



FY2002-2003
Adopted Annual Operating
And
Capital Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Wake County
North Carolina**

For the Fiscal Year Beginning

July 1, 2001

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Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Wake County, North Carolina for its annual budget for the fiscal year beginning July 1, 2001. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

WAKE COUNTY, NORTH CAROLINA

Annual Operating Budget Fiscal Year 2002-2003

Board of County Commissioners



Herb Council
Vice Chair



Linda Coleman
Chair



Kenn Gardner



Vernon Malone



Betty Mangum



Betty Lou Ward



Michael Weeks

COUNTY ADMINISTRATION

County Manager

David C. Cooke

Deputy County Manager

Joseph K. Durham

Clerk to the Board

Gwen Reynolds

Public Information Director

Kim M. Gazella



David C. Cooke
County Manager

BUDGET & MANAGEMENT SERVICES

Budget Director

Raymond G. Boutwell

Budget Staff

Marilyn Cywan

Pablo Escobar

Sally Kost

Peter J. Ray

Jennifer Willis

Wake County Government

Fiscal Year 2002-2003

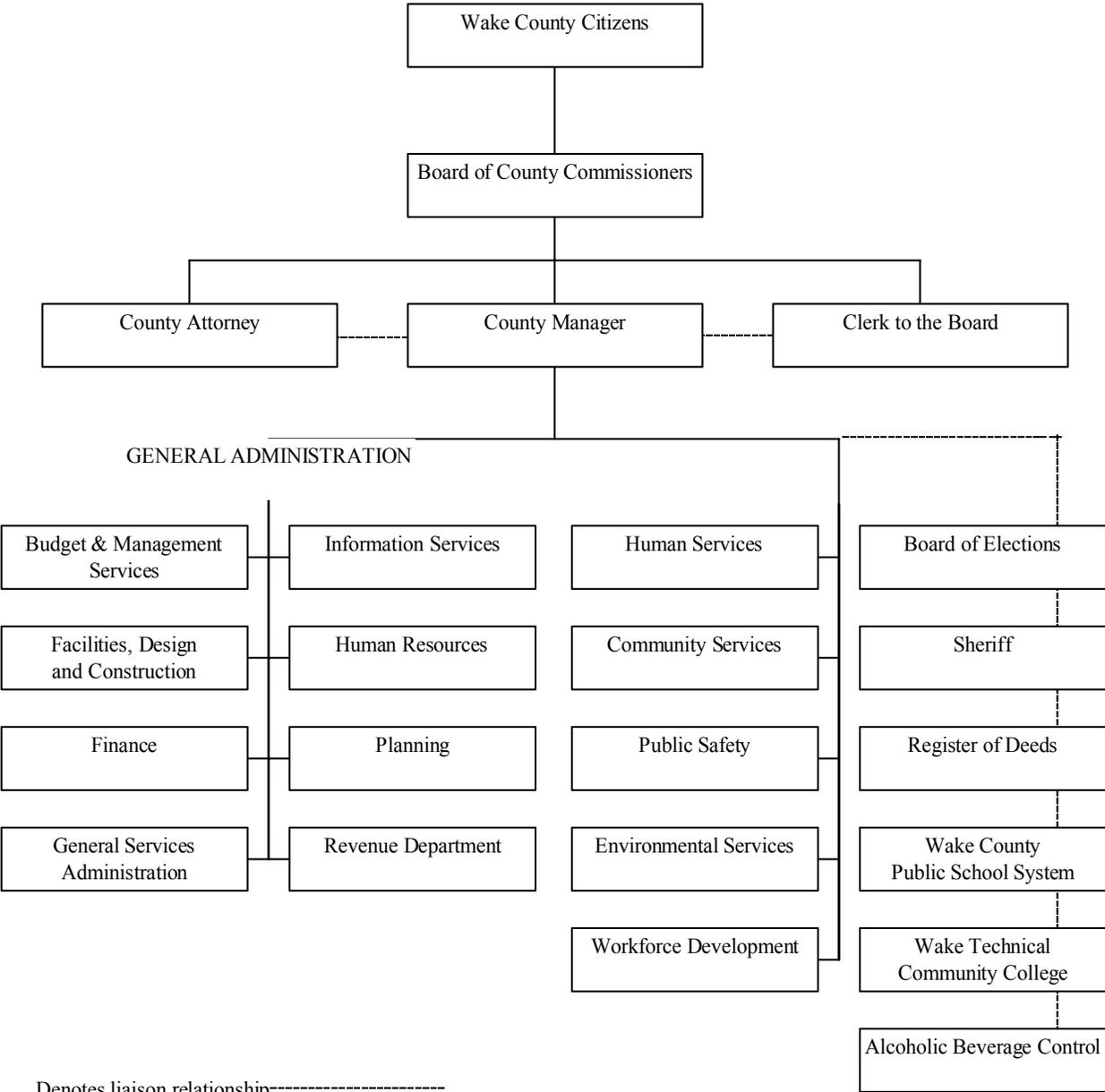


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Budget Message 2002-2003

from the office of the County Manager

May 20, 2002

Wake County Board of Commissioners:

The past year has dramatically changed our lives, unlike any other year. Since I stood before you last year to present my recommended budget, we have experienced profound changes in our economy and our sense of security.

The events of September 11 will be with us always. In a single hour, our world as we knew it changed drastically. The ramifications of that tragedy accelerated an economic recession that was already well underway, and has had a direct impact on us at both the state and county levels. It also has had an impact on how we approach security issues.

Fortunately, Wake County continues to grow and progress, despite the setbacks and slowdowns. In many ways, we are on the right track to continue meeting the demands of growth by planning responsibly for our future and being fiscally conscientious as we grapple with budget pressures. However, we are going to be challenged to continue meeting the needs of growth, as our budget remains relatively flat.

Last year, I presented a budget that recommended expansions in several areas, including education, environmental services, human services and public safety, both in Emergency Medical Services and the Sheriff's Office. This year, I am recommending a budget that is much different.

Let me go straight to the bottom line:

- There are **no additional recurring revenues** in next year's recommended budget. What we gained in additional property tax revenue from growth will be erased if, as we expect, the State of North Carolina withholds our reimbursements revenue.
- **Taxes will not be raised** and will remain at the current level of 56.4 cents per \$100 of valuation for the third consecutive year.
- There are **no increases in most line items** from the current year budget, even to account for inflation. In very few cases, such as contractual obligations, we have provided increases as needed. However, in many cases, line items have been reduced.
- **School operating spending is recommended to be \$203 million, an increase of \$11.3 million** over the amount provided by the 1997 agreement with the Board of Education. This also is an increase of \$10 million over the current year appropriation.
- **We will not add new programs, or expand current programs or services.** In some areas, programs will be consolidated, and in some cases, programs will be cut back. We tried to focus on those that would least affect citizens. One new facility, the Eastern Regional Center in Zebulon, will open in the fall as planned, but at minimal staffing levels.
- **Some fee increases are proposed.**
- **The capital program has been reduced, but large capital projects will stay on schedule.** We have worked very hard to put into place a solid, well-planned Capital Improvement Program, and we have shown you the model for paying for that over several years. As we all know, capital is one of those areas that seems easy to delay or stop, but you always pay much more in the end because every year that you postpone, the commensurate costs go up.
- **Wake Technical Community College funding remains at the fiscal year 2001-02 level.**
- **Outside agencies** (such as United Arts, the Symphony, The Healing Place and others) **will be reduced by 2.9%**, which is the average reduction of County spending.

