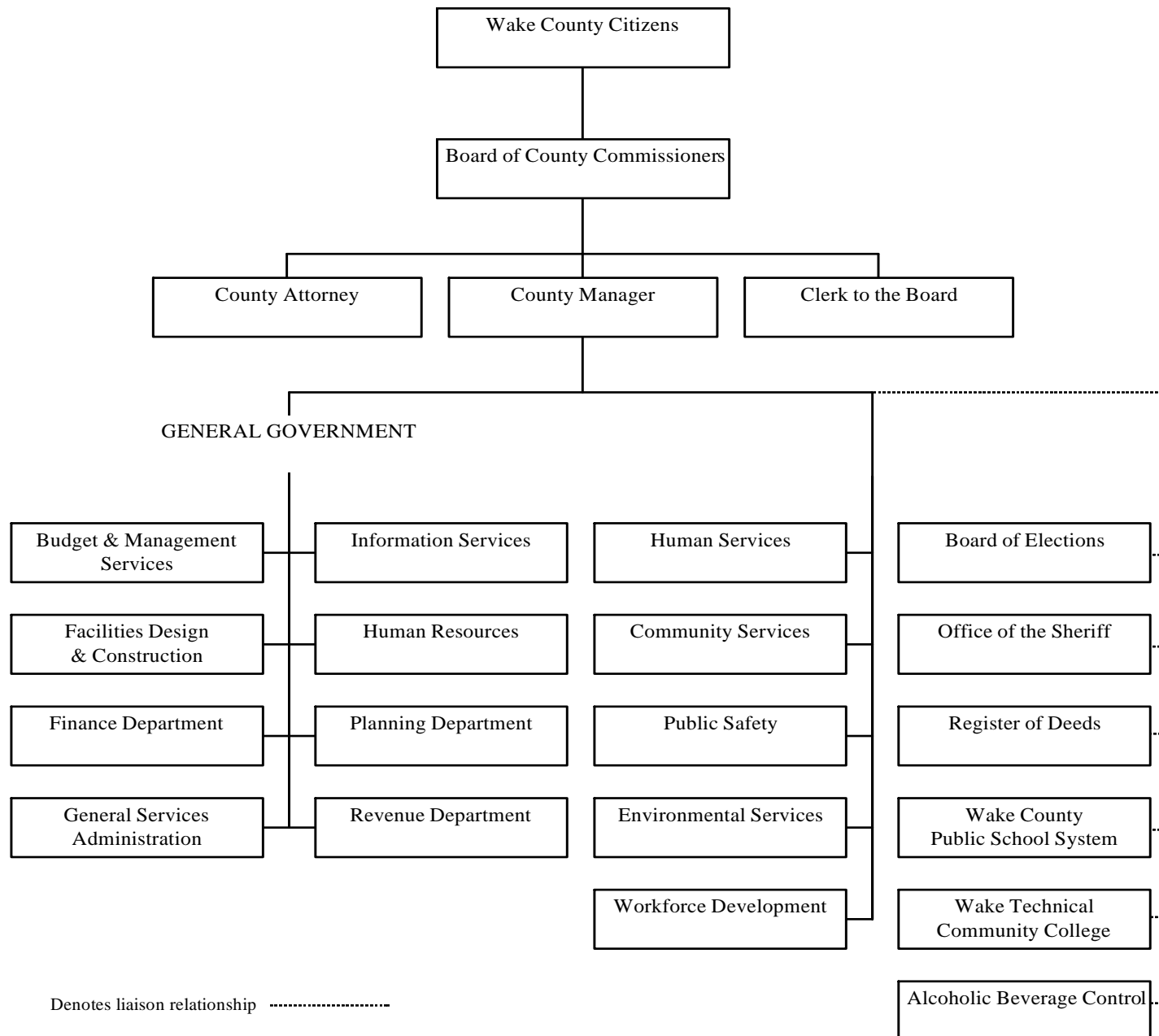


# WAKE COUNTY GOVERNMENT FISCAL YEAR 2007 ORGANIZATIONAL CHART



## GENERAL GOVERNMENT BUDGET SUMMARY

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

# COUNTY COMMISSIONERS

## Department Summary

|                           |    | <b>FY 2005<br/>Actual</b> | <b>FY 2006<br/>Adopted<br/>Budget</b> | <b>FY 2006<br/>Current<br/>Budget</b> | <b>FY 2007<br/>Adopted<br/>Budget</b> |
|---------------------------|----|---------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Personnel Services        | \$ | 331,770                   | 340,694                               | 353,584                               | 333,345                               |
| Operating Expenses        |    | 101,859                   | 117,600                               | 117,600                               | 117,600                               |
| Capital Outlay            |    | 0                         | 0                                     | 0                                     | 0                                     |
| <b>Expenditure Totals</b> | \$ | 433,629                   | 458,294                               | 471,184                               | 450,945                               |
| <b>Number of FTEs</b>     |    | 3.00                      | 3.00                                  | 3.00                                  | 3.00                                  |

### Department Purpose and Goals

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

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

### Major Accomplishments

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

### Issues for FY 2007

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

## COUNTY COMMISSIONERS

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

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

### Horizon Issues

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

# COUNTY MANAGER

## Department Summary

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

### Department Purpose and Goals

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies like the Office of the Sheriff, Board of Elections, and the Register of Deeds. The Office's primary function is to make operational and policy recommendations to the Board of Commissioners and ensure that County staff implements the Board's policy direction effectively and efficiently. In order to carry out these functions, the County Manager's Office provides corporate direction, communication and coordination of strategic initiatives, and efficient management of the County's workforce and resources.

