

GENERAL GOVERNMENT BUDGET SUMMARY

Expenditures					
		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Board of Commissioners	\$	448,525	450,945	456,805	478,221
County Manager		955,489	1,185,757	1,194,307	1,266,237
County Attorney		1,121,928	1,153,235	1,185,464	1,234,444
Board of Elections		4,269,385	1,952,696	1,980,755	2,752,077
Budget & Management Services		567,445	783,195	799,790	851,751
Facilities Design and Construction		1,057,941	1,103,178	1,152,722	1,161,949
Finance		2,421,933	2,415,177	2,483,150	8,138,284
Human Resources		1,527,344	1,551,678	1,587,364	1,734,555
Information Services		9,035,981	9,652,281	10,512,411	12,020,206
Planning		1,370,989	1,484,543	1,522,393	1,606,024
Register of Deeds		2,776,960	2,943,315	3,114,219	3,058,802
Revenue		4,535,341	4,645,926	4,764,397	4,835,475
Total Expenditures	\$	30,089,261	29,321,926	30,753,777	39,138,025
Non-Departmental and Reserves	\$	4,555,603	9,646,427	5,156,656	9,211,967

COUNTY COMMISSIONERS

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	333,968	333,345	339,205	360,561
Operating Expenses		114,557	117,600	117,600	117,660
Capital Outlay		-	-	-	-
Expenditure Totals	\$	448,525	450,945	456,805	478,221
Number of FTEs		3.00	3.00	3.00	3.00

Department Purpose and Goals

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

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

Major Accomplishments

- Passage of \$970 million bond referendum by the public for Schools Capital Needs Program as developed for the next four to seven years.
- Approved contract with Holly Hill Hospital to provide inpatient services for Mental Health patients due to the future closing of Dorothea Dix Hospital
- Implemented the Citizens' Facilities Advisory Committee to take an active role in evaluating cost strategies for the school capital building program
- Received Triple A bond rating from all three rating agencies
- Presented the Wake County Community Assessment and implementation plan
- Continue to work with the Blue Ribbon Committee on needs of infrastructure for the county
- Courthouse Renovations
- Purchased an additional 861 acres of Open Space and continued completion of Little River Reservoir
- Continued to work of Stormwater Task Force
- Opened the North Regional Library and newly remodeled and expanded Cameron Village Regional Library and the new West Regional Library in Cary.
- Appointed new Clerk to the Board and hired an Intergovernmental

COUNTY COMMISSIONERS

Relations Manager to work with the General Assembly and the Wake County Delegation to ensure Wake County's interests are met.

facility needs.

Issues for FY 2008

- Address bonds for Wake Technical Community College, Libraries, and Open Space.
- Develop a continuum of care to complement the 44-bed expansion at Holly Hill Hospital as part of mental health reform
- Address issues determined in the Community Assessment process
- Continue to strategize to meet growing school needs and expedite construction program from passage of school bond in November 2006.
- Implement Blue Ribbon Committee Recommendations, including seeking authorization from the General Assembly for a 1-cent sales tax to be used for transportation and school construction
- Address the impact of changing demographics on Wake County services and programs
- Pursue authorization from the General Assembly for a 1 cent sales tax to be used for County school construction.
- Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas, involving transportation, water supply, Medicaid financing and air quality, for example.
- Continued implementation of strategies for gang prevention
- Attract new investment and create new jobs, working with the Wake County Economic Development program and all municipal Chambers of Commerce.
- Move forward with plans for new Justice Center and Public Records Building.

Horizon Issues

- Master planning, development and construction of Justice Facility, courthouse and detention and law enforcement training facilities for the County
- Continue to work with the Wake County Public School System to develop options and financial solutions for meeting the needs of the growing student population both in terms of operating and capital

COUNTY MANAGER

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	860,890	1,031,397	1,062,447	1,134,377
Operating Expenses		94,599	154,360	131,860	131,860
Capital Outlay		-	-	-	-
Expenditure Totals	\$	955,489	1,185,757	1,194,307	1,266,237
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		-	-	10,200	12,000
Revenue Totals	\$	-	-	10,200	12,000
Number of FTEs		12.00	13.00	13.00	13.00

Department Purpose and Goals

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

Major Accomplishments

- Voter approval of a \$970 million bond referendum for the Wake County Public School System building program.
- With the help of the Greater Raleigh Chamber of Commerce, supported the work of the Blue Ribbon Committee on the Future of Wake County. The Committee developed recommendations in the areas of Criminal Justice, Parks and Open Space, Public Schools, Transportation, Wake Technical Community College and Water & Sewer, as well recommendations for cost containment and revenue strategies necessary to accomplish the plans.
- Approved a memorandum of agreement for Holly Hill Hospital to provide an inpatient facility.
- Prepared a series of fact sheets on legislative issues of concern to Wake County and other large urban counties in NC.
- Hired an Intergovernmental Relations Manager to work with the County's legislative delegation during their sessions.

COUNTY MANAGER

- Worked with Wake County Economic Development to secure several significant economic development prospects, including Meadwestvaco, Credit Suisse, Novartis and Fidelity.

Issues for FY 2008

- Implement Blue Ribbon Committee recommendations, including seeking authorization from the General Assembly for a 1-cent sales tax to be used for transportation and school construction.
- Initiate a bond referendum in fall 2007 for Wake Tech, Libraries, and Open Space.
- Take an active role with the Citizens Facility Advisory Committee to evaluate cost effective strategies for the school capital building program.
- Work with Wake County's state legislative delegation and local stakeholders to design and implement a continuum of care to compliment the 44-bed expansion at Holly Hill Hospital.
- Present the results of the Wake County Community Assessment, being released February 2007, and recommend an implementation plan.
- Complete the work of the County-wide Stormwater Task Force and recommend an implementation plan.
- Evaluate and implement a series of anti-littering measures that include strategies for education, cleanup, and enforcement.
- Work with the municipalities and the Greater Raleigh Chamber of Commerce to create an inventory of sites for large-scale economic development.
- Implementation strategies from the Gang Prevention Task Force.
- Study the impact of changing demographics on Wake County services and programs to guide plans now and in the future.
- Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas, involving transportation, water supply, Medicaid financing and air quality, for example.
- Assess the impact on the County's criminal justice system resulting from the effects of mental health reform and the increased use of

illegal drugs.

- Implement strategies to increase citizen awareness of and support for Wake County services.
- Implement a courthouse and criminal justice long-term capital plan.
- Continue to work with the Capital Area Metropolitan Planning Organization to identify and implement transportation strategies to address the needs of Wake County and municipalities.
- Reconfirm the County's approach to how development should occur in the unincorporated areas and evaluate the County's criteria for extraterritorial jurisdiction expansion for municipalities.

Horizon Issues

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

Wake County's role in providing mental health, developmental disabilities and substance abuse services will continue to shift. In addition to working with area hospitals to provide facility-based care, the County will continue to develop a model for a coherent continuum of care from point of entry to alternative secure and non-secure services.

