408,000
Total Uses	*	767,000	407,000	537,000	1,288,000	1,289,000	2,224,000	896,000	7,408,000

Funding Sources

Appropriated Fund Balance	*	—	75,000	75,000	6,000	—	585,000	—	1,014,000
Transfers From Special Districts Fund	*	767,000	332,000	462,000	1,282,000	1,289,000	1,366,000	896,000	6,394,000
Total Sources	*	767,000	407,000	537,000	1,288,000	1,289,000	2,224,000	896,000	7,408,000

CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Five County Stadium	310,000	350,000	–	–	–	–	–	660,000
Reserve for Major Facilities Future Projects	–	110,000	370,000	830,000	900,000	815,000	–	3,025,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	590,000	440,000	530,000	70,000	–	85,000	900,000	2,615,000
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
Transfers From Major Facilities	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
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2013-2019 CIP contains \$7.0 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Remaining funds are allocated to Marbles Kids' Museum and IMAX for repairs based on a facility condition assessment, as well as the Green Square project as approved by the Board of Commissioners in April 2011.

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 six percent of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent 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 Wake 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 \$1.0 million from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1.0 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.

Major Facilities Capital Trust Fund

Operating Budget 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 FY 2013-2019 timeframe will require operating subsidies from the County.

Major Facilities Capital Trust Fund



Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses, general admission seating, home team and visiting team clubhouses. Also included are a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional obsolescence. The assessment uncovered deficiencies in building systems and interior finishes compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that requires capital outlay within the next five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the general admission seats, stadium sound system, ballfield sports lighting, concession area roof, clubhouse finishes and emergency egress lighting.

In FY 2012, projects included site drainage and paving improvements, exterior wall improvements, plumbing improvements for the main facility, infield lighting and power upgrade improvements.

The FY 2013 budget calls for \$310,000 in major preventative maintenance and significant repair projects, related to replacement of the box office canopy, and replacement of electrical service for infield and outfield lights, and concessions, and upgrade of the fire alarm system to meet code requirements.

Program Summary: Five County Stadium

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Building	*	310,000	350,000	—	—	—	—	—	660,000
Maintenance/ Repair									
Total Uses	—	310,000	350,000	—	—	—	—	—	660,000
Funding Sources									
Transfers From Major Facilities	*	310,000	350,000	—	—	—	—	—	660,000
Total Sources	—	310,000	350,000	—	—	—	—	—	660,000
CIP Operating Impacts	—	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—	—

*This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Major Facilities Capital Trust Fund

Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, "The Nature Research Center in the Green Square Project." The Nature Research Center is currently

under construction and will be located at 111 West Jones Street. The FY 2013 - 2019 CIP includes \$700,000 that will assist with construction and exhibits for the Green Square initiative.

Program Summary: Green Square

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Uses	–	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Funding Sources									
Transfers From Major Facilities	–	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Sources	–	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Major Facilities Capital Trust Fund



Marbles/IMAX

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent to the Marbles Kids Museum. The building houses an IMAX projection system and a 270 seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 square foot facility, built to house this system, includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a gift shop, food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room and other building support functions.

Marbles Kids Museum was constructed in 1999. It is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This building is located in the southwest corner of the block bound by Hargett, Martin, Morgan and Person Streets.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, HVAC equipment and interior and exterior lighting.

Previous projects addressing deficiencies identified in an earlier assessment conducted in 2006, have now been completed. These earlier projects included upgrades to the humidity control system in the IMAX Theatre, replacement of carpet and finishes in the IMAX Theatre and Museum, and exterior hardscape repairs.

The FY 2013 budget calls for \$590,000 for major preventive maintenance and significant repair projects including exterior wall cleaning and repairs, roof and skylight repairs, floor slab repairs in the Museum,

storm drainage repairs, replacement of mechanical system equipment, and replacement of interior and exterior lighting fixtures and controls.

Program Summary: Marbles/IMAX

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	417,000	590,000	440,000	530,000	70,000	–	85,000	900,000	2,615,000
Building Maintenance/ Repair	250,000	–	–	–	–	–	–	–	–
Total Uses	667,000	590,000	440,000	530,000	70,000	–	85,000	900,000	2,615,000
Funding Sources									
Transfers From Major Facilities	667,000	590,000	440,000	530,000	70,000	–	85,000	900,000	2,615,000
Total Sources	667,000	590,000	440,000	530,000	70,000	–	85,000	900,000	2,615,000

Major Facilities Capital Trust Fund

Program Summary: Marbles/IMAX

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
CIP Operating Impacts	-	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

