

## GENERAL GOVERNMENT BUDGET SUMMARY

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

# COUNTY COMMISSIONERS

## Department Summary

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

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

# COUNTY COMMISSIONERS

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

## Issues for FY 2006

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

## Horizon Issues

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

# COUNTY MANAGER

## Department Summary

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

## Department Purpose and Goals

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

## Major Accomplishments

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

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

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

## Issues for FY 2006

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

## COUNTY MANAGER

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

### Horizon Issues

- A significant portion of Wake County Government’s budget is allocated to the Wake County Public School System. How the County and the School System work to achieve the most efficient use of funds and community resource will have a significant impact on the resources available to provide services to the citizens of Wake County.
- Wake County is preparing a local business plan for redesigning how mental health , developmental disabilities and substance abuse services will be delivered to county residents. Wake County’s role

and the role of community providers will dramatically change under this plan. Community providers will have to assume a greater responsibility for more difficult-to-serve consumers because of deinstitutionalization, and the County will act more as an assessor and broker of service access.

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

# COUNTY MANAGER

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

### Program Area 1: Administration

**Key Objectives:**

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

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

### Program Area 2: e-Government

**Key Objectives:**

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

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

# COUNTY MANAGER

## Program Area 3: Public Information

**Key Objectives:**

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

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

# COUNTY ATTORNEY

## Department Summary

		<b>FY 2004 Actual</b>	<b>FY 2005 Adopted Budget</b>	<b>FY 2005 Current Budget</b>	<b>FY 2006 Adopted Budget</b>
Personnel Services	\$	892,780	894,666	935,235	1,010,677
Operating Expenses		76,907	80,641	80,731	80,641
Capital Outlay		7,562	0	0	0
<b>Expenditure Totals</b>	\$	<b>977,249</b>	<b>975,307</b>	<b>1,015,966</b>	<b>1,091,318</b>
<b>Number of FTEs</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</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 2004 Actual</b>	<b>FY 2005 Adopted Budget</b>	<b>FY 2005 Current Budget</b>	<b>FY 2006 Adopted Budget</b>
Personnel Services	\$	951,711	1,419,368	1,613,117	1,525,749
Operating Expenses		778,603	682,868	639,891	893,293
Capital Outlay		0	2,000	114,177	89,203
<b>Expenditure Totals</b>	\$	<b>1,730,314</b>	<b>2,104,236</b>	<b>2,367,185</b>	<b>2,508,245</b>
Intergovernmental Revenues	\$	0	0	174,870	0
Fee & Other Revenues		274,856	0	0	284,425
<b>Revenue Totals</b>	\$	<b>274,856</b>	<b>0</b>	<b>174,870</b>	<b>284,425</b>
<b>Number of FTEs</b>		<b>14.20</b>	<b>14.20</b>	<b>14.60</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; file candidates for elective office; manage voter precincts on election day; manage by-mail and one-stop absentee voting and administer State Board of Elections policies that interpret federal and state statutes.

## Major Accomplishments

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

# BOARD OF ELECTIONS

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## Issues for FY 2006

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

## Horizon Issues

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

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

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

# BOARD OF ELECTIONS

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

### Key Objectives:

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

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

# BUDGET AND MANAGEMENT SERVICES

## Department Summary

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

## Department Purpose and Goals

Budget and Management Services assists the County Manager in budgeting and planning operation and capital needs. The department is the lead agency for countywide management analysis and program evaluation, providing research and analysis for any department requesting assistance. Additional duties include providing financial information and policy analysis to the Board of Commissioners and County Manager. Budget and Management Services also advises departments on the financial conditions of their respective operations and regularly assists with special budgetary requests. One of the main responsibilities of the department is to organize the annual budget process and compile the annual budget information for all Wake County government services.

## Major Accomplishments

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

ment of services.

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

## Horizon Issues

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

# FACILITIES DESIGN AND CONSTRUCTION

## Department Summary

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

## Department Purpose and Goals

The Facilities Design & Construction Office plans and implements the Capital Improvement Plan for County departments and the Board of Commissioners. Projects generally range in value from \$100,000 to \$25 million each, although some large projects may exceed \$100 million. The duration of projects varies from several months to 3-4 years, depending on size, complexity and logistical requirements. Periodically the County may partner with other local governments on a large capital project, such as the Raleigh Convention Center or Western Wake Regional Wastewater Facility. Generally, the types of capital projects include human services buildings, public safety facilities, libraries, parks, office buildings, historic building restorations, water and sewer projects, solid waste facilities, building renovations and major preventive maintenance projects. All design services, construction work, materials testing and various other services are outsourced to private firms through competitive procurement methods as allowed by North Carolina General Statutes. The goal of the department is to deliver user friendly, functional, well-built public facilities, which have lasting value and are produced on time and within budget.