COUNTY MANAGER

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Program Area 1: Administration

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Conduct annual goal and priority setting process for Board and staff	Yes	Yes	Yes	Yes
<i>Effectiveness</i>				
Maintain highest possible bond rating (AAA)	AAA	AAA	AAA	AAA
Respond to Board inquiries within one working day and maintain contact until issue is resolved	100%	100%	100%	100%
Respond to citizen inquiries/comments within two working days	100%	100%	100%	100%

Program Area 2: Public Affairs

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Produce monthly TV show for airing on 3rd Monday	10	10	10	12
Publish weekly employee newsletter	52	52	52	52
<i>Effectiveness</i>				
Respond to media inquiries same business day	100%	100%	100%	100%
Respond to citizen inquiries within two business days	100%	100%	100%	100%

COUNTY ATTORNEY

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	1,029,121	1,060,679	1,091,081	1,131,984
Operating Expenses		92,807	92,556	94,383	102,460
Capital Outlay		-	-	-	-
Expenditure Totals	\$	1,121,928	1,153,235	1,185,464	1,234,444
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		500	-	-	-
Revenue Totals	\$	500	-	-	-
Number of FTEs		10.70	10.70	11.00	11.00

Department Purpose and Goals

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

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

Major Accomplishments

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

BOARD OF ELECTIONS

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	1,136,667	1,122,707	1,129,707	1,522,456
Operating Expenses		640,792	819,989	839,989	1,219,621
Capital Outlay		2,491,926	10,000	11,059	10,000
Expenditure Totals	\$	4,269,385	1,952,696	1,980,755	2,752,077
Intergovernmental Revenues	\$	2,416,522	-	6,059	-
Fee & Other Revenues		240,560	-	-	417,831
Revenue Totals	\$	2,657,082	-	6,059	417,831
Number of FTEs		16.00	16.00	16.00	16.00

Department Purpose and Goals

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

Major Accomplishments in FY 2007

- Conducted an Open House to introduce Wake County citizens to the new voting equipment that was debuted in the May 2006 Primary.
- Implemented an Election Systems Security Incident Report to track Election Day voting equipment problems, which will allow for the continual monitoring of equipment performance over time.
- Worked with the General Services Department to develop a plan for secure yet cost-effective storage and delivery of voting equipment.
- Implemented a new statutory requirement to notify voters if the Driver License or Social Security number provided when registering to vote fails to match Department of Motor Vehicle and Social Security Administration records.
- Worked with the Public Safety Services Department to plan use of an automated telephone notification system that will advise voters

BOARD OF ELECTIONS

- of changes to Election Day voting procedures in event of an emergency.
- Submitted recommendations in 28 categories of election procedures to the State Board of Elections Uniformity Panel, which is developing standardized procedures and forms to be implemented statewide.
 - Submitted recommendations to the State Board of Elections for enhancing the capabilities of the SEIMS software systems for statewide voter registration, provisional ballot processing, and One-Stop voting.
 - Developed step-by-step checklists to assist precinct officials in setting up a polling place, opening the polls, and closing the polls, which has increased efficiency and reduced errors.
 - Conducted expanded and updated training to precinct officials on the operation of the new M100 and AutoMark voting equipment.
 - Increased efficiency and productivity by working with the Information Services Department to design a web-based utility that generates custom reports from data in the SEIMS statewide voter registration system.
 - Relocated 13 polling places to facilities that meet ADA standards for accessibility. Also implemented precinct-specific instructions for precinct officials to ensure each polling place is accessible for voters.
 - Successfully conducted the November 7, 2006 General Election and election recount.
 - Operated nine No Excuse One-Stop Absentee voting sites in advance of the November 2006 General Election utilizing new software that makes the processing of One-Stop voters more efficient and streamlines the process for updating voters' addresses and other changes. Also developed a new One-Stop procedure and software manual for use by One-Stop supervisors and staff.
 - Implemented a sample hand-to-eye count of ballots cast in a sampling of precincts, One-Stop voting sites, and absentee by mail as mandated by recent state statute and prescribed by the State Board of Elections.
 - Developed procedures for the sorting and reporting by precinct of all One-Stop, absentee by mail, and provisional ballots within 60 days of each election as mandated by recent state statute, and sorted more than 33,000 ballots cast in the November 2006 General Election.
 - Preparing to conduct a bond referendum for the Town of Zebulon on March 6, 2007.
 - Worked with the State Board of Elections to modify the One-Stop voting software system for use on Election Day and will utilize the system in place of Poll Books in the Town of Zebulon Bond Referendum.
 - Preparing to conduct a bond referendum for the Town of Fuquay-Varina on May 8, 2007.
 - Conducted a roundtable discussion with 20 precinct Chief Judges to address ways to improve precinct official training, election supplies, and other issues.
 - Preparing to send five staff members to be trained in the use of the Unity election programming and management software.
 - Received State Board of Elections approval to use our former ballot printer, Commercial Printing, to print election ballots, which will reduce the average cost of a ballot from 33.5 cents to 13.5 cents per ballot.

Issues for FY 2008

- Divide eight precincts with over 5,000 registered voters and voter turnout in excess of 3,000 in the 2004 General Election. The Board will request use of additional One Stop voting sites and will encourage early voting in lieu of splitting an additional 59 precincts with over 3,000 registered voters.
- Continue to work with the State Board of Elections on ways to enhance the capabilities of the SEIMS software system for statewide voter registration, provisional ballot processing, and One-Stop voting. The performance capabilities of these systems are inferior to the former system. The limitations and labor-intensive nature of SEIMS will impact future staffing needs, especially in the areas of reporting capabilities and provisional ballot processing.
- Implement standardized procedures and forms when finalized by the State Board of Elections Uniformity Panel for use in all North Carolina counties.
- Continue to monitor legislation and State Board of Elections policy to be aware of all election law mandates and changes, and work with the Wake County Board of Commissioners, the North Carolina Gen-

BOARD OF ELECTIONS

eral Assembly, and the State Board of Elections in seeking statutory changes that would decrease the cost of conducting an election. Work with General Assembly in seeking statutory changes that would extend the deadline for reporting One-Stop, absentee by mail, and provisional ballots by the voter's precinct.

- Publish an updated Precinct Officials' Manual for use by election officials at the polling places.
- Appoint precinct officials in all 189 precincts for the 2007-2009 term as mandated by state statute.
- Develop procedures for the use of one laptop in each Election Day polling place to reduce the number of provisional voters.
- Work with municipal inspectors to complete a Department of Justice survey of accessibility for each of the 189 polling places in advance of the 2008 General Election as required by the State Board of Elections, and continue efforts to achieve full accessibility in polling places utilizing federal grant money.
- Continue to develop voter outreach and education programs.
- Work with the Information Services Department to develop a timeline of election requirements and duties through the use of Microsoft Project software.
- Work with Wake County municipalities to conduct a municipal election using the instant run-off voting method under a pilot program authorized by the State Board of Elections.
- Conduct the October 9, 2007 Raleigh and Cary Municipal and Board of Education Election, November 6, 2007 Municipal and Runoff Election, and May 8, 2008 Primary Election.

Horizon Issues

- Work with the Information Services Department to post campaign finance reports on the Board of Elections website so that customers can conveniently download files and obtain information without having to visit the Board of Elections office in person.
- Implement use of the election requirements and duties timeline in preparing for the November 11, 2008 General Election.
- Work with the community college system to implement a certification program for precinct officials as directed by the State Board of Elections.
- Work with the voting equipment manufacturer to improve the capabilities, ease of use, and efficiency of the voting equipment.
- Expand the role of Election Day roving coordinators in precinct official training and election preparation.
- Establish a training lab to provide hands-on training for precinct officials.
- Work with the State Board of Elections to develop an alternative to electronic poll books that employs the use of laptops and the SOSA One-Stop voting software. Laptops are a cost-effective alternative because three laptops can be purchased for the same cost as one electronic poll book, and the use of laptops would eliminate the need to print paper poll books at an average cost of \$30,000 per election.