HIGHLIGHTS OF THE RECOMMENDED FISCAL 2002-03 BUDGET

The recommended fiscal year 2002-03 Wake County budget totals \$634,345,133, a 1.34% increase from the current year's amount. The property tax rate remains at the current level of 56.4 cents per \$100 of valuation.

Revenue: Property taxes, sales taxes, investment earnings, fees for services, and State reimbursements comprise the main revenue sources where we expect variations from fiscal 2002.

The **tax base** is projected at \$66 billion, an increase of 4.5%, due to growth in building activity in 2001. In particular, residential building activity remained strong throughout the year. Commercial activity was sluggish, and we ended with our weakest year since 1997.

Property tax revenue is projected to increase by \$16.6 million, or 4.7%, to \$368 million.

Revenue from **sales taxes**, projected at \$93.1 million, would be 2.2% lower than the current year budget. Changes in the economy and in the method of sales tax distribution by the State to the County and its municipalities have negatively affected our sales tax revenue. Wake County has been hit especially hard by the change in distribution of sales tax revenue. Instead of distributing sales tax revenue by point-of-origin, the 2001 N.C. General Assembly approved legislation that distributes the Article 39 one-cent sales tax by point-of-destination. This action has the effect of moving sales tax revenue out of the counties with major industrial or commercial retailers.

Investment earnings are expected to continue to be low during the upcoming year, as interest rates are not projected to increase significantly over the course of the year.

Overall, **fees for services** are expected to generate an additional \$5.2 million, mainly from new fees established by the N.C. General Assembly for Register of Deeds activities (\$2.2 million), emergency medical services (EMS) reimbursements (\$1.8 million), and Medicaid reimbursements for public health services (\$1.2 million). Medicaid and Medicare reimbursement formulae increases drive most of the EMS and public health revenue increases.

The recommended budget **does not include State reimbursements** for repealed inventories and intangibles taxes due to Wake County, nor do we expect the State to pay the beer and wine tax revenue owed to us in fiscal 2002-03. This loss of \$14.2 million, coupled with the losses in sales tax revenue and investment earnings, offsets any revenue gains we will receive from a higher property tax base or higher fees.

Fee Increases: A number of fee increases are proposed, mostly in the areas of development and inspections, public safety and environmental services. Two new fees are proposed, for traffic impact analysis review and for on-site wastewater "One-Plus-One Review" (a review of whether an area to be subdivided can accommodate another septic system.)

REVENUES	
Item	Change from Current Fiscal Year Budget
Property tax	\$16.6 million
Sales tax	(\$2.2 million)
Investment earnings	(\$ 4 million)
Fees for services	\$5.2 million
State reimbursements	(\$14.2 million)

The recommended fee schedule is:

<u>Department/Division</u>	<u>Current Fee</u>	<u>Recommended Fee</u>
<u>Public Safety</u>		
Emergency Medical Services special event coverage (per hour)	\$60	\$75
9-1-1 monthly telephone surcharge	12 cents	25 cents
<u>Community Services</u>		
Inspections/Development Plans/Permits (IDPP) inspection of manufactured homes	\$91	\$182
IDPP inspections of residential additions of 400 square feet or less	\$152	\$228
<u>Subdivision & Zoning</u>		
Traffic Impact Analysis Review (new fee)		
Residential	N/A	\$1,000
Commercial	N/A	\$1,200
Preliminary subdivision review	\$500	\$800
Exempt subdivision review	\$60	\$85
Minor subdivision review	\$150	\$170
Construction subdivision review	\$100	\$200
<u>Environmental Services</u>		
Onsite Wastewater One-Plus-One Review (new fee)	N/A	\$200

Expenditures: The most notable expenditure is for the **Wake County Public School System's operating budget**. A total of \$203 million is dedicated to schools, \$11.3 million more than is required by your 1997 agreement with the Board of Education.

We plan to open the **Eastern Regional Center** this fall, as scheduled. That will cost approximately \$700,000, and we will shift some existing Human Services and other staff to the facility and allocate 15 new positions to the center. Other positions are being added, including some that are shifting from contract services to those provided by the County (an example would be staffing the South Wilmington Street Center with County employees rather than contracting with Urban Ministries).

Many new positions were requested that we are not recommending, including the Sheriff's budget request for 23 new deputies, as part of a longer-term plan to add 23 deputies per year for four years. You have previously funded three years of this request, but in light of our current funding challenges and the uncertainty facing us over the next year, we did not feel it was prudent or possible to recommend that \$2.1-million request from the Sheriff.

We are adding \$933,000 for **security measures** in the County. The costs of security and bioterrorism readiness have increased significantly since last September.

We will meet our obligation for the **Medicaid match** of an additional \$2.2 million.

STRATEGIES FOR BALANCING THE BUDGET

We used several strategies to balance the budget without a tax increase. This section will cover the following strategies:

- Reduce the capital plan and use one-time sources of revenue.
- Service evaluation and reductions.
- Consolidation of similar functions.
- Community agency reductions.

ONE-TIME REVENUE SOURCES

We balanced this budget with a number of one-time adjustments, including putting less money into the capital program and using fund balance from the Capital Projects Fund. This means that we will essentially “owe” ourselves \$25.4 million as we begin fiscal 2003-04. Here’s a look at the source of one-time revenue and the impact on future budgets:

Action:	Amount:	Impact/Ramifications:
Reduce fiscal 2003 appropriation to our capital program from 18.5 cents to 17.5 cents	\$6.4 million	Recommended as a one-time adjustment; is equivalent to 1 cent on the property tax rate
Use Capital Projects Fund fund balance	Up to \$11 million	Will impact the County's ability to fund future schools capital projects beyond fiscal 2004-05. Also a one-time revenue source, equivalent to 1.7 cents on the property tax rate.
Use Capital Projects Fund fund balance	\$8 million	This reduction will impact the County's ability to fund schools capital projects in fiscal 2004, or require the use of Phase IIIB project close-out or Plan 2000 savings to meet fiscal 2004 planned obligations. Also a one-time revenue source, equivalent to 1.2 cents on the property tax rate.

SERVICE EVALUATION AND REDUCTIONS

This year, we faced a number of budget pressures. First, the Governor withheld \$4.2 million that we expected to receive as reimbursements. Also, the economic slowdown affected our budget for the current year. Property tax revenues were close to what we had planned to receive, but sales tax revenue has dropped – as it has in most of the country – due to the slumping economy. For example, in the third quarter, sales tax revenue for Wake County was about 4% lower than the third quarter last fiscal year. To date, sales tax revenues are about \$2.4 million less than last year, or down 3.45%.

In March, we established several hold-the-line measures, such as:

- **Hiring Restrictions** – Vacant positions would remain as such, and no new positions would be filled unless critical.
- **Travel Restrictions** – Travel was limited to necessary in-county only.
- **Salary Adjustments and Reclassifications** – No salary adjustments or reclassifications were to be approved for the remainder of the fiscal year unless authorized by the Department Head and County Manager’s Office.

I also gave the departments savings targets to meet by the end of June, and asked the managers to carefully monitor and review their expenditures for the remainder of the year. The departments were very responsive, demonstrating leadership and guidance that is helping us to successfully meet our budget shortfall.

For the coming fiscal year, we knew that we would face substantial increases in our Medicaid match, employee health insurance, school operating, and debt service on the capital improvement plan. Therefore, we asked departments to show what a 10% cut in their budgets would look like and were presented with a list of possible reductions or consolidations. We also established an open forum for employees to make suggestions, and we received a number of excellent ideas.

