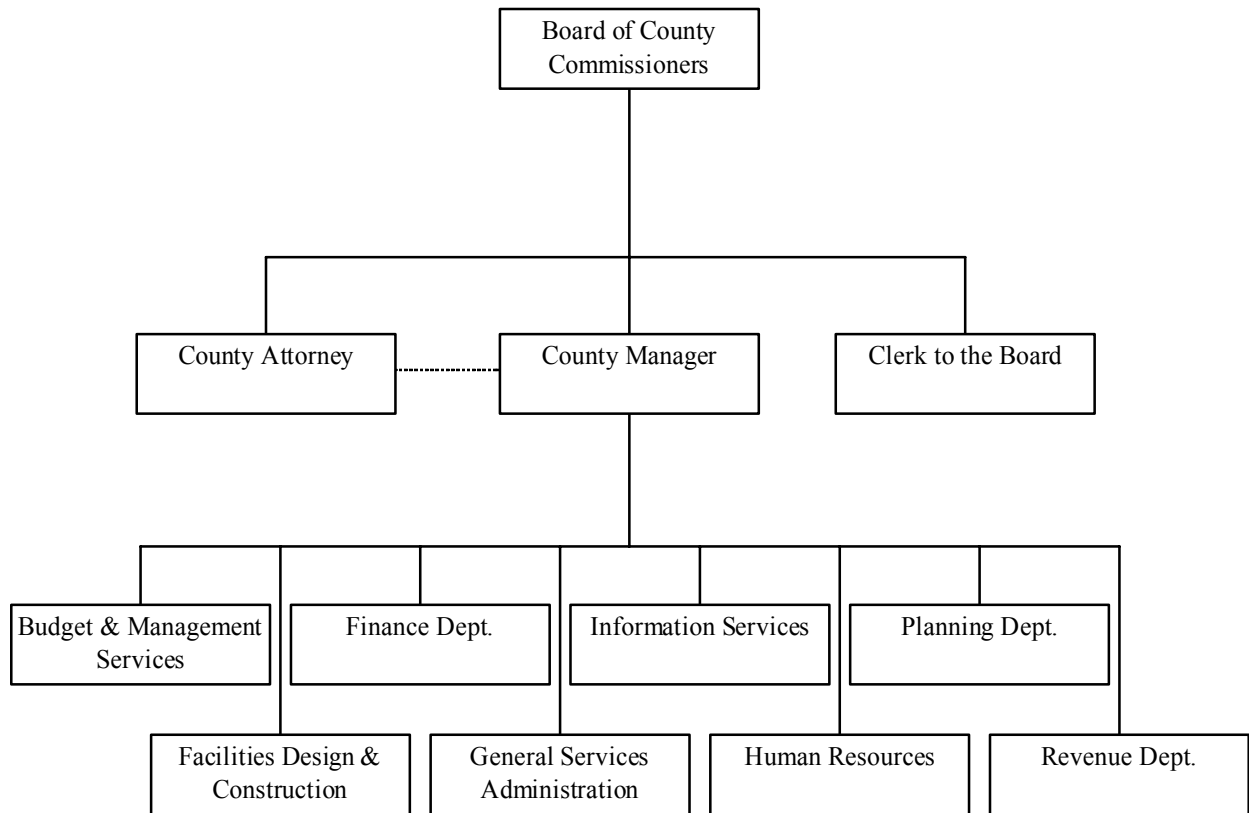


General Government

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General Government Organization Fiscal Year 2003-2004

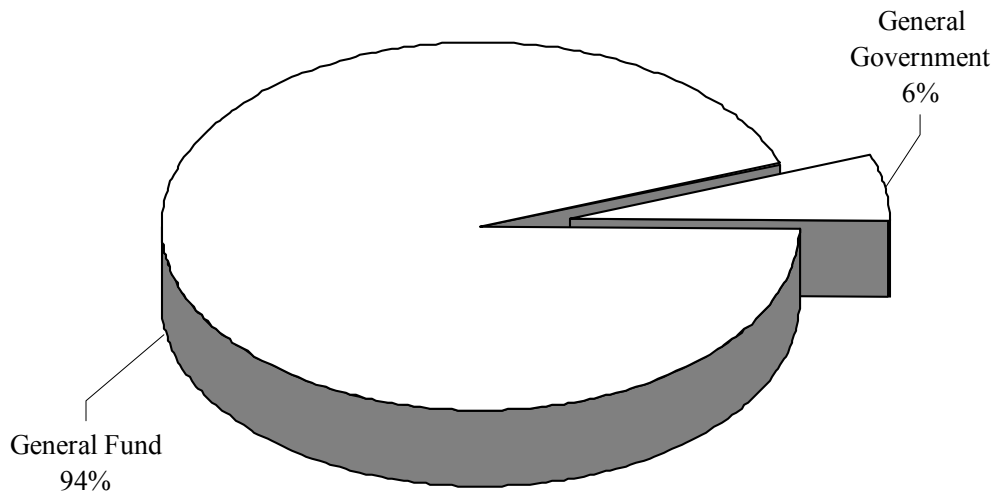


General Government Summary

Budget Summary

Expenditures	FY2001-02 Actuals	FY2002-03 Budget	FY2003-04 Recomm.	FY2003-04 Adopted
County Commissioners	\$370,184	\$437,353	\$437,530	\$437,530
County Manager	\$793,908	\$813,882	\$820,281	\$820,281
County Attorney	\$872,340	\$937,965	\$933,856	\$933,856
Budget & Management Services	\$392,150	\$452,880	\$501,404	\$501,404
Facilities Design and Construction	\$688,306	\$760,568	\$776,277	\$776,277
Finance Department	\$1,868,642	\$2,108,953	\$2,191,744	\$2,191,744
General Services Administration	\$16,144,833	\$20,170,884	\$20,872,721	\$20,872,721
Information Services	\$6,808,408	\$7,864,052	\$7,714,178	\$7,714,178
Human Resources	\$1,079,001	\$1,301,717	\$1,334,957	\$1,334,957
Planning Department	\$1,069,660	\$1,305,774	\$1,370,780	\$1,370,780
Revenue Department	\$3,720,003	\$3,944,119	\$4,165,428	\$4,165,428
Non-Departmental Accounts	\$4,140,565	\$4,822,932	\$3,552,440	\$3,552,440
Total General Government	\$37,948,000	\$44,921,079	\$44,671,596	\$44,671,596
Total FTE Positions	343.60	334.60	346.35	346.35

General Government as a Percentage of County Budget



County Commissioners

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$297,814	\$315,458	\$305,099	\$305,099
Operating Expenses	\$72,370	\$121,895	\$132,431	\$132,431
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$370,184	\$437,353	\$437,530	\$437,530
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002 Actuals	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	3.00	3.00	3.00	3.00

Department Description

The Board of Commissioners, a seven-member elected group, is the governing and policy-making body of Wake County. The County Commissioners are elected by the registered voters of Wake County 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 seats elections being 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 for the County and for special taxing districts. Specific actions include adopting appropriate ordinances, rules, and regulations as methods for executing the policies. Further, the Board of Commissioners appoints members of other boards established by State legislation and members of boards and commissioners established by the Commissioners themselves. By law, the Board of Commissioners also directly appoints three principal officials: County Manager, County Attorney, and Clerk to the Board, all of who serve at the pleasure of the board.

Business Plan Priorities

- Implement Growth Management, Watershed Management, Open Space and Transportation plans
- Take a leadership role in developing air quality strategies in Wake County
- Maintain a tax rate which is as low as possible while maintaining necessary services
- Adopt a strategy to ensure that the County keeps its AAA bond rating
- Ensure fiscal responsibility through greater Board committee analysis and review
- Assess the effectiveness of Human Services in meeting the needs of the most needy in the County
- Take a leadership role to develop partnerships to share the solid waste problem and develop solutions

County Commissioners

- Jointly develop a process for fiscal planning for the next four years that will help the school system meet their goals; be fiscally responsible in addressing operating and capital budgets; and help the County meet Human Services goals

Highlights

Implementation plan for Wake County’s growth management, watershed management, and open space acquisition/protection.

Joined an “Early Action Compact” with the United States Environmental Protection Agency and the North Carolina Department of Environment and Natural Resources to focus on ways to make the air cleaner and meet the federal government’s ozone standards for the future.

Adopted policy to provide for a salary differential and certain benefits to County employees who have been called to active duty.

Accepted Wake County Parks and Recreation and Libraries Master Plans as guiding documents for future activities and capital projects.

Received Citizen Advisory Committee recommendations on Schools operating budget.

Approved business plan for mental health reform.

Successfully presented financial plans to rating agencies to maintain AAA bond rating.

Activated on-line volunteer application system to enable citizens to more easily participate in the governing process as members of advisory boards and committees.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Maintain and ensure public access to County records as required by the State public records law	100%	100%	100%
Draft minutes provided electronically within 2 days after meetings	n/a	100%	100%
Agenda packages provided to Commissioners on Thursdays before meetings	100% (Wednesdays)	100%	100%
Recruitment and necessary appointments made in accordance with policy	100%	99%	100%
Respond to requests for information and citizen inquiries within two working days	100%	99%	100%

County Manager

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$680,346	\$720,838	\$728,119	\$728,119
Operating Expenses	\$113,562	\$93,044	\$92,162	\$92,162
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$793,908	\$813,882	\$820,281	\$820,281
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002 Actual	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	10.00	9.00	9.00	9.00

Department Description

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 maintaining effective relationships with semi-autonomous and autonomous agencies. 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 as 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 to ensure effective service delivery through efficient management of the County's workforce and resources.

List of Major Services

- Support Board of Commissioners and Implement Policy.
- Provide Effective Public Information and Customer Service
- E-Government
- Support Departments on Major Initiatives
- Legislative Awareness/Advocacy of County Issues
- Economic Development
- Direct/Oversight of Department

Business Plan Priorities

- Redesigning how mental health, developmental disabilities and substance abuse services will be delivered to county residents.

County Manager

- Working with the Wake County Public School System in developing the next phase of their capital building program.
- Support the school system's goal of 95% by 2003.
- Improve the level of understanding of the school system's fiscal policies, practices and procedures.
- Implement recommendations from "Strategies to Optimize the Planning, Design, Construction, Repair and Maintenance of School and County Properties" report.
- Implementing the County Water and Sewer Plan and facilitating the merger of municipal water and sewer systems.
- Provide guidance, support, and/or leadership in the planning, design, and implementation of a regional wastewater plant serving western Wake County.
- Evaluation of existing economic development strategies and preparation of a County incentives policy for the Board of Commissioners consideration.
- Improve the level of coordination between the County and municipalities and the school system emphasizing our interdependence with respect to growth and development.
- Create a Unified Development Ordinance to update the County's subdivision, zoning and other ordinances to current policies and directions.
- Refine and implement the County's capital plan through project implementation, bond sales and budget appropriations.
- Work with the Convention Center Steering Committee in the consideration of the building of a new convention center.
- Increasing the supply of affordable housing.
- Planning, designing and implementing public safety radio communications improvements and computer-aided dispatch.
- Protecting the County's surface and groundwater resources through the implementation of the Watershed Management Plan.
- Working with the municipalities to implement the recommendations of the Growth Management Task Force.
- Implementing the County's Open Space Plan.
- Implement Solid Waste strategies and including long-term disposal of solid waste in the County.
- Improve the County's financial planning practices through emphasis on long-range financial planning, business planning, and multi-year budgeting.
- Improve business practices and promote and environment for continuous assessment and improvement.
- Focus attention on all levels of the organization on areas of importance and values.
- Continuing implementation of Corporate Communications Strategic Plan.
- Achieving an e-government that allows customers to conduct business from virtually anywhere.
- Providing "walk-in" customers at County facilities with superior service and shorter wait times.
- Implementing the Transportation Plan and Collector Road Plan.
- Continue the municipal/county service review process to clarify roles and responsibilities between the County and municipalities.
- Increase citizen understanding (and appreciation) of County services and initiatives.
- Develop and foster relationships with community leaders from the media, private sector, other public sector agencies, not-for-profit agencies and community volunteers.
- Engage the entire 3,000 employee organization as "ambassadors for Wake County".

County Manager

Highlights

The Office is involved with an increased magnitude and complexity of issues. Some of the issues that will have a significant impact on policy and the service environment include:

It is anticipated that the County will hold a bond referendum in the fall of 2003. This referendum will place before the voters a recommended building program for the Wake County Public School System. In addition the referendum may include other issues related to Libraries and Open Space. The decision by the Commissioners on what issues should be placed on the ballot as well as the decision by the voters on the referendum will drive future capital and operational decisions.

The Board of Commissioners has received and accepted the Watershed Management Plan and directed staff to work on implementing the recommendations. These recommendations, if implemented, will have a significant impact on the future development of the County and internal operational decisions.

The County will continue its emphasis on making decisions based upon business cases. Departments will be expected to update and improve Business Plans and the link between budget requests and performance measurements will be strengthened.

Wake County, in cooperation with various municipalities and non-profit organizations, is actively engaged in preserving open space. The County is in the process of completing a Consolidated Open Space Plan for all of Wake County. Once the Board of Commissioners adopts this plan, staff will proceed to implement the plan by collaborating with other municipalities and interest groups.

To help the community plan for growth for the next several decades, the Wake County Board of Commissioners created a Growth Management Task Force to examine growth management strategies that will help Wake County balance growth and preserve the quality of life that our citizens have come to expect. Once the Task Force has completed its work, it will be up to the County to communicate to the other jurisdictions the Task Force recommendations and to work with the various local government staff and elected officials to implement these recommendations.

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 greater responsibility for more difficult-to-serve consumers because of deinstitutionalization, and Human Services will act more as an assessor and broker of service access. Wake County submitted its local business plan to the State on April 1, 2003. An implementation schedule will commence over the next three years.

The County is in the process of acquiring an 800 MHz radio system, and the installation of the Computer Aided Dispatch (CAD) system is currently underway. There are over 60 potential users of the CAD and/or 800 MHz systems. The majority of users are public safety agencies, such as law enforcement, fire departments, and EMS providers. Agreements need to be reached with each of these agencies regarding the financing, maintenance and operation of these systems.

Wake County has made significant investments in the area of e-Government. An e-Government office has been created with the purpose of increasing efficiency, increasing accessibility to information and services,

County Manager

and increasing the convenience of the services the County provides. Most recently the County website has been redesigned to better serve the public.

A significant portion of Wake County Governments budget is allocated to the Wake County Public School System. It is essential that the County and the school system work to achieve more efficient use of funds and community resources.

As the County's population continues to increase at a rapid rate, the demand on the existing water and sewer infrastructure will also increase. The County has a Water and Sewer Plan that the Board of Commissioners has adopted which identifies strategies to address the future demands.