BOARD OF ELECTIONS

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Key Objectives:

- **Register and Track Voters:** Complete voter registration applications in a timely and accurate manner. Inform voters of changes in precinct and/or polling place in a timely manner. Ensure that all eligible citizens have the opportunity to register to vote.
- **Conduct Elections, Sample Hand Counts, and the Sort of Ballots by Precinct; Report Results of Each:** Conduct and report results of elections in an accurate and efficient manner, and in compliance with federal and state law and State Board of Elections policy. Ensure that all eligible citizens have the opportunity to vote. Uphold our responsibility for protecting the will of the people, protecting democracy as a concept and as a form of government. Conduct sample hand-to-eye counts of election results as directed by the State Board of Elections. Sort and report One-Stop, absentee by mail, and provisional ballots by the voters' precinct.
- **Process Provisional Ballots:** Adapt to statewide software for processing provisional ballots. Improve efficiency of the process and advocate for improvements to the software. Implement steps to reduce the number of voters who must vote provisionally.
- **Recruit, Retain, and Train Precinct Officials, and Secure Polling Places:** Improve training tools for election officials. Continue to train officials to use new voting equipment and follow new procedures. Adapt to statewide software that provides fewer capabilities than the former software. Advocate for improvements to the software. Provide increased One-Stop voting opportunities in place of splitting precincts with more than 3,000 registered voters.
- **Ensure Polling Place Accessibility:** Meet the Help America Vote Act and Americans with Disabilities Act requirements of 100% accessible polling places.
- **File Candidates for Elected Office:** File candidates for office in a timely manner and explain to candidates the election procedures, ballot preparation and other relevant information.
- **Collect and Analyze Statistical Information:** Maintain reports available to the public. Update files maintained on the Board of Elections website so that customers can conveniently download files and obtain information without having to visit the Board of Elections office in person.
- **Provide Support for Campaign Finance Reporting and Regulation:** Conduct training sessions with candidates, treasurers, and town clerks on all campaign finance regulations. Receive and review campaign finance reports.

BOARD OF ELECTIONS

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures (cont'd)

Key Measures	FY06 Actual	FY07 Estimate	FY08 Target	Desired Level
<i>Workload (Output):</i>				
Number of registered voters	515,518	N/A	N/A	N/A
Elections held	3	4	1	N/A
Precincts administered	189; 2; 6	189; 197;	197	N/A
One-Stop sites administered	9; 1; 1	2; 3; 5; 0	30	N/A
<i>Efficiency:</i>				
Cost per voter registration card processed (*FY08 increase due to postage and paper cost increases, incomplete voter registration application mailing requirements)	\$1.10	\$1.30	\$1.40*	N/A
<i>Effectiveness:</i>				
Percentage of votes cast without voter complaints	99.50%	99.50%	99.50%	99.50%

BUDGET AND MANAGEMENT SERVICES

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	507,681	747,198	747,631	814,151
Operating Expenses		59,764	35,997	44,659	37,600
Capital Outlay		-	-	7,500	-
Expenditure Totals	\$	567,445	783,195	799,790	851,751
Number of FTEs		8.00	9.00	9.00	9.00

Department Purpose and Goals

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

tions with Holly Hill Hospital for mental health services.

- Coordinated efforts with contract lobbyist to further the County's 2007 Federal legislative agenda.
- Led efforts to develop and pursue the County's 2007 State legislative agenda.

Horizon Issues

- Continue to build analytical capacity in departments to promote informed decision-making.
- Train staff on new financial/budget preparation system to be implemented in Autumn 2007.

Major Accomplishments

- Analyzed and "modeled" school construction program in anticipation of the November 2006 bond referendum. Analysis included projections of state lottery proceeds and analysis of potential changes to state and local sales taxes.
- Organized and staffed the Citizens' Facility Advisory Committee, which examines facility needs in WCPSS and County facilities.
- Provided significant analysis and support during contract negotia-

FACILITIES DESIGN AND CONSTRUCTION

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	971,276	1,019,778	1,049,322	1,076,860
Operating Expenses		86,665	83,400	99,300	80,839
Capital Outlay		-	-	4,100	4,250
Expenditure Totals	\$	1,057,941	1,103,178	1,152,722	1,161,949
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		75,000	88,000	88,000	94,000
Revenue Totals	\$	75,000	88,000	88,000	94,000
Number of FTEs		11.00	11.00	11.00	11.00

Department Purpose and Goals

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

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

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

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

FACILITIES DESIGN AND CONSTRUCTION

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

Major Accomplishments

- Worked with City of Raleigh staff, design team and construction managers in critical design and cost estimating sessions for development of the new 500,000 square feet. Convention Center under construction in downtown Raleigh.
- Continued next phase of critically important alterations and repairs to 29 fire and 13 EMS stations identified as Phase 2 of 2002 Facility Assessments and installed emergency generators at seven County-owned EMS stations.
- Continued implementing 10-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the 35-year old Courthouse; Prepared construction documents and completed renovations identified for year three of the plan. Completed construction of substantial modifications to the Courthouse Fayetteville Street plaza/entry in conjunction with City of Raleigh's Fayetteville Street Re-opening Project.
- Secured Board approval of long-term funding and project implementation plan for new \$220 million Criminal Justice Center.
- Successfully negotiated a public/private partnership for a 987-space County parking deck and adjoining mixed use development in conjunction with Criminal Justice Center plan.
- Design and installation of electronic equipment for video visitation/video arraignment for PSC, Hammond Road Jail 1A and 1B.

- Completed construction of a new 416-bed detention facility (Phase 1B) on Hammond Road in Raleigh; Facility became operational in Spring 2006.
- Energy conserving construction projects were completed in the following buildings: Public Safety Center, A.A. Thompson Center, Human Services Sunnybrook Building, Wake Office Building, and Youth & Health Services Center. Projected annual energy savings from these 5 projects exceeds \$200,000.
- Completed re-roofing to Human Services Sunnybrook Building, Southeast Regional Library, Wake County Office Building and portion of GSA Center.
- Completed Yates Mill Environmental Education and Research Center and Phase IIB of American Tobacco Trail.
- Led inclusive community involvement process with various municipalities and school system officials to prepare long-term master plans for: North Wake Landfill, Swift Creek Open Space, and Randleigh Farm.
- Completed comprehensive assessment of the condition of 12 County facilities (809,633 square feet.); representing approximately 25% of the square footage of County space (typically assess 15% of County space annually).
- Renovated 3rd floor of Wake County Office Building and relocated Human Resources Department from 8th floor, then renovated 8th floor and part of 2nd floor of Wake County Office Building to accommodate relocation of Child Support Enforcement from Courthouse. All done to accommodate Courthouse 10-Year Renovation Plan.
- Refurbished building finishes, improved lighting system and replaced audio/video systems in Commissioners Public Meeting Room on 7th floor of Courthouse.
- Continued implementation of public libraries capital improvement projects:
- Completed construction of a new 36,000 square feet. Cameron Village Regional Library. The library opened January 2006.
- Completed construction of a new 30,000 square feet. regional library in Cary. Opened September 2006.
- Completed construction of 20,000 square feet. jointly developed

FACILITIES DESIGN AND CONSTRUCTION

- branch library and cultural center with the Town of Holly Springs. Facilities opened December 2006.
- Completed construction of 30,000 square feet. replacement facility for the North Regional Library. Opened January 2007.
 - Continued joint site master planning process with City of Raleigh and Wake Schools System to jointly plan and develop a City community park and 8,000 square feet. Branch Library on property owned by Raleigh adjacent to the Leesville Public School campus.
 - Completed lease negotiations, preparation of construction documents and obtained building permit for renovation of existing 2,500 square feet. leased facility and expansion into adjacent space for total of 5,480 square feet. library facility for Southgate Branch Library. Reopens Spring 2007.
 - Acquired site in Wakefield for future Regional Library.
 - Continued to acquire landrights and pursue partnering opportunities for properties, which are designated as critical or high priority, under the County's Open Space Preservation Program; Approximately 600 acres were preserved through these efforts in FY 2007.
 - Acquired 19-acre parcel on Sunnybrook Road in Raleigh for potential use as site for new County Mental Health Complex.
 - Completed construction of Site 33 Sewer and South Loop Road (Little Drive) water line infrastructure in RTP in conjunction with NCDOT I-540 and other planned highway projects.

Issues for FY 2008

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

- Continue implementation of the Criminal Justice Facility Master Plan as follows:
- Complete design and begin construction of 987 space parking deck on County-owned Davie/McDowell Street property.