### Major Accomplishments

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

process.

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

# COUNTY MANAGER

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

## Issues for FY 2007

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

## Horizon Issues

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

how mental health, developmental disabilities and substance abuse services will be delivered to county residents. Wake County's role and the role of community providers will dramatically change under this plan. Community providers will have to assume a greater responsibility for more difficult-to-serve consumers because of deinstitutionalization, and the County will act more as an assessor and broker of service access.

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

# COUNTY MANAGER

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

### Program Area 1: Administration

**Key Objectives:**

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

| Key Measures   | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|--|-------------|----------------|-------------|---------------|
| <i>Workload (Output)</i>   |             |                |             |               |
| Conduct annual goal and priority setting process for Board and staff                           | Yes         | Yes            | Yes         | Yes           |
| <i>Effectiveness</i>   |             |                |             |               |
| Maintain highest possible bond rating (AAA)  | AAA         | AAA            | AAA         | AAA           |
| Respond to Board inquiries within one working day and maintain contact until issue is resolved | 100%        | 100%           | 100%        | 100%          |
| Respond to citizen inquiries/comments within two working days                                  | 100%        | 100%           | 100%        | 100%          |

### Program Area 2: Public Affairs

**Key Objectives:**

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

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

# COUNTY ATTORNEY

## Department Summary

|                           |    | <b>FY 2005<br/>Actual</b> | <b>FY 2006<br/>Adopted<br/>Budget</b> | <b>FY 2006<br/>Current<br/>Budget</b> | <b>FY 2007<br/>Adopted<br/>Budget</b> |
|---------------------------|----|---------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Personnel Services        | \$ | 940,069                   | 1,010,677                             | 1,040,750                             | 1,060,679                             |
| Operating Expenses        |    | 75,461                    | 80,641                                | 81,565                                | 92,556                                |
| Capital Outlay            |    | 0                         | 0                                     | 0                                     | 0                                     |
| <b>Expenditure Totals</b> | \$ | <b>1,015,530</b>          | <b>1,091,318</b>                      | <b>1,122,315</b>                      | <b>1,153,235</b>                      |
| <b>Number of FTEs</b>     |    | <b>10.00</b>              | <b>10.70</b>                          | <b>10.70</b>                          | <b>10.70</b>                          |

### Department Purpose and Goals

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

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

### Major Accomplishments

- Defend the County in lawsuits
- Advise Board of Commissioners on legal matters
- Assist in enforcing County ordinances
- Advise County departments on legal matters
- Negotiate and review contracts
- File petitions in cases of abuse and neglect of juveniles and adults
- Represent County in court in abuse and neglect cases of adults and juveniles
- File and try cases involving termination of parental rights
- Perform title searches for land purchases
- Assist Revenue Collector in collection of unpaid taxes

# BOARD OF ELECTIONS

## Department Summary

|                            |    | <b>FY 2005<br/>Actual</b> | <b>FY 2006<br/>Adopted<br/>Budget</b> | <b>FY 2006<br/>Current<br/>Budget</b> | <b>FY 2007<br/>Adopted<br/>Budget</b> |
|----------------------------|----|---------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Personnel Services         | \$ | 1,711,987                 | 1,525,749                             | 1,547,977                             | 1,122,707                             |
| Operating Expenses         |    | 581,647                   | 893,293                               | 900,454                               | 819,989                               |
| Capital Outlay             |    | 0                         | 89,203                                | 89,203                                | 10,000                                |
| <b>Expenditure Totals</b>  | \$ | <b>2,293,634</b>          | <b>2,508,245</b>                      | <b>2,537,634</b>                      | <b>1,952,696</b>                      |
| Intergovernmental Revenues | \$ | 174,869                   | 0                                     | 3,650                                 | 0                                     |
| Fee & Other Revenues       |    | 92,996                    | 284,425                               | 284,425                               | 0                                     |
| <b>Revenue Totals</b>      | \$ | <b>267,865</b>            | <b>284,425</b>                        | <b>288,075</b>                        | <b>0</b>                              |
| <b>Number of FTEs</b>      |    | <b>14.60</b>              | <b>16.00</b>                          | <b>16.00</b>                          | <b>16.00</b>                          |

## Department Purpose and Goals

The Wake County Board of Elections conducts all federal, state, county, municipal, and special elections in accordance with the mandates set by federal and state law and State Board of Elections policy. Its mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters. The major functions of the Wake County Board of Elections are to register eligible voters; maintain accurate voter registration lists pursuant to federal and state statutes and State Board of Elections policies; conduct elections and report election results; process provisional ballots; recruit and train precinct officials and secure polling places; insure polling place ADA compliant accessibility; file candidates for elective office; manage voter precincts on election day; manage by-mail and one-stop absentee voting, and administer State Board of Elections policies that interpret federal and state statutes.