The FY 2013-2019 CIP includes \$3.03 million in reserves for future major facility projects. These funds are identified through the County's portion of

the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

Program Summary: Reserve for Major Facilities Future Projects

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Building Maintenance/ Repair	*	–	110,000	370,000	830,000	900,000	815,000	–	3,025,000
Total Uses	*	–	110,000	370,000	830,000	900,000	815,000	–	3,025,000
Funding Sources									
Transfers From Major Facilities	*	–	110,000	370,000	830,000	900,000	815,000	–	3,025,000
Total Sources	*	–	110,000	370,000	830,000	900,000	815,000	–	3,025,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

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Solid Waste

Element Summary: Solid Waste

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Multi-material and Convenience Centers	2,600,000	1,400,000	–	100,000	–	100,000	–	4,200,000
North Wake	100,000	–	–	–	–	–	–	100,000
South Wake Landfill	1,225,000	5,662,000	300,000	130,000	768,000	3,058,000	–	11,143,000
Landfill Gas Development	–	2,400,000	–	350,000	–	550,000	–	3,300,000
East Wake Landfill	500,000	1,500,000	–	–	–	–	–	2,000,000
Total Uses	4,425,000	10,962,000	300,000	580,000	768,000	3,708,000	–	20,743,000
Miscellaneous	1,325,000	5,312,000	300,000	130,000	768,000	3,058,000	–	10,893,000
Sale of Fixed Assets	2,000,000	–	–	–	–	–	–	2,000,000
Transfers From Solid Waste Enterprise	1,100,000	5,650,000	–	450,000	–	650,000	–	7,850,000
Total Sources	4,425,000	10,962,000	300,000	580,000	768,000	3,708,000	–	20,743,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

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 the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The Community Improvement Program includes investments in the County's disposal/recycling infrastructure in the form of improvements and remediation to existing facilities to meet the solid waste demands of the general public.

Funding for Solid Waste capital projects are provided by the Solid Waste and the South Wake Landfill (SWLF) Partnership Enterprise Funds. The Solid Waste Enterprise Fund generates revenue through household disposal fees, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

History/Background

Wake County is required to submit and update a comprehensive Solid Waste Management Plan on a regular basis. Wake County submits a consolidated plan that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal and capital strategies) among all local governments within the County.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

Project Accomplishments

Landfills

The County's NWLF reached capacity in May of 2008 and was permanently capped in 2009. Starting in 2009 construction of reuse facilities began for park purposes. The park facilities opened in July of 2010.

Solid Waste

The County also continues to provide necessary environmental remediation activities per NC DENR requirements. During FY 2012 an air sparging and landfill gas remediation system were installed for the unlined hill on the northern portion of the landfill property (landfill was closed in the 1990's).

The SWLF began accepting municipal solid waste (MSW) in 2008 through a partnership with almost all municipalities within the County. Phase 1A of the landfill was filled during 2010 and Phase 1B was constructed during FY 2010. Construction of Phase 1B was by the County's operator of the landfill, Waste Industries, but the County provided the landfill liner soil material. Phase 1B was completed in March of 2010 and began to accept waste in July 2010.

Convenience Centers

There are eleven (11) convenience center sites 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 as well as facilities for MSW. Many of the convenience centers have been in operation for over 20 years without significant improvement. Over the past three years improvements have been made to all 10 of the 11 convenience centers, including, but not limited to, electrical upgrades, concrete pad replacements, new service bays, new pre-crushers, and drainage and pavement improvements. The only site without improvements, located at the NWLF, is anticipated to be relocated as part of the future NWLF master plan improvements.

East Wake Landfill

During FY 2010, based upon discussions with NC DENR, this previously closed landfill was determined to need remediation. During FY 2011 and FY 2012, the County conducted numerous studies regarding the environmental impacts of this historic landfill including groundwater, soil and air/gas sampling and testing. This work will be ongoing over the next several years.

Gas to Energy

As anticipated the SWLF began to generate methane gas after a couple of years of landfilling. The county installed a collection and control system and selected a Gas to Energy developer during the past couple of years.

Solid Waste



Multi-material and Convenience Centers

The County currently operates two (2) multi-material facilities. One is located at the NWLF and the other is at the SWLF. In addition, each site (NWLF and SWLF) also have a separate convenience center. Per the Solid Waste Plan for Wake County, the County intends to improve the two (2) existing multi-material sites by converting them into regional recycling centers rather than separate multi-material and convenience centers. During FY 2010, a master plan was developed for the NWLF and during FY 2012 work started on a plan for SWLF. Funds are needed in FY 2013 for the purpose of improving the NWLF facilities. The SWLF improvements will be broken into multiple year improvements based upon the master plan and available funding.

Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to establish similar facilities in the eastern and western portion of the County. Along that line, Site #11 in the Wendell area is being viewed as a potential site for expansion due to existing available land. During FY 2013, a master plan for redevelopment of Site 11 will be undertaken, subject to approval of the Site 11 pilot project by the BOC. Over the past 2 years, all of the pre-crushers at the existing sites were replaced. The County intends to replace all of the compactors at the Convenience Center sites during FY 2012 and FY 2013. This will put the County in control of all heavy equipment at the convenience center sites and should allow more competitive proposals for the operations of these facilities in the future.

Over the past 2 years the Schematic Master Plan and Site Study for the Multi-Material and Convenience Center at NWLF was completed. The plan includes improved customer convenience through clear vehicular circulation, the provision of additional material capacity and various drop-off options that will improve flexibility for receiving additional recycled materials. The development of Construction Documents started in late 2011 and construction will start based on funding made available through the sale of the borrow site property to WCPSS and the City of Raleigh.

Program Summary: Multi-material and Convenience Centers

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	*	2,600,000	1,400,000	—	100,000	—	100,000	—	4,200,000
Total Uses	*	2,600,000	1,400,000	—	100,000	—	100,000	—	4,200,000
Funding Sources									
Sale of Fixed Assets	*	2,000,000	—	—	—	—	—	—	2,000,000
Transfers From Solid Waste Enterprise	*	600,000	1,400,000	—	100,000	—	100,000	—	2,200,000
Total Sources	*	2,600,000	1,400,000	—	100,000	—	100,000	—	4,200,000

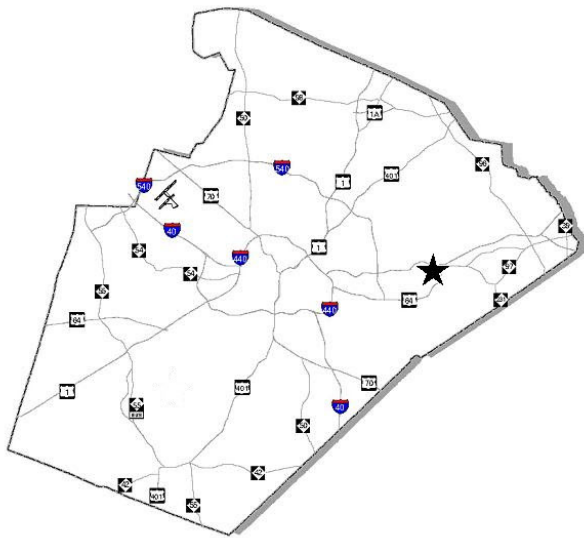
Solid Waste

Program Summary: Multi-material and Convenience Centers

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
CIP Operating Impacts	*	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE		-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Solid Waste



East Wake Landfill

The East Wake Landfill was operated under Permit No. 92-02 issued by the State of North Carolina from the late 1960's through 1985. The waste disposed at the landfill included municipal, construction and demolition, and industrial solid waste. There are two main tracts of land on which the landfill exists. Each of the current property owners has knowledge of the landfill and its operation.

On November 10, 2009, the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Waste Management issued a letter to the County regarding development activities on and/or adjacent to the closed landfill. NCDENR expressed concern over the potential impacts with regard to human health and the environment. As such, NCDENR requested the County compile information regarding development on and adjacent to the property and take appropriate action to minimize potential human health and environmental concerns.

During FY 2011, the County successfully negotiated with the State to allow some of the remediation efforts to be reimbursable through the Inactive Landfill Branch within DENR's Solid Waste Division.

Also during FY 2011 and FY 2012, much of the investigative work (groundwater wells, soil and water sampling/testing and methane gas testing) was undertaken and completed. Corrective measures should start during FY 2013 and most likely continue into FY 2014.

Program Summary: East Wake Landfill

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	500,000	1,500,000	–	–	–	–	–	2,000,000
Total Uses	–	500,000	1,500,000	–	–	–	–	–	2,000,000
Funding Sources									
Transfers From Solid Waste Enterprise	–	500,000	1,500,000	–	–	–	–	–	2,000,000
Total Sources	–	500,000	1,500,000	–	–	–	–	–	2,000,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–	–

Solid Waste



2008-2009. Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that is owned and operated by a third party through an agreement that lasts until 2015.

During FY 2012 the County installed both an air sparging system and a small landfill gas disposal system for the smaller, unlined landfill that closed in the 1990's. These were considered environmental remediation efforts. During FY 2013 these systems will be started up and evaluated for further improvements/remediation.