- Temporarily relocate County functions in Garland H. Jones Building and Judicial Services Building by Fall 2008.
- Finalize construction documents for new Criminal Courthouse and Public Records/Administration Building.
- Continue implementation of the long term Detention Facility Master Plan as follows:
 - Begin design documents for Phase II Hammond Road Detention Center.
 - Continue implementation of 10-Year Courthouse Improvements Plan.
 - Continue annual existing facility condition assessments and implement capital plan to address high priority items identified in assessments.
 - Continue development of two new libraries in North Raleigh:
 - Begin construction of Leesville Branch – Open Spring 2009.
 - Issue bid documents for Northeast Regional (Wakefield area) – Open Winter 2010.
 - Begin implementation of Library Master Plan 2007, pending results of proposed Bond Fall 2007.
 - Begin implementation of updated Parks Master Plan.
 - Finalize the Human Services Ten-Year Facility Master Plan.
 - Complete design for Sheriff's Training Center.
 - Begin implementation of Fire Rescue Master Plan.
 - Begin implementation of EMS System Master Plan.
 - Complete design of Mental Health Facilities defined in Continuum of Care.
 - Complete construction and open new Northern Regional Center in Wake Forest by late Fall 2007.
 - Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park.

FACILITIES DESIGN AND CONSTRUCTION

Horizon Issues

Implement priority capital improvements identified in Ten-Year Human Services Master Plan.

Continue annual existing facility condition assessments and implement capital plan to address high priority items identified in assessments.

Continue open space preservation consistent with County priorities and partnerships developed.

Continue implementation of the Criminal Justice Facility Master Plan as follows:

- Complete construction of 987 space parking deck on County-owned Davie/McDowell Street site by Fall 2008.
- Complete demolition of Garland H. Jones Building and Judicial Services Building and the adjacent old parking deck by Spring 2009.
- Begin construction of Criminal Courthouse and Public Records/Administration Building -- Spring 2009.
- Complete construction documents and begin construction of Phase II Hammond Road Detention Center by Fall 2009.
- Continue implementation of 10-Year Courthouse Improvements Plan.

Complete construction of Leesville Branch Library; begin construction of Northeast Regional Library.

Continue implementation of Libraries Master Plan 2007.

Complete closure of North Wake Landfill.

FACILITIES DESIGN AND CONSTRUCTION

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Program Area 1: Capital Program Planning and Implementation

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Active Capital Improvement Projects Managed	86	70	70	70
Efficiency				
Percent of projects completed in accordance with County's CIP schedule	80%	84%	86%	86%
Projects within budget	90%	100%	100%	100%
Percentage of new/renovation projects in compliance with County energy efficiency guidelines	100%	100%	100%	100%
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100%	100%	100%	100%
Percentage of projects which have computer generated schedules developed and maintained as current	100%	100%	100%	100%

FACILITIES DESIGN AND CONSTRUCTION

Program Area 2: Real Estate and Land Rights Management

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output):				
Active Real Estate, Landrights, and Facility Lease Projects	185	150	150	150
Efficiency				
Percentage of real estate/landrights assignments completed within project timeframe	75%	80%	82%	82%

FINANCE DEPARTMENT

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	1,956,992	1,990,074	2,053,104	2,900,927
Operating Expenses		464,941	425,103	430,046	5,237,357
Capital Outlay		-	-	-	-
Expenditure Totals	\$	2,421,933	2,415,177	2,483,150	8,138,284
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		31,212	32,065	32,065	834,000
Revenue Totals	\$	31,212	32,065	32,065	834,000
Number of FTEs		40.10	30.10	32.25	36.25

Department Purpose and Goals

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

Major Accomplishments For FY 2007

During the fiscal year ended June 30, 2006, Wake County issued \$41 million in general obligation bonds at a net interest cost of 4.23%.

Also, the County began a general obligation commercial paper program in an amount up to \$309 million. Of the \$309 million program, \$225 million is for public school capital, \$40 million is for Wake Technical Community College, \$26 million is for open space, and \$18 million is for libraries. The County issues commercial paper as expenditures for these purposes are incurred. During the fiscal year, the County issued a total of \$58.25 million of commercial paper under this program with interest rates between 3.19 and 3.7%.

The County has maintained an "AAA" bond rating from Moody's Investors Service since 1973, an "AAA" rating from Standard & Poor's Corporation since 1983, and an "AAA" rating from Fitch for the seventh year in a row. This bond rating is a clear indication of the sound financial condition of The County. The County is one of the few counties in the country that maintains the highest financial rating from all three major rating agencies. This achievement is a key factor in keeping interest costs low on the County's outstanding general obligation debt. These ratings were reaffirmed in February 2007.

FINANCE DEPARTMENT

Finance staff and management continue to provide critical leadership in a countywide project to replace the existing financial, budgeting, and human resource systems for integrated financial and human resource system on a web based platform.

The Finance Department and its staff continue to excel and be recognized at a national level for this excellence. The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2005. This is the 22nd consecutive year that the County has received this recognition. In addition, the Carolina Association of Governmental Purchasing (CAPG) presents an annual award to units of government that have demonstrated high standards in the purchasing profession. This year, Wake County Procurement Services was one of thirteen governmental units throughout the Carolinas to receive this award. A formal presentation of the award was made to the Procurement Services staff in February 2006 at the CAPG Spring Conference in Durham, North Carolina.

Issues For FY 2008

Replacement of Finance/Human Resources/Budget Systems

Finance staff is currently working to replace the County's existing financial system. Numerous Finance staff have been involved for approximately eight months in a project that we expect to last for approximately two years. We plan to implement the financial accounting system, including procurement, general ledger and reporting in the late 2007/early 2008 timeframe. This system implementation continues to seriously impact Finance staff resources and we anticipate that this project will continue to impact the work plans of the Finance staff, as well as those of Human Resources, Budget, and numerous other County Departments, for the fiscal years 2007, 2008, and 2009 to a lesser extent.

Enhancement of Internal Audit Function

The County and our independent auditors concur that the County is of a sufficient size and complexity to require additional internal audit resources. Based on their recommendations in their 2006 audit reports and in the management letter provide to the governing board, we have

considered the costs and benefits of enhancing the internal audit function and performing annual risk assessments.

Replacement of Solid Waste Management System

The County is building a new landfill at the South Wake landfill site in the southern area of the County. The existing landfill software is unable to meet the County's operating or reporting needs associated with the new landfill. As a result, a team collaboratively issued a request for proposal (RFP) for a new Solid Waste Management System. We anticipate that this project will involve Finance staff throughout fiscal years 2007 and 2008.

Risk Management

- **Disaster Response and Recovery Planning** - Risk Management will continue efforts to formalize disaster plans from each department into a coordinated Countywide Business Continuity Plan. Pandemic flu planning will be incorporated in the business continuity planning.
- **Continued monitoring and development of the Owner Controlled Insurance Program (OCIP)** - An OCIP is a financial tool used to consolidate and handle construction risks of new facilities. The City of Raleigh is utilizing an OCIP on the construction of the new Raleigh Convention Center and parking deck and the County provides resources and program oversight to the City for the duration of construction of these facilities and through project closeout. Risk Management will begin a feasibility study for the County's criminal justice center OCIP.
- **Employee Training** - The 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. As long-term employees retire, the increased exposure that will be addressed through job-specific training, including training required by OSHA and training necessitated by any policy changes resulting from Risk Management's policy review, such as Workplace Violence Prevention. Additionally, we will provide training to teach departments how to document labor and resources for reimbursement by FEMA in the event of a disaster.

FINANCE DEPARTMENT

Horizon Issues

Improve Accounts Receivable Systems

Finance anticipates that the accounts receivable portion of the replacement financial system will be a later phase to the financial system project, most likely taking place in late fiscal year 2008 or fiscal year 2009. It is expected that Finance Department Accounting and Reporting staff will primarily work with the system implementation team to complete this phase of the project.

Desired Outcomes / Performance Measures

To reduce the resources required and the costs associated with administering routine financial functions for Wake County, such as billing, collections, and general ledger maintenance across several different systems.

To increase the timeliness, availability, and completeness of receivable information

To develop interfaces with the accounting system to speed transaction processing and eliminate numerous duplicative procedures and reconciliation issues.