## Major Accomplishments

- Implemented the change to SEIMS, the statewide voter registration and election management information system.
- Created 7 additional precincts, reducing the number of registered voters in those precincts to no more than 3,000.
- Successfully conducted the October 2005 election for Raleigh, Cary, and Board of Education.
- Successfully conducted the November 2005 municipal elections and run-offs.
- Met statutory requirements for the purchase of new voting equipment for use in Election Day precincts and One Stop voting locations.
- Conducted the May 2006 Primary.
- Negotiated a new contract with Wake County's municipalities, which covers administrative, supply, and One Stop expenses.

# BOARD OF ELECTIONS

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

## Issues for FY 2007

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

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

## Horizon Issues

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

# BOARD OF ELECTIONS

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

### Key Objectives:

- **Register and Track Voters:** Complete voter registration applications ( i.e., for new voters or voters with changed information) in a timely and accurate manner. Inform voters of changes in precinct and/or polling place in a timely manner. Ensure that all eligible citizens have the opportunity to register to vote.
- **Conduct Elections and Report Results:** Conduct elections in an accurate and efficient manner, meeting the mandates of federal and state law and State Board of Elections policy. Ensure that all eligible citizens have the opportunity to vote. Uphold our responsibility for protecting the will of the people, protecting democracy as a concept and as a form of government.
- **Process Provisional Ballots:** Adapt to statewide software for processing provisional ballots. Improve efficiency of the process and advocate for improvements to the software. Implement statutory requirement to report provisional ballots by the voters' precinct.
- **Precinct Official and Polling Place Recruitment, Retention, and Training:** Work towards the goal of fewer than 3,000 voters per precinct. Improve training tools for election officials. Train offi-

cial to use new voting equipment and follow new procedures. Adapt to statewide software that provides fewer capabilities than the former software. Advocate for improvements to the software.

- **Polling Place Accessibility:** Meet the Help America Vote Act and Americans with Disabilities Act requirements of 100% accessible polling places.
- **File Candidates for Elected Office:** File candidates for office in a timely manner and explain to candidates the election procedures, ballot preparation and other relevant information.
- **Collect and Analyze Statistical Information:** Maintain reports available to the public. Regularly update files maintained on the Board of Elections' website so that customers can conveniently download files and obtain information at any time over the internet without having to visit the Board of Elections office in person.
- **Provide Support for Campaign Finance Regulation:** Conduct training sessions with candidates, treasurers, and town clerks on all campaign finance regulations.

| Key Measures   | FY05<br>Actual | FY06<br>Estimated | FY07<br>Target | Desired<br>Level |
|--|----------------|-------------------|----------------|------------------|
| <b>Workload (Output)</b>   |                |                   |                |                  |
| Number of registered voters  | 489,722        | 503,000           | N/A            | N/A              |
| Elections held   | 4              | 3                 | 1              | N/A              |
| <b>Efficiency</b>  |                |                   |                |                  |
| Cost per voter registration card processed<br>(*FY07 increase due to postage and paper cost increases, incomplete voter registration application mailing requirements) | \$1.01         | \$1.01            | \$1.25*        | N/A              |
| <b>Effectiveness</b>   |                |                   |                |                  |
| Percentage of votes cast without voter complaints  | 99.5%          | 99.5%             | 99.5%          | 99.5%            |

# BUDGET AND MANAGEMENT SERVICES

## Department Summary

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

### Department Purpose and Goals

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

### Major Accomplishments

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

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

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

### Horizon Issues

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

# FACILITIES DESIGN AND CONSTRUCTION

## Department Summary

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

## Department Purpose and Goals

The Facilities Design & Construction Office plans and implements the capital improvement program for County departments and the Board of Commissioners. Projects generally range in value from \$100,000 to as much as \$200 million each. The duration of individual projects varies from several months to 4-5 years, depending on size, complexity and logistical requirements. Periodically the County may partner with other local governments on a large capital project, such as the Raleigh Convention Center or Western Wake Regional Wastewater Facility. Generally, the types of capital projects include human services buildings, public safety facilities, libraries, parks, office buildings, historic building restorations, water and sewer projects, solid waste facilities, building renovations and major preventive maintenance projects. All design services, construction work, materials testing and various other services are outsourced to private firms through competitive procurement methods as allowed by North Carolina General Statutes.

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

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

- To build partnerships to collaboratively plan, share costs and jointly develop public facilities throughout the County.

# FACILITIES DESIGN AND CONSTRUCTION

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- To protect the integrity of existing capital facilities and assets through targeted investments in preventative maintenance and repair.
- To establish new and existing facilities which allow service providers and customers to enjoy efficient and effective service environments, and to provide new facilities within budget and in timely manner (consistent with Board approved project schedules).
- To ensure that new facilities are of sufficient quality to realize long term cost savings through energy efficiencies and by avoiding premature repairs and renovations.
- To professionally and fairly conduct all real estate negotiations, achieving a high level of trust and confidence by property owners and Board of Commissioners.