North Wake

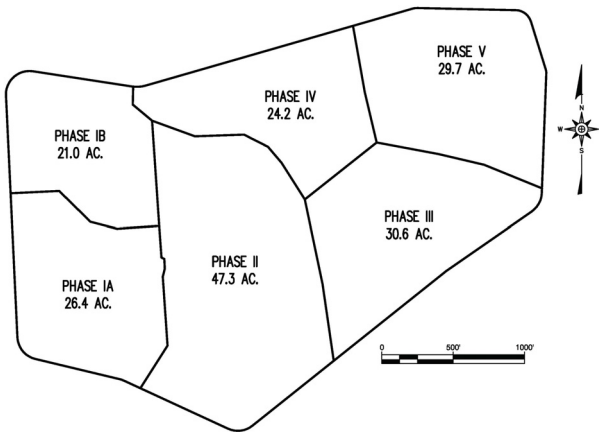
The North Wake Landfill (NWLFL) was closed to accepting municipal solid waste (MSW) in

Program Summary: North Wake

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Machinery and Equipment	*	100,000	—	—	—	—	—	—	100,000
Total Uses	*	100,000	—	—	—	—	—	—	100,000
Funding Sources									
Miscellaneous	*	100,000	—	—	—	—	—	—	100,000
Total Sources	*	100,000	—	—	—	—	—	—	100,000
CIP Operating Impacts	*	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE		—	—	—	—	—	—	—	—

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Solid Waste



South Wake Landfill

In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste (MSW). Waste Industries was selected by the County Commissioners in June of 2006 to serve as the County's designer, builder and operator of the SWLF. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the SWLF partnership. First, the County has to provide the soil needed for each phase of construction. Further, the County is also responsible for the final closure of each cell of landfilling. Phase 1A (26 acres) started accepting MSW in 2008 and reached initial capacity in 2010. Phase 1B was constructed during FY 2010 for which the County provided the clay liner material. Further, it is expected that most of Phase 1 (1A and 1B) will be ready for closure and capping in FY 2014. Design efforts will need to take place in FY 2013 to accommodate that schedule. Further, construction of the next phase (Phase 2) will be undertaken by Waste Industries. The County will once again need to provide the clay soil as a liner for the construction of Phase 2.

Also in 2008 Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. Having a transfer station allows solid waste providers to maximize collections while reducing time needed to transport MSW. The facility was built by the City of Raleigh

and the County has an agreement with the City for operating the facility. As is typically expected, the floors of transfer stations are exposed to significant use and damaging conditions. It is expected that a new concrete floor will be needed after only a few years of service. Design for this project was completed during FY 2012 with funds provided by SWLF Partnership reserves with construction to occur in early FY 2013. Funding in FY 2013 is in addition to funds provided in FY 2012 due to the extensive cost of the repairs.

During FY 2011 a consultant was selected through the County's RFQ process for the development of a master plan for the SWLF. This effort will include a future land use study of areas within the landfill for possible public use and development. The master plan will be developed in cooperation with the Town of Holly Springs and the Town of Apex as well as through a public input process. Redesign of the existing Multi-Material and Convenience Center as well as consideration of other improvements for public use prior to the closing of the landfill will be an integral part of the master plan development. The study is underway with an expected completion in Spring/Summer 2012. Planned improvements for the upcoming year include refurbishment of the Feltonville access road and some associated drainage facilities. This access improvement will facilitate future planned development near the north west portion of the property.

Solid Waste

Program Summary: South Wake Landfill

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Professional Services	*	1,225,000	5,312,000	300,000	130,000	768,000	3,058,000	–	10,793,000
Furniture, Fixtures & Equipment	*	–	350,000	–	–	–	–	–	350,000
Total Uses	*	1,225,000	5,662,000	300,000	130,000	768,000	3,058,000	–	11,143,000
Funding Sources									
Miscellaneous	*	1,225,000	5,312,000	300,000	130,000	768,000	3,058,000	–	10,793,000
Transfers From Solid Waste Enterprise	*	–	350,000	–	–	–	–	–	350,000
Total Sources	*	1,225,000	5,662,000	300,000	130,000	768,000	3,058,000	–	11,143,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Solid Waste



facilities are enabling the County to control gas odors at the SWLF as well as seek beneficial reuse of the landfill gas to create energy. On July 7, 2011 a contract was signed with a landfill gas to energy developer (Ingenco) and during FY 2012 and FY 2013 those facilities will be installed by the gas developer. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Further, the gas collection and control system will need to be expanded as the landfill grows. Work is expected every two to three years to keep up with the landfill development.

Landfill Gas Development

During FY 2011 the County began operating the landfill gas collection and control system. These

Program Summary: Landfill Gas Development

	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY13-19
Construction Costs	–	–	2,400,000	–	350,000	–	550,000	–	3,300,000
Total Uses	–	–	2,400,000	–	350,000	–	550,000	–	3,300,000
Funding Sources									
Transfers From Solid Waste Enterprise	–	–	2,400,000	–	350,000	–	550,000	–	3,300,000
Total Sources	–	–	2,400,000	–	350,000	–	550,000	–	3,300,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

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Financial Planning Model

Financial Planning Model

Wake County uses a long-term financial planning model (“the model”) for capital budgeting.