Wake County has traditionally had a consistently expanding and stable economy. This is due in part to the County's willingness to work with the business community to attract new industry and retain existing businesses. It is in the communities best interest for the County to work towards increasing the non-residential percentage of the tax base as well as increase employment in specific industries/clusters.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Maintain Highest Possible Bond Rating	AAA	AAA	AAA
Conduct Annual Goal & Priority Setting Process for Board and Staff	Yes	Yes	Yes
Respond to Citizen Inquiries/Comments within Two Working days	100%	100%	100%
Respond to Board Inquiries within One Working Day and Maintain Contact Until Issue is Resolved	100%	100%	100%

Capital Area Workforce Development-Special Revenue Fund

Department Description

The Capital Area Workforce Development fund was established to account for U.S. Department of Labor and N.C. Department of Commerce employment and training grant activities as they relate to the federal Workforce Investment Act of 1998, and various other federal and state initiatives. The Boards of Commissioners of the counties of Wake and Johnston created the Capital Area Workforce Development Consortium in 1983. The Consortium: plans and administers federal and state workforce programs; competitively procures service providers; conducts quality assurance; and, reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board. This Board's responsibilities include chartering and enhancing the area's JobLink Career Centers, part of the national network of one-stop career services. Twenty-four Boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Federal and state block grants provide funding for universal workforce development services to the two counties' employers, adult and youth job applicants, and to dislocated workers and companies experiencing layoffs and closings. The labor force in Wake and Johnston Counties numbers over 453,000 and there are 25,000+ employer locations.

Workforce Development is organizationally a part of the County Manager's Office. Funding for these grants follow federal and state appropriations and are received throughout the year. Amendments to the Project Ordinance to include new funds are periodically brought to the Board of Commissioners.

List of Major Services

- Provide planning, oversight and leveraging for workforce initiatives in Wake and Johnston Counties.
- Procure federal and state funding to assist businesses, incumbent employees, dislocated workers, job seekers and youth through local educational, training and employment services.
- Ensure continuous quality improvement of area's JobLink Career Centers.
- Expand resources through partnerships to serve businesses and citizens of Wake and Johnston Counties.
- Research workforce related issues and serve as a central point of information and connection in workforce development.

Business Plan Priorities

- Enhance the productivity; profitability and competitiveness of local businesses.
- Increase the long-term employment success of adults and youth.
- Expand community engagement in regional workforce development efforts and support economic development initiatives.
- Ensure effective and efficient use of workforce development resources.
- Secure additional resources to achieve Capital Area goals and provide leadership on collaborative endeavors.

Capital Area Workforce Development-Special Revenue Fund

Highlights

Capital Area Workforce Development:

- Successfully began operating a \$2.4 million federal (\$4 million total investment) competitive grant awarded to assist Wake Technical Community College and Johnston Community College in training high skill workers through Information Technology and Biotechnology Academies.
- Opened three pilot youth oriented JobLink Information Career Centers and, through technical assistance and financial contributions, enhanced the area's two comprehensive centers, three affiliates and two information sites.
- Partnered with various national and local agencies to leverage resources including the Capital Employment Initiative to expand employment-related services to persons with disabilities; and, the U. S. Department of Justice and several state departments to assist offender reentry efforts.
- Procured additional funds from the N. C. Dept. of Commerce's reserve federal allocations to assist companies and individuals during the economic downturn's layoffs.
- Responded to dozens of dislocations that resulted from closings/reductions in force to advise employers and assist in the transition of individual employees affected.
- Published a nationally distributed independent analysis of the U. S. Department of Labor's Welfare-to-Work program operated in Wake and Johnston Counties. Efforts focused on improving employment retention and earnings of non-custodial parents, equipping them to better meet their child support obligations.
- Awarded Incentive Funds for exceeding National Workforce Investment Act Performance Standards.

County Attorney

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$783,716	\$858,165	\$854,056	\$854,056
Operating Expenses	\$88,624	\$79,800	\$79,800	\$79,800
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$872,340	\$937,965	\$933,856	\$933,856
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$2,803			
Revenue Totals	\$2,803	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	10.00	10.00	10.00	10.00

Department Description

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, or 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.

List of Major Services

- Defense of County in lawsuits
- Advise Board of Commissioners on legal matters
- Assist in drafting County ordinances
- Assist in enforcement of County ordinances
- Advise all County departments on legal matters
- Negotiate and review contracts
- File petitions for 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
- Title searches for land purchases
- Assist outside counsel on bond issues
- Assist Revenue Collector in collection of unpaid taxes

County Attorney

Business Plan Priorities

Highest priority is to avoid legal liability issues by providing timely advice to county departments and board of commissioners. A high priority is to continue to meet the high demand for legal services in the juvenile court area to provide protective services for children.

Highlights

A major success this year has been completion of the state court litigation regarding the validity of the landfill operations permit for the South Wake Landfill. In the past year there have been no successful lawsuits pursued against the county. The department has been able to handle an increasing number of juvenile court cases without adding additional staff, and continues to obtain good results in juvenile court. In one court case, obtained a very unusual award of attorney's fees (\$10,000) against opposing party.

Budget and Management Services

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$372,809	\$428,080	\$482,869	\$482,869
Operating Expenses	\$19,341	\$24,800	\$18,535	\$18,535
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$392,150	\$452,880	\$501,404	\$501,404
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002 Actual	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	5.60	5.60	6.60	6.60

Department Description

Budget and Management Services assists the County Manager in budgeting and planning operations and capital requirements. The department is the lead agency for countywide management analysis and program evaluation, also providing research and analysis for any department requesting assistance. Additional duties include providing financial information and policy guidance 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 budget process and compile the annual budget information for all Wake County government services. Annual budget development activities include: Forecasting available revenues and anticipated expenditures; collecting information regarding departmental needs and negotiating with departments concerning allocation levels; analyzing costs and revenue sources; maintaining and operating budget management software; and producing recommended and approved operating budget and capital improvements program documents.

Providing additional services in an era of continually tightening revenues is a fundamental challenge facing Wake County over the next few years. Budget and Management Services is a leader in meeting this challenge through three key areas of operational focus and improvement: 1) financial analysis for fiscal integrity, 2) business management systems and service analysis support, and 3) resource planning, allocation, and execution.

Financial Analysis For Fiscal Integrity

This involves high level monitoring and analysis of factors that affect revenues and expenditures of the organization. Fiscal integrity refers to the overall financial condition of the organization as it relates to having sufficient revenues to support necessary expenditures and achieve essential outcomes. Efforts in

Budget and Management Services

this area provide the foundation for allocating resources to meet stated goals and objectives outlined in departments' comprehensive business plans.

Business Management Systems And Service Analysis Support

These efforts improve the business practices and management norms throughout the organization. Budget and Management Services acts as a catalyst encouraging departments to constantly improve management practices. The budget department leads, facilitates, and participates in various efforts to encourage greater levels of strategic management throughout the organization. Some examples of the types of interventions that improve service management practices include: development of business plans, assessments of long-term strategic plans for service delivery, performance-based management and progress measurement initiatives.

Resource planning, allocation, and execution

Resource appropriations provide the Board of Commissioners with clear choices and alternatives regarding the attainment of specific deliverables based on budget investments. To achieve this business-oriented budgeting, year-round efforts are necessary to research, monitor, and analyze the business framework. The identification of multi-year needs and the link between resource use and outcomes are key to successful budget decision-making. The planning horizon for the allocation of resources includes both investment strategies for the short-term (annual and biennial) and operational plans for long-term capital improvements and future service delivery.

List of Major Services

- Financial Analysis and Forecasting
- Business Plan Management and Service Analysis Support
- Resource Planning, Allocation, and Execution

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

Develop Multi-Year Revenue and Cost Forecast Model

In response to recent fluctuating revenue streams and ongoing efforts to project multiyear expenditures, a high priority for Budget and Management Services is to create a more predictable financial model for operating expenditures and revenues. This initiative will provide a greater level of certainty in future budget planning, improve the decision-making ability of the Board of Commissioners, County Manager, and service departments, and expand the view of the County's fiscal picture beyond the current year. In the coming years, the Department will conduct special studies of revenue trends, develop tools for more frequent and accurate revenue forecasting, identify major drivers of expenditure fluctuations, analyze departmental service cost structure trends, and develop a multi-year operating budget model.

Budget and Management Services

Business Management And Service Analysis Support

Formal strategic management systems and business planning improvements are a priority for the organization. The organization has historically relied on a decentralized approach to develop best business management practices in departments. A more comprehensive system of better business practice elements is being developed throughout the organization. To have a lasting effect, the management system is being developed incrementally, starting with a focused business plan, to provide a holistic foundation for the development of more complex tools for continuous strategic assessment, performance monitoring, and service improvement.

Budget Planning, Allocation, And Execution

Budget and Management Services currently examines the organization's budget outcomes on a mid-year and end-of-year basis to identify and determine the cause of variability between budget plans and actual costs. Previous analysis was limited to identifying the areas of variability, rather than causes. Consequently, departments throughout the organization will be more heavily involved in budget management and projection throughout the fiscal year. Mid-year and end-of-year reports by departments will provide information at the business unit level, alerting management of substantial differences between projections and actual results. Budget and Management Services will collaborate with the Finance Department to develop the information needs and reporting resources to allow departments to assume a greater degree of responsibility in budget planning, management, and development.

School Capital and Operating Resource Management

This office continues to expand its role as lead source of analysis and evaluation on school operating and capital policy issues for the Board of Commissioners and County Manager. Starting in FY2003, Budget and Management Services began dedicating resources directly to gathering more in-depth and expansive program information to improve the Board of Commissioners policy decisions on capital and operating resources. Over the next three years, the Department will establish a closer partnership with the Wake County Public Schools (WCPSS) to collaboratively create methodologies and key assumptions at the onset of operating and capital budget development processes.

Capital Improvement Process and Planning

In collaboration with the Department of Facilities Design and Construction, the Budget Office continues to improve the capital improvement process with a more year-round approach to plan development, refinement of operating cost impacts, development of more detailed cost projection mechanisms, and expansion of senior management process participation.

Highlights

The following section highlights achievements in the past year and key outcomes that the Budget and Management Services plans to achieve during the next three years.

- Initiated first phase of business plan development throughout the organization in Fall 2002. Assisted with development of business plans at departmental level. Consolidated business plans with FY2003 budget summary information and disseminated to Board of Commissioners for budget deliberations in Spring 2003. In FY2004, will continue to refine organizational business plans to enhance organization's ability to link business plans with budget management. Future efforts will also focus on

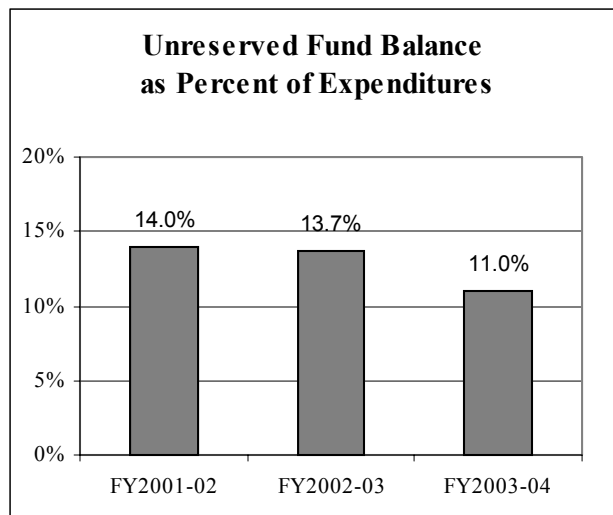
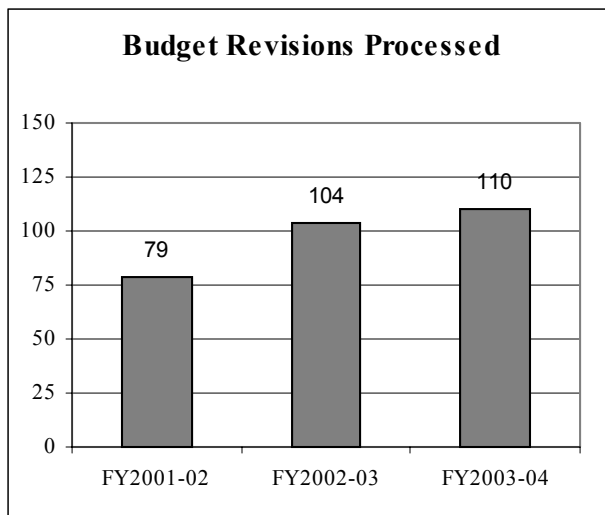
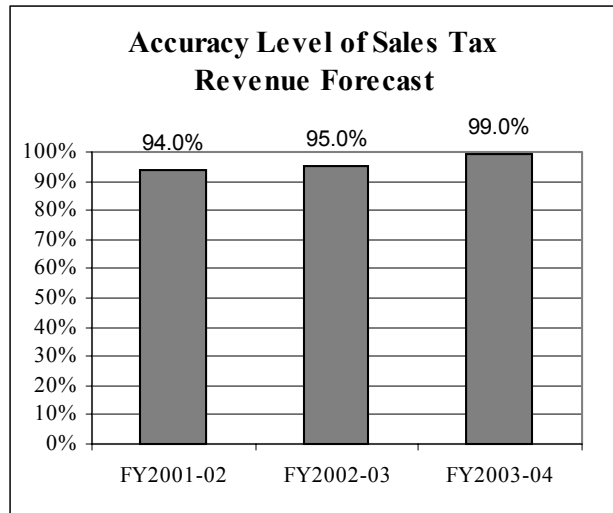
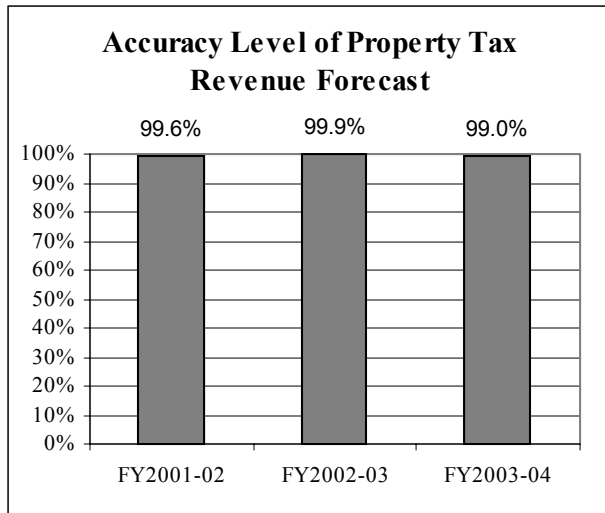
Budget and Management Services

strengthening performance measurement framework of organization and identification of areas in need of strategic assessment and service analysis.