## Major Accomplishments

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

## Issues for FY 2007

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

## FACILITIES DESIGN AND CONSTRUCTION

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

- Finalize the following Master Plans: Randleigh Farm, Lake Benson/Lake Wheeler Swift Creek Greenway, Human Services Ten Year Facility Plan
- Finalize design and begin construction of an approximately 800-space parking deck on County-owned land in Downtown Raleigh.
- Complete architectural program and schematic design for new Criminal Courthouse and adjacent Public Records Building.
- Complete architectural program and schematic design for next phase of planned detention facilities at Hammond Road site.
- Continue to acquire landrights and pursue partnering opportunities for properties, which are designated as critical or high priority, under the County's Open Space Preservation Program; Focus efforts on 9 corridors previously approved by Commissioners and partnerships with municipalities.
- Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park.
- Finalize site location for new branch library in Leesville area.

### Horizon Issues

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

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

# FACILITIES DESIGN AND CONSTRUCTION

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

### Program Area 1: Capital Program Planning and Implementation

#### Key Objectives:

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

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

# FACILITIES DESIGN AND CONSTRUCTION

## Program Area 2: Real Estate and Land Rights Management

### Key Objectives:

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

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

# FINANCE DEPARTMENT

## Department Summary

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

## Department Purpose and Goals

The Finance Department has a wide range of responsibilities, such as: providing the accounting and financial management in accordance with North Carolina General Statutes for managing cash, investments, state/federal grants, and fixed assets; expenditure control of the County's funds; debt financing/debt service management; procurement of goods and services for all County agencies; payroll/timekeeping; financial reporting requirements for federal, state and local agencies; risk management and safety; and review of County fiscal procedures for efficiencies and maintenance of internal controls. The Finance Department staff is instrumental in helping the County maintain its strong financial condition and AAA credit ratings.

## Major Accomplishments

- Continued working towards the procurement and implementation of a replacement Financial and Human Resource System.
- Refunded \$147.4 million in bonds to save taxpayers \$5.9 million in interest payments.

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

## Issues for FY 2007

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

# FINANCE DEPARTMENT

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

## Horizon Issues

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

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

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

### Program Area 1: Replacement of Financial and Human Resource Systems

#### Key Objectives:

- Update with new systems and a web-based / relational database architecture
- Obtain integrated financial, budget and human resource systems
- Eliminate as many separately run subsystems as possible by incorporating them into the core system to produce efficiencies in operations and technical support, to eliminate duplicate keying and reconciliation issues, and reduce data integrity risks. Ensure that the system will be user-friendly for data input and data retrieval for all users, even the occasional user.
- Business processes will be reviewed and revised to take advantage of new system and technology.
- Business process reviews will be completed in a timely manner.
- The new financial and human resource system(s) will be implemented such that customization is kept to a minimum.
- Solve major business process issues such as electronic timekeeping, grant position tracking, and integration of finance and human resource data, among others.
- System(s) implemented will be able to link imaged data to detail transactions.

# FINANCE DEPARTMENT

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## Program Area 2: Commercial Paper Program

### Key Objectives:

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

## Program Area 3: Accounts Receivable System

### Key Objectives:

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

# GENERAL SERVICES ADMINISTRATION

## Department Summary

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

## Department Purpose and Goals

The General Services Administration (GSA) department manages Wake County facilities, the Wake County fleet, provides criminal justice support, and supports a number of General Government business units. GSA is dedicated to ensuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to the assigned business units. The department is organized into five major organizational service delivery divisions: (1) Administration, (2) Central Services, (3) Field Services, (4) Fleet Services, and (5) Physical Plant.

These service organizations support the four core businesses of GSA: facility management, fleet management, general government and criminal justice support. Additionally these four core businesses are comprised of twenty-six discreet strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources.

Business units also have unique business plans with strategies for accomplishing established goals.

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

# GENERAL SERVICES ADMINISTRATION

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## Major Accomplishments

### Facility Management

- Implemented Computer-Aided Facility Management Web product. Currently in limited production, this Intranet application opens a window to Wake County, GSA; its businesses, processes and organization. This effort reflects partnerships with departments such as Finance where GSA and Finance staff are collaborating to graphically depict on a web browser life safety devices (fire extinguisher, etc.) and procedures for better life safety training and coordination.
- Expanded internal facility recycling to include the implementation of plastics, magazines and newspapers.
- Launched County building improvement committee where county-wide projects are ranked by a cross-departmental team based upon Wake County corporate and facility criteria. Several projects were funded and are scheduled as a result of this team's efforts (CCBI finish upgrade and system furniture replacement, renovation of the PSC conference center, renovation of the EMS#1 station at PSC, and Environmental Services renovation WCOB 6<sup>th</sup> fl).
- Continued branding of County facilities by expanding corporate exterior signs.
- Responded to national emergency event by activating a vacant facility to serve as a recovery center for the evacuees of Hurricane Katrina.

### Fleet Management

- Made commercial fueling cards available to departments who feel that the benefit of fueling off Wake County sites outweighs the increased cost of fuel. These cards will show a benefit in time and travel cost when service is being provided on the outskirts of the County.
- Increased the County's hybrid electric vehicle inventory to 26 vehicles, which increases the total number of alternative fuel compatible vehicles to 20% of our entire fleet.
- Studied fleet financial plan for long-term accurate forecasting and improved prediction models.
- Downsized County fleet during replacement cycle by matching the

right vehicle for the right job duties and needs of the departments.