The capital and debt model is used to evaluate the impact of capital funding 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 2022, a 10-year time-frame. 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. Currently the model is using a target of no more than 80% debt in any given year;
- ♦ 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

Assumptions for the 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 2013 is 53.4 cents with 15.50 cents dedicated for capital and debt service. The County has an eight-year revaluation cycle for residential property. In the year of revaluation, FY 2009, the assessed value of property was increased to reflect current market rates and the tax rate is, at first, assumed to be revenue neutral.

For the next eight-year revaluation, which takes effect in FY 2017, the model assumes a revenue neutral rate with capital/debt portion of the tax rate remaining at the same relative percentage as prior to the revaluation.

Sales Taxes: State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds come from the local half-cent sales and use tax authorized July 1, 1984 (Article 40) and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 (Article 42) are required to be used for school capital outlay, capital projects, and/or school debt service.

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

Property Tax Assessed Value Growth: FY 2012 serves as the base. Growth projections are 1.25% in FY 2013, 1.5% in FY 2014, 2% in FY 2015, 2.5% in FY 2016, and 3.0% in FY 2017, 3.5% in FY 2018 and thereafter.

Sales Tax Growth: FY 2012 actuals growth serves as the base. Growth projections are 2.5% annually in FY 2013-19.

Interest rate on Future Debt Issuance: Based on 4.5% over the average life of the debt issuances for fixed rate general obligation debt.

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 (2014 to 2022). The remaining amount of property tax revenues is available for cash funding for capital projects.

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Financial Planning Model Data

COUNTY CAPITAL

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)		4,906	5,709	25,281	740	3,358	5,056	44,700
Bonds - issued (Libraries)	-	-	-	-	-	-	-	-
Bonds - authorized/unissued (Open Space)	11,000	10,000	-	-	-	-	-	21,000
Grants	266	-	2,292	1,315	-	-	-	3,873
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Other sources	-	-	-	180	1,726	-	-	1,906
Transfer In - Property Tax	25,449	26,286	26,814	27,488	28,318	29,314	30,345	194,014
Transfer In - Fire Tax				875	875	875		2,625
Reserved for Future Projects Appropriation	621	39	-	3,974	3,472	-	-	8,106
Total County Sources	38,206	41,401	33,223	62,156	35,240	34,067	35,921	279,864
Percent Debt Funded	29%	36%	17%	41%	2%	10%	14%	23%
USES:								
Affordable Housing	830	1,000	1,000	1,000	1,000	1,000	1,000	6,830
Automation	8,313	7,835	7,308	8,071	6,203	5,923	5,538	49,191
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	4,294	4,563	4,106	3,773	4,285	3,134	3,053	27,208
Criminal Justice	6,860	2,726	3,370	427	427	1,286	2,971	18,067
Economic Development	1,708	2,521	2,022	4,078	1,446	1,318	75	13,168
Libraries	-	4,906	5,709	25,281	740	3,358	5,056	44,700
Open Space	11,520	10,520	520	520	520	520	520	24,640
Parks & Recreation	750	550	550	550	550	550	550	4,050
Public Safety	336	2,241	3,259	16,456	18,069	8,086	128	48,575
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	36,961	38,512	29,844	62,156	35,240	27,175	20,891	250,429
Reserved for Future Capital Projects	1,245	2,889	3,379	-	-	6,892	15,030	29,435
Total County Uses	38,206	41,401	33,223	62,156	35,240	34,067	35,921	279,864
UNCOMMITTED FUNDS								
Beginning of Year	6,875	7,499	10,349	13,278	9,754	6,282	13,174	
Project Closeouts	-	-	-	-	-	-	-	
Reserved for Future Projects Appropriation	1,245	2,889	3,379	-	-	6,892	15,030	
Use of Uncommitted Funds	(621)	(39)	-	(3,974)	(3,472)	-	-	
End of Year	7,499	909	13,728	9,754	6,282	13,174	28,204	

Financial Planning Model Data

FUTURE CAPITAL PROJECTS

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019	Total
SOURCES:								
Bonds - to be authorized (GO)	49,000	-	-	-	-	100,000	165,000	314,000
Transfer In - Ad valorem tax	-	-	-	-	-	6,383	10,532	16,915
Interest Income - capital projects	-	-	-	-	-	-	-	-
Total Sources	49,000	-	-	-	-	106,383	175,532	330,915
Percent Debt Funded	100%	-	-	-	-	6%	6%	5%
USES:								
Future Projects	49,000	-	-	-	-	106,383	175,532	330,915
Subtotal	49,000	-	-	-	-	106,383	175,532	330,915
Total Uses	49,000	-	-	-	-	106,383	175,532	330,915