- Played leadership role in service assessment of Soil and Water Conservation by establishing data-oriented baseline to compare Wake County staff level and service delivery to other similar counties. Led strategic planning efforts for Animal Control by establishing outcome-based framework for county-wide animal overpopulation, sheltering, adoption, and enforcement services.
- In FY2003, the department began performing financial analyses on major areas of variance between actual results and budgeted amounts. The area seeing the greatest volatility at this time is contract Medicaid revenue and expenditures. Staff led an inter-departmental team of analysts to determine the drivers of variability and quantified the causes for the dramatic increase in this area.
- In the FY2004 budget cycle, staff led an initiative to tighten the budget with a line item, cost-based approach. This approach encouraged managers to more accurately project the costs associated with funding departmental operations. As result, the amount of funding requested in the continuation budget for FY2004 was flat as compared with FY2003, nullifying the impact of built in inflators and contractual increases.
- Received the Distinguished Budget Presentation Award for the FY2003 budget document, presented by the Government Financing Officer Association. Met all criteria of proficiency as a financial plan, operations guide, and communications device. Received special recognition as an outstanding policy document.
- Continue upgrading capital improvement planning framework to expand staff participation in process, to develop more detailed project cost estimating, and update seven-year program to include newly developed master plans. In the next fiscal year, Budget and Management Services will refine capital planning to better reflect operating impacts, integrate municipal capital plan highlights, and incorporate more geographic information systems analysis and digital photography.
- Established framework for more proactive involvement of County with Wake County Public Schools. Conducted detailed school budget review and in-depth program evaluation of long-term program unprecedented in recent years. Increased levels of information and analysis to allow the County Manager and Board of Commissioners to make improved policy decisions on capital and operating resource allocations. In the next few fiscal years, the Budget Department will be working in closer partnership with school staff and the Board of Education to ensure greater levels of collaboration at the onset of operating and capital budget development processes.
- In FY2003, revamped entire budget process for individual fire departments submission within the single tax district. Created new budget development process and trained all fire departments in Winter 2003. Discussed needs and negotiated budgets with each department individually. Synthesized information and provided decision-making support to Fire Commission. Also laid the groundwork for budget system improvements by identifying specific areas to explore to provide more consistent budgeting and expenditure practices by the county fire service contractors. Will continue to support budget system improvements in coming years.
- One new position is included in Budget and Management Services to further implement the new direction regarding school capital and operating budget analysis and to develop more comprehensive business planning capacities throughout the organization. While significant progress has been made on both fronts in the past year, additional staff is needed to complete research and analysis on school capital assumptions and operating standards, and to further develop the potential for organizational performance measurement and reporting, cost management, and financial analysis.

Budget and Management Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Unreserved fund balance as percent of expenditures	14.0%	13.7%	11.0%
Accuracy level of sales tax revenue forecast	94.0%	95.0%	99.0%
Accuracy level of property tax revenue forecast	99.6%	99.9%	99.0%
Budget revisions processed	79	104	110
Budget adjustments processed	66	84	90
Rating from department directors	n/a	n/a	90%
Average response time to request for service	<3 days	<2 days	<2 days



Facilities Design and Construction

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$581,918	\$649,523	\$721,777	\$721,777
Operating Expenses	\$100,242	\$103,545	\$50,500	\$50,500
Capital Outlay	\$6,146	\$7,500	\$4,000	\$4,000
Expenditure Totals	\$688,306	\$760,568	\$776,277	\$776,277
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues				
Revenue Totals	\$0	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actual	Current	Recommended	Adopted
Number of FTE's	9.00	10.00	10.00	10.00

Department Description

The Facilities Design & Construction Office plans and implements the capital improvement program for County departments and the Board of Commissioners. Capital projects range in value from \$100,000 to \$25 million and last between several months to 2-3 years, depending on size, complexity and logistical requirements. Generally, the types of capital projects include human services buildings, public safety facilities, libraries, parks, office buildings, historic building restorations, emergency communications facilities, water and sewer projects, solid waste facilities, site development, 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 NC General Statutes.

Experienced Facilities Design & Construction Project Managers administer the procurement and contracting process consistent with statutory requirements and County fiscal control policies. They also assure that consultants and contractors comply with quality control and energy efficiency standards adopted by the County. Compliance with contract terms is closely monitored and strictly enforced. User friendly, functional, well-built public facilities, which have lasting value, 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 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, reservoirs, flood control impoundments and open space preservation. Negotiation of long-term facility leases, interlocal agreements for jointly developed public projects, and various other partnership contracts are also assigned to this group.

Facilities Design and Construction

Wake County government currently has responsibility for public landholdings exceeding 7000 acres that comprise hundreds of parcels, easements, and leases. Being stewards of these public assets requires staff to frequently deal with a variety of landrights issues. Statutes require that the Board of Commissioners approve final decisions on landrights matters at public sessions. Conducting research, providing sufficient factual information along with responsible advice to enable them to make prudent decisions on real estate matters is a critical element of this business.

As evident in the previous section, the department of Facilities Design & Construction plays a leadership role in developing and implementing a fiscally responsible capital improvement program for Wake County. All real property issues are handled efficiently with integrity and fairness, creating a high level of trust among those with whom the department interacts. A proactive approach is taken to build successful partnerships with other local governments, state and federal institutions, private and non-profit groups to leverage resources and maximize results from expenditure of County resources.

List of Major Services

- Capital Program Planning and Implementation
- Project Management
- Solid Waste Project Management
- Real Estate and Landrights Management

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The following long-term goals provide a long-term framework for the department's service efforts:

- Build partnerships to collaboratively plan, share costs and jointly develop public facilities throughout the County.
- Protect the integrity and energy efficiency of existing capital facilities and assets through targeted investments in preventative maintenance, repair and energy conserving measures.
- Establish new and existing facilities, which allow service providers and customers to enjoy efficient and effective service environments.
- Complete projects within appropriately established budgets (budgets to be consistent with benchmark costs of comparable projects with similar standards).
- Projects will be completed consistent with Capital Program implementation schedules.
- Ensure new facilities meet high standards of quality to realize long-term cost savings by avoiding premature repairs and renovations.
- Recommendations and decisions regarding funding and development of capital projects will be based on life-cycle costs (i.e., cost of facility over its anticipated service life), not just initial costs alone.
- New facilities will meet or exceed energy efficiency goals established by the County.
- Professionally and fairly conduct all real estate negotiations to achieve a high level of trust and confidence by property owners and Board of Commissioners.
- Conduct sufficient research and analysis in advance of providing recommendations to the Board of Commissioners on landrights and real estate matters to assure that sound, fiscally responsible decisions can be made.

Facilities Design and Construction

Highlights

In the previous fiscal year and in the coming two fiscal years, the focus of the Facilities Design and Construction Department is on the following key projects:

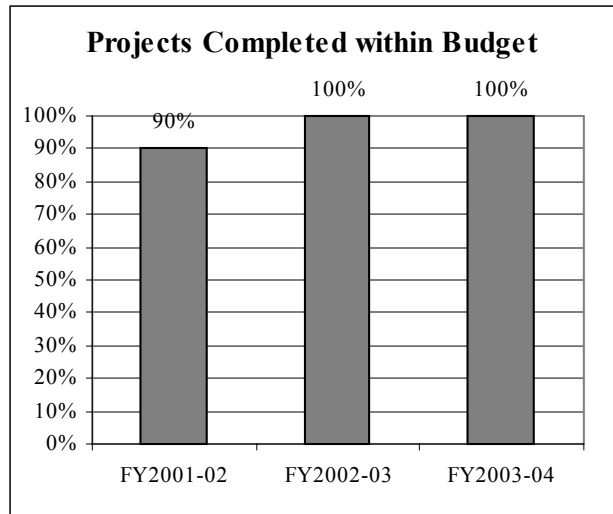
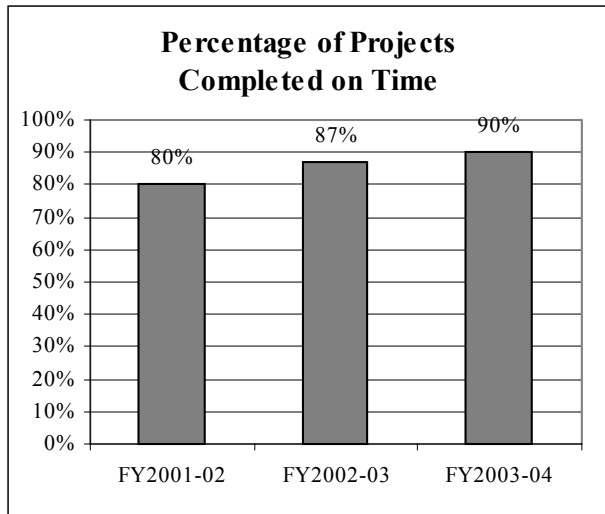
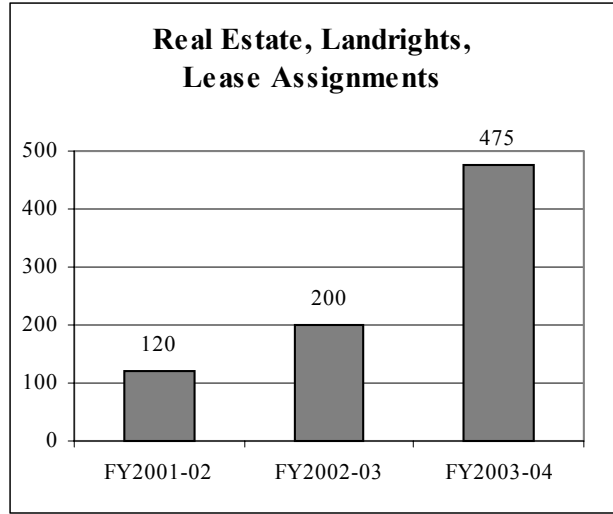
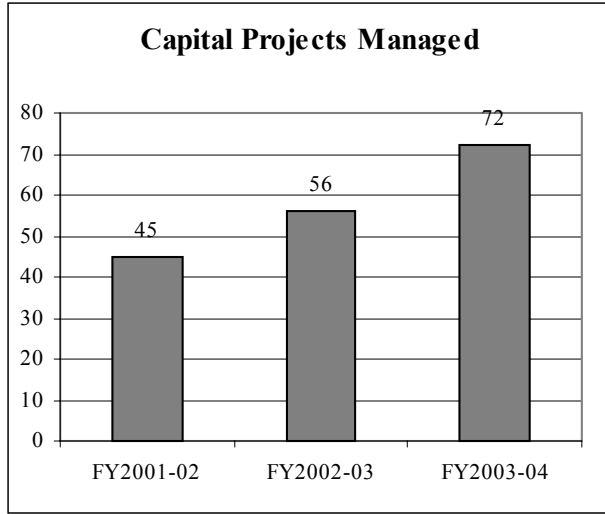
- Completed construction and furnishing of Development Services space in Wake County Office Building, creating a "one-stop shop" for citizens to obtain a variety of permits and approvals for construction projects
- In FY2003, worked with an independent criminal justice consultant, Sheriff and Public Safety staff to update historical and projected average daily inmate population data; Prepared revised jail bedspace needs forecast; Updated 15-year Detention Facility Master Plan based on new projections.
- Finalized long-term facility master plan and funding schedule for capital improvements for parks and recreation and libraries; developed detailed implementation plan.
- Completing 10-year Facility Master Plan for fire and emergency medical services; including a comprehensive facility assessment of 55 existing fire/EMS facilities; completed construction of Willow Springs Fire Station; completed design and began construction of Stony Hill Fire Headquarters/EMS facility; finalized design and began construction of new EMS station in Rolesville.
- Studying downtown County facility parking needs; evaluating benefits of video first appearance and visitation technology to reduce space needs in Public Safety Center and Courthouse; evaluating potential sites and conceptual plans for a Courthouse Annex; demolished old jail on 5th Floor of Courthouse and prepared preliminary design for future courtrooms on this floor; completed an extensive study of life safety systems and code compliance survey of the Courthouse; updated the 15-year Justice Facility Master Plan.
- Continue working together with the State Highway Patrol to make infrastructure improvements at fourteen tower sites for 800 MHz radio communications system to facilitate long-term use by all public emergency service providers in Wake County.
- Completed construction, furnishing and equipping of Eastern Regional Center in Zebulon; updated cost projections for two future Regional Centers based on actual cost data from new Eastern Regional Center.
- Worked with the Budget and Management Services department to complete updating all elements of the County's Comprehensive Seven-Year Capital Improvement Program; updated document was included in FY2003 budget approved by Board of Commissioners.
- Pending approval of elected boards, work in partnership with the City of Raleigh to select design, construction management consultants, and schematic design of the proposed new Convention Center.
- 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.
- In focusing on success over the next three fiscal years, the Department of Facilities Design & Construction has identified the following key service objectives and accomplishments:
- Work closely with service departments and the Budget and Management Services department to update the seven-year County Capital Improvement Program during the 3rd Quarter of each Fiscal Year; incorporating the results of any facility master planning or similar studies which are completed during the preceding three quarters.
- Implement the County's Capital Improvement Program, consistent with project schedules approved by the County Manager or Board of Commissioners and based on a detailed 12-month plan for each project will be produced.

Facilities Design and Construction

- Continue to provide cost-effective real estate consulting services to meet real property and long-term facility leasing needs of County agencies. Manage all real estate services to support the County's Capital Improvement Program and Open Space Preservation Program. Includes providing sufficient factual information and sound advice to the Board of Commissioners to enable them to make prudent real estate and landrights decisions. Present Board with list of "unwilling sellers" in Little River Reservoir project and develop strategy to complete acquisition of these parcels.
- Continue working together with the State Highway Patrol to build infrastructure for the new 800 MHz radio communications system which will facilitate effective use by all public emergency service providers in Wake County; coordinate with other elements of emergency response capital improvement program, including computer-aided dispatch, primary and back-up emergency communications centers (jointly with Raleigh).
- Continue partnering with the Public School system to jointly develop community use school parks and other public use facilities at new school sites.
- Continue working closely with Research Triangle Foundation to provide water and sewer to the Wake section of Research Triangle Park.
- Further develop long term analysis of disposal option for solid waste with Environmental Services staff; identify all local government units in the County who will commit to a partnership with the County to participate in the best long-term solution; present recommendations to the Board; proceed based on Board action.
- Implement key recommendations of the Wake County Water & Sewer Plan, including the following: 1) Complete preliminary studies of potential water supply reservoir in Middle Creek basin, 2) Complete preliminary engineering studies to identify best long-term solution to wastewater treatment facilities for western Wake County, 3) Pursue merging utility systems of Knightdale and Raleigh as outlined in 2003 merger feasibility study, 4) Complete feasibility studies for merging Zebulon and Wendell utility systems with Raleigh; pursue utility merger agreements, 5) Pursue utility merger agreement between Wake Forest and Raleigh, 6) Negotiate and finalize interlocal agreement between county, Cary and Research Triangle Park, which resolves all outstanding water and sewer issues.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Capital Projects Managed	45	56	72
Real Estate, Landrights, Lease Assignments	120	200	475
Percent of Projects Completed on Time	80%	87%	90%
Percent of Real Estate, Landrights assignments completed in accordance with workplan	90%	89%	90%
Capital Projects completed within Budget	90%	100%	100%
Percent of Projects meeting or exceeding County energy efficiency standards	n/a	90%	90%
Percent of Projects Consistent with County Guidelines for Basic Building Materials	n/a	95%	100%

Facilities Design and Construction



Finance Department

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$1,503,187	\$1,640,883	\$1,720,945	\$1,720,945
Operating Expenses	\$365,455	\$468,070	\$470,799	\$470,799
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$1,868,642	\$2,108,953	\$2,191,744	\$2,191,744
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$31,783	\$28,520	\$35,000	\$35,000
Revenue Totals	\$31,783	\$28,520	\$35,000	\$35,000

Position Count

	FY2001-2002 Actuals	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	27.50	31.25	31.25	31.25

Department Description

The Finance department is responsible for: providing accounting and financial management systems in accordance with North Carolina General Statutes; managing cash, investments, state/federal grants, and fixed assets, expenditure control of the County 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 / safety; and, review 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 triple-A credit ratings. The County's finance director also serves as the finance director for the Centennial Authority.