As we went through the process of evaluating services, you will see that some results led to recommendations for reductions. In some cases, we concluded after evaluating services that it would be in the County's best interest to provide services ourselves instead of contracting them out.

Overall, we are reducing department spending by \$4.07 million.

We are reducing or eliminating services in the following areas:

- Eliminate parks grant-in-aid program (provides grants to municipalities)
- Reductions in Cooperative Extension, associated with state cutbacks
- Reductions in use of contracted personnel (Information Services, Finance)
- Reductions in line items in most departments
- Human Services nutritional counseling services
- Human Services abstinence education
- Human Services Youth Initiative funding

We are proposing to eliminate 30 positions, most of which are vacant. These positions were offered by departments, and are spread across Human Services, Environmental Services, Public Safety, Community Services and General Services.

In some cases, we are adding staff, often by shifting contract dollars or assuming responsibility from the State, including:

- Homeless services at the South Wilmington Street Center will be provided by 21 employees rather than through a contract with Urban Ministries.
- Contract dollars will shift to salaries in Information Services, Human Services and the Register of Deeds.
- We are adding three positions in the public health/bioterrorism area of Human Services.
- We are adding eight positions in the Child Protective Services area of Human Services.
- We are minimally staffing the new Eastern Regional Center with 15 Human Services employees.
- The State has shifted responsibilities to us for the Wright Building Transitions Program at Dorothea Dix, which provides mental health services to adults. The State is providing \$770,659 in annual recurring funds, beginning in fiscal 2002-03. This adds nine positions to Human Services.

Position Changes	
Eliminate positions	(30)
Use existing contract dollars for salaries at South Wilmington Street Center (Human Services)	21
Use existing contract dollars for salaries in other departments (Register of Deeds, Information Services, Human Services)	6
Bioterrorism/Security (Human Services)	3
Eastern Regional Center (Human Services)	15
Child Protective Services (Human Services)	8
Wright Building Transitions Program (Human Services)	9
Net new positions	32

CONSOLIDATIONS

One strategy we are using is consolidation of some internal functions. We are constantly examining areas in which we have overlap or provide similar services to see if we can consolidate our efforts.

Some of the areas we are looking at consolidating include:

- The Finance Department will assume the billing and collection functions of landfill activities from the Solid Waste Division. Also, the Housing Loan Portfolio management is being transferred to the Finance Department as part of the ongoing strategy to consolidate financial management of loan programs.
- We are closing the mail center in Human Services and consolidating it with the one in General Services.
- Environmental Services and Community Services will share an administrative position.
- Several departments are providing public information functions, including Human Services, Parks and Recreation, Libraries, General Services (Reprographics), and others. We are continuing to explore the consolidation of public information efforts, and plan to move toward a more centralized approach in order to ensure that the County's message is more consistent, that we aren't duplicating efforts and that we are concentrating our energies on priority topics.
- Human Services has had two staff members assigned to personnel duties. These positions are shifting to the Personnel Department.

COMMUNITY AGENCY REDUCTIONS

Each year, the Board considers contributions to the arts and other groups that contribute to a well-rounded, quality community. By investing in these areas, we feel that we are helping to sustain the type of community that continues to attract new economic development and contributes to the local economy in numerous ways.

Because we reduced County spending an average of 2.9%, we are recommending that our contributions to these agencies be reduced by the same amount. The agencies include: United Arts Council, the Greater Raleigh Chamber of Commerce, Exploris, North Carolina Symphony, The Healing Place and Kids Voting.

EMPLOYEE PAY AND BENEFITS

Wake County has an excellent reputation for customer service, and that is because of our employees. You have recognized that employees are our greatest asset, and have previously funded County Employee Day, employee appreciation activities and customer service awards. You also have provided funding for the pay-for-performance system and the employee health plan.

The recommended fiscal 2002-03 budget continues the pay-for-performance system. We are recommending funding our system with an **average salary increase of 2.5%**, based on performance, with additional emphasis and funding to reward top performers. This is not an across-the-board increase for all employees, but a system that rewards employees based on individual performance and productivity. The budget covers a **20.5% increase in health insurance rates**, which comes to \$1.4 million. Those employees who insure family members will pay the additional percentage. It should be noted that our initial insurance rate premium was calculated at a 30% increase; through negotiation and some plan modifications, we were able to reduce that amount. One change will be an increase in the office visit co-pay for employees, which will be \$20 instead of \$15. We also are recommending a slight increase in the co-pay for prescription drugs.

We will review our employee appreciation activities, such as County Employee Day, some employee appreciation events and the holiday symphony, for cost reductions. Many employees themselves

suggested these events be cut, saying they felt that health insurance and other benefits were a higher priority, not to mention programs and direct services to citizens. I am proud of our employees for stating their priorities and participating in the budget decisions.

By continuing to fully cover the cost of full-time individual employee insurance, you are demonstrating your commitment to a competitive business organization and the overall well-being of our workforce, and you are providing a high level of income protection for our employees.

OTHER BUDGET HIGHLIGHTS

WAKE COUNTY BOARD OF EDUCATION

The Commissioners and the Board of Education, in a 1997 agreement, earmarked a portion of the general fund property tax for school operations. The School System's allocation of the property tax rate is 29.6 cents per \$100 of assessed valuation, generating about \$191.7 million. **We are recommending an additional appropriation of \$11.3 million, which brings the total recommended budget for school operations to \$203 million. We will be using fund balance for the second consecutive year to fund the school system at a level higher than required.**

Last year, the Commissioners agreed to give the Wake County Public School System an additional \$9.7 million in fiscal 2001-02 from the fund balance for a total operating budget of \$193 million, or \$20 million more than the previous year. As part of that funding agreement, the Commissioners and the Board of Education jointly created a Citizens Advisory Committee to examine and make recommendations about the appropriate level of funding for school operations. We had expected to have the Committee's report in time to incorporate into this year's budget process, but the mammoth task of studying such a large school system, coupled with other timing issues, delayed this study. The consultant, MGT of America, expects to present its final report to the Committee in June. The Committee will then develop its recommendations to the Commissioners and the Board of Education over the summer.

Debt service on the bonds issued to pay for new school construction and renovations is rising in fiscal 2003 to \$82.7 million dollars, an increase of \$14 million from the current year level of \$68.7 million. That is part of our long-term capital improvement plan and financing model.

THE CAPITAL BUDGET

We are entering the third year of the Capital Improvement Program (CIP) approved in 2000. We are, in essence, modifying the financial model with some postponements of projects and the transfer of fund balances to the operating budget.

In the CIP financing model, we had planned to apply 18.5 cents of the property tax rate to the capital program, to provide funds for current and future debt service on the general obligation bonds we have issued to pay for schools and other capital projects, and also for pay-as-you-go projects. For fiscal 2003, we propose that we transfer 17.5 cents instead, and use the resulting \$6.4 million to help balance the budget. In order to maintain the flexibility in the capital program for future projects or larger scope of programs, **the 18.5 cents will need to be restored in fiscal 2004. Consequently, this action is a one-time revenue source.**

Some of the changes we are proposing include:

- Postponing some building renovations until 2004.
- Postponing plans for a new regional center until we evaluate the services at Southern Regional and the new Eastern Regional Center.

- Postponing plans to move Cameron Village Regional Library (our recent one-year lease extension will give us time to explore a long-term lease option in the current location or make a decision about moving the library).
- Postponing the construction of additional detention facilities on Hammond Road until additional space is required by sustained inmate population increases.
- Delaying the development of school parks – we are providing money for land acquisition of just two sites.
- Postponing some automation projects.