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

### General Government

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

### Criminal Justice Support

- Support the technical solutions that affect safety, time and efficiency like Video Visitation and Video Arraignment, currently being installed. Implement and refine business process around technology as in the case of the Probable Cause Video System and a new intercom replacement system in the Public Safety Center.
- Expanded court security to the Public Safety Center. Courtroom screening station officially opened providing one security officer operating the screening machine.
- Gained endorsement from the Court Space Committee for the Criminal Justice Master Plan to move forward.
- Public Defender was hired and facility needs assessed to operate a 35-person program.
- Supported restacking plans of the Courthouse by renovating and moving the District Attorney staff and murder files (7<sup>th</sup> floor & Basement-WCOB), Clerk of Court (1<sup>st</sup> & 11<sup>th</sup> floors) and 2 court floors (2<sup>nd</sup> & 5<sup>th</sup> floors).

### Issues for FY 2007

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

# GENERAL SERVICES ADMINISTRATION

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

## Horizon Issues

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

# GENERAL SERVICES ADMINISTRATION

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

### Program Area 1: Facility Management

#### Key Objectives:

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

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

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

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

# GENERAL SERVICES ADMINISTRATION

## Program Area 2: Fleet Management Key Objectives

### Key Objectives:

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

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

# GENERAL SERVICES ADMINISTRATION

## Program Area 3: General Government

### Key Objectives:

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

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

# GENERAL SERVICES ADMINISTRATION

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## Program Area 4: Criminal Justice Support

### Key Objectives:

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

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

# HUMAN RESOURCES

## Department Summary

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

## Department Purpose and Goals

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

## Major Accomplishments

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

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

# HUMAN RESOURCES

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

- HR coordinated the 2005 “Garland H. Jones Excellence in Public Service Awards” luncheon, which was held in May 2005 at Historic OakView County Park. Winners for the five categories were presented – Administrative Support Staff; Manager, Supervisor, Team Leader; Professional or Technical; Trades and Service Maintenance; and, Team. A \$500 award was given to the winner of each category. The winning Team split the award. In addition to the monetary award, a trophy was given to the winners. All nominated employees were recognized and given framed certificates. HR expects to have a similar recognition event sometime in 2006.
- HR coordinated the quarterly “Caring, Serving, and Respecting Customers” Awards Program with 8 winners presented to the Commissioners at a Board of Commissioners Meeting and presented with their awards. HR also orchestrated a Holiday Event with the music, entertainment, and dessert reception held in the North Carolina Museum of Art. Electronic invitations were sent to employees. Hard Copy invitations were sent to Retirees. Approximately 1500 RSVP’s were received, and the event was well attended.
- HR enhanced service delivery to the citizens by offering skill-building opportunities to employees. HR training received 1630 registrations for 56 training workshops, yielding 178 training dates/times/opportunities; conducted 13 special retreats; implemented Leadership Program curriculum with the inclusion of Ground Rules into core programs – IM and Leadership: Everyone’s Role; conducted Unlocking the Mystery of Wake County programs. Wake County Government had six members become certified to deliver DDI workshops, as part of the Training Consortium initiative.
- HR coordinated several successful blood drives, resulting in Wake County receiving recognition while being designated as a member of the American Red Cross Top 10 for the tri-county area.
- HR proactively engaged employees; supervisors and managers in a variety of sessions, such as “Meet the Manager” sessions; Extended Management Team (EMT) meetings; new employee orientations; and others. HR conducted six employee relations “road shows” aimed at enhancing leadership skills in resolving workplace conflicts, and ensuring all employees are treated with respect and dignity.
- HR was instrumental in the successful review, analysis, procurement and contract negotiation for the integrated Budget, Finance, and Human Resources information system. In looking at the possibilities from very diverse stakeholder perspectives, the consensus decision was the CGI AMS solution best met the County's overall objectives.

## Issues for FY 2007

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

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

# HUMAN RESOURCES

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## Horizon Issues

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

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

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

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

# HUMAN RESOURCES

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

### Program Area 1: Benefits and Wellness

#### Key Objectives:

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

| Key Measures  | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|---|-------------|----------------|-------------|---------------|
| <b>Workload (Output)</b>  |             |                |             |               |
| Number of benefits-related workshops conducted  | 32          | 40             | 50          | 50            |
| Number of wellness activities and initiatives   | 2           | 6              | 6           | 10            |
| Number of flu shots administered  | 0           | 964            | 1,000       | >1,000        |
| Number of employees participating in pre-tax reimbursement accounts (“flex accounts”)   | 368         | 600            | 700         | >700          |
| <b>Effectiveness</b>  |             |                |             |               |
| Percentage of employees participating in benefits information sessions who indicate that they have a better understanding of their benefits | 99.9%       | 99.9%          | 99.9%       | 100.0%        |

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

# HUMAN RESOURCES

## Program Area 2: Employee Relations

### Key Objectives:

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

| Key Measures   | FY05<br>Actual | FY06<br>Estimated | FY07<br>Target | Desired<br>Level |
|--|----------------|-------------------|----------------|------------------|
| <i>Effectiveness</i>   |                |                   |                |                  |
| Percentage of employees who seek the advice of Employee Relations staff prior to addressing an issue             | 64%            | 65%               | 66%            | TBD              |
| Percentage of supervisors/managers who seek the advice of Employee Relations staff prior to addressing and issue | 75%            | 78%               | 80%            | TBD              |
| Percentage of non-discrimination grievances resolved at department level   | 90%            | 80%               | 80%            | TBD              |