To provide for more accurate, complete financial reporting

HUMAN RESOURCES

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	1,218,857	1,216,202	1,251,888	1,360,779
Operating Expenses		300,134	335,476	335,476	373,776
Capital Outlay		8,353	-	-	-
Expenditure Totals	\$	1,527,344	1,551,678	1,587,364	1,734,555
Number of FTEs		21.00	22.00	22.00	22.00

Department Purpose and Goals

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

Major Accomplishments

HR received and processed just under 30,000 employment applications in each of the last two years, which are all time records for application volumes. The department continued to offer departments less than a 24-hour turnaround on applicant referrals. The department attended 17 career fairs, and successfully supported the recruitment of a new Human Services Director. The department successfully conducted the 2nd Annual Wake County Career Fair with hundreds of candidates and citi-

zens attending to learn more about County functions and employment opportunities.

HR completed the second "one-third" market salary survey with BOC approval for changes made on July 17th, 2006. This ensured our salaries continue to be competitive and market-driven, while making appropriate adjustments within our compensation framework. HR identified the classifications to be used in our next one-third survey, and distributed the survey in January, 2007.

HR participated in Wake County's Core Health Care team, which has accomplished several key steps in formulating a long term strategy for health care and other benefits. This included a participant survey of all employees and retirees in partnership with Towers Perrin, our consultant – who was selected after an in-depth RFP and team evaluation process. Most recently reviews with our Senior Management Team positively confirmed the overarching framework for future benefit programs

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The Department successfully conducted the 2nd Annual Wake County Career Fair with hundreds of candidates and citizens attending to learn more about County functions and employment opportunities.

HR conducted a highly successful Wellness & Benefits Fair, with over 900 employees in attendance. This event focused on educating our employees to be healthier which reduces absenteeism in the workplace. We also coordinated free flu shots for all employees as another proactive absence-prevention measure while ensuring healthy behaviors for our employees.

HR coordinated the 2006 “Garland H. Jones Excellence in Public Service Awards” luncheon, which was held in May 2006 at Historic Oakview County Park. Winners for the five categories were presented – Administrative Support Staff; Manager, Supervisor, Team Leader; Professional or Technical; Trades and Service Maintenance; and, Team. A \$500 award was given to the winner of each category. The winning Team split the award. In addition to the monetary award, a trophy was given to the winners. All nominated employees were recognized and given framed certificates. HR expects to have a similar recognition event sometime in 2007.

HR coordinated the quarterly “Caring, Serving, and Respecting Customers” Awards Program with 12 winners presented to the Commissioners at a Board of Commissioners Meeting and presented with their awards. HR also orchestrated a Holiday Event with the music, entertainment, and dessert reception held in the North Carolina Museum of Science. Electronic invitations were sent to employees. Hard Copy invitations were sent to Retirees. The event was well attended, and thoroughly enjoyed by employees, retirees, Commissioners, and their immediate family members.

HR enhanced service delivery to the citizens by offering skill-building opportunities to employees. HR training received 2229 registrations for 64 training workshops, yielding 175 training dates/times/opportunities; conducted 11 special retreats; implemented Leadership Program curriculum with the inclusion of Ground Rules into core programs – IM and Leadership: Everyone’s Role; conducted Unlocking the Mystery of

Wake County programs.

HR coordinated several successful blood drives, resulting in Wake County receiving recognition while being designated as a member of the American Red Cross Top 10 for the tri-county area.

HR proactively engaged employees; supervisors and managers in a variety of sessions, such as “Meet the Manager” sessions; Extended Management Team (EMT) meetings; new employee orientations; and others. Our Employee Relations team handled increasing workload demands (Grievance submissions increased by 32%; Unemployment claims increased by 21%; and Unemployment hearings increased by 81% with no increases in staff.

HR has been instrumental in the ongoing multi-year implementation of our County’s enterprise resource planning system, “eWake”, which will result in an integrated Budget, Finance, and Human Resources information system. In looking at the possibilities from very diverse stakeholder perspectives, the consensus decision was the CGI AMS solution best met the County's overall objectives.

Issues for FY 2008

Continue to partner with Towers Perrin throughout Wake County Core health care team to manage increasing health care costs while ensuring quality coverage and services are provided to employees and retirees in a cost sharing mode.

Obtain space for records retention needs and begin to look at more progressive, technologically advanced means of records retention (e.g. electronic storage via CD’s)

Continue the successful implementation of “eWake”, our integrated HR/Finance/Budget management/information system. (FY08 and beyond – with Go Live planned for a date to be determined, anticipated for sometime in 2008.

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Horizon Issues

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

First, HR wants to ensure the successful implementation of an integrated Finance/Human Resources/Budget system for Wake County, called "eWake". HR has already invested significant time and resources over the past two years, resulting in the December, 2005 selection of CGI-AMS as the service provider. This multi-year effort will require continued time and energy by HR team members directly involved in the implementation, and by others (including contractors/temporaries for backfilling) to ensure regular ongoing HR workload demands are met in all service areas. While much more specific implementation plans and timelines will soon be developed, HR anticipates and are planning for a successful "Go-Live" date to be determined, anticipated for sometime in 2008 for HR related functionality.

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

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

HUMAN RESOURCES

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Program Area 1: Benefits and Wellness

Key Objectives:

- Service to employee is efficient and courteous with well-designed and accessible enrollment procedures, instructions and benefit explanations.
- Wake County provides the best possible benefits package at affordable prices
- Health care insurance is affordable and employees receive continu-

ous and consistently high quality health care services.

- Employees lead healthy life-styles and participate in County sponsored wellness activities.
- Employees are smart health care consumers.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Number of benefits-related workshops conducted	32	45	50	50
Number of wellness activities and initiatives	2	6	6	10
Number of flu shots administered	0	964	1,000	>1,000
Number of employees participating in pre-tax reimbursement accounts (“flex accounts”)	368	600	700	>700
<i>Effectiveness</i>				
Percentage of employees participating in benefits information sessions who indicate that they have a better understanding of their benefits	99.90%	99.90%	99.90%	100.00%

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Program Area 2: Employee Relations

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Effectiveness				
Percentage of employees who seek the advice of Employee Relations staff prior to addressing an issue	64%	65%	66%	TBD
Percentage of supervisors/managers who seek the advice of Employee Relations staff prior to addressing and issue	75%	78%	80%	TBD
Percentage of non-discrimination grievances resolved at department level	90%	80%	80%	TBD

Program Area 3: Recruitment and Compensation

Key Objectives:

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

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Number of Employee and Position Actions Completed	3,603	5,582	TBD	N/A
Vacancy Recruitments Conducted	613	690	TBD	N/A
Career Fairs Attended	21	17	10	TBD
Applications Received and Screened	26,059	29,000	TBD	N/A
Average number of days for referral	0.94	0.98	1.0	TBD
Effectiveness				
Number of bilingual candidates	708	707	500	TBD

Program Area 4A: Training & Organizational Development

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Percentage of employees participating in training indicate that they have a better understanding of the expectations for employees regarding being leaders in the organization, i.e. "The Guiding Principles of Leadership"	N/A	95%	95%	100%
Number of management skill development opportunities	16	20	20	TBD
Rating average for training sessions (4 point scale)	3.62	0.04	0.04	TBD
Number of training opportunities through the Training Consortium	N/A	10	20	TBD

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Program Area 4B: Employee Recognition and Appreciation

Key Objectives:

- Appreciation and Recognition is expressed to employees.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Number of Customer Service Recognition Awards recipients	8	12	10	TBD
CHEER participants (including department-funded purchases for temps)	3,600	3,920	4,050	TBD
Attendance at Holiday Event by Employees/All Attendees	800	1,262	1,500	TBD

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Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	5,200,240	5,900,948	6,425,092	7,684,543
Operating Expenses		3,672,558	3,751,333	4,076,358	4,335,663
Capital Outlay		163,183	-	10,961	-
Expenditure Totals	\$	9,035,981	9,652,281	10,512,411	12,020,206
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		168,718	-	-	-
Revenue Totals	\$	168,718	-	-	-
Number of FTEs		76.50	82.50	91.50	95.75

Department Purpose and Goals

The Wake County Information Services (IS) department provides centralized computer, system administration, network and telephone services to County departments and authorized business partners. The department serves over 3,500 employees, contractors and business partners in approximately 210 different locations in Wake County as well as an additional 100 “virtual office” locations which consists primarily of Human Services staff working from home offices or business partner facilities.