At the same time, the capital financing plan covers a \$15-million increase in debt service payments (\$14 million of which is for school-related debt service).

FIRE TAX DISTRICT

The recommended tax rate for the fire service tax district for fiscal 2002-03 is 10 cents, a 1-cent increase from the current level. Last year, we increased the amount by two cents and allocated that new amount entirely to capital, so that 6½ cents are dedicated to operating costs and 2½ cents to capital. We recommend continuing those allocations, with the 1-cent additional amount going to operations and related improvements, so we would dedicate 7½ cents to the operating budget and 2½ cents to capital next year. The average assessed value of houses in the unincorporated area is \$178,230, so the average homeowner would pay about \$18 more in fire taxes.

The reasons for the recommended increase are to pay for:

1. Fire department operational cost increases (improving firefighting and EMS "first responder" capabilities).
2. Staffing and equipping the new Willow Springs fire station.
3. The Knightdale Volunteer Fire Department.
4. Initial fire station safety/health improvements, based on a professional facility assessment of all department facilities.
5. A study of salary structure and fire truck fleet needs for all departments.

The budget appropriations to the various fire departments for operations and related improvements total \$10,556,000, 22.8% higher than the fiscal 2002 appropriations of \$8,597,368. This includes a 2.5% pay increase, the same as for County employees. On the capital side, the recommended budget appropriations total \$3,519,000 for fire stations and equipment.

SOLID WASTE ENTERPRISE FUND

The Solid Waste Management Division receives funding from tipping fees charged at the landfill and from the residential household fee assessed on each household in Wake County. We reviewed our expenses related to solid waste disposal, and are recommending **no increase in the tipping fee of \$29.50 per ton or the \$20 per household solid waste fee**, which pays for the recycling program and costs associated with operating the convenience centers.

In the past year, we have focused our efforts more on waste reduction and recycling by adding a commercial waste specialist, and we implemented programs to recycle electronics and wood pallets. We also had planned a "mega" recycling event, forming partnerships with the municipalities to collect holiday recycling at eight locations. Unfortunately, we were snowed out! We intend to try to expand our efforts again this year, as we believe it will significantly increase participation by making holiday recycling more convenient.

Under the direction of the new Solid Waste Director, the division is evaluating program goals and objectives and developing a comprehensive, integrated solid waste management system that will be sustainable over the long term. The division also is reorganizing its budget data by program functions, with certain costs and revenue allocated where appropriate. This method will improve program administration, cost accountability and performance measure tracking.

EXPANSION ITEMS NOT FUNDED

- One-stop voting sites
- Additional voting precincts
- Additional positions in the Register of Deeds
- Additional Sheriff's deputies
- Assortment of Human Services programs, including Community Partnership Grants, Child Mental Health services at Eastern Regional, Ready-to-Learn Centers, Community Health Promotion, increase in communicable disease caseloads, At-Risk Children's Program, Adult Mental Health at Eastern Regional, Adult Community Treatment, Economic Self-Sufficiency Team, Adult Medicaid Intake, Veteran Services, Child Support Enforcement, Partnership for Educational Success
- Select building improvements/maintenance
- Position in Finance
- Multi-casualty response unit
- Additional Wake Technical Community College funding (\$800,000)
- Training coordinator in Personnel
- Audio books in Libraries
- Staffing in Information Services associated with e-Government efforts
- New Animal Control vehicles
- Additional latent examiner position in CCBI
- Two positions in Emergency Management
- Additional staff for American Tobacco Trail, Yates Mill Park, open space efforts

STATE BUDGET OUTLOOK

Governor Mike Easley announced early this year that he was withholding \$95 million in payments to counties and cities in order to handle the State's budget crisis. That translates into \$4.2 million that Wake County was planning to receive, but will not get by the end of the current budget year. The recommended budget for next year does not assume that we will receive our reimbursements and beer and wine tax.

We are very concerned about the State's inability to address its own budget crisis in a long-term manner, and we are extremely perturbed that the State is using local government funding as a source of its own funding, holding money that rightfully belongs to the citizens of Wake County. We also are concerned about the ramifications that the State's future budget actions may have on us. The General Assembly is returning this month, and its decisions may well affect us in many areas, including human services, environmental services, libraries and public safety programs.

There has been some talk that the State may find a way to advance the date of the half-cent local optional sales tax. If that is the case, or if the State is able and willing to give us our reimbursements next year, **I am recommending that all proceeds be reallocated to the County's capital fund.** We have not included any potential optional sales tax or reimbursements in the budget, but in the unlikely chance that we receive that

funding, **it is imperative that we use it to pay ourselves back first**, rather than spend it on new programs or services. This will restore our capital financing plan.

We also are concerned that the State budget woes will result in cuts in other areas of service delivery. For example, the recommended fiscal 2003 budget includes payments from the State for mental health programs similar to the current year. We have received some indication that these programs are targeted for reductions by the State. If the State does cut mental health programs, Wake County will not be able to make up the difference.

State library aid may be at stake, as well. This year, we were expecting to receive \$451,000 in State library aid payments, which we use for books and other materials, but the Governor ordered the June payment (nearly \$35,000 for Wake County) withheld. We are budgeting the same amount – \$451,000 – in the fiscal 2003 budget. If this aid is withheld, it will have a severe impact on our ability to buy new books.

We will, of course, closely monitor the General Assembly's actions during its upcoming short session.

SUMMARY AND BUDGET CALENDAR

The recommended fiscal year 2002-03 budget is balanced without a tax increase, with no expanded programs or services, and with increased funding for the Wake County Public School System's operating budget.

Please note that several of these strategies to balance the budget are not adequate for long-term planning. They are one-time savings or one-time use of reserves, and this cannot be sustained over the long term. Even though we are making some tough budget decisions this year, we are setting ourselves up for a much tougher decision-making process next year. This is the reality: Heavy reliance on fund balance appropriations means that next year, **we will need to find \$25.4 million in permanent reductions or raise the property tax rate – or a combination of both.**

The next step is your review of the recommended operating and capital budgets for 2002-2003. To begin this process, we ask that you take the following steps:

1. Officially receive the recommended fiscal year 2002-03 budget for your consideration.
2. Hold a public hearing on the budget during your regular meeting on Monday, June 3, at 2:00 p.m. in the Board Room of the Courthouse, and also that day at 7:00 p.m. at the Commons Building.
3. Hold your budget work session on Monday, June 10, at 10:00 a.m.
4. Consider the budget for adoption on Monday, June 17, during your regular meeting, which begins at 2:00 p.m.

We stand ready to assist you in your review and discussion.