The Finance department is organized according to 5 main service delivery areas: (1) Accounting and Reporting, (2) Customer Support, (3) Quality Assurance, (4) Project Management, and (5) Risk Management. The purpose of this organizational structure is to emphasize the Finance department's commitment of service to our customers (mainly other County departments) through better definition of our service delivery areas. The new structure enables other County departments to access Finance staff more efficiently thereby increasing the overall effectiveness in the services provided to Wake County citizens. Through the effective utilization of Finance department staff knowledge, assistance and resources, Wake County as a whole will support better the use of good business practices, increasing resources directed toward automation and e-Government solutions. The reorganization will allow the department to take advantage of future opportunities for positive change in the way we conduct business or provide services.

Financial Reporting and Accounting: The Finance department maintains the County's official accounting records and provides financial information on a monthly basis to all departments of county government as well as the Board of County Commissioners. This division also prepares the Comprehensive Annual

Finance Department

Financial Report, specialized financial reports, other mandated federal and state reports, and is responsible for the annual audit.

Customer Service: The Customer Service division of the Finance department includes the functional areas of Procurement, Disbursement Services, Payroll and Grants Administration. These functional areas serve as primary liaison between the Finance department and all of county government. The main goal of all functions is to provide swift and accurate processing of financial transactions in accordance with state statutes and generally accepted practices.

Quality Assurance: The Quality Assurance office performs business process reviews on a regular basis to improve the internal control structure and implement business process improvements to improve efficiency and effectiveness. The main goal of the Quality Assurance office is to improve the effective operation of all Wake County government.

Project Management: The Project Management division is responsible for the administration of the financial system including control over user access and nightly processing of financial transactions to update and balance the financial records within the financial system. Project Management also ensures the smooth progress of system related projects.

Risk Management: This division coordinates the policies and insurance practices for the County. Risk Management controls the County's liability exposure so that operations and services are uninterrupted. Responsible for protecting physical, financial and human resources of the County, Risk Management strives to reduce accidents, lawsuits or other liability occurrences that could jeopardize the County's financial integrity, mainly through safety awareness in the workplace environment.

List of Major Services

- Financial Reporting and Accounting
- Customer Service
- Quality Assurance
- Project Management
- Risk Management

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The highest priorities for Fiscal Years 2004 and 2005 include the following:

- Provide good customer service by responding to customers in a courteous and timely manner with accurate information.
- Reduce the costs associated with all financial processes within the County.
- Process and record all transactions in a timely manner and in accordance with generally accepted accounting principles, following appropriate internal control procedures.

Finance Department

- Prepare Comprehensive Annual Financial Report in accordance with generally accepted accounting principles, continuing to comply with requirements for the Government Finance Officer's Association's Certificate of Achievement for Excellence in Financial Reporting.
- There should be no material weaknesses disclosed in the County's management letter from the independent auditor.
- Provide effective oversight for grant revenues and expenditures and ensure compliance with grant policies and procedures.
- Evaluate and improve internal controls and efficiency of Wake County operations and business processes.

Highlights

The following section identifies achievements in the past year and key outcomes that the Finance department is focused on achieving during the next three years.

Departmental Assistance and Support

Assisted with improvements to solid waste billing and collections system and began consolidation and evaluation of affordable housing loan portfolio. Assumed primary responsibility for solid waste tipping fee billing and collection from contract agency. Consolidated loan information in order to conduct comprehensive analysis of affordable housing loan portfolio and establish multi-year revenue repayment schedule.

Completion of study of business processes in June 2003.

As a prelude to other projects, many of Wake County's business processes are being studied to target and define the direction of system automation as it relates to the financial accounting system. Out of this study, the Finance department expects to determine the proper computer platform upon which other cost saving projects will build.

Reduce the Costs of Time Keeping

To facilitate the preparation of the monthly payroll and to account for absences, employees are required to prepare weekly time sheets. Finance estimates that over 125,000 timesheets are prepared and entered into the Genesis payroll/personnel system by County staff. This project will begin to measure the cost of manually accumulating information in comparison to the cost of implementing an automated system. This project will need to be coordinated with IS, Human Resources, and departmental staff.

Consolidation of Accounts Receivable Systems

Wake County has several accounts receivable systems that are designed for specific revenue streams such as tax collection, public health user fees, mental health user fees, landfill tipping fees, affordable housing, and emergency medical services. However, Wake County does not have a system to account for miscellaneous accounts receivable that will provide for routine management of the process. Over the next year, Finance will research the feasibility of consolidating accounts receivable (other than taxes) into a centralized system, identify a system for miscellaneous accounts receivable that do not have dedicated system, and establish a policy for identifying all amounts due to Wake County.

Finance Department

Reduce the Cost of the Purchasing/Expenditure Cycle

Some major processes are processed manually until transactions are entered into the financial mainframe system. This initiative will identify the major expenditure streams (other than salaries and wages) for Wake County and evaluate the efficiency of processing those transactions. The objective of this project is to automate manual tasks to the extent practical and eliminate duplicative procedures. This project has already begun with finance staff identifying and studying major expenditures. The Finance department intends to develop an automated approach that can be implemented for numerous systems within Wake County.

Decreasing the Cost of Contract Processing

During FY2002, Wake County processed over 1,400 contracts for a potential commitment of over \$118 million. This project will be designed to identify a system to assist with developing contracts, routing of contracts through management and staff, and eliminating the need to keep multiple copies at various stages of the contracting process. This initiative will result in more uniformity in contract clauses and terms, electronic routing, a simultaneous review process that will speed the time required for contracting, eliminate the need for numerous copies, and facilitate the identification of bottlenecks.

Process for Reducing Costs of Travel Reimbursements

Over the next few fiscal years, Finance will research and identify a system that will automate the process of preparing travel forms through the electronic payment of reimbursements to employees. While travel cost is not a major expense to Wake County, processing reimbursements is inordinately time-consuming compared to other types of expenditures.

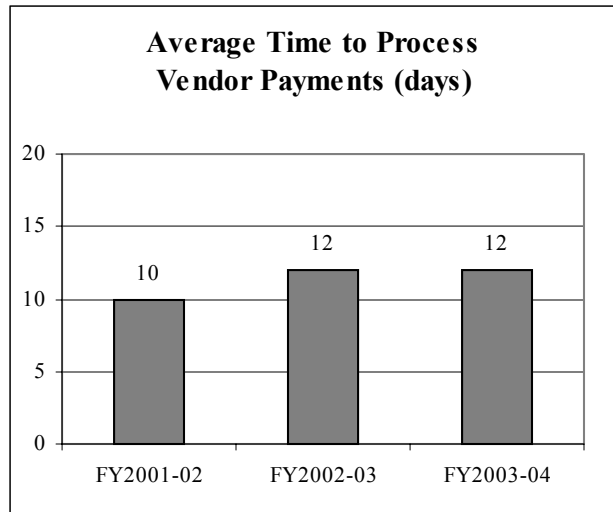
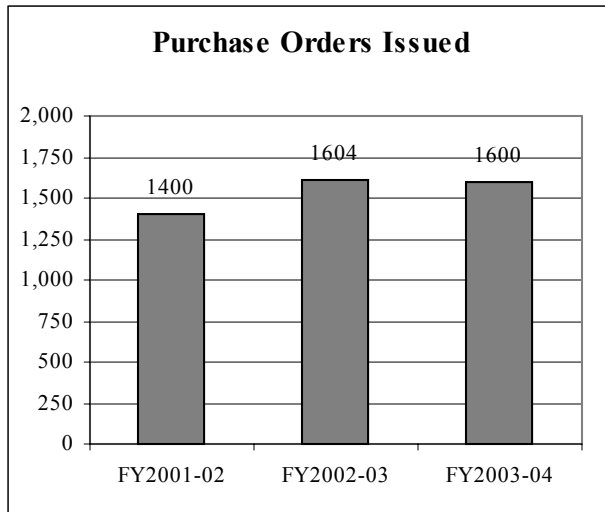
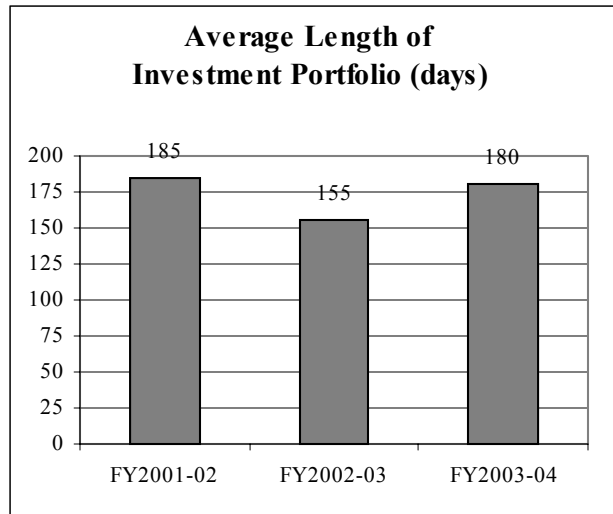
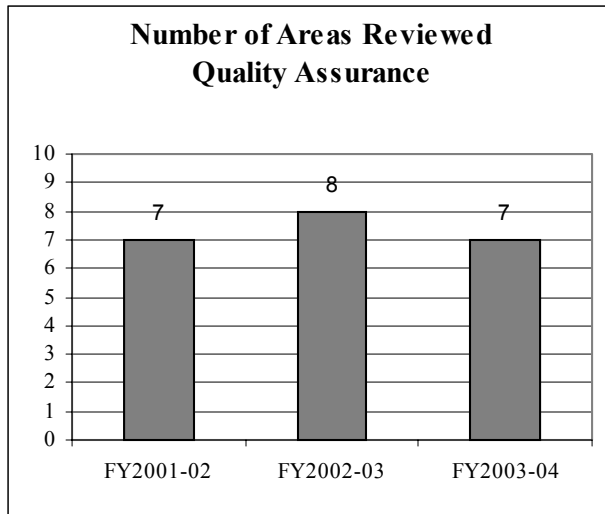
Streamlining the Recording of Revenue Collections

This project study concerns the potential for automating the posting of revenue collections to the general ledger. If automated, the need for departments to manually prepare journal entries to record revenues will be eliminated. This would also strengthen the timeliness for identifying errors by comparing collections with deposits daily as opposed to during the monthly bank reconciliation process. In addition, this will also reduce the time required to reconcile the main operating bank account.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Accounting & Reporting			
GFOA Certificate of Achievement	Yes	Yes	Yes
Revenues Posted Weekley	No	Yes	Yes
Ave. Length of Investment Portfolio (days)	185	155	180
Maintain Zero Findings by Independent Auditors	Yes	Yes	Yes
Portfolio Yield Greater than NC Capital Mgmt. Trust (basis points)	150	49	75

Finance Department

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Customer Support			
Ave. Time to Process Vendor Payments (days)	10	12	12
Percent of Transactions that are Automated	63%	64%	67%
Purchase Orders Issued	1,400	1,604	1,600
Quality Assurance			
Number of Areas Reviewed	7	8	7
Bank Reconcillations Complete by End of Next Month	Yes	Yes	Yes



Risk Management-Internal Service Fund

Department Description

The Finance Department is responsible for providing services accounted for in the Risk Management Internal Service Fund. The Risk Management Fund supports an ongoing effort to identify and control exposures so that operations and services are uninterrupted. Risk Management is responsible for protecting physical, financial, and human resources by reducing losses sustained through accidents, lawsuits, or other occurrences that could jeopardize financial integrity. When losses cannot be prevented, Risk Management efforts ensure that the impact of losses on County operations and finances are as minimal as possible.

Workers' compensation, liability, and property insurance, medical and dental premiums for employees and retirees are supported within the Risk Management Fund. The fund pays the claims and administrative costs related to all these lines of insurance. Contributions from employees for their share of the cost of medical and dental insurance, and accruals for actuarially determined future loss development are taken into account. The actuarial liability of Wake County continues to remain at relatively the same level.

List of Major Services

- Exposure Identification and Control
- Loss Prevention and Minimization
- Safety Training and Inspection

Business Plan Priorities

Multi-year objectives are reflected in the Risk Management business plan. Business plans are available on the County web site at the following address: <http://www.wakegov.com/general/businessplans/>.

Risk Management's main priority for Fiscal Years 2004 and 2005 is the following:

Manage the costs of potential losses: whether preventing them or paying for them, the costs of potential losses must be managed, like any other operating costs, for the optimum benefit of taxpayers. The costs of risk management include values lost through accidents that occur, benefits foregone from activities not undertaken, and resources devoted to administering risk management programs. The first priority of Risk Management is to prevent or reduce the County's overall cost of risk without interfering with normal productive activities.

Highlights

The following section highlights achievements in the past year and key outcomes that the Finance department is focused on achieving during the next three years.

- **Disaster Response and Recovery Planning**

In times of increasing uncertainty, planning for a catastrophe, whether natural or man-made, can make a tremendous difference in mitigating the loss of life and property. Risk Management will continue efforts that began in 2002 to formalize disaster plans from each department into a coordinated countywide Business Continuity Plan.

Risk Management-Internal Service Fund

- **Employee Training**

Wake County's favorable claims experience is due primarily to the fact that there are many experienced employees who have a good understanding of their risks and how to manage them. These demographics are expected to change in the near term as long-term employees begin to retire. This transition creates an exposure that will be addressed through job specific training over the next few years to maintain the County's excellent culture of safety for employees, citizens, and clients.

- **Automating Exposure Identification and Statistical Information**

The Safety Officer is tasked to perform periodic, documented inspections of all premises and follow up on the correction of identified problems. It is becoming increasingly challenging for one person to cover three million square feet in a timely manner. An automated system would enable occupants of each facility to report problems they observe through a comprehensive checklist. Corrections and abatement can be accomplished in a more timely and efficient manner through greater automation. Frequently statistical information is required for workers comp claims in litigation and OSHA reporting purposes, which under the current system, is very difficult and time consuming to extract. Alternatives for automating the process of identifying exposure and gathering information will be researched and considered in the coming fiscal years.

- **Continued exploration of opportunities such as an Owner Controlled Insurance Program (OCIP)**

An OCIP is a financial tool to consolidate and handle construction risks of County facilities. With a new bond referendum being considered in fall 2003 for schools, parks and libraries, new opportunities may exist for considering OCIP insurance programs. Because the preponderance of capital construction activity will rest with the Wake County Public School System, the County Risk Management office will offer support to the schools for a feasibility study on whether such a financial tool would be of benefit to the taxpayers.