The IS department operates the County’s computer center and enterprise network, maintains, provisions and repairs computer devices ranging from personal computers to laptops to network printers and scanners. The County’s enterprise network integrates over 4,500 PC’s and computer devices in thirty major county facilities into one virtual local network at high speeds. The network is connected to the World Wide Web through a primary and back up connection supplied by the North Carolina Research and Education Network (NCREN). The department

also supports mainframe, server and web-based applications provided by vendors and written in-house. Department personnel provide business analysis and project management services and operational assistance through staff assigned to various strategic initiatives.

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

INFORMATION SERVICES

providing appropriate computer equipment, telecommunications services, technical systems administration, and asset management services to the organization and our municipal partners.

Major Accomplishments

- Property Tax System Rewrite: Completed the Computer Aided Mass Appraisal component and associated interface with the upgraded Geographic Information System (GIS); made significant progress on Revaluation component which is scheduled for completion in the summer of 2007.
- Planning & Permitting Data System Project: Completed requirements gathering and issued an RFP document for an integrated planning and permitting system which will interface with existing Revenue, GIS and Register of Deeds systems; anticipate contract award in the summer of 2007.
- Finance, Budget, Human Resources Systems Replacement Project: Made significant progress on the first phase of the project focused on the design and configuration of finance applications and initiated work on the design phase of the human resources components.
- Sheriff's System Upgrade Project & AVL Project: Completed the technical environment upgrade and application system upgrade for the Sheriff's jails and records management systems. Also completed the Automatic Vehicle Location (AVL) project enabling the Raleigh Wake County Communications Center Computer Aided Dispatch (CAD) system to dispatch the closest, most appropriate Sheriff and CCBI units to the scene of an emergency. The enhanced CAD system will suggest units for dispatch based upon current unit location, direction of travel, and vehicle speed.
- 800 MHz/Paging Master Plan: Completed a plan that serves as a roadmap for future system expansion and options with associated cost estimates for use in multi-department and jurisdictional budget and CIP planning.
- Security Services: Completed intrusion detection/prevention, internet traffic monitoring and anti-virus projects as well as an infrastructure based security audit all designed to ensure that the County's electronic environment is as stable and secure as is practical.

Issues for FY 2008

- Finance, Budget, Human Resources Systems Replacement Project: Initiate work on the Budget and Human Resources module configuration phases of the project and continue testing and refining the supporting technical environment to ensure that current infrastructure investments are fully leveraged and new systems are appropriately sized, configured and supported.
- Property Tax System Rewrite: establish support contracts with the vendor for CAMA and Revaluation systems; initiate planning work for the upgrade of the billing & collections system to the new NCPTS billing & collections component and develop a data migration strategy.
- Planning and Permitting System Project: Participate in the vendor selection and contract negotiation process and in the first phase of the system configuration and implementation process.
- Human Services Strategic Initiative Support: Work with the Human Services staff in the implementation of projects leading to the achievement of strategic goals in the areas of creating and maintaining secure electronic records and automating service management systems.
- Document Management-Identify and implement a document management system to be used by the new Finance, Budget, Human Resources system and the new Planning and Permitting system.
- Telecommunications Strategic Plan-With the assistance of a professional consulting firm, develop a 5-7 year strategic plan for telecommunications for Wake County government operations and invite participation by the City of Raleigh, Wake County Public Schools and Wake Tech.

Horizon Issues

- Increase citizen access to County services via wired and wireless technologies including expanding internet-based services and providing additional telephone based service offerings.
- Leverage GIS capabilities by customizing applications to use geographic data.
- Develop strategies for further collaboration among area public safety and law enforcement agencies in the areas of dispatch, emergency notification and response, and information sharing.

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FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Program Area 1: Leadership

Key Objectives:

- Internal collaboration with non-reporting relationship departments to explore areas to better leverage technology resources
- External collaboration with other jurisdictions and the Wake County School System to explore areas for joint initiatives
- Devise and implement career planning and advancement initiatives to maintain a competent, motivated workforce
- Explore organizational needs in the areas of data analysis and privacy/security and devise strategies to meet those needs.

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

Program Area 2: Applications

Key Objectives:

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

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

Program Area 3: Infrastructure

Key Objectives:

- Disaster recovery plan continued refinement and testing
- Enterprise-wide business continuity plan support
- Security policy and procedure refinement and continued HIPAA compliance assurance
- Infrastructure security improvements
- Network upgrades including 100 Mb to desktop projects and building rewiring projects
- Server upgrades including end of life replacements and storage area network enhancements
- Continue operations transition from mainframe environment to server environment and staff retraining
- Design and implement in-building and mobile wireless environments
- 800MHz Radio and Paging System management and maintenance

INFORMATION SERVICES

Program Area 3: Infrastructure (cont'd)

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Effectiveness				
Network support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 100%	Meet target 99%	Meet target 99%	Meet target 99%
Centralized services support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 99.13%	Meet target 98%	Meet target 99%	Meet target 99%

Program Area 4: Customer Service

Key Objectives:

- Complete Service Level Agreements for business unit specific applications
- Provide computer system administration services for selected Human Services, Revenue and Public Safety applications
- Implement Desktop Management software and achieve associated service improvements
- Expand Help Desk services and better link in-house employee training offerings
- Initiate five-seven year Telecommunications Strategic Plan
- Continue to evaluate enterprise browser, operating system and software standards and determine if upgrades are needed
- Continue scheduled computer equipment replacement/upgrade/new unit provisioning work

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Effectiveness				
Voice services support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 65%	Meet target 75%	Meet target 75%	Meet target 98.5%
Desktop & Help Desk support per published performance target of 1 hr., 4 hrs, 1 business day based on priority level and contact within 1 hr. of page sent for emergencies	Met target 85%	Meet target 90%	Meet target 90%	Meet target 95%

PLANNING DEPARTMENT

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	1,231,136	1,267,545	1,303,037	1,379,134
Operating Expenses		139,853	216,998	219,356	226,890
Capital Outlay		-	-	-	-
Expenditure Totals	\$	1,370,989	1,484,543	1,522,393	1,606,024
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		277,766	305,650	305,650	293,900
Revenue Totals	\$	277,766	305,650	305,650	293,900
Number of FTEs		20.00	20.00	20.00	21.00

Department Purpose and Goals

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

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

Board of Commissioners. To carry out its role, the department:

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

The current staff primarily focuses on the following areas: (1) Land Development/Zoning Administration; (2) Subdivision Administration; (3) Code Enforcement; (4) Comprehensive Planning and Coordination; (5) Data Analysis and Modeling; (6) Transportation Planning; (7) Support Services and Customer Services; and (8) Historic Preservation.