## Program Area 3: Recruitment and Compensation

### Key Objectives:

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

# HUMAN RESOURCES

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

| Key Measures                                      | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|---|-------------|----------------|-------------|---------------|
| <b>Workload (Output)</b>                          |             |                |             |               |
| Number of Employee and Position Actions Completed | 3,603       | 3,500          | TBD         | N/A           |
| Vacancy Recruitments Conducted                    | 613         | 600            | TBD         | N/A           |
| Career Fairs Attended                             | 21          | 11             | 10          | TBD           |
| Applications Received and Screened                | 26,059      | 29,000         | TBD         | N/A           |
| Average number of days for referral               | .94         | 1              | 1           | TBD           |
| <b>Effectiveness</b>                              |             |                |             |               |
| Number of bilingual candidates                    | 708         | 500            | 500         | TBD           |

## Program Area 4A: Training & Organizational Development

### Key Objectives:

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

| Key Measures  | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|---|-------------|----------------|-------------|---------------|
| <b>Workload (Output)</b>  |             |                |             |               |
| Percentage of employees participating in training indicate that they have a better understanding of the expectations for employees regarding being leaders in the organization, i.e. "The Guiding Principles of Leadership" | N/A         | 95%            | 95%         | 100%          |
| Percentage of Training Consortium members who attended "Train the Trainer" training   | N/A         | 30%            | 100%        | TBD           |
| Percentage of Training Consortium members who attended "Unlocking the Mystery: Wake County Government."   | N/A         | 30%            | 100%        | 100%          |
| Increased training opportunities through the Training Consortium  | N/A         | 10             | 20          | TBD           |

# HUMAN RESOURCES

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## Program Area 4B: Employee Recognition and Appreciation

### Key Objectives:

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

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

# INFORMATION SERVICES

## Department Summary

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

### Department Purpose and Goals

The Wake County Information Services (IS) department provides centralized computer, network and telephone services to County departments and authorized business partners. The department serves over 3,500 employees, contractors and business partners in approximately 150 different locations in Wake County.

The IS department operates the County's computer center and enterprise network, maintains and repairs computer devices ranging from personal computers to laptops to network printers and scanners. The County's enterprise network integrates over 4,900 PC's and computer devices in thirty major county facilities into one virtual local network at high speeds. The network is connected to the World Wide Web through a primary and back up connection supplied by the North Carolina Research and Education Network (NCREN). The department also supports mainframe, server and web-based applications provided by vendors and written in-house. The Department provides direct technical support and training to county staff through customer and training services. Department personnel provide business application consulting services, planning support, and operational assistance through staff assigned to various strategic initiatives.

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

### Goals

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

## INFORMATION SERVICES

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

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

### Major Accomplishments

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

### Issues for FY 2007

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

### Horizon Issues

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

# INFORMATION SERVICES

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

### Program Area 1: Leadership

#### Key Objectives:

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

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

### Program Area 2: Applications

#### Key Objectives:

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

Performance is measured on a project-by-project basis against deliverables and time frames negotiated with each customer. Costs are also tracked on a project-by-project basis and vary by type of skill used (analyst, developer, database administrator, etc.) and average \$63/hr.

### Program Area 3: Infrastructure

#### Key Objectives:

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

## INFORMATION SERVICES

### Program Area 3: Infrastructure (cont'd)

| Key Measures  | FY05<br>Actual       | FY06<br>Estimated  | FY07<br>Target     | Desired Level      |
|---|----------------------|--------------------|--------------------|--------------------|
| <b>Workload (Output)</b>  |                      |                    |                    |                    |
| Network services support requests (design, configure, install, fix)   | 425                  | 467                | 589                | N/A                |
| Centralized services support requests (access & data mgt, security)   | 1,984                | 2,182              | 2,877              | N/A                |
| <b>Efficiency</b>   |                      |                    |                    |                    |
| Network services  | \$18/device/mo       | \$18/device/mo     | \$18/device/mo     | \$18/device/mo     |
| Centralized services  | \$31/device/mo       | \$31/device/mo     | \$41/device/mo     | \$41/device/mo     |
| <b>Effectiveness</b>  |                      |                    |                    |                    |
| Network support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies              | Met target<br>100%   | Meet target<br>99% | Meet target<br>99% | Meet target<br>99% |
| Centralized services support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies | Met target<br>99.13% | Meet target<br>98% | Meet target<br>99% | Meet target<br>99% |