General Services Administration

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$5,256,839	\$4,809,587	\$5,238,235	\$5,238,235
Operating Expenses	\$9,814,799	\$13,383,175	\$12,061,045	\$12,061,045
Capital Outlay	\$1,073,195	\$1,978,122	\$3,573,441	\$3,573,441
Expenditure Totals	\$16,144,833	\$20,170,884	\$20,872,721	\$20,872,721
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$6,756,040	\$3,344,454	\$3,639,600	\$3,639,600
Revenue Totals	\$6,756,040	\$3,344,454	\$3,639,600	\$3,639,600

Position Count

	FY2001-2002 Actual	FY2002-2003 Current	FY2003-2004 Recommended	FY2004-2005 Adopted
Number of FTE's	121.00	106.00	113.00	113.00

Department Description

The General Services Administration (GSA) department manages Wake County facilities and fleet. It also 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. GSA uses its core businesses to achieve two goals: Provide services using best practices, measuring itself against benchmarks of effectiveness in similar organizations, and provide services with the lowest cost per unit possible without sacrificing quality.

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

List of Major Services

- Facility & Grounds Management
- Fleet Management
- General Government Support
- Direct Services

The department is organized into five divisions: Administration, Central Services, Fleet Services, Field Services and Physical Plant. The divisions support the four core businesses / major services listed above. Additionally these core businesses are comprised of twenty-five discreet strategic business units. A busi-

General Services Administration

ness 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.

Facility & Grounds Management - Includes the full range of work activities required to operate and maintain a facility in a usable condition that adequately protects the county's capital investment. This responsibility involves planning, providing, and managing productive work environments. More specifically, these responsibilities are grouped under the following functional areas: (1) portfolio management: includes business/technology development and implementation, space planning and allocation of existing facilities, facility financial forecasting, budgeting, and cost containment, (2) facility maintenance: includes general, electrical, HVAC, plumbing/piping, sign graphics, and landscape maintenance; preventive, routine and corrective repair planning and execution, (3) utility management, (4) life safety and environmental management, (5) housekeeping management, and (6) corporate security.

Fleet Management - Fleet Management is an asset management function responsible for all elements of the county's fleet of over 640 vehicles. Fleet Management is responsible for all vehicles that provide direct and general government support and services. Key objectives and outcomes desired of the corporate fleet management plan include: maximizing vehicle availability, matching vehicle with usage, controlling the overall number of vehicles, streamlining vehicle cost accounting, and decreasing overall cost while improving overall customer service.

General Government Support - The General Government Support core business provides a number of services to several county departments, related customers, and the general public. The core business provides support to the 10th Judicial District operations and Courthouse security operation. It plans expansions to and maintains the County's electronic detention systems. It fabricates, installs and maintains road name signs at over 6,000 intersections in the county. It maintains the County's flood control system, and manages the County's surplus property, courier services, and parking system. The core business also provides general oversight of a small, local sewer operation owned by the County at the Ponderosa subdivision, and one at Mt. Auburn Training Facility. Lastly, the core business provides support to the Wake County Citizen's Energy Advisory Commission, Emergency Operations Center, and the Board of Commissioners.

Direct Services - This core business provides the following service operations: full service printing center support on a cost recovery basis to other departments and to some non-profit organizations; solid waste management including school and convenience recycling centers; special work requests otherwise not covered in the Corporate Facility Plan on a fee for service basis; moving services, which include transfer and storage, vending operations management, and corporate conference management.

Business Plan Priorities

GSA will achieve its business goals by continuing to extend technology, benchmarking cost of operations, and training its workforce for the future. GSA continues to work its competition plan, developed in 1998, demonstrating the department's continued commitment to smart-sourcing solutions. GSA will create a second shift electrical/mechanical maintenance team to respond to after hour emergencies and to complete mission critical preventative maintenance services that cannot be accomplished during the normal workday. The timing of this coincides with the growing inventory of seven day, after hour and 24/7 facilities. GSA will continue to participate in and track the County's long range plans, such as the Capital Improve-

General Services Administration

ment Program, Criminal Justice Plan, Growth Management Plan, Open Space Plan, and Environmental Agenda. GSA will pursue the County's goals by providing infrastructure integrity. GSA will roll out a corporate wide service request system that will be available to all employees and includes an online survey measuring our capability, dependability, responsiveness, attentiveness and related tangibles.

Highlights

Management and customer communication are accomplished primarily through the Facility and Fleet Management corporate plans. These plans were revised in 2003 with the purpose and mission to increase competition and performance. The plans will drive the agency towards providing quality, reliable and cost effective facility and fleet services.

General Services Administration currently operates in 170 buildings on 329 sites containing over 3 million gross square feet with 525 acres of associated landscaping. GSA provides janitorial, pest control and window washing services encompassing 2,258,788 square feet of space.

The department maintains all life safety systems (ie. fire alarm, sprinkler and emergency generators), building components, building systems, and utility infrastructure. The department also provides contract administration to over 50 contracts valued at over \$1,200,000.

Sign/Graphics will continue to maintain over 22,318 signs at 107 County facilities and remain competitive to private sector, professional in appearance, and with current information. A competition example is our cost of an 8" x 8" architectural sign is \$ 32.75 compared to contractor's cost of \$ 75.00 per sign.

Landscape maintenance services on 107 County facilities with 525 acres of turf, plant beds, and hard surfaces. County cost per acre is \$ 1,268.92 compared to local contractor's average cost of \$ 2,099.67 per acre.

Currently GSA is responsible for the payment of 318 utility bills, to 17 utility providers, representing approximately \$310,000 per month. The cost per transaction is \$6.00. The utility cost per square foot of the County's facilities portfolio is \$1.26. GSA continues to manage its utility cost below benchmarks.

Wake County will recycle 187 tons of office paper this year. The annual cost for the collection of recycled paper is \$34,172.76. As of December 2002, the market price for office waste paper is \$115.00 per ton. Based on our current volume, this activity generates \$21,505 in yearly revenues.

Several life safety and environmental systems and monitoring processes will be expanded over the next several years. They include emergency generators added at ten tower sites, and additional wastewater monitoring requirements at Mt. Auburn Training Center, Ponderosa, and Blue Jay County Park.

For the past several years, Wake County GSA has been involved in strategically and systematically installing electronic security systems in various designated facilities. Installation of these security devices, including access control readers, CCTV, intercoms and alarms, is being accomplished in phases. Currently 198 access control card readers and 150 fixed position or pan-tilt-zoom cameras are installed in multiple Wake County facilities. All of these security devices are being monitored within the Wake County Security Center, which is staffed by contract security officers and operated 24 hours a day, 7 days a week.

General Services Administration

Fleet Operations asset management is responsible for the Wake County's inventory of over 640 vehicles; which involves maintaining leases, controlling the resale and calculating budget expenses. The service provided comes in the form of preventative maintenance and repairs to the fleet vehicles, managing an effective parts inventory, operating a detail department for customer use and managing a vehicle Rental Motor Pool. Fleet Operation's Fuel Management consists of tracking and maintaining three separate fuel locations in Wake County, constantly being proactive in searching for alternative fuel and calculating department fuel usage and budgeting.

A joint study with City of Raleigh is currently under-way to provide site analysis and parking alternatives for additional parking capacity in the downtown central business district surrounding the County's facilities. Options for exploring current and future parking demand will be developed. The study will include the feasibility of placing all City and County parking under a centralized agency in order to make more efficient use of the total parking resource.

GSA maintains 10 flood control structures of the Crabtree Creek Watershed, protecting citizens and property downstream. Our current maintenance cost per acre is \$1,211.68 compared to contractor's average cost of \$3,205.33 per acre.

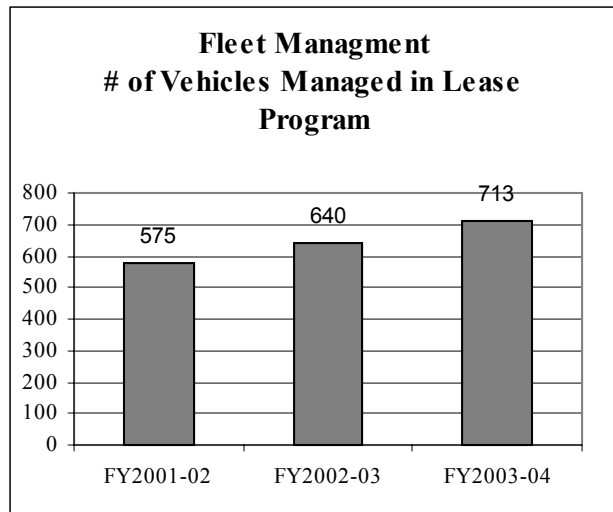
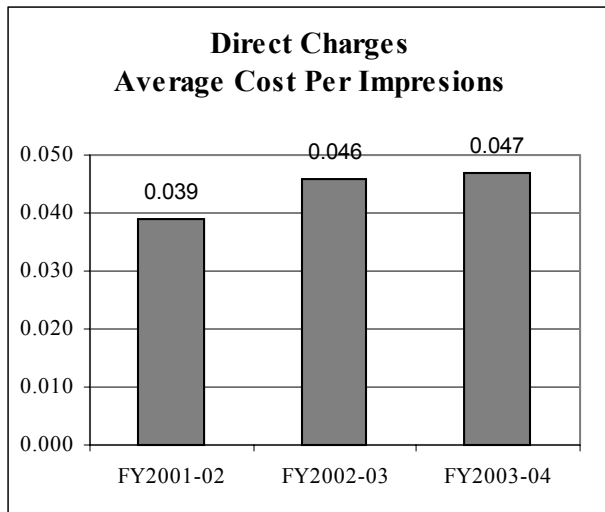
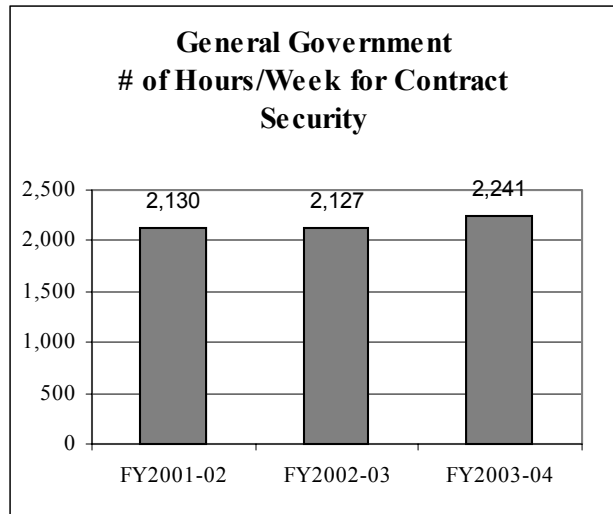
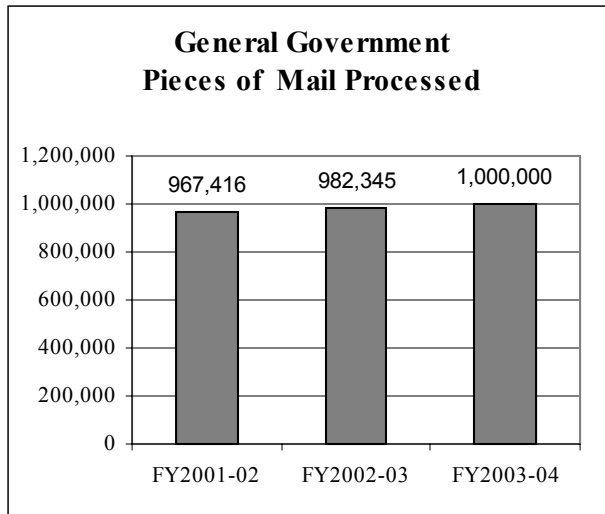
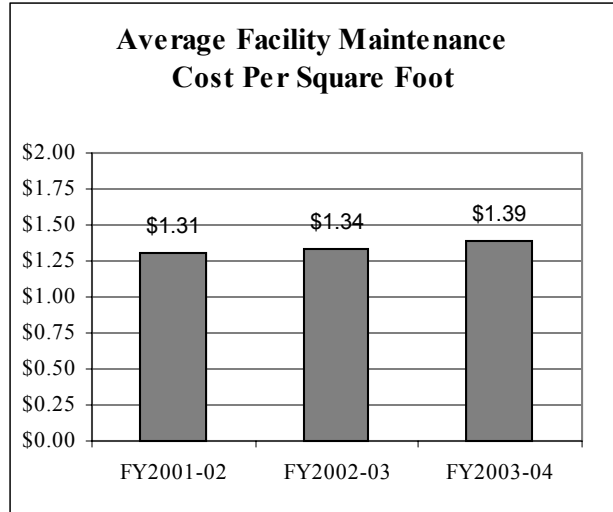
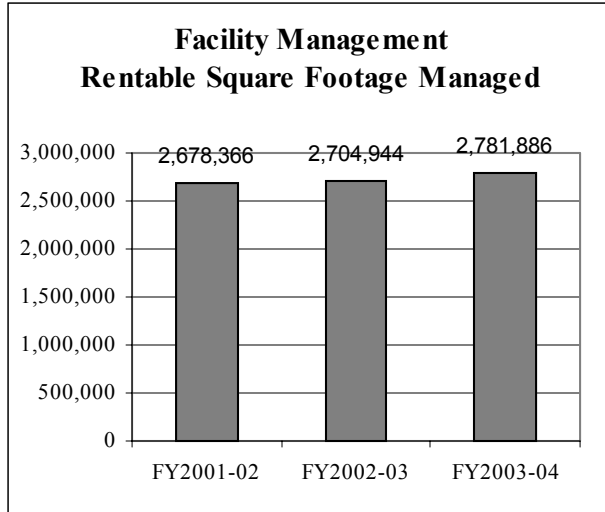
The following resources (7 FTE's net increase) are needed to maintain an acceptable level of facility and fleet services in Wake County: (a) Three new positions to staff a second shift and provide extended hour and 24/7 service delivery. GSA will be able to execute its preventative and deferred maintenance work schedule. The major mechanical and electrical systems in county facilities require periodic maintenance "off-line" which cannot be done during normal business hours. Furthermore, our emergency generator inventory has increased significantly. GSA will be using two unused vacant positions to complete a second shift crew of five employees. (b) Two landscape maintenance positions to handle new facility expansions including an additional 55 acres of landscaping. By maintaining the quality of turf and plant beds, GSA protects the County's property investment. (c) Two mechanic positions in Fleet Management. Wake Coordinated Transportation System (WCTS) provides transportation assistance to Human Services clients. GSA assumes maintenance of the WCTS fleet in FY 2004. These two positions will be fully funded through North Carolina's Department of Transportation (90%) and user fees (10%).