Respectfully submitted,



David Cooke
County Manager

**FISCAL YEAR 2002-2003
BUDGET ORDINANCE**

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

Section 1: The following amounts are hereby appropriated in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Board of Commissioners	\$427,799
County Manager	786,389
County Attorney	921,681
Budget & Management Services	442,113
Facilities Design & Construction	702,503
Finance	1,977,061
Information Services	7,604,527
Personnel	1,275,274
Planning	1,269,848
Revenue	3,835,364
General Services Administration	18,606,317
Community Services	17,198,126
Environmental Services	6,518,982
Human Services	169,029,526
Public Safety	17,437,350
Sheriff	36,145,527
Board of Elections	2,137,924
Register of Deeds	2,105,693
Wake County Public Schools:	
Current Expense	198,600,519
Capital Outlay	4,399,481
Communities in Schools	410,000
Wake Technical Community College:	
Current Expense	8,495,000
Capital Outlay	105,000
Medical Examiner	250,000
Non-Departmental	5,884,261
Transfers to Other Funds	1,975,000
Transfer to Capital Budget	32,011,000
Transfer to Debt Service Fund	96,909,000
Contingency	600,000
 TOTAL GENERAL FUND APPROPRIATION	 \$638,061,265

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Ad Valorem Taxes:	
Current and Prior Years	\$368,000,000
Payment in Lieu of Taxes	1,340,000
Tax Penalties and Interest	1,300,000
Lease/Rental Vehicle Tax	2,000,000
Local Option Sales Tax	93,065,000
Real Property Transfer (Excise) Tax	5,750,000
Intergovernmental Revenue	79,599,548
Licenses and Permits	2,339,270
Charges for Services	47,875,954
Investment Earnings	6,005,960
Miscellaneous General Revenue	681,969
Transfers from Other Funds	22,773,000
Fund Balance Appropriated	7,330,564
TOTAL GENERAL FUND REVENUE	\$638,061,265

Thirty percent (30%) of the proceeds from the local half-cent sales and use tax authorized levied July 1, 1984 under authority of Article 40 of the North Carolina General Statutes and sixty percent (60%) of the local half-cent sales and use tax authorized levied October 1, 1986 under the authority of Article 42 of the North Carolina General Statutes are hereby declared to be included in the appropriation for school capital outlay, capital projects, and/or school debt service.

Section 3: The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Operating Expenses	\$20,916,911
Capital Expenses	\$2,394,908
	<hr/>
TOTAL SOLID WASTE ENTERPRISE FUND APPROPRIATION	\$23,311,819

Section 4: It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Disposal and License Fees	\$18,934,069
Intergovernmental Revenue	811,445
Miscellaneous	20,030
Interest Income	678,000
Fund Balance Appropriated	2,868,275
	<hr/>
TOTAL SOLID WASTE ENTERPRISE FUND REVENUE	\$23,311,819

Section 5: The following amount is hereby appropriated in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Risk Management Expenses	\$16,781,554
	<hr/>
TOTAL RISK MANAGEMENT INTERNAL SERVICE FUND APPROPRIATION	\$16,781,554

Section 6: It is estimated that the following revenue will be available in the Risk Management Internal Service Fund for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Transfer from the General Fund	\$1,000,000
Investment Earnings	240,000
Appropriation from Fund Balance	2,367,554
Employee/Employer Contributions	13,174,000
	<hr/>
TOTAL RISK MANAGEMENT INTERNAL SERVICE FUND REVENUE	\$16,781,554

Section 7: The following fee schedules are hereby amended to cover costs associated with service delivery:

Traffic impact analysis review for residential use	\$1000 per application
Traffic impact analysis review for commercial use	\$1,200 per application
EMS special event fee	\$75 per hour
EMS transport fees	\$325 BLS
	\$425 ALS I
	\$525 ALS II
	\$750 critical care
Manufactured home inspection	\$182 per inspection
Inspections of residential additions 400 sq. ft. or less	\$228 per inspection
Preliminary Subdivision Review	\$800 per application
Exempt subdivision review	\$85 per application
Minor subdivision review	\$170 per application
Subdivision construction plat review	\$200 per application
Wastewater one-plus-one review for unattached Buildings	\$200

Section 8: There is hereby levied a tax at the rate of ten cents (\$0.10) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2002, located within the single special fire tax district for the raising of revenue for said special fire tax district. The estimated total valuation of property for the single special fire tax district for the purpose of taxation is fourteen billion, nine hundred sixty million, two hundred and ninety-one thousand dollars (\$14,960,291,000) and upon a collection rate of 96.5% and upon a collection fee of 2.5%.

Section 9: The following amount is hereby appropriated in the Special Revenue Fund for the Fire Tax District for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Contracted Services	\$10,251,201
Other Operating Expenses	382,112
Transfer to Capital Projects Fund	3,519,000
	<hr/>
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND APPROPRIATION	\$14,152,313

Section 10: It is estimated that the following revenue will be available in the Fire Tax District Special Revenue Fund for the fiscal year beginning July 1, 2002 and ending June 30, 2003:

Ad valorem taxes	\$14,075,000
Fund balance appropriation	77,313
	<hr/>
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND REVENUE	\$14,152,313

Section 11: There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2002, located within the Wake County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The estimated total of valuation of property for the special district for the purpose of taxation is as follows:

	Assessed Value	Tax Rate	Appropriation
	<hr/>		
Research & Production Service District	\$501,318,802	1.958¢	\$98,158

There is hereby appropriated to the Durham-Wake Counties Research Triangle Park Research and Production service district from the net proceeds of this tax the amount, \$98,158, for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax. In the event the actual net proceeds from the tax levy of the Research & Production Service District exceed the appropriated amount, the actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Section 12: The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

- A) Subject to Section 12-B he may transfer amounts between appropriations within the same Fund. For transfers exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.
- B) He may not transfer any amounts between funds except as provided in Section 12-C.
- C) He may transfer amounts from the Risk Management Internal Services Fund for departmental losses, damages, premiums, or liabilities.
- D) He may not transfer from the General Fund contingency or emergency reserve appropriations.

Section 13: The County Manager, or his designee, is hereby authorized to execute contractual documents under the following conditions:

- A) He may execute contracts for construction or repair projects that do not require formal competitive bid procedures.
- B) He may execute contracts for: (1) purchases of apparatus, supplies, and materials, or equipment which are within budgeted appropriations; (2) leases of personal property for a duration of one year or less and within departmental appropriations; and (3) services which are within appropriations.
- C) He may execute grant agreements to or from governmental units and other public, private, and non-profit organizations that are within budgeted appropriations, unless a grantor requires approval and execution by the Board of Commissioners.
- D) He may execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles, heavy equipment and other property provided that such leases are of one-year duration or less and that funds therefore are within budgeted appropriations.
- E) He may, within budgeted appropriations, approve all change orders and amendments to contracts previously approved by the Board of Commissioners.

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

Section 15: Funding is provided in Section 1 of this ordinance for a 2.50% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, the Sheriff, and the Register of Deeds, effective with the October, 2002 payroll.

Section 16: There is hereby levied a tax at the rate of fifty-six and four-tenths cents (56.4¢) per one hundred dollars (\$100.00) valuation of property listed as "Current Year Ad Valorem Tax" in Section 2 of this Ordinance.

This rate is based on an estimate total valuation of property, for the purpose of taxation, sixty-five billion, five hundred eighty-eight million dollars (\$65,588,000,000), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.2%.

Section 17: The Revenue Administrator of Wake County is hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the office of the Wake County Revenue Department in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the County of Wake, and this order shall be a full and sufficient authority to direct, require, and enable the Revenue Administrator to levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with law.

Section 18: Operating funds encumbered by the County as of June 30, 2002 are hereby appropriated to this budget.

Section 19: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

Section 20: There is no tax levied in the following fire tax districts: Alert, Bayleaf, Durham Highway, Fairgrounds, Falls, Furina, Garner-St. Mary's, Hipex, Holly Springs, Hopkins, Morrisville, Raleigh Suburban, Rolesville, Six Forks, Stony Hill, Swift Creek, Ten-Ten, Wakelon, Wakette, Wake-New Hope, Wendell-Holmes, YRAC.

ADOPTED this the 17th day of June 2002.