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Major Accomplishments

- Current planning staff served over 14,000 customers and processed 1,248 development related applications,
- Unified Development Ordinance (UDO) initial year of implementation
- Wake County Land Use Plan update and Municipal Land Use Plan Amendments adopted by the BOC: Fuquay-Varina, Holly Springs, Knightdale/Wendell, and Raleigh
- Apex ETJ staff review and Planning Board recommendation
- Southwest Wake Area Land Use Plan draft completed; BOC action targeted May 2007
- Harris Lake Basin Study Consultant Selection & Contract Approval
- Coordinated Little River Watershed Planning Initiative
- Acquired New WCPSS Student Projection Model; 2007-2027 system-wide projections accepted by County and Board of Education staffs
- US-1 Corridor Memorandum of Understanding presented to BOC
- Phase I Survey of Historic Properties completed; Phase II Survey Started
- Multi-jurisdictional coordination for planning issues and bimonthly Municipal Planners meetings (Ongoing)

Issues for FY 2008

The department will continue to expend considerable resources in attempting to analyze and document Wake County's demographics trends in 2007-2008. The analyses will vary in scope, ranging from projecting student age population for WCPSS to preparing and coordinating efforts for the 2010 Census. In working on several research studies one recurrent theme has been identified: the County's population continues to grow and diversify. The changing demographics and an increasingly urbanizing population impact County services and physical infrastructure networks. The Planning Department's efforts to address aspects of these issues in 2007-2008 include:

Zoning Code & UDO Zoning Outstanding Issues - The Unified Development Ordinance (UDO) is Wake County's effort to bring all of the various land development regulations into one unified, user-friendly set of regulations. That was largely accomplished in April 2006 when the

BOC adopted the zoning module of the UDO. One issue remains to be resolved: the Wake County Zoning Ordinance's Highway District Zoning classification remains in effect. It was determined that a massive rezoning of parcels currently zoned Highway District will be required to convey them to the recently adopted UDO's Residential Highway Commercial zoning district. It is estimated this may affect over 6,000 parcels in Wake County's Planning jurisdiction. Staff also anticipates amending the UDO to incorporate changes identified during the first full year of implementation.

Code Enforcement - The UDO requires a higher degree of administration and enforcement than what currently exists. By adopting the UDO, the BOC established regulations that match the policy guidelines in the County's adopted Land Use, Transportation, and other Plans that regulate development in the County's planning jurisdiction.

Watershed Development Issues – Little River/UDO and Land Use Plan Amendments- The department has been facilitating discussions with municipal planners in the Towns of Rolesville, Wendell, and Zebulon to define an ultimate urban service area boundary agreement for the Little River Watershed Area. The department will also be charged with amending the Wake County UDO, contingent on approval from the BOC and the other municipalities' elected bodies on the minimum density and impervious surface provisions in the draft interlocal agreement. A change to these provisions would require notifying property owners of the proposed zoning and impervious surface changes and possible public workshops. Approximately 3,300 parcels are located within the watershed. Current Planning staff would facilitate the public hearing process.

Watershed Development Issues - Little River Corridor Plan for either US 401, NC96, or NC97 - Water supply watershed policies will come into question. The critical need to protect a finite resource, and how the non-urban areas that surround the existing and proposed water supplies should develop, will require current policies to be evaluated. Pending the adoption of the Little River Interlocal Agreement, the department will begin to work with Rolesville, Wendell, and Zebulon planning departments to develop land use plans and design standards

PLANNING DEPARTMENT

for development along the major corridors traversing through the proposed Little River Watershed. The process is similar to the area land use plan process that normally takes a year to complete - staff work to initiate public review and hearing process.

ETJ Extension Requests - Municipalities in Wake County will want to expand planning jurisdiction (ETJ) in order to better plan for future growth. Apex's 10,000 acres ETJ extension request may be presented to the BOC during the summer of 2007. The Town of Knightdale has advised the department of its intention to submit an ETJ extension request during the spring of 2007. Staff review of this request will begin after the conclusion of the Apex process.

Southwest Wake County Issues - 5-Mile protection Area Analysis for Harris Lake/Buckhorn Creek Basin – The department will retain a consultant to develop the Harris Lake Drainage Basin Area Study in FY 2007. In July 2007 the consultant, with staff's oversight and facilitation, will begin to establish land use objectives, policies, and guidelines for the County's planning jurisdiction around Shearon Harris Nuclear Plant. This project could require an expansion to the budget. Also, the Apex ETJ Extension Request review process is scheduled to begin January 2007. Staff's review of the 10,000-acre request for compliance to Wake County's ETJ criteria may be reported to the Planning Board by June 2007. The BOC is expected to act on this matter August or September 2007.

Wake County Area Plan Use Plans Updates - Wake County covers approximately 857 square miles of land and water. 433 square miles comprise Wake County's planning jurisdiction. Taking into consideration the large size of the County, the Board of Commissioners previously decided to divide the Wake County Land Use Plan into five (5) area plans to allow for more extensive individual analysis. They include the following: Southwest Wake Area Plan, East Raleigh/Knightdale Area Plan, Southeast Wake Area Plan, Northeast Wake Area Plan, and Fuquay-Varina/Garner Area Plan. The Wake County Land Use Plan requires comprehensive reviews of the whole document every five

years. This is to ensure that the Land Use Plan remains an active document that is updated frequently. Southwest Wake LUP will be acted upon the BOC in FY 2007. The East Raleigh/Knightdale Area Plan, Southeast Wake Area Plan, Northeast Wake Area Plan and Falls Lake Area Plan have all exceeded the 5-year update threshold.

Demographics Analysis – The department will continue to research and document demographic trends and their implication for service delivery and capital needs in Wake County. Staff has been notified that OR/Ed and CAMPO would like to update its 2005 base data for residential densities planning regions in 2008. Staff will continue its ongoing study of population growth by age, gender, race, ethnicity, household types, and previous place of residence. Staff will implement its new student projection model to generate WCPSS student projections and continue to define demographic dynamics driving the growth.

Pre-2010 Census Coordination and Data Requirements - The Census Bureau has held briefings informing interested parties of upcoming 2010 related activities and data needs. The Bureau will begin organizing the State's regional Complete Count Committees in 2007. The Bureau will begin its request for updated local streets and address databases. Staff has been notified by the North Carolina State Census Bureau liaison of the 2010 pre-census preparation responsibilities, including technical workshops and software training pertaining to the Local Update of Census Addresses program. The actual verification of addresses will begin August 2007.

Continue leadership role in multi-jurisdictional coordination for planning issues - Bimonthly Municipal planners meetings. Coordination with the Capital Area MPO on its Comprehensive Transportation Plan (CTP) and Triangle J COG on its Center of the Region (CORE) Plan. Working with Knightdale and Wendell planning agencies to develop a US 64/64 Bypass Interchange Study.

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Horizon Issues

Code Enforcement - The UDO requires a higher degree of administration and enforcement than what currently exists. By adopting the UDO, the BOC established regulations that match the policy guidelines in the County's adopted Land Use, Transportation, and other Plans that regulate development in the County's planning jurisdiction. As the county continues to urbanize, the planning staff expects to address more challenges pertaining to urban/suburban development approaching existing non-urban areas.

Pre-2010 Census Coordination and Data Requirements / April 1, 2010 Census Count Demographics Releases & Reporting - The Census Bureau has held briefings informing interested parties of upcoming 2010 related activities and data needs. The Bureau will begin organizing the State's regional Complete Count Committees in 2007. The Bureau will begin its request for updated local streets and address databases.

ETJ Extension Requests - Municipalities in Wake County will want to expand planning jurisdiction (ETJ) in order to better plan for future growth. The Apex's 10,000 acres ETJ extension request may be presented to the BOC during FY2008. The Town of Knightdale's request will initiate in FY 2008. The City of Raleigh has advised the department of its intention to submit an ETJ extension request as part of its Comprehensive Plan Update. Staff review of this request will begin after the conclusion of the Knightdale process.

Little River Corridor Plan for either US 401, NC96, or NC97 - Water supply watershed policies will come into question. The critical need to protect a finite resource, and how the non-urban areas that surround the existing and proposed water supplies should develop, will require current policies to be evaluated. Pending the adoption of the Little River Interlocal Agreement, the department will begin to work with Rolesville, Wendell, and Zebulon planning departments to develop land use plans and design standards for development along the major corridors traversing through the proposed Little River Watershed. The process is similar to the area land use plan process that normally takes a year to complete - staff work to initiating public review and hearing process.