WAKE TECH CAPITAL

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019	Total
SOURCES								
Bonds - unauthorized/unissued	29,250-	75,000	58,000	37,750	-	-	-	200,000
Bonds - issued	-	-	-	-	-	-	-	-
Transfer from County Capital Projects	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Transfer from General Fund	-	3,185	3,305	3,710	-	-	-	10,200
Total Sources	30,750	79,685	62,805	42,960	1,500	1,500	1,500	220,700
USES:								
Wake Tech 2012 Building Program	29,250	78,185	61,305	41,460	-	-	-	210,200
Wake Tech Minor Capital	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Wake Tech General Repairs/Renovations	500	500	500	500	500	500	500	3,500
Subtotal	30,750	79,685	62,805	42,960	1,500	1,500	1,500	220,700
Total Wake Tech Uses	30,750	79,685	62,805	42,960	1,500	1,500	1,500	220,700

TOTAL ALL PROJECTS

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)		4,906	5,709	25,281	740	3,358	5,056	44,700
Bonds - authorized/unissued (Open Space)	11,000	10,000	-	-	-	-	-	21,000
Bonds - unauthorized/unissued (Wake Tech)	29,250	75,000	58,000	37,750	-	-	-	200,000
Bonds - unauthorized and unissued (Future Projects)	49,000					100,000	165,000	314,000
Transfer In - Ad Valorem Tax	25,449	29,471	30,119	31,198	28,318	35,697	40,877	221,129

Financial Planning Model Data

TOTAL ALL PROJECTS

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019	Total
Grants	266	-	2,292	1,315	-	-	-	3,873
Other funds	-	-	-	180	1,726	-	-	1,906
Municipal Reimbursement	520	520	520	700	520	520	520	3,640
Transfer In Fire Tax	-	-	-	875	875	875	-	2,625
Prior Year Uncommitted Funds	621	39	-	3,974	3,472	-	-	8,106
Interfund Transfers	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Total All Sources	117,340	121,436	95,848	101,458	37,151	141,950	212,953	831,479
Percent Debt Funded	76%	74%	66%	62%	2%	73%	80%	70%

USES:

County	36,961	38,512	29,844	62,156	35,240	27,175	20,891	250,429
Future Projects	49,000	-	-	-	-	106,383	175,532	330,915
Wake Tech	30,750	79,685	62,805	42,960	1,500	1,500	1,500	220,700
Subtotal	116,711	118,197	92,649	105,116	36,740	135,058	197,923	802,044
Reserved for Future Capital Projects	1,245	2,889	3,379	-	-	6,892	15,030	29,435
Total All Uses	117,956	121,086	96,028	105,116	36,740	141,950	212,953	831,479

UNCOMMITTED FUNDS

Beginning of Year	6,875	7,499	10,349	13,278	9,754	6,282	13,174
Project Closeouts	-	-	-	-	-	-	-
Reserved for Future Projects Appropriation	1,245	2,889	3,379	(3,974)	(3,472)	6,892	15,030
Use of Uncommitted Funds	(621)	(39)	-	-	-	-	-
End of Year	7,499	909	13,728	9,754	6,282	13,174	28,204

Financial Planning Model Data

PROPERTY TAXES

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019
Tax base	121,893,164	123,678,929	126,152,509	129,306,322	133,185,511	137,847,003	142,671,647
Annual growth rate	1.25%	1.50%	2.00%	2.50%	3.00%	3.50%	3.50%
Tax increase (cents) - Operating (Schools)	-	-	-	-	-	-	-
Tax increase (cents) - Operating (County)	-	-	-	-	-	-	-
Tax increase (cents) - Capital	-	-	-	-	-	-	-
Tax rate (cents)	53.40	53.40	53.40	53.40	53.40	53.40	53.40
Levy After Collection Rate	639,522	646,845	659,856	676,445	696,849	721,368	746,745
Revenue per penny	11,976	12,113	12,357	12,668	13,050	13,509	13,984
Capital tax rate	15.50	15.50	15.50	15.50	15.50	15.50	15.50
Ad valorem tax - capital program	185,629	187,755	191,531	196,346	202,269	209,386	216,752
Percent change - ad valorem tax	1.54%	1.15%	2.01%	2.51%	3.02%	3.52%	3.52%
Ad valorem tax allocation:							
Debt Service Fund	159,641	158,284	161,412	165,148	173,951	173,689	175,875
County Capital Projects Fund	25,998	26,286	26,814	27,488	28,318	29,314	30,345
Wake Tech Capital Projects		3,185	3,305	3,710			
Future Capital Projects						6,383	10,532
Adjustments to County Capital Cash-funded	(539)						
Total	\$185,090	\$187,755	\$191,531	\$196,346	\$202,269	\$209,386	\$216,752