REVALUATION RESERVE FUND BUDGET ORDINANCE AMENDMENT

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

Section 1: The following amounts are hereby added as an appropriation in the Revaluation Reserve Fund for the purpose of conducting a revaluation of real property within Wake County:

Revaluation expenses	\$ 975,000
TOTAL REVALUATION RESERVE FUND EXPENSES	\$ 975,000

Section 2: It is estimated that the following additional revenue will be available in the Revaluation Reserve Fund:

Transfer from General Fund	\$ 975,000
TOTAL REVALUATION RESERVE FUND REVENUE	\$ 975,000

Section 3: Effective date of this amending ordinance is June 17, 2002.

Section 4: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 17^h day of June 2002.

DEBT SERVICE FUND BUDGET ORDINANCE

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

Section 1: The following amounts are hereby appropriated in the Debt Service Fund for the purpose of paying debt service commitments for Wake County:

Debt Service principal and interest	\$ 96,909,000
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TOTAL DEBT SERVICE FUND EXPENSES	\$ 96,909,000
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Section 2: It is estimated that the following revenue will be available in the Debt Service Fund:

Transfer from General Fund	\$ 96,909,000
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TOTAL DEBT SERVICE FUND REVENUE	\$ 96,909,000
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Section 3: Effective date of this ordinance is June 17, 2002.

Section 4: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 17th day of June 2002.

911 SPECIAL REVENUE FUND BUDGET ORDINANCE

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

Section 1: The following amount is hereby added as an appropriation in the 911 Special Revenue Fund for the purpose of maintaining an E911 system in Wake County:

E911 recurring expenses	\$ 1,160,000
TOTAL 911 SPECIAL REVENUE FUND EXPENSES	<u>\$1,160,000</u>

Section 2: It is estimated that the following additional revenue will be available in the 911 Special Revenue Fund:

911 Surcharge	\$ 1,160,000
TOTAL 911 SPECIAL REVENUE FUND REVENUE	<u>\$1,160,000</u>

Section 3: Section 1 of the original ordinance establishing “911” fee adopted by the Board of Commissioners on December 4, 1989 is hereby amended to wit:

There is hereby imposed a “911” fee of \$0.25 per month upon each exchange access facility, as that term is defined by General Statute Section 62A-3(4). The fee shall be charged to each telephone subscriber served by the Wake County “911” telephone system. The effective date of this fee shall be November 1, 2002.

Section 4: The County Manager shall distribute copies of this ordinance as appropriate.

ADOPTED this the 17th day of June 2002.

CHANGES TO MANAGER'S RECOMMENDED FY2002-2003 BUDGET

GENERAL FUND SUMMARY

FY2002-2003 RECOMMENDED BUDGET	\$634,345,133
Staff Changes to Recommended Budget	\$1,005,512
Board Changes to Manager's Recommended Budget	\$2,710,620
FY2002-2003 ADOPTED GENERAL FUND BUDGET	\$638,061,265

Staff changes

GENERAL FUND EXPENDITURES

Human Services	Mental Health costs due to Wright Bldg. closing	\$1,134,948
Human Services	Transfer workforce development positions to separate fund	(\$169,436)
Environmental Services	Smith Austin Grant (wetlands construction)	\$40,000
NET EXPENDITURE INCREASES		\$1,005,512

GENERAL FUND REVENUES

Human Services	State funding due to Wright Blg. Closing	\$770,759
Human Services	Medicaid mental health reimbursements	\$364,189
Environmental Services	Smith Austin Grant (wetlands construction)	\$40,000
NonDepartmental	Fund Balance Appropriation Decrease	(\$169,436)
NET REVENUE INCREASES		\$1,005,512

Board Changes

GENERAL FUND EXPENDITURES

Human Services	Partnership for Education Success	\$115,590	1.5 FTE
Human Services	East Regional Center	\$1,045,398	25.0 FTE
Human Services	Mental Health team to reduce waiting list	\$549,632	7.0 FTE
Sheriff	11 deputies	\$1,000,000	11.0 FTE
NET EXPENDITURE INCREASES		\$2,710,620	

GENERAL FUND REVENUES

Human Services	Transfer from capital projects fund	\$1,000,000
Human Services	Charges for services	\$445,604
Human Services	Other federal funds	\$265,016
Sheriff	Transfer from capital projects fund	\$1,000,000
NET REVENUE INCREASES		\$2,710,620

*Fiscal Year 2002-2003
Adopted Budget*

PROCESS & POLICIES

Budget Process

Budget Calendar

Financial Policies

User Fee Policy

Fund Balance

Budget Process

BUDGET DEVELOPMENT

The goal of the fiscal year 2002-03 budget was to develop a recommended budget for the Board of Commissioners that reflects the County's commitment to improved service effectiveness. This commitment is visible through the objectives, performance measures and targets stated by each department.

Pursuit of these objectives does not preclude continued efforts towards cost savings and efficiency improvements. It is also understood that the County will continue providing funding for any new services that were begun and approved by the Board of Commissioners during the fiscal year 2001-02.

The County's budget commits each department to clear service outcomes and measurable objectives achievable in fiscal years 2002 through 2004; the budget clearly prioritizes departmental outcomes and services; it reviews and analyzes the allocation of resources to better achieve measurable objectives; identifies potential effectiveness improvements and cost savings in each department; identifies service expansions and articulates resource needs in a manner consistent with achieving outcomes and objectives; identifies the need to rethink service delivery in light of a rapidly changing environment; provides competitive service delivery; provides adequate funding for operational costs of capital facilities; and lastly, the budget provides useful information to the Board of Commissioners and citizens of Wake County.

This year's budget process did not stipulate a target number for operating budgets. Departments allocated resources to current service delivery efforts with the goal of achieving specific objectives rather than just referring to prior years practices.

The departments used a multi-step process to complete the submission of the budget to County Commissioners: (1) Described their programs, emphasizing the outcomes produced by each department; (2) clearly articulated measurable service objectives; (3) identified existing or new performance measures, specifying targets for each; (4) identified strategies to achieve the improvements; (5) linked resources with outcomes; (6) allocated resources to specific line items in the budget; (7) isolated programs that are above current resource allocations; (8) identified reduction items that equaled ten percent of the FY2002 operating budget but as potential decreases for FY2003; and (9) discussed requests and strategies with the County Manager, who developed a recommended budget for final board approval.

Budget Calendar Fiscal Year 2002-2003

DATE	BUDGET ACTIVITY	RESPONSIBLE PARTY
December 18, 2001	Budget kickoff at Extended Management Team Meeting, distribute Manual	Budget Office
Dec. 2002-Jan. 2002	Pre-budget meetings between County Manager and department heads	Budget Office, County Dept., Co. Mgr.
Dec. 18,2001 - March 4, 2002	Develop budget	Departments
Jan. 7, 2002 to March 4, 2002	BPREP open for on-line budget building	Departments
January 31, 2002	Request for e-Government (technology), Facility renovations, and CIP	Departments
February 15, 2002	VFD budget requests due to Public Safety department	Volunteer Fire Departments
February 15, 2002	Job description for new positions submitted	Departments
March 4, 2002	All revenue estimates and expenditure requests entered on-line in BPREP	Departments
March 4, 2002	Automation recommendations submitted	e-Gov't Steering Committee
March 4, 2002	Debt service and other non-departmental requirements identified	Budget Office
March 4, 2002	Facility renovations/repair recommendations submitted	General Services
March 4, 2002	Budget document information due to Budget Office	Departments
Mar. 4, - April 30, 2002	Analysis and Recommendations	Budget Office
March 15, 2002	VFD budget requests and Public Safety recommendations due to Budget Office	Public Safety Department
March - April 2002	Meet with County Manager to discuss requests	Budget Office and Departments
May 15, 2002	Board of Education and WTCC submit formal requests	Board of Education and Wake Technical Board of Trustees
May 20, 2002	Presentation of budget message and recommended budget to Commissioners at regular meeting	County Manager
June 3, 2002	Public Hearing on budget at 2:00 p.m. and 7:00 p.m.	Board of Commissioners
June 10, 2002	Special budget work session	Board of Commissioners
June 17, 2002	Budget ordinance adoption at regular Board meeting	Board of Commissioners

Financial Policies

Wake County's financial policies are the basis of the fiscal strength of county government. These policies guide the Board of Commissioners and the County Manager as they make decisions concerning how county fiscal resources are managed.