Area Land Use Plan 5-year Updates: East Raleigh Knightdale, Southeast Area, or Falls Lake Land Use Plan The Wake County Land Use Plan requires comprehensive reviews of the whole document every five years. This is to ensure that the Land Use Plan remains an active document that is updated frequently. The East Raleigh/Knightdale Area Plan, Southeast Wake Area Plan, Northeast Wake Area Plan and Falls Lake Area Plan have all exceeded the 5-year update threshold.

PLANNING DEPARTMENT

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Program Area 1: Subdivision Administration

Key Objectives:

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

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

- Provide support to the Planning Board.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Preliminary Plans	50	52	55	55
Exempts	335	340	340	345
Minors	170	175	180	180
Construction Final	100	105	110	110
Letters of Credit	12	12	12	12
Road Checks	15	15	15	15
Variances	3	4	4	4
Resubmittals	60	65	65	70

Program Area 2: Comprehensive Planning and Coordination

Key Objectives:

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

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

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

PLANNING DEPARTMENT

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
WC Land Use Plan Amendments: Municipal - Fuquay Varina, Holly Springs, Knightdale, Raleigh, Wendell, Franklin County Others - Private Sector Applications, WC-Little River USA's, Unresolved Area USA municipal assignment	2 times/year	2 times/year	2 times/year	2 times/year
Area Land Use Plan Updates: Southwest Wake , East Raleigh/Knightdale, Falls Lake, Southeast Wake	1 time/year	1 time/year	1 time/year	1 time/year
Municipal ETJ Requests: Process request: Holly Springs, Apex, Knightdale, Rolesville, Raleigh Review the County's development policies in the unincorporated areas and evaluate the County's criteria for extraterritorial jurisdiction expansion for municipalities	1 time/year	1 time/year	2 times/year	1 time/year
Special Planning Projects Little River Watershed - Joint Transportation Corridors Plans and Design Standards [US 64, US 401, NC 96, 97 and 98] Harris Lake Basin Study [5 mile buffer area] Coordinate Growth Management Task Force Annual Implementation Report and Meeting	2 times/year	2 times/year	2 times/year	3 times/year

Program Area 3: Land Development and Zoning Administration

Key Objectives:

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

Planning Board, Board of Adjustment, and other boards and commissions.

PLANNING DEPARTMENT

Program Area 3: Land Development and Zoning Administration (cont'd)

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
General Use Permits	146	231	250	160
Property Descriptions	0	0	125	125
Sign Permits	68	72	80	60
Violations	84	106	130	120
Re-zonings	9	15	15	6
Conditional Use Permits	6	6	6	6
Special Use Permits	10	11	15	12
Variances	9	10	10	6
ABC Permits	12	12	12	25
Planned Compliance Permit	N/A	10	15	10
Limited Use Permit	N/A	N/A	10	10
Appeals	5	6	6	6
Land Use Permits	102	117	125	115
Grave Removals	2	6	5	5
Efficiency				
Unified Development Ordinance – Percentage Complete	100	N/A	25	25

Program Area 4: Data Analysis and Modeling

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
WCPSS Student Projections	2007-2026	On going	On going	On going
Census Bureau Data	On going	On going	On going	On going
Special Projects: Typically non-programmed requests from other departments and agencies.	75 request	85 request	95 request	75 current staff level

PLANNING DEPARTMENT

Program Area 5: Transportation

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Capital Area Metropolitan Planning Organization (CAMPO): Committee responsibilities {Attendance, Reporting, Briefing} - TCC, CTP, Ped/Bike, US1 MOU Planning Council	Mtly - 4 meetings	Mtly - 4 meetings	Mtly - 4 meetings	Mtly - 4 meetings
CAMPO Project Teams - Corridor Studies, Socio-economic data (SE) updates, Pedestrian-Bike Transit Member Grant Project Allocation and Administration	3	3	3	3
Wake County Planning Initiatives - Road Closings, US 64/64 Bypass Interchange Study, Special HWY overlay district (SHOD) for I-540 West & South	5	5	5	5

Program Area 6: Support Services

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Board of Commissioners, Planning Board, Board of Adjustment, and Historic Preservation Commissions meetings.	95/year	95/year	95/year	95/year

Program Area 7: Historic Preservation

Key Objectives:

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

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Historic Resource Designations	5	5	5	5

REGISTER OF DEEDS

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	1,759,485	1,731,006	1,789,814	1,840,361
Operating Expenses		948,884	1,152,309	1,272,405	1,068,141
Capital Outlay		68,591	60,000	52,000	150,300
Expenditure Totals	\$	2,776,960	2,943,315	3,114,219	3,058,802
Intergovernmental Revenues	\$	139,825	-	-	-
Fee & Other Revenues		17,446,143	21,456,650	21,456,650	19,343,300
Revenue Totals	\$	17,585,968	21,456,650	21,456,650	19,343,300
Number of FTEs		38.00	39.00	39.00	39.00

Department Purpose and Goals

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

The Wake County Register of Deeds is divided into nine vital services or functions: recording, issuance of marriage licenses/certified copies, issuance of certified birth and death certificates (effective 1-05), issuance of notary public oaths and authentications, imaging, indexing, systems administration, information services, and online services.

Major Accomplishments

- Completion of the backfield conversion to digitize and index older, paper documents. All recorded documents back to 1900 are available to the public via our Web site.
- C.L. Mann, and tax maps from 1895 to 1998 are now available for online access.
- Selected vendor to assist us with the implementation of an automated vital records database system for birth, death and marriage certificates.
- Scanned and indexed marriage licenses back to 1933.
- Statistics for calendar year 2006:
 - 242,678 real estate and other legal documents recorded
 - 5,719 marriage licenses issued
 - 13,951 births recorded
 - 4,019 deaths recorded
 - 17,152 birth certificate certified copies issued
 - 26,546 death certificate certified copies issued

REGISTER OF DEEDS

Issues for FY 2008

- Continuing testing phase of a new electronic recording system. This will allow for electronic recording of satisfaction documents, which will be available upon the North Carolina Secretary of State approval of electronic recording.
- Upgrading our workflow software, e.Power, and related hardware. The upgrade will enhance the existing cashiering, imaging, indexing, and administrative modules of the product.
- Installing 35+ staff PCs with faster and more compact units. These PCs are needed to work more efficiently with the new database applications and upgrades.
- Implementing new database application for automated vital records for birth, death and marriage certificates.
- Scanning and indexing birth and death records back to 1913.

REVENUE DEPARTMENT

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$	3,098,803	3,228,151	3,318,806	3,368,384
Operating Expenses		1,436,538	1,405,025	1,432,841	1,454,341
Capital Outlay		-	12,750	12,750	12,750
Expenditure Totals	\$	4,535,341	4,645,926	4,764,397	4,835,475
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		1,698,114	1,674,500	1,674,500	1,912,000
Revenue Totals	\$	1,698,114	1,674,500	1,674,500	1,912,000
Number of FTEs		62.00	62.00	62.00	62.00

Department Purpose and Goals

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

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

Major Accomplishments

- Maintained a property tax collection rate of 99.65% on real and personal properties.
- Worked with County Attorney's Office and staff in connection with General Assembly to legislate change in the collection of property taxes on real estate to pursue new owner of property.
- On schedule with 2008 Revaluation Project.

Issues for FY 2008 and Horizon Issues

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

REVENUE DEPARTMENT

FY 2007 to FY 2009 Business Plan Key Programs, Objectives and Measures

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Total Tax Bills	1,062,583	1,100,000	1,150,000	N/A
Taxable Real Estate Parcels	291,599	302,000	314,000	N/A
<i>Efficiency</i>				
Cost Per Tax Bill	\$5.25	\$5.25	\$5.25	\$5.25
<i>Effectiveness</i>				
Property Tax Collection Rate: Real and Personal Property	99.63%	99.65%	99.65%	99.65%
Property Tax Collection Rate: Vehicles	91.43%	91.50%	91.50%	91.50%
Property Tax Collection Rate: Combined (Real, personal and vehicles)	98.86%	98.88%	98.88%	98.88%

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