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Facility Management Measures			
Rentable Square Footage Managed	2,678,366	2,704,944	2,781,886
Facilities Brought On-line Through Commissioning	3	1	1
Percent of Facilities Free of Regulatory Violations	99%	99%	100%
Average Facility Maintenance Cost Per Square Foot	\$1.31	\$1.34	\$1.39
Facility Space Receiving Cleaning Services (sq. ft.)	2,168,436	2,195,106	2,258,788
Acres of Land being Landscaped	514	551	580

General Services Administration

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Number of Facilities with SCADA controls (MOSCAD)	0	12	25
Number of Facilities with Building Controls Systems	29	31	33
Percent of Extended Hour Facilities (24/7)	33%	36%	38%
Environmental Stewardship			
Buildings with Corporate Recycling	37	44	47
Irrigation	13	16	24
General Government Measures			
Moves-Number of Moves/Employee Population	173/338	286/487	unavailable
Pieces of Mail Processed	967,416	982,345	1,000,000
Access Card Holders in Security System	18,200	19,700	20,685
Number of Security Incident Reports Investigated	1,016	812	1,056
Number of Hours/Week for Contract Security	2,130	2,127	2,240.5
Road Name Signs Repair/Replace	1,036	1,370	1,400
Direct Charges			
Average Cost Per Impression	0.039	0.046	0.047
Number of Impressions	11,792,338	13,363,309	14,000,000
Number of Corporate Document Centers Installed	4	2	3
Fleet Management			
Number of Vehicles Managed in Lease Program	575	640	713
Number of Contract Vehicles Management for Other Organizations	115	129	96
Number of Gallons of Fuel Consumed	785,000	804,339	845,405
Percent of Scheduled Vehicle Repairs Completed Within One Day	94.68%	94.88%	95.00%
Ratio of Mechanics: Vehicles	115	128	135

General Services Administration



Information Services

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$3,672,629	\$4,072,114	\$4,131,096	\$4,131,096
Operating Expenses	\$3,135,779	\$3,775,140	\$3,583,082	\$3,583,082
Capital Outlay	\$0	\$16,798	\$0	\$0
Expenditure Totals	\$6,808,408	\$7,864,052	\$7,714,178	\$7,714,178
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$102,064			
Revenue Totals	\$102,064	\$0	\$0	\$0

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	60.50	61.50	63.50	63.50

Department Description

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 110 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 4,200 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. 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 a funding strategy 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.

Information Services

List of Major Services

- Operations Service
- Computer Aided Dispatch Maintenance
- Server Service
- Development Service
- Desktop Service
- Database Service
- Administrative Service
- Customer Service
- Voice and Data Service
- Public Safety Cellular Service

Business Plan Priorities

- 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. Areas of strategic focus include e-Government; Integrated Land Related Data Systems; and Electronic Workplace
- 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. Areas of strategic focus include Disaster Recovery and Business Continuity; Privacy and Security Measures; Enterprise Network Improvements; and Database Rearchitecture.
- Provide adequate computer services, equipment and associated standards to support the business needs of the organization. Areas of strategic focus include Core Computer, Network and Telephone Support Services; Performance Measure Tracking and Service Level Agreement Management; Enterprise Hardware and Software Standards; Application Language and Database Standards; and Network Connections.

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional detail on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

Highlights

- Reconstructed the County's website to make it easier to use and more citizen-oriented and created the first phase of an employee portal.
- Created and refined a technology project review and prioritization process to assist with funding allocation decisions supporting e-Government efforts.
- Created a new Privacy Officer position to address electronic privacy and security concerns and to coordinate countywide Health Insurance Portability Accountability Act (HIPAA) efforts.
- Created online applications for mechanical permits and job applications.

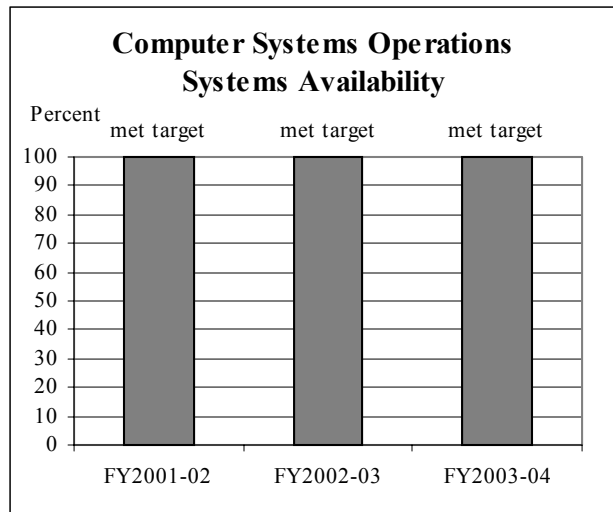
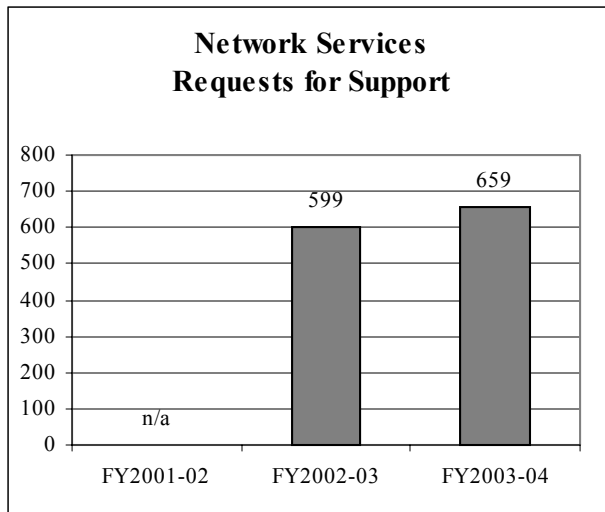
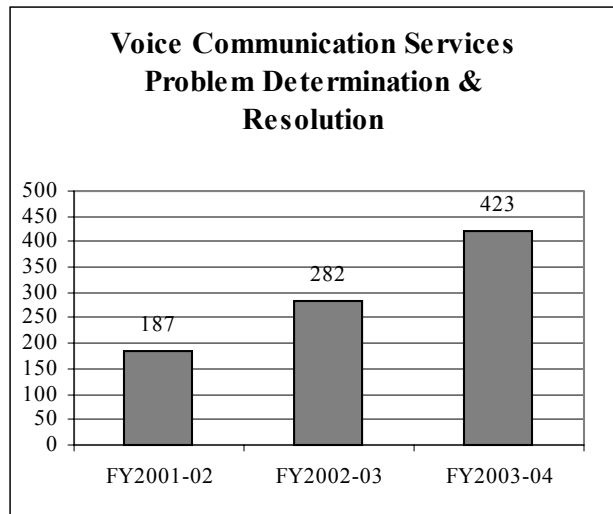
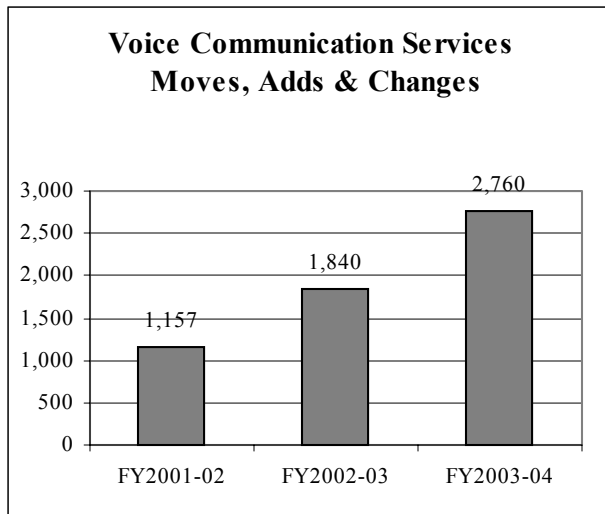
Information Services

- Completed the second of a four phase property tax rewrite project which involved the rewrite of the property tax billing system, and made significant progress on phase three, which involves the rewrite of the collection and vehicle billing system.
- Updated automation capabilities in the Register of Deeds office involving improving the web interface used by the public when accessing data from remote locations.
- Completed a prototype of the enterprise-wide document management initiative using the Adoptions Unit of the Human Services department.
- Completed the first phase of the Public Facilities Database project which involved creating an inventory of publicly available parks and recreation facilities in Wake County viewable on the web.
- Two new positions are included in FY2004 to provide additional support for the technology resources and applications which enable County services. One position will help maintain the back-up systems, recovery schedules, and platform reliability of more complex and more data intensive applications systems. One position will support the newly re-designed Oracle database environment that enables key business applications for revenue, register of deeds, GIS, and planning applications.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Voice Communication Services			
Moves, Adds & Changes -95% of time met service level targets of within 10 Business days of request for non-vendor related moves and 14 business days for vendor related moves.	met targets 100% of time	met targets 100% of time	met targets 100% of time
Number of Moves, Adds, and Changes	1,157	1,840	2,760
Problem Determination and Resolution -90% time met service level targets of 1 hr, 4hr, or 1 business day response time based on priority level and contact made within 1 hr. of page sent for emergency service and customer satisfaction rating	met targets 100% of time	met targets 100% of time	met targets 100% of time
Number of requests for Problem Determination and Resolution	187	282	423
Network Services			
Network Availability -95% of time met service level target of 99% 7x24 except for published maintenance period	met targets 100% of time	met targets 100% of time	met targets 100% of time
Support -95% of time met service of 1 hr, 4 hr, or 1 business day response time based on priority level and contact made within 1 hr of page sent for emergency service and customer satisfaction rating	n/a	met targets 100% of time	met targets 100% of time
Number of Requests for Network Services Support	n/a	599	659

Information Services

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Computer Systems Operations Services			
System Availability -95% of time met service level target of 99%, 7x24 except for published maintenance period	met targets 100% of time	met targets 100% of time	met targets 100% of time
CICS Availability -95% of time met service level target based on scheduled hours	met targets 100% of time	met targets 100% of time	met targets 100% of time
System Reponse Time -95% of time met service level targets of 97% of time 5 seconds or better and 96.5% of time 2 seconds or better	met targets 100% of time	met targets 100% of time	met targets 100% of time



Human Resources

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$755,417	\$932,825	\$1,009,597	\$1,009,597
Operating Expenses	\$323,584	\$368,892	\$325,360	\$325,360
Capital Outlay	\$0	\$0	\$0	\$0
Expenditure Totals	\$1,079,001	\$1,301,717	\$1,334,957	\$1,334,957
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$3,722			
Revenue Totals	\$3,722	\$0	\$0	\$0

Position Count

	FY2001-2002 Actual	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	17.00	19.00	19.00	19.00

Department Description

The Human Resources department is responsible for employee compensation and benefits, policy development, recruitment, affirmative action, employee relations, training and development, administration of the County's automated human resources/payroll system, and maintenance of employee records.

The Human Resources vision for Wake County is that the County will be the employer of choice in the area; that the work environment will be positive; and employees will be valued for their knowledge, talents, skills and abilities as they work toward accomplishing the County's mission.

Human Resources goals include: Maintain consistency across the organization with regard to human resource issues; Ensure that the workforce reflects the diversity of the community it serves; Ensure that all employees are treated with equal respect and dignity; Ensure that all employees understand the County's pay-for-performance merit system; and, Provide departmental support to ensure that Human Resources is an integral partner of every department's operations.

List of Major Services

- Benefits and Wellness
- Employee Relations
- Recruitment and Compensation
- Training, Employee Recognition and Appreciation.

Human Resources

Business Plan Priorities

Human Resources uses its expertise in the services listed above to accomplish the following objectives:

- Enhance the County's ability to attract and retain a highly skilled, diverse, and marketable workforce.
- Create employee “ambassadors” for the County, by promoting a feeling of pride, commitment, and enthusiasm among all Wake County employees.
- Enhance the talents and increase the skills and knowledge of employees to support the County's mission and goals. Support the efforts of managers and supervisors in providing a positive and productive work environment with an emphasis on equity, fairness, and a performance-based merit system.

A top priority for the department is to implement a corporate wide training and development program to enhance leadership skills among County employees and managers. Human Resources is also dedicated to meeting the highest level of customer service by providing prompt and accurate service in employee relations, recruitment, compensation and benefits. And lastly, the department is committed to promoting healthy life styles among Wake County employees.

Highlights

Workload has increased substantially in the department. During FY2003 human resources functions that had been the responsibility of the Human Services department were consolidated into the Human Resources department. This shift in responsibilities has resulted in a 500 percent increase in the workload in recruitment activity and a 200 percent increase in the workload in the area of employee relations. Two full time equivalent positions were transferred from Human Services to Human Resources to support this shift in responsibility.

The challenges now facing Human Resources is the continuation of the pursuit of standards of excellence in customer service, offering innovative solutions to current problems, implementing priorities from its business plan (available on the County's website), all the while dealing with increased demand for its services. The department's strategies to deal with these challenges are:

Benefits and Wellness

- Make benefit information, enrollment and change forms available to all employees through a web-based employee portal.
- Provide health care utilization reports to employees that would make them more cost conscious consumers of health care services and products.
- Implement a pre-tax arrangement or reimbursement accounts for transportation and parking expenses.

Employee Relations

- Establish a baseline of the health of the organization by developing and administering a climate survey on the work environment. Use the survey to identify areas of concern and develop an action plan to address concerns.
- Encourage mentoring among managers.
- Identify discrepancies between the personnel policies and official actions taken by managers.
- Advise managers and supervisors to appropriately discuss organizational policies with their employees and professionally handle performance issues and discipline.
- Maximize site visits to departments.

Human Resources

Recruitment and Compensation

- Develop an on-line application process and other automation projects.
- Revamp classification/compensation systems.
- Promote diversity efforts by attending career fairs offered by traditionally minority colleges/universities and advertise in non-mainstream publications.