The financial condition of the County must be maintained at the highest level to assure that resources are available to meet the ever-changing needs of the community. The following policies, reflecting the County's commitment to continued fiscal strength, are related to the adoption and implementation of the annual budget. Further, they are designed to assure that the County maintains the highest credit ratings possible given prevailing local economic conditions.

OPERATING BUDGET

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. Revenue projections shall be set at realistic and attainable levels, sufficiently conservative to avoid shortfalls, yet accurate enough to avoid a regular pattern of setting tax rates that produce significantly more revenue than is necessary to meet expenditure requirements.

The County shall not develop budgets that include operating deficits that require the use of one-time resources to cover recurring expenses. The County's annual budget shall be adopted by July 1 and shall be effective for a fiscal period beginning July 1 and ending June 30.

Any grant received by the County for operating or capital purposes which may extend beyond any single County fiscal year, shall be included in separate grant project ordinances, with revenues estimated to be available from the grant including any local match equal to appropriations for the grant project.

The County shall have its accounts independently audited at the close of each fiscal year by a certified public accountant.

RESERVES

The County shall maintain a designated fund balance of at least ten percent (10%) of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income. Any undesignated fund balance is available for appropriation only for one-time non-recurring expenses. Any appropriation to a contingency account in the County's general fund shall not exceed one percent (1%) of the total general fund budget.

REVENUES

The County shall diversify its revenue sources to the extent possible to reduce reliance on the property tax. Periodically, the County will review specific programs and services that are identified to be potential areas for funding through user fees. The Board of Commissioners will determine the level of cost recovery

for the program or service. For example, building inspection fees will be set at a level sufficient to recover the full costs of the services and solid waste fees shall be set at a level sufficient to recover the full costs of the solid waste enterprise operations.

Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

BASIS OF ACCOUNTING

The term “basis of accounting” refers to when revenues and expenses are recorded, how the related assets and liabilities are recognized in the organization’s ledgers, and how the information is reported in the combined financial statements.

All funds of the County are budgeted and maintained during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which are recognized when due.

The governmental funds, expendable trust fund, and agency funds are also presented on a modified accrual basis in the combined financial statements in the Comprehensive Annual Financial Report (CAFR). The accounting records for the County’s enterprise fund is reported on a full accrual basis of accounting. Under this basis of accounting, revenues are recognized in the period earned and expenses are recognized in the period incurred.

Those revenues susceptible to accrual are sales taxes collected and held by the State at year-end on behalf of the County and investment earnings.

CAPITAL IMPROVEMENTS PROGRAM

Beginning in fiscal year 2001-2002, the County adopted a seven-year Capital Improvements Program (CIP) to be revised and approved annually. The County shall appropriate all funds for capital projects with a capital project ordinance in accordance with State statutes. Capital expenditures included as a project in the Capital Improvements Program shall cost at least \$100,000 and have a useful life of at least ten years. The Board of Commissioners will determine actual funding for the capital projects on an annual basis.

User Fee Policy

BACKGROUND

North Carolina General Statutes authorize the setting of fees by counties in Section 153A - 102. The statute reads: “The board of commissioners may fix the fees and commissions charged by County officers and employees for performing services or duties permitted or required by law. The board may not, however, fix fees in the General Court of Justice or modify the fees of the Register of Deeds prescribed by G.S. 160-10 or the fees of the board of elections prescribed by G.S. 163-107”.

PURPOSE

The purpose of the User Fee Policy is to establish guidelines, in accordance with N.C.G.S. 153A-102, which shall be used by the County Manager to determine fees and commissions that are not statutorily restricted. Furthermore, this policy also establishes guidelines for the County government regarding the institution of fees for performing services or duties permitted or required by law.

PROVISIONS

User fees are an acceptable manner of paying for services that generate direct benefits to persons who receive the service. The County encourages the establishment of fees at a level that maximizes revenues. Fees shall be developed based on the cost of providing services and county wide goals and objectives as set by the Board of Commissioners.

All user fees shall be evaluated annually and updates shall be presented to the Board of Commissioners during the annual budget process.

REGULATORY FEES

Fees charged to individuals or organizations for participation in government regulated activities, such as building permits, land disturbance fees, and code enforcement permits are considered “regulatory fees.”

Regulatory fees shall be set at a level that strives to recover full costs (direct and indirect costs, such as depreciation or usage costs associated with capital assets) of providing the service, unless statutory restrictions limit the fee amount.

NON-REGULATORY FEES

Non-regulatory fees are charged for a wide variety of services, therefore more in depth criteria must be used in establishing the fees. There are two primary purposes for non-regulatory fees: 1) to influence the use of the service and 2) to increase equity. The determination of the level of cost recovery varies based on which purpose applies.

A. If the purpose of the fee is to regulate and influence the use of the service, the fee shall be set to respond to demand. The amount of costs recovered shall be secondary, with impact on demand being the primary guiding principle.

- 1) If the purpose of the fee is to discourage use of the service, fees shall be set at a level to recover full costs of providing the service.
- 2) If the purpose is to provide a service for a fee but not discourage its use, fees shall be set so that demand for the service is not reduced, while recovering partial costs of providing the service.

B. If the purpose of the fee is to improve equity by charging users for the con-

sumption of goods and services, the following criteria should be considered in setting the fee:

- 1) If the service is purely a private good, and does not enhance community-wide quality of life, the fee shall be set according to market rates and shall strive for full cost recovery. Whether or not the service is deemed to enhance community-wide quality of life will depend on the goals and objectives of the County.
- 2) If the service provides broader public benefits through its consumption, thereby enhancing community-wide quality of life, the fee shall be set so that use of the service is not discouraged, demand for the service is unchanged and partial recovery of costs is obtained.
- 3) If low-income citizens are included in the population of service recipients, fees for their participation shall be set to recover partial costs of providing the service, as long as this can be accomplished by not precluding their use. A sliding scale fee is one strategy for accomplishing this.

If a service is provided by the County using General Fund dollars to fully fund the service (therefore no fee charged), it is acceptable to set a fee for the use of the service for nonresidents of the County. An example of this includes public libraries.