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

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

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

## FACILITIES DESIGN AND CONSTRUCTION

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

### Major Accomplishments

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

Wake Municipal Solid Waste Landfill.

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

### Issues for FY 2006

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

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

## FACILITIES DESIGN AND CONSTRUCTION

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

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

### Horizon Issues

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

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

# FACILITIES DESIGN AND CONSTRUCTION

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

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

**Key Objectives:**

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

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

# FACILITIES DESIGN AND CONSTRUCTION

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

### Key Objectives:

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

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

## Program Area 3: Seek Collaboration and Build Partnerships

### Key Objectives:

#### Partnering Opportunities with Other Governmental Entities

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

#### Water and Sewer Initiatives

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

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

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

## FACILITIES DESIGN AND CONSTRUCTION

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

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

### **Raleigh Convention Center**

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

# FINANCE DEPARTMENT

## Department Summary

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

## Department Purpose and Goals

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

## Major Accomplishments

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

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

## Issues for FY 2006

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

# FINANCE DEPARTMENT

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## Horizon Issues

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

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

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

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

#### Key Objectives:

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

### Program Area 2: Commercial Paper Program

#### Key Objectives:

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

# FINANCE DEPARTMENT

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## Program Area 3: Accounts Receivable System

### Key Objectives:

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

# GENERAL SERVICES ADMINISTRATION

## Department Summary

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

## Department Purpose and Goals

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

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

well-defined market, customer base and requires dedicated resources. Business units also have unique business plans with strategies for accomplishing established goals.

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

### Fleet Management

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

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

## General Government

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

## Criminal Justice Support

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

## Departmental Issues for FY 2006

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

## **GENERAL SERVICES ADMINISTRATION**

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

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

### **Departmental Horizon Issues**

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

# GENERAL SERVICES ADMINISTRATION

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

### Program Area 1: Facility Management

#### Key Objectives:

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

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

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

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

# GENERAL SERVICES ADMINISTRATION

## Program Area 2: Fleet Management Key Objectives

### Key Objectives:

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

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

# GENERAL SERVICES ADMINISTRATION

## Program Area 3: General Government

### Key Objectives:

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

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

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

# HUMAN RESOURCES

## Department Summary

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

## Department Purpose and Goals

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

## Major Accomplishments

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

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

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

# HUMAN RESOURCES

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

## Issues for FY 2006

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

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

## Horizon Issues

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

# HUMAN RESOURCES

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

### Program Area 1: Benefits and Wellness

#### Key Objectives:

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

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<b>Workload (Output):</b>					
Number of benefits-related workshops conducted	96	50	50	50	100
Number of wellness activities and initiatives	2	2	2	2	10
Number of flu shots administered	766	0*	0*	0*	>0
Number of employees participating in pre-tax reimbursement accounts (“flex accounts”)	369	368	368	368	>368
<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%	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	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<b>Effectiveness:</b>					
Percentage of employees who seek the advice of Employee Relations staff prior to addressing an issue	64%	67%	67%	67%	TBD
Percentage of supervisors/managers who seek the advice of Employee Relations staff prior to addressing and issue	82%	85%	85%	85%	TBD
Percentage of non-discrimination grievances resolved at department level	50%	51%	51%	52%	TBD

## Program Area 3: Recruitment and Compensation

### Key Objectives:

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

# HUMAN RESOURCES

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

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

## Program Area 4A: Training & Organizational Development

### Key Objectives:

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

Key Measures	FY04 Actual	FY05 Estimated	FY05 Target	FY06 Projected	Desired Level
<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"	78.3%	75%	95%	95%	100%
Percentage of Training Consortium members who attended "Train the Trainer" training	N/A	50%	50%	TBD	TBD
Percentage of Training Consortium members who attended "Unlocking the Mystery: Wake County Government."	N/A	80%	75%	TBD	100%
Increased training opportunities through the Training Consortium	N/A	10	10	20	TBD

# HUMAN RESOURCES

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

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

## Program Area 4B: Employee Recognition and Appreciation

### Key Objectives:

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

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

# INFORMATION SERVICES

## Department Summary

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

## Department Purpose and Goals

The Wake County Information Services (IS) department provides centralized computer, network and telephone services to County departments and authorized business partners. The department serves over 3500 employees, contractors and business partners in approximately 150 different locations in Wake County.