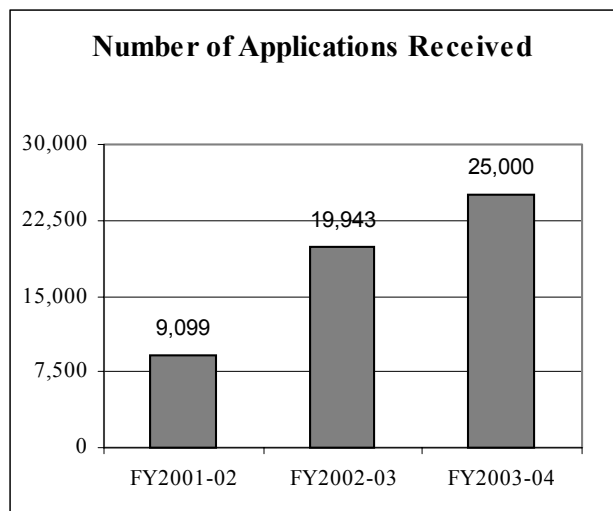
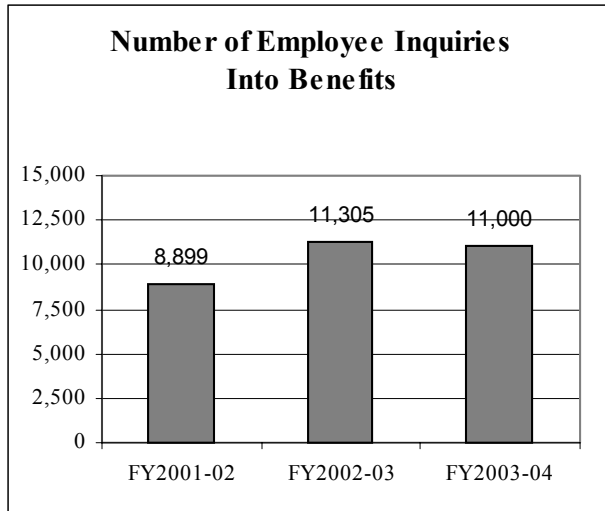
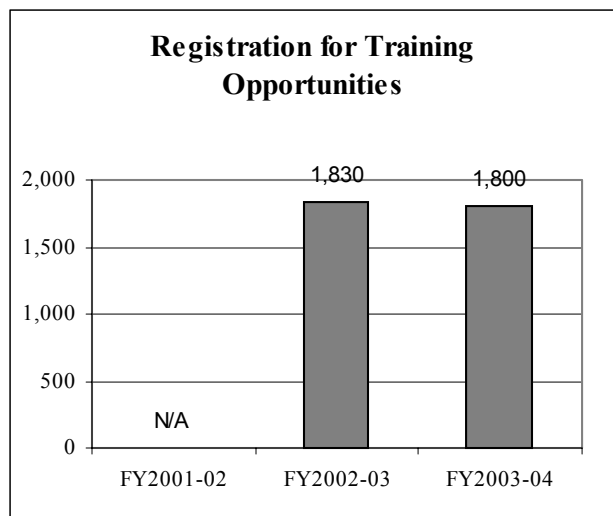
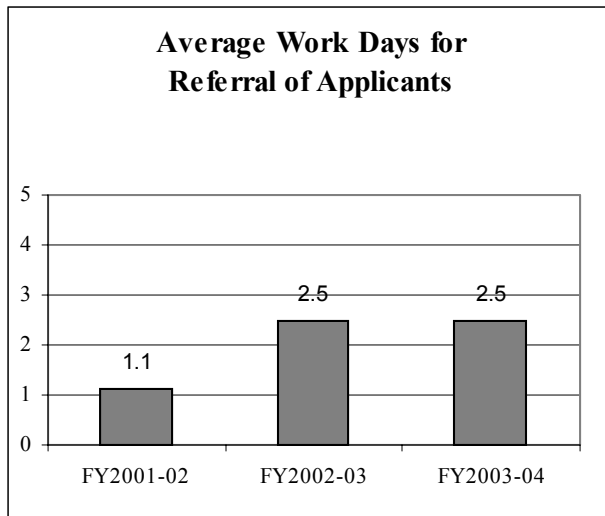
Training and Employee Recognition/Appreciation

- Offer more leadership development opportunities for employees in all levels of the organization.
- Specifically stress the policy and intent of the County's "Pay for Performance" system.
- Offer an appreciation event during the holiday season on behalf of the County Commissioners.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Average work days for referral of applicants	1.1	2.5	2.5
Bilingual applicants for bilingual positions	n/a	342	410
Effectiveness rating for training classes	99.6%	99.9%	95.0%
Non-discrimination grievances resolved in Dept.	n/a	0%	20%
Registrations for training opportunities	n/a	1,830	1,800
Leadership training participants indicating better understanding of leadership expectations	n/a	n/a	95%
Benefits information session participants indicating better understanding of benefits	n/a	n/a	90%
Number of employee/position transactions	3,155	3,917	3,600
Number of employee benefits changes handled	4,026	5,741	5,500
Number of employee inquiries into benefits	8,899	11,305	11,000
Number of benefit-related workshops	58	55	55
Number of training sessions (full/half day)	59	156	100
Career fairs attended	6	11	12
Applications received	9,099	19,943	25,000
Total number of vacancies	540	796	800
Participants in customer service recognition committee	13	13	10
Participants in Holiday Reception (employees/guests)	550/1,750	600/1,700	500/1,750
Participants in CHEER program/number of events	3,600/2	3,600/2	3,600/2

Human Resources

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Number of employees counseled	247	444	450
Number of managers/supervisors counseled	317	1,095	1,200
Number of wellness training sessions	17	0	6
Number of wellness activities and initiatives	8	2	6
Number of flu shots administered	538	921	1,000



Planning Department

Budget Summary

	FY2001-2002 Actuals	FY2002-2003 Current Budget	FY2003-2004 Recommended	FY2003-2004 Adopted
Personal Services	\$946,469	\$1,029,125	\$1,120,008	\$1,120,008
Operating Expenses	\$116,744	\$276,649	\$250,772	\$250,772
Capital Outlay	\$6,447	\$0	\$0	\$0
Expenditure Totals	\$1,069,660	\$1,305,774	\$1,370,780	\$1,370,780
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$139,276	\$230,320	\$242,650	\$242,650
Revenue Totals	\$139,276	\$230,320	\$242,650	\$242,650

Position Count

	FY2001-2002 Actuals	FY2002-2003 Current	FY2003-2004 Recommended	FY2003-2004 Adopted
Number of FTE's	18.00	19.00	19.00	19.00

Department Description

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 provide a single point of planning, advisory and technical assistance to local jurisdictions, community groups and other organizations. Today, the department consists of 19 positions (see Organizational Chart) and has transitioned from an agency that early on primarily focused on long-range policy to one that deals with a myriad of long-range, and current planning activities and regulatory processes. The current staff focuses on:

- Comprehensive Planning and Implementation
- Transportation Planning and Coordination
- Zoning and Administrative Services
- Subdivision Administration and Approvals
- Historic Preservation Administration
- Special Research, Data Collection and Analysis

Comprehensive Planning and Coordination

Work with diverse community interests and other governments to develop plans for the built and natural environment. Staff plays a prominent role in support to the County Commissioner's overall emphasis in refining the Land Use Plan, Growth Management Plan, and updating and implementing growth management strategies. Work to coordinate with other governmental entities on land use planning issues such as ETJ extensions.

Transportation Planning

Coordinates and participates in comprehensive long-range transportation planning for the County. Plan for all modes of transportation (walking, bicycling, public transportation, and personal automobiles) and support regional and county land use goals. This involves working with staff on transportation issues related to

Planning Department

land use planning and providing customer service and information. In addition, act as a liaison with community groups and local, regional, state and federal governmental entities.

Subdivision Administration

Coordinates the application of the County Subdivision Ordinance, reviewing and approving all plans submitted for development to assure that they comply with the ordinance. The staff also addresses and resolves customer inquiries, helps interpret County subdivision ordinance, processes subdivision text amendments, implements regulatory process modifications, coordinates process improvements, and provides support for the Planning Board and its committees.

Land Development/Zoning Administration

Key regulatory program area that coordinates the application of County Zoning Ordinance to ensure that public/private development efforts carry out Wake County's Land use policies, goals, and objectives. This area coordinates reviewing applications for variances, rezoning property and making recommendations to the Planning Board, Board of Adjustment and governing bodies. Zoning Code enforcement.

Data Analysis and Modeling

This service area involves the capturing and manipulation of land use and demographic information and dissemination of information to County staff, other organizations, and the public. The primary activities include developing school enrollment projections, supporting the GIS division with demographic and land use data, providing interactive networked based data analysis, and responding to information and analysis requests. The staff tracks population, housing and physical development in Wake County. Also responds to public information request and inquiries.

Historic Preservation

Act as a liaison for and assist in coordination of historic preservation activities with Capital Area Preservation (CAP) and City of Raleigh.

Support Services/Administration

Provides administrative and clerical support to the Planning staff, Planning Board, Board of Adjustment and other task forces as created. Staff assists the public and other departments with information and referrals, handles purchasing, filing, contract disbursement, budget preparation, and various other administrative functions.

List of Major Services

- Long Range Planning and Administration
- Subdivision and Zoning Administration
- Transportation Planning and Coordination
- Growth Management Support and Implementation

Planning Department

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: <http://www.wakegov.com/general/businessplans/>. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2003-06 planning period that frames the department's priorities.

The following priorities focus the department's service efforts in the coming fiscal years:

- Continue to research and monitor demographic and land use data important to the quantity and type of growth and demand for services throughout the county. In particular, the Planning department will monitor the number of households and school age children in Wake County to determine the level of increases projected over the next 20 years. In addition, the department will track changes in the population age and ethnicity, helping anticipate the need for adjustments to service delivery.
- Fulfilling collaboration and facilitation expectations, the Planning department will assist with a number of initiatives that will move from the development to the implementation phase. This will require extensive citizen forums and groups to get public input. Managing actual projects as well as the citizen process can be very intense and time consuming. However, involving citizens in the decision-making process is fundamental for good planning.
- Managing the demand for services will continue to be a priority challenge; the refinement of the subdivision process will increase staff workload. In addition to the changing subdivision requirements, the department posts a significant amount of information on the website (and the ongoing maintenance of the website is a challenge for current staff). Additionally, the Planning department is responsible for implementing a significant number of County initiatives, as well as a high level of collaboration, coordination and input that is expected by other agencies, such as Environmental Services, Community Services, Human Services (planning projects), and Triangle J Council of Governments.

As the lead agency researching and interpreting the population and demographic trends, the Planning department has identified several key population and housing factors that will influence program delivery and design decisions for many Wake County departments.

Population Growth

According to estimates released by the U.S. Census Bureau in April 2002, 655,642 people resided in Wake County on July 1, 2001. The population had increased by 27,796 people during the 15 months following the April 2000 Census. The county's numerical increase ranked 21st highest among the nation's 3,141 counties, and first among North Carolina's 100 counties. Framed in a more local context, it means that during those 456 days (April 2000 - June 2001) - on average - 61 people moved to Wake County daily.

Unincorporated Area

Data abstracted from the N.C. State Demographer's office "Official July 2001 Municipal Estimates by County Report," revealed that during the same time period the rate of growth continued at a clip of 4.9% countywide. This most recent Demographer's report documents that 658,490 people resided throughout Wake County on July 1, 2001. The number of residents living in the areas outside of Wake's more populated jurisdictions totaled 176, 653. These unincorporated areas grew at a rate of 4.4%, adding over 7,430 new residents. This increase accounted for 24% of the county's 30,644 new residents, compared to 20% of

Planning Department

newcomers who arrived between 1990 and 2000. During this period, the population growth outside Wake's twelve municipalities grew at an even faster rate than it did during the 1990s. In addition to rapid urban growth, population density, racial and ethnic diversity, and unemployment, a few other population and housing factors will influence program delivery and design decisions for Wake County departments. The following are examples.

Age

2000 Census data indicates an increase in the percent of the Wake County population that is aged 5-19 years and in the percent of working-age adults (18-64 years) within the total population. Both of these dynamics help explain the influx of school-age children in Wake County. Schools, parks and recreation, youth immunization, and transporting both parents and children are but a few aspects of county services that are affected by these trends.

Household Size

The age characteristics noted above combined with increases in average household and family sizes also attest to the increase in population density. These demographic components influence housing type, development code provisions and land use strategies for planning functional and desirable residential, working, and recreational activity centers. Issues pertaining to environmental resources conservation and protection also arise when resolving impacts associated with increased densities and more intense development.

Highlights

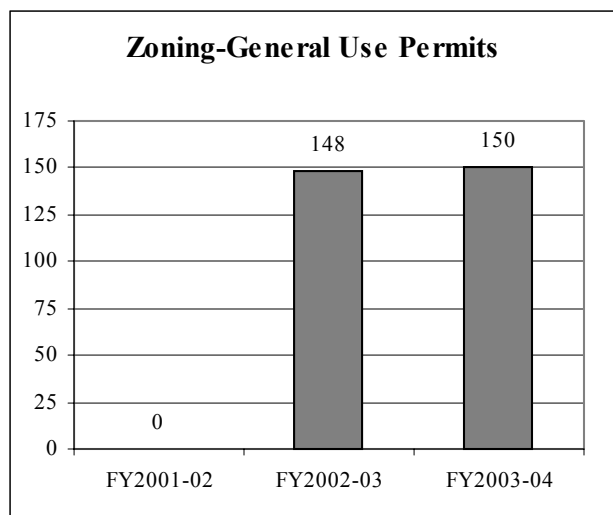
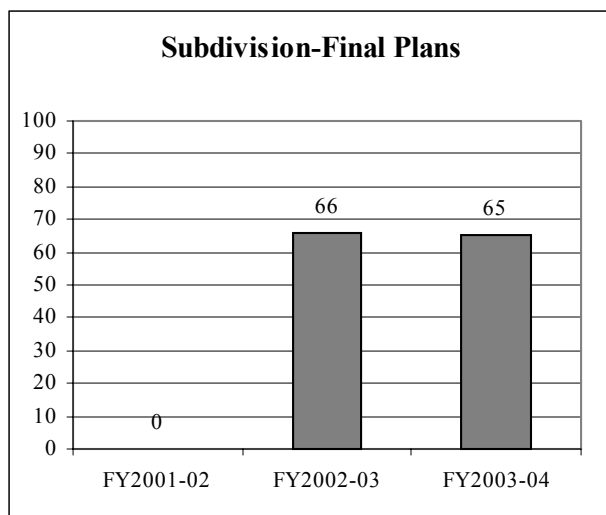
In the next two fiscal years, the Planning department will be focused on completing several key initiatives related to the both the development of planning mechanisms (transportation) or the implementation of already developed plans (growth management). The following is a brief summary of the major highlights in FY2003 and the coming fiscal years:

- **Growth management strategy:** The growth management report developed by the Wake County Growth Management Task Force is currently being presented to citizens at regional community meetings throughout the county. The County and municipalities will work to develop an implementation plan that is predicated on the adoption of different combinations of growth management tools by each jurisdiction over the next few years.
- **Transportation Planning:** The Board of Commissioners adopted Phase I of the Transportation Plan in April 2003, which focused on the collector street plan for the short-range urban service areas. The Planning department will continue with the development of Phase II of the transportation plan in FY2004 with a focus on the collector road system in the long-range urban service areas.
- **Unified Development Ordinance:** The department began the process of consolidating many of the development regulations into a unified ordinance in FY2003. This process will be completed in late FY2004 and early FY2005.