# INFORMATION SERVICES

## Program Area 4: Customer Service

### Key Objectives:

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

| Key Measures   | FY05 Actual       | FY06 Estimated     | FY07 Target        | Desired Level        |
|--|-------------------|--------------------|--------------------|----------------------|
| <b>Workload (Output)</b>   |                   |                    |                    |                      |
| Voice services support-moves, adds and changes   | 3,729             | 4,097              | 4,917              | N/A                  |
| Desktop and Help Desk support  | 33,272            | 36,600             | 69,562             | N/A                  |
| <b>Efficiency</b>  |                   |                    |                    |                      |
| Voice services   | \$9/line/mo       | \$9/line/mo        | \$8/line/mo        | \$8/line/mo          |
| Desktop & Help Desk services   | \$16/device/mo    | \$16/device/mo     | \$23/device/mo     | \$23/device/mo       |
| <b>Effectiveness</b>   |                   |                    |                    |                      |
| Voice services support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies      | Met target<br>65% | Meet target<br>75% | Meet target<br>75% | Meet target<br>98.5% |
| Desktop & Help Desk support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies | Met target<br>85% | Meet target<br>90% | Meet target<br>90% | Meet target<br>95%   |

# PLANNING DEPARTMENT

## Department Summary

|                            |    | <b>FY 2005<br/>Actual</b> | <b>FY 2006<br/>Adopted<br/>Budget</b> | <b>FY 2006<br/>Current<br/>Budget</b> | <b>FY 2007<br/>Adopted<br/>Budget</b> |
|----------------------------|----|---------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Personnel Services         | \$ | 1,090,393                 | 1,227,956                             | 1,263,015                             | 1,267,545                             |
| Operating Expenses         |    | 160,073                   | 215,885                               | 215,109                               | 216,998                               |
| Capital Outlay             |    | 0                         | 0                                     | 0                                     | 0                                     |
| <b>Expenditure Totals</b>  | \$ | <b>1,250,466</b>          | <b>1,443,841</b>                      | <b>1,478,124</b>                      | <b>1,484,543</b>                      |
| Intergovernmental Revenues | \$ | 0                         | 0                                     | 0                                     | 0                                     |
| Fee & Other Revenues       |    | 301,474                   | 218,987                               | 341,780                               | 305,650                               |
| <b>Revenue Totals</b>      | \$ | <b>301,474</b>            | <b>218,987</b>                        | <b>341,780</b>                        | <b>305,650</b>                        |
| <b>Number of FTEs</b>      |    | <b>20.00</b>              | <b>20.00</b>                          | <b>20.00</b>                          | <b>20.00</b>                          |

## Department Purpose and Goals

The Wake County Planning Department is charged with providing public planning services to the areas in Wake County lying outside the municipalities' planning jurisdictions, and providing a single point of planning, advisory and technical assistance to local jurisdictions, community groups and other organizations. The department has transitioned from one primarily focused on long-range policy to one that deals with a myriad of long-range and current planning activities and regulatory processes.

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

ommendations by County boards or task forces, and decisions by the Board of Commissioners. To carry out its role, the department:

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

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

# PLANNING DEPARTMENT

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## Major Accomplishments

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

## Issues for FY 2007

**Zoning Code Enforcement/Subdivision Review** - As the work on Wake County's new Unified Development Ordinance (UDO) is completed in early 2006, the UDO will require a higher degree of administration and enforcement than what currently exists. By adopting the UDO, the Wake County Board of Commissioners will establish regulations that match the policy guidelines in the County's adopted Land Use, Transportation, and other Plans that regulate development in the County's planning jurisdiction. In order to meet these new standards and projected increased activities related to code enforcement and subdivision review, the future expansion of staff is necessary.

**GIS Utility Layers Updates** – The department is interested in retaining a consultant to enter a GIS layer that identifies all utilities (water/sewer, other utilities) on a countywide basis. This would complement the existing data layer from the City of Raleigh, and capture utilities information from the County's other eleven municipalities. (This also coordinates with updating the Wake County Water/Sewer Plan – described under Horizon Issues.)

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

prior to the end of FY06.

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

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

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

## Horizon Issues

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

## PLANNING DEPARTMENT

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

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

# PLANNING DEPARTMENT

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

### Program Area 1: Subdivision Administration

**Key Objectives:**

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

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

- Provide support to the Planning Board.

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

### Program Area 2: Comprehensive Planning and Coordination

**Key Objectives:**

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

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

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

# PLANNING DEPARTMENT

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

| Key Measures                      | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|-----------------------------------|-------------|----------------|-------------|---------------|
| <b>Workload (Output)</b>          |             |                |             |               |
| Land Use Plan updates             | Twice/year  | Twice/year     | Twice/year  | Twice/year    |
| LUP Comprehensive                 | Twice/year  | Twice/year     | Twice/year  | Twice/year    |
| Southwest Wake Area Plan          | Twice/year  | Twice/year     | Twice/year  | Twice/year    |
| East Raleigh-Knightdale Area Plan | Twice/year  | Twice/year     | Twice/year  | Twice/year    |
| Neuse/Richland Creek              | Twice/year  | Twice/year     | Twice/year  | Twice/year    |

## Program Area 3: Land Development and Zoning Administration

### Key Objectives:

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

| Key Measures  | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|---|-------------|----------------|-------------|---------------|
| <b>Workload (Output)</b>                            |             |                |             |               |
| General Use Permits                                 | 150         | 155            | 155         | 160           |
| Property Descriptions                               | 180         | 180            | 180         | 180           |
| Sign Permits  | 40          | 45             | 45          | 50            |
| Violations  | 80          | 100            | 100         | 100           |
| Re-zonings  | 7           | 8              | 8           | 10            |
| Conditional Use Permits                             | 3           | 6              | 6           | 6             |
| Special Use Permits                                 | 24          | 28             | 28          | 30            |
| Variances   | 4           | 6              | 6           | 8             |
| ABC Permits   | 7           | 8              | 8           | 10            |
| <b>Efficiency</b>                                   |             |                |             |               |
| Unified Development Ordinance – Percentage Complete | 75          | 95             | 100         | N/A           |