DEBT SERVICE FUND

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019
Sales tax annual growth rate	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Investment rate	0.85%	1.50%	2.00%	2.00%	3.00%	3.00%	3.00%
Tax-exempt variable interest rate	0.30%	0.50%	0.90%	1.40%	2.10%	2.10%	2.10%

DEBT SERVICE REVENUES

Ad valorem tax	159,641	158,284	161,412	165,148	173,951	173,689	175,875
Sales Tax: Article 40 & 42	29,022	29,784	30,491	31,254	32,035	32,836	33,657
Transfer from Major Facilities Fund	991	991	991	991	79	-	-
Transfer from Fire Tax District	606	606	606	606	35	35	-
Transfer in for fire trucks debt service	534	534	534	534	534	430	120
Lottery Proceeds	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Federal Subsidy (QSCB, BAB, RZEDB)	3,002	3,002	3,002	3,002	3,002	3,002	3,002
Premium - Bond	-	-	-	-	-	-	-
Interest income - WCPSS, WTCC, and County bond proceeds	368	627	722	609	182	1,127	2,082
Interest income - LOBs proceeds	-	-	-	-	-	-	-

Financial Planning Model Data

DEBT SERVICE FUND

<i>(in thousands)</i>	2013	2014	2015	2016	2017	2018	2019
Interest Income - County Capital Projects	-	-	-	-	-	-	-
Interest income - General fund	5,000	5,000	6,000	8,000	10,000	12,000	12,000
Plus interest income - debt service fund	1,445	2,178	2,421	2,501	1,966	1,351	1,361
Total Debt Service Revenues	210,609	211,969	218,179	223,733	233,705	234,470	238,096
DEBT SERVICE EXPENDITURES							
G.O. debt service (DS)	203,663	204,832	208,379	228,856	225,377	206,110	210,533
QSCB Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
QSCBs Principal	2,054	1,930	1,889	1,848	1,807	1,766	1,725
Debt Service Justice Center	12,678	12,529	12,350	12,172	11,993	11,780	11,902
Debt Service Jail	13,270	13,014	12,763	12,484	12,218	11,944	11,638
Fire truck debt service	534	534	534	534	534	430	120
Five County Stadium financing agreement	991	991	991	79	-	-	-
Misc. fees and costs	314	318	323	327	332	337	342
QZAB debt service	163	163	163	163	163	163	-
Total Debt Service Expenditures	235,447	236,092	239,173	258,244	254,204	234,147	238,039
Revenues in excess (less than) expenditures	(24,838)	(24,123)	(20,994)	(34,511)	(20,499)	323	56
Fund Balance - beginning of year	170,006	145,168	121,045	100,051	65,540	45,041	45,364
Fund Balance - end of year	145,168	121,045	100,051	65,540	45,041	45,364	45,421
Ending balance as % of next year's G.O. DS	61.6%	50.7%	38.8%	25.8%	19.3%	19.1%	19.4%

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Wake County Facts

Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, learn, and play in the United States. Located in the east central section of North Carolina, Wake County's 929,780 residents (July 1, 2011 Census Bureau estimate) 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, the Wake County Public School System, International Business Machines Corporation (IBM), North Carolina State University,

Wake Med Health and Hospitals, GlaxoSmithKline, Pinkerton and Burns, 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 Cincinnati Reds baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions.

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 857 total square miles (832 square miles in land area)
County Seat	Raleigh
County 2011 Population (1)	929,780
Municipalities	Population (2)
Angier	103
Cary	37,476
Fuquay-Varina	17,937
Garner	25,745
Holly Springs	24,661
Knightdale	11,401
Morrisville	18,576
Raleigh	402,825
Rolesville	3,786
Wake Forest	29,218
Wendell	5,845
Zebulon	4,433
Unincorporated areas of Wake County	185,175

(1) July 1, 2011 is the most recent release of U.S. Census Bureau county population estimates. Released April 2012.

Wake County Facts

(2) April 1, 2010 Census is the most recent release of U.S. Census Bureau city and town population data. Released March 2011.

Wake County has experienced explosive growth over the last 20 years. The US Census Bureau reported that Wake County had 929,780 residents as of July 1, 2011. The county gained **28,787** residents from 900,993 that were reported in April 1, 2010. That growth placed the Raleigh-Cary MSA the **5th fastest** growing metro in the United States from April 1, 2010 to July 1, 2011 growing **2.9%**. Wake County is the 50th largest county in the United States up from 56th in April 1, 2010.

Between 2000 and 2010, Wake County added 273,000 residents, a 43.5% increase. This estimates to roughly 27,300 residents per year.