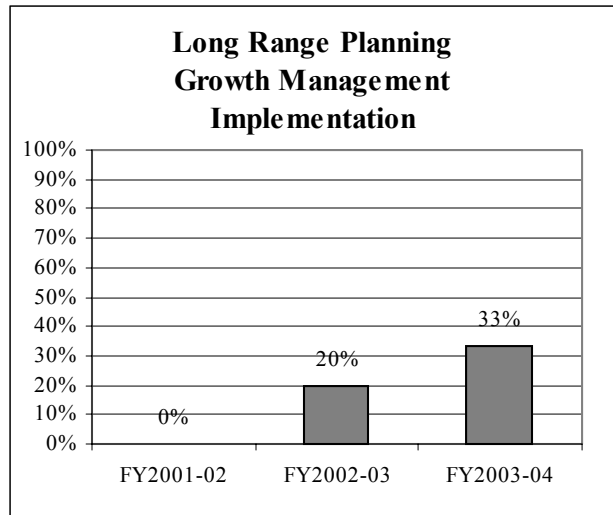
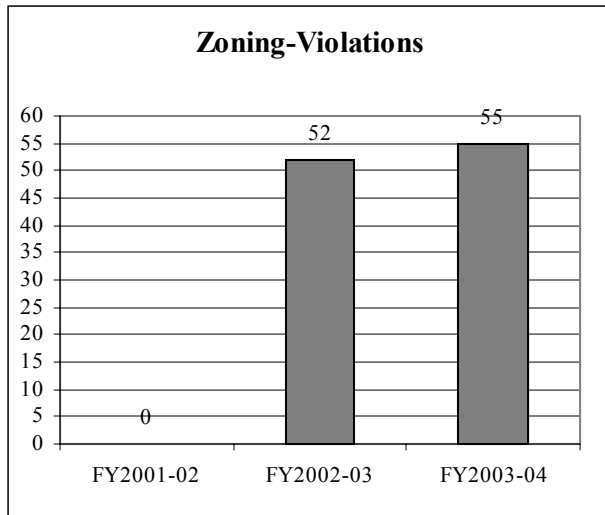
Planning Department

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Subdivision			
Preliminary Plans	n/a*	54	50
Exempt Plans	n/a*	240	230
Construction Plans	n/a*	51	50
Final Plans	n/a*	66	65
Zoning			
General Use Permits	n/a*	148	150
Property Descriptions	n/a*	128	130
Violations	n/a*	52	55
Special Use Permits	n/a*	17	20
Long Range Planning			
Uniform Development Ordinance (complete)	n/a*	n/a	50%
Growth Mgmt Implementation	n/a*	20%	33%
Watershed Mgmt Implementation	n/a*	20%	33%
Transportation Plan Phase 1	n/a*	90%	100%
Transportation Plan Phase 2-Collector Street Plan	n/a*	30%	50%

***Began tracking new measures in fiscal year 2003**



Planning Department



Revenue Department

Budget Summary

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$2,678,484	\$2,906,959	\$2,915,989	\$2,915,989
Operating Expenses	\$1,041,519	\$1,017,160	\$1,228,689	\$1,228,689
Capital Outlay	\$0	\$20,000	\$20,750	\$20,750
Expenditure Totals	\$3,720,003	\$3,944,119	\$4,165,428	\$4,165,428
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$1,058,846	\$998,000	\$1,150,000	\$1,150,000
Revenue Totals	\$1,058,846	\$998,000	\$1,150,000	\$1,150,000

Position Count

	FY2001-2002	FY2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current	Recommended	Adopted
Number of FTE's	62.00	62.00	62.00	62.00

Department Description

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

In FY2003 the department issued approximately 902,000 tax bills for a total tax levy of \$372 million. The tax base is comprised of 260,000 real estate parcels, 580,000 registered motor vehicles and various business and personal property. The department uses the latest technology, automation and training to successfully carry out its duties.

List of Major Services

- Assessment Services
- Collection Services

Business Plan Priorities

The department's top priority is to deliver to citizens the highest level of customer service possible. At the same time, the department strives to deliver 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. In delivering these services to the customer, the department controls costs and works as efficiently as possible. The department's goal is to increase productivity and decrease overall cost.

Revenue Department

The department needs to increase the integration of its databases so that customer service agents can quickly research a wide variety of questions from citizens. This will reduce handoffs and cycle times, thereby increasing customer satisfaction. Customer service agents need to be cross-trained in the area of property valuation and tax collection.

Highlights

The department has begun to implement a performance management system that monitors agents' transactions, valuation accuracy, collections and service. The department will also evaluate performance of the unit as a whole by analyzing activity on a department-wide basis. By tracking the volume and types of questions coming from customers, the department can take steps to reduce the volume of these questions or change processes to deal more quickly with them. For more than 10 years, Revenue has maintained detailed demographics of all components of the real estate base, personal property tax base and collection activities. This deep history of activity is key in making decisions that will take us into the future.

The most significant improvement is already underway within the Revenue department - redesigning software and integrating activities into a seamless delivery of services. The billing system activities were completed in 2000 and resulted in significant improvement in productivity and customer service. The collection system has been completed and is scheduled to be in production in February 2003. This will bring us significant improvement in management of our delinquent taxes by ensuring that agents are delivering quality service to customers and that customers are following through with obligations to make payments. It will also provide tools for improving projections of the amount and the timing of revenue collections.

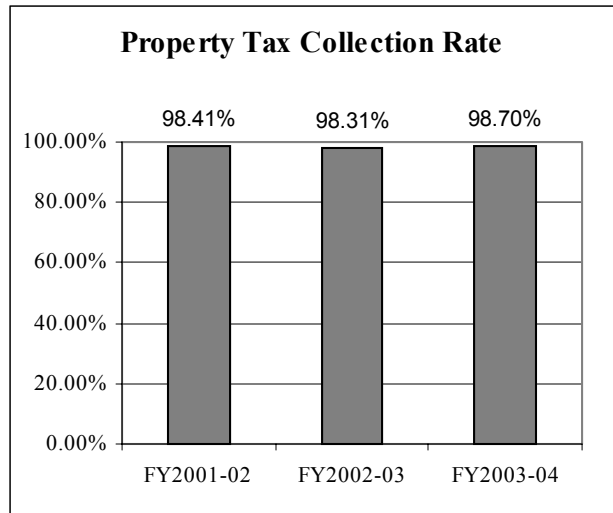
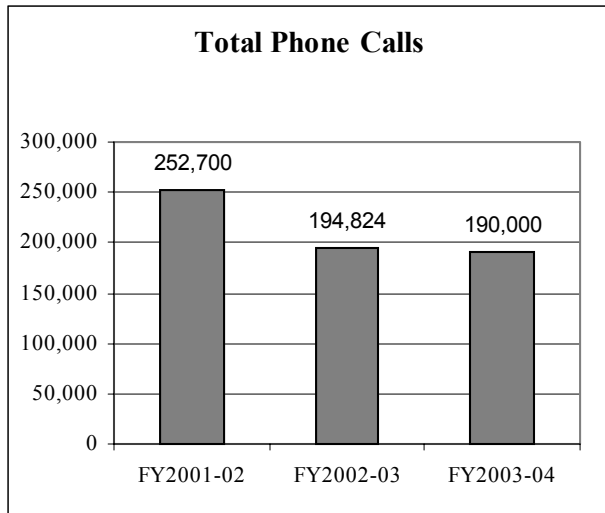
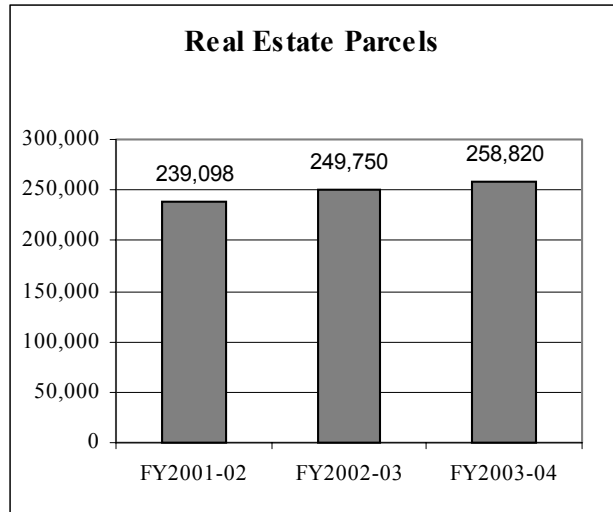
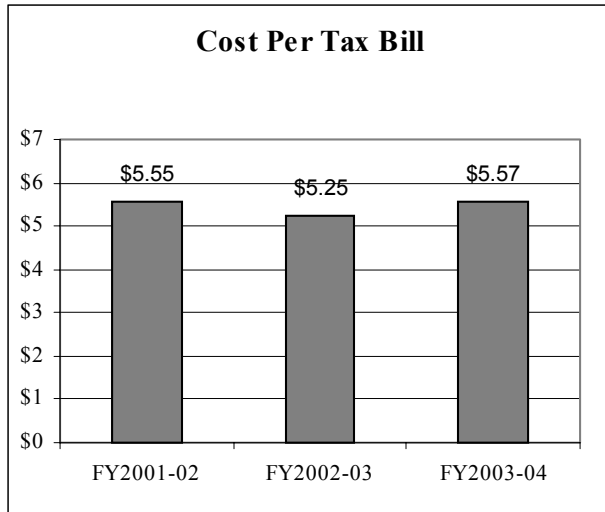
The real estate component of the system rewrite is approximately 50% complete. Construction of the system is scheduled for completion in FY 2004. In FY 2005, the real estate system will automate the field data collection activities, which will again increase productivity and deliver better service and more accurate data to customers. The County currently has eight satellite locations for revenue collection. A goal of the Revenue department is to add satellite locations in Holly Springs, Rolesville and Wake Forest by the fall of 2003.

The Revenue department partnered successfully with the North Carolina Association of County Commissioners to create a unified property tax software system in North Carolina. The department developed a comprehensive property tax administration, collection, billing and appraisal system for all types of property, including taxable and exempt, with the dual purpose of making the data more accessible.

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Assessment Ratio	92.82%	91.80%	90.80%
Property Tax Collection Rate	98.41%	98.31%	98.70%
Cost Per Tax Bill	\$5.55	\$5.25	\$5.57
Phone Calls Answered Per Phone Agent	10,800	9,410	9,500

Revenue Department

Performance Measurement	FY2001-02 Actual	FY2002-03 Actual	FY2003-04 Objective
Total Tax Bills	874,053	902,977	932,000
Total Phone Calls	252,700	194,824	190,000
Real Estate Parcels	239,098	249,750	258,820



Revaluation Reserve Fund

Description

The Revaluation Reserve Fund, one of several special revenue funds, accounts for the expenditures necessary for property reappraisals. This fund is financed by general fund transfers and by any investment income earned while the cash is not being used. State law requires that the Board of Commissioners set aside funds each year to ensure that funds are available when it is time to have a mass reappraisal of all real property within the county. Reappraisals of County real property are conducted once every 8 years. The most recent reappraisal was done in the year 2000 and the impact on taxes took effect in fiscal year 2001.

In an effort to improve efficiency in the property records, the last revaluation project included photography of buildings to capture data in a digital format. This effort is augmented by an ongoing contract to photograph all new properties for the data warehouse.

It is the practice of the Revenue department to use its own assessors in conducting the mass reappraisal of all existing real property in the county. Temporary staff is employed to conduct the appraisal on new construction and then terminated upon completion of the reappraisal.

Non-Departmental Accounts

Program Description

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 are community agencies not associated with Human Services and certain expenses that serve several County agencies within Wake County government. Also included in this category are membership dues to several state-wide and national organizations that Wake County participates.

Key Issues for FY2003-2004

On August 6, 2001 the Board of Commissioners committed up to \$250,000 annually for each of the three tournament years (2003, 2004, and 2005) for the CIAA conference basketball tournament. The maximum the County has spent for this effort has been \$65,000 for the tournaments in 2002 and in 2003. Consequently, \$65,000 is included in FY2004 budget to honor the commitment for the 2004 CIAA tournament.

On February 2, 2002 the Board of Commissioners committed \$25,000 per year beginning in FY2002 to the National Scholastic Sports Foundation for the high school outdoor track and field championships. This is the second appropriation of this three year commitment.

An appropriation of \$500,000 is included for consulting services. Planned projects include updating the position classification system, analyzing the effectiveness of the 1997 human services agencies merger, and assistance in obtaining federal funds.

State statutes require the County to pay 25 percent of the cost for the local Forestry Service, if the County chooses to participate in the Forestry Services' program. An appropriation for this service has in the past been included in the general fund. Since the primary responsibilities identified in the Forestry business plan relates to fire prevention and suppression, funding for this agency has been moved from the general fund to the fire tax district fund.

Healing Place, a facility for homeless men suffering from substance abuse, opened in FY2001. Funding of \$242,750 is included to subsidize the operations of the facility.

Funding of \$1,456,000 is included as an operational subsidy for Exploris and IMAX®. In addition to this appropriation, funds are included in the General Services budget for maintenance, janitorial and security services.

Each year the County is required to set aside one-eighth of the expected cost of the next revaluation. Since the cost of revaluation of property is based on the projected number of parcels, the transfer to the Revaluation Fund is set at \$975,000.

Pay-for-performance increases are budgeted at \$4.3 million for an average of four percent, with actual awards ranging from zero percent to ten percent. Health insurance premiums were raised 18 percent at an additional cost of approximately \$1.8 million.

Non-Departmental Accounts

Non-Departmental Accounts	FY 2001-2002	FY 2002-2003	FY2003-2004	FY2003-2004
	Actuals	Current Budget	Recommended Budget	Adopted Budget
ECONOMIC DEVELOPMENT				
Greater Raleigh Chamber of Commerce	\$295,000	\$286,500	\$286,500	\$286,500
MEMBERSHIP AGENCIES				
Carolina Innovation	\$3,750	\$5,000	\$0	\$0
Institute of Government	\$47,377	\$54,100	\$52,700	\$52,700
N.C. Assoc. of County Commissioners	\$44,791	\$49,013	\$51,450	\$51,450
National Association of Counties	\$8,103	\$8,400	\$8,600	\$8,600
RDU Airport Authority	\$12,500	\$12,500	\$12,500	\$12,500
Triangle J Council of Governments	\$152,444	\$169,700	\$173,140	\$173,140
NON-DEPARTMENTAL				
Auditing Fees	\$185,949	\$122,367	\$50,000	\$50,000
Consulting Services	\$719,224	\$969,206	\$500,000	\$500,000
Legal/Litigation Expenses	\$0	\$20,000	\$20,000	\$20,000
Miscellaneous Expense	\$36,249	\$100,000	\$100,000	\$100,000
Preliminary Studies	\$4,340	\$50,000	\$0	\$0
OTHER AGENCIES				
Aggie/Eagle Classic	\$0	\$25,000	\$25,000	\$25,000
Capital Area Preservation - Historic	\$0	\$0	\$95,000	\$95,000
CIAA Tournament	\$65,000	\$60,000	\$65,000	\$65,000
Exploris Operation Contribution	\$1,500,000	\$1,456,500	\$1,456,000	\$1,456,000
First Flight Monument	\$0	\$100,000	\$0	\$0
Healing Place	\$250,000	\$242,750	\$242,750	\$242,750
Historic Preservation - Consulting	\$0	\$0	\$12,500	\$12,500
Historic Preservation - City of Raleigh	\$0	\$0	\$24,500	\$24,500
N.C. Symphony	\$35,000	\$34,000	\$34,000	\$34,000
National Scholastic Sports Foundation	\$0	\$25,000	\$25,000	\$25,000
United Arts Council	\$350,000	\$301,000	\$301,000	\$301,000
Upper Neuse River Basin Associates	\$4,300	\$4,300	\$4,300	\$4,300
Women's Commission	\$5,458	\$12,500	\$12,500	\$12,500
TRANSFER TO OTHER FUNDS				
Risk Management	\$2,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Revaluation Reserve Fund	\$975,000	\$975,000	\$975,000	\$975,000
RESERVES				
Employee Compensation	\$3,915,012	\$2,507,250	\$4,300,000	\$4,300,000
Contingency	\$475,800	\$600,000	\$600,000	\$600,000
Health Insurance Cost Increase	\$0	\$0	\$1,800,000	\$1,800,000

Fiscal Year 2003-2004 Adopted Budget