# PLANNING DEPARTMENT

## Program Area 4: Data Analysis and Modeling

### Key Objectives:

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

| Key Measures                  | FY05 Actual  | FY06 Estimated | FY07 Target  | Desired Level |
|-------------------------------|--------------|----------------|--------------|---------------|
| <i>Workload (Output)</i>      |              |                |              |               |
| School Enrollment Projections | 3 times/year | 3 times/year   | 3 times/year | 3 times/year  |

## Program Area 5: Transportation Planning

### Key Objectives:

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

## Program Area 6: Support Services and Customer

### Key Objectives:

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

| Key Measures   | FY05 Actual | FY06 Estimated | FY07 Target | Desired Level |
|--|-------------|----------------|-------------|---------------|
| <i>Workload (Output)</i>   |             |                |             |               |
| Board of Commissioners, Planning Board, Board of Adjustment, and Historic Preservation Commissions meetings. | 100/year    | 95/year        | 95/year     | 95/year       |

# PLANNING DEPARTMENT

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## Program Area 7: Historic Preservation

### Key Objectives:

- Act as a liaison for and assist in coordination of Historic Preservation activities with Capital Area Preservation (CAP) and City of Raleigh.
- Monitor contracts for administrative services to the Historic Preservation Commission.

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

# REGISTER OF DEEDS

## Department Summary

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

## Department Purpose and Goals

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

## Major Accomplishments

- The renovation of the third floor of the Garland Jones Office Building to accommodate Wake County Vital Records.
- Physical move of Wake County Vital records to the third floor of

the Garland Jones office building under the Wake County Register of Deeds responsibility.

- Rebinding and relocation of indices and books formerly housed in our second floor storage room to the first floor.
- Completion of the backfile conversion back to 1950.

## Issues for FY 2007

- Ongoing backfile conversion to digitize and index older, paper documents.
- Investigation of electronic recording methods, vendors and their capabilities.
- Investigation of methods for imaging and indexing birth and death records.
- Upgrading public PCs used to perform searches of our BOOKS application.
- Integrate scanning and indexing of birth and death records into our existing workflow software.

# REVENUE DEPARTMENT

## Department Summary

|                            |    | <b>FY 2005<br/>Actual</b> | <b>FY 2006<br/>Adopted<br/>Budget</b> | <b>FY 2006<br/>Current<br/>Budget</b> | <b>FY 2007<br/>Adopted<br/>Budget</b> |
|----------------------------|----|---------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Personnel Services         | \$ | 2,989,913                 | 3,037,985                             | 3,138,387                             | 3,228,151                             |
| Operating Expenses         |    | 1,293,103                 | 1,409,869                             | 1,469,498                             | 1,405,025                             |
| Capital Outlay             |    | 11,154                    | 12,750                                | 12,750                                | 12,750                                |
| <b>Expenditure Totals</b>  | \$ | <b>4,294,170</b>          | <b>4,460,604</b>                      | <b>4,620,635</b>                      | <b>4,645,926</b>                      |
| Intergovernmental Revenues | \$ | 0                         | 0                                     | 0                                     | 0                                     |
| Fee & Other Revenues       |    | 1,388,041                 | 1,592,320                             | 1,592,320                             | 1,674,500                             |
| <b>Revenue Totals</b>      | \$ | <b>1,388,041</b>          | <b>1,592,320</b>                      | <b>1,592,320</b>                      | <b>1,674,500</b>                      |
| <b>Number of FTEs</b>      |    | <b>62.00</b>              | <b>62.00</b>                          | <b>62.00</b>                          | <b>62.00</b>                          |

## Department Purpose and Goals

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

It is the goal of Wake County's Revenue Department to maintain the highest level of customer service possible while delivering the highest quality product, including accurate valuations and a complete listing of all property – taxable and exempt – within the jurisdiction of the County's Revenue Director. To do this the department works as efficiently as possible to increase productivity and control costs.

## Major Accomplishments

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

## Issues for FY 2007 and Horizon Issues

North Carolina Statutes require the Wake County Revenue Department to reappraise real property at least once every eight years. The last reappraisal was effective on January 1, 2000; the next reappraisal will become effective on January 1, 2008. The department has begun work on the 2008 revaluation. For more information about Revaluation, please see the "Revaluation Reserve" section of this document, found behind the "Special Revenue Funds" tab.

# REVENUE DEPARTMENT

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

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

## NON-DEPARTMENTAL ACCOUNTS

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

## NON-DEPARTMENTAL ACCOUNTS

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

# NON-DEPARTMENTAL ACCOUNTS

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## **Non-Departmental Accounts Purpose and Goals**

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

## **Issues for FY 2007**

### **Memberships and Public Agencies**

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

### **Non-Departmental and Other Costs**

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