Wake County continues to experience a significant growth and become a more diverse community. Many factors have influenced the growth in diversity within Wake County. In 2000, the US Census reported the county's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2010, the Hispanic/Latino increased to 87,922, which comprised 9.8% of the total population. This increase amounted to a 159% growth rate in Hispanic/Latino residents between 2000 and 2010. During the same period the Asian population grew by 128%: 48,553 residents (5.4% of the total population).

Wake County's foreign born residents increased from 60,602 residents in the 2000 US Census to 119,452 in the July 1, 2010 American Community Survey. Wake County's foreign born population originates throughout the world. Roughly 49,172 (41.2%) are from **Latin America**, 38,757 (32.4%) are from **Asia**, 15,982 (13.4%) are from **Africa**, 11,509 (9.6%) are from **Europe**, 3,437 (2.9%) are from **North America**, and 595 (.05%) are from **Oceania** according to the US Census American Community Survey in July 1, 2010.

Wake County's population over age 65 has increased in the last decade by 62%. In 2000, 46,815 or 7.4% of the population was over age 65. In **2010 the number had reached 75,683 or 8.4% of the total population.** This number is expected to increase over the next

decade has many of the baby boomers reach that age bracket. The NC State Demographer has projected **136,747 residents over the age of 65 for 2020** within Wake County. The projection would mean an increase of roughly 81% for those over age 65 in Wake County.

Wake County had 583,522 residents over the age of 25 in July 1, 2010 according to the American Community Survey. Of the 583,522 residents, 47% had obtained a bachelor's degree or higher.

Educational Attainment (over age 25)	583,522
Less than 9th Grade	19,544
9th - 12th Grade, no diploma	23,394
High School Graduate (includes equivalency)	98,321
Some College, no degree	118,227
Associates degree	51,364
Bachelor's degree	182,642
Graduate or Professional degree	90,030

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2002	661,472	101,432	14,942
2003	681,498	104,461	15,238
2004	702,440	108,969	16,407
2005	725,334	114,068	17,015
2006	757,346	120,504	17,465
2007	793,401	128,072	16,899
2008	831,537	134,002	18,899
2009	866,438	137,706	21,193
2010	892,409	139,599	22,860
2011	900,993	143,289	24,814
2012	929,780	146,687	unavailable

(1) U.S. Census Bureau Population Estimates (July 2001-2009). U.S. census Bureau April 1, 2010 Census Counts, released March 2011. US Census Bureau 2012 Population Projection, updated April 2012.

(2) North Carolina Department of Public Instruction. Wake County Public Schools 20th Day Membership Counts.

(3) Wake Technical Community College. Reflects Curriculum enrollees only.

(4) North Carolina Employment Security Commission. 2000-2010. *March 2012 Unemployment Rate- 7.6 percent.

(5) U.S. Department of Commerce, Bureau of Economic Analysis, reflects midyear population estimates as of April 25, 2012

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2001	3.9%	37,143
2002	5.9%	36,383
2003	6.0%	36,307
2004	4.8%	37,921
2005	4.5%	39,503
2006	3.9%	41,556
2007	3.8%	42,697
2008	4.8%	43,540
2009	8.9%	40,664
2010	8.9%	41,440
2011	8.7%	Not available from this source

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Glossary of Budget Terms

Alcohol Beverage Commission (ABC): The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Adopted Budget: The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

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.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

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.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

Glossary of Budget Terms

CAP: Capital Area Preservation.

Capital Budget: A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

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.

CIP: Community Improvement Plan.

Clerk to the Board: The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

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.

Comprehensive Annual Financial Report (CAFR): Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Contingency Account: An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

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.

Debt Service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Fund: A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

Division: A functional unit within a County department.

EBT: Electronic Benefit Transfer.

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.

Glossary of Budget Terms

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.5 FTE.

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.

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

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.

Glossary of Budget Terms

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICS: Incident Command System.

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.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

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.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

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.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan 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.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Glossary of Budget Terms

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.

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.

Policy: An established plan of action used to guide decisions and actions.

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.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

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.

ROD: Register of Deeds.

RTP: Research Triangle Park.

Salary Adjustment Reserve: A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

SEIMS: Statewide Election Information Management System.

Self-insurance: A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

Glossary of Budget Terms

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

SRC: Southern Regional Center.

Statute: A law enacted by the state legislature.

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple units of data over time.

Taxing Authority: When a legislative body has the legal ability to impose a tax on its citizens.

UDO: Unified Development Ordinance.

Unincorporated Area: Area of the county that is not part of any municipality.

User Fee: A charge assessed each time a customer uses a County service for which fees are charged.

Vector Borne: An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIC: Women, Infant and Children.

Workforce Development: Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

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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