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

staff assigned to various strategic initiatives.

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

### Goals

- Provide electronic options for delivering and receiving information and services which result in better customer service, increased efficiency in related operations, and increased data accuracy and accessibility.
- Maintain a stable, secure, scalable, and recoverable technical environment that can be relied upon to deliver information and services to the community and to County workers.

# INFORMATION SERVICES

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

## Major Accomplishments

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

## Issues for FY 2006

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

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

## Horizon Issues

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

# INFORMATION SERVICES

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

### Program Area 1: Applications

#### Key Objectives:

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

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

### Program Area 2: Technical Infrastructure

#### Key Objectives:

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

# INFORMATION SERVICES

## Program Area 2: Technical Infrastructure (cont'd)

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

# INFORMATION SERVICES

## Program Area 3: Customer Support Services

### Key Objectives:

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

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

# PLANNING DEPARTMENT

## Department Summary

		<b>FY 2004 Actual</b>	<b>FY 2005 Adopted Budget</b>	<b>FY 2005 Current Budget</b>	<b>FY 2006 Adopted Budget</b>
Personnel Services	\$	1,125,437	1,177,654	1,209,605	1,227,956
Operating Expenses		116,862	217,518	223,143	215,885
Capital Outlay		5,000	0	0	0
<b>Expenditure Totals</b>	\$	<b>1,247,299</b>	<b>1,395,172</b>	<b>1,432,748</b>	<b>1,443,841</b>
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		386,285	301,474	301,474	218,987
<b>Revenue Totals</b>	\$	<b>386,285</b>	<b>301,474</b>	<b>301,474</b>	<b>218,987</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 recommendations by County boards or task forces, and decisions by the Board of Commissioners. To carry out its role, the department:

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

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

# PLANNING DEPARTMENT

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## Major Accomplishments

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

## Issues for FY 2006

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

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

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

## Horizon Issues

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

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

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

## PLANNING DEPARTMENT

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

# PLANNING DEPARTMENT

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

### Program Area 1: Subdivision Administration

**Key Objectives:**

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

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

- Provide support to the Planning Board.

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

### Program Area 2: Comprehensive Planning and Coordination

**Key Objectives:**

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

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

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

# PLANNING DEPARTMENT

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

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

## Program Area 3: Land Development and Zoning Administration

### Key Objectives:

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

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

## Program Area 5: Transportation Planning

**Key Objectives:**

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

## Program Area 6: Support Services and Customer

**Key Objectives:**

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

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

# PLANNING DEPARTMENT

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

# REGISTER OF DEEDS

## Department Summary

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

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

## REGISTER OF DEEDS

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- 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 2004 Actual</b>	<b>FY 2005 Adopted Budget</b>	<b>FY 2005 Current Budget</b>	<b>FY 2006 Adopted Budget</b>
Personnel Services	\$	2,841,497	3,012,616	3,082,791	3,037,985
Operating Expenses		1,268,988	1,349,869	1,367,009	1,409,869
Capital Outlay		5,605	12,750	12,750	12,750
<b>Expenditure Totals</b>	\$	<b>4,116,090</b>	<b>4,375,235</b>	<b>4,462,550</b>	<b>4,460,604</b>
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		1,267,866	1,184,670	1,184,670	1,592,320
<b>Revenue Totals</b>	\$	<b>1,267,866</b>	<b>1,184,670</b>	<b>1,184,670</b>	<b>1,592,320</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. It is also charged with the duty of collecting all current and delinquent taxes on such property. In addition to property tax, the department oversees the billing and collection of Prepared Food & Beverage Tax, Rental Vehicle Tax, Special Assessments, and various licensing and permits.

It is the goal of Wake County's Revenue Department to maintain the highest level of customer service possible while delivering the highest quality product, including accurate valuations and a complete listing of all property – taxable and exempt – within the jurisdiction of the

County's Revenue Director. To this end, the department will work as efficiently as possible to increase productivity and control costs.

## Major Accomplishments

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

# REVENUE DEPARTMENT

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## Issues for FY 2006

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

## Horizon Issues

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

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

# REVENUE DEPARTMENT

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

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

## NON-DEPARTMENTAL ACCOUNTS

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

## NON-DEPARTMENTAL ACCOUNTS

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

# 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 2006

### Memberships and Public Agencies

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

### Non-Departmental and Other Costs

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

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