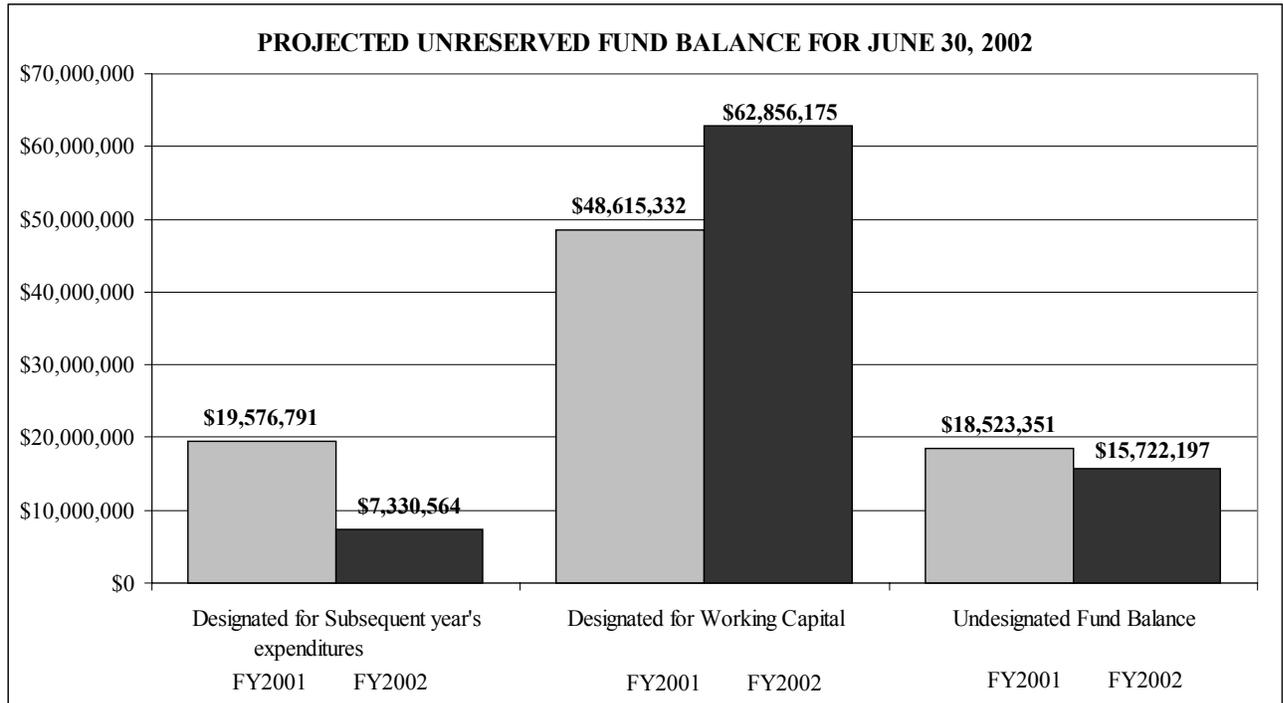
Adopted by the Board of Commissioners on March 13, 2000.

Fund Balance

Adequate fund balance is necessary to maintain sufficient cash flow throughout the year. This is especially true since the majority of the revenue supporting the General Fund is derived from property taxes, which are not received until the middle of the fiscal year. Subsequently, the fund balance is used to maintain adequate working capital and to maintain flexibility for responding to emergency needs. In accordance with Board policy, the County designates at least ten percent of the ensuing year's budgeted General Fund expenditures and transfers as working capital and for subsequent year's expenditures. The adjacent graph reflects an eleven percent designation; thereby exceeding the ten percent minimum requirement

Unreserved fund balance is calculated each year when the Revenue and Expenditure Forecast is prepared and as a part of the budget process. This is to project the County's financial condition at the end of the proposed fiscal year. The amount of fund balance available for appropriation and the amount that could actually be spent is determined. The projected fund balance is the result of taking the previous year's fund balance and deducting encumbrance and reserve amounts. The projected unreserved fund balance for June 30, 2002 is \$85,908,936.

In the fiscal year 2002-2003 budget, an appropriation of \$7,330,564 from the fund balance is included. This represents 1.2% of the operating revenues and transfers in from other funds. Since the County is expected to maintain an undesignated fund balance that can be classified as "designated for working capital", the county should still be able to keep the unreserved fund balance at or above the ten percent level at June 30, 2003.



**ESTIMATED CHANGES TO FUND BALANCE
GOVERNMENTAL FUNDS**

	General Fund	Special Revenue	Capital Projects
Fund Balance: 6/30/01	\$ 141,995,770	\$ 8,506,750	\$ 314,356,113
Estimated Current Revenues:			
Taxes	451,373,769	13,449,793	-
Licenses and Permits	2,296,153	-	-
Intergovernmental	86,135,720	5,500,057	13,901,075
Charges for Services	55,055,488	135,618	638,032
Investment Earnings	5,247,468	230,841	9,032,396
Miscellaneous Revenues	1,266,404	81,455	439,832
Total Revenues	601,375,002	19,397,764	24,011,335
Estimated Current Expenditures:			
General Administration	41,270,849	573,348	-
Human Services	157,060,083	6,806,050	-
Education	203,539,610	-	153,476,794
Community Development and Cultural	17,022,217	281,257	4,246,161
Environmental Services	6,066,464	-	-
Public Safety	49,422,711	12,911,058	-
Capital Projects	-	-	31,662,257
Debt Service	-	-	-
Total Expenditures	474,381,934	20,571,713	189,385,212
Other Financing Sources (Uses):			
Operating Transfers In	-	2,215,000	46,625,708
Operating Transfers Out	(134,113,294)	-	-
Operating Transfer In from Component Unit	-	-	-
Proceeds of Bonds, Capital Leases & Installment Purchase Contracts	-	-	187,904,255
Total Other Financing Sources (Uses)	(134,113,294)	2,215,000	234,529,963
Prior Period Expenditure Adjustment for transferring Fleet and Transportation Funds			
	3,681,097		
Estimated Total Fund Balances: 6/30/02	\$ 138,556,641	\$ 9,547,801	\$ 383,512,199

This table is based on unaudited end-of-year statements and was prepared prior to all final adjustments required by an audit.

ESTIMATED CHANGES TO RETAINED EARNINGS ENTERPRISE AND INTERNAL SERVICE FUNDS				
	Enterprise Funds		Internal Service Funds	
	Solid Waste		Risk Management	
Retained Earnings at 6/30/01:	\$	19,881,005	\$	13,804,424
Estimated Operating Revenues				
Licenses and Permits		800		-
Charges for Services		21,177,536		10,687,791
Miscellaneous		25,688		-
Total Operating Revenues		21,204,024		10,687,791
Estimated Operating Expenses				
Cost of Service		13,706,705		13,073,417
Administration		2,605,968		225,969
Depreciation and depletion		2,107,057		-
Total Operating Expenses		18,419,730		13,299,386
Operating Income (Loss)		2,784,294		(2,611,595)
Estimated Non-Operating Revenues and Expenses				
Intergovernmental		596,668		
Investment Earnings		851,160		408,429
Investment Expense		-		
Total Non-Operating Revenues & Expenses		1,447,828		408,429
Income (Loss) Before Operating Transfers		4,232,122		(2,203,166)
Estimated Operating Transfers				
Operating Transfers In		-		2,000,000
Operating Transfers Out		(294,093)		(9,152)
Total Operating Transfers		(294,093)		1,990,848
Net Income (Loss)		3,938,029		(212,318)
Add Depreciation on Contributed Capital		-		-
Increase (Decrease) in Retained Earnings		3,938,029		(212,318)
Estimated Retained Earnings at: 6/30/02	\$	23,819,034	\$	13,592,106
This table is based on unaudited end-of-year statements and was prepared prior to all final adjustments required by an audit.				

*Fiscal Year 2002-2003
Adopted Budget*

BUDGET SUMMARIES

General Revenues & Expenditures Chart

Revenue Highlights

User Fee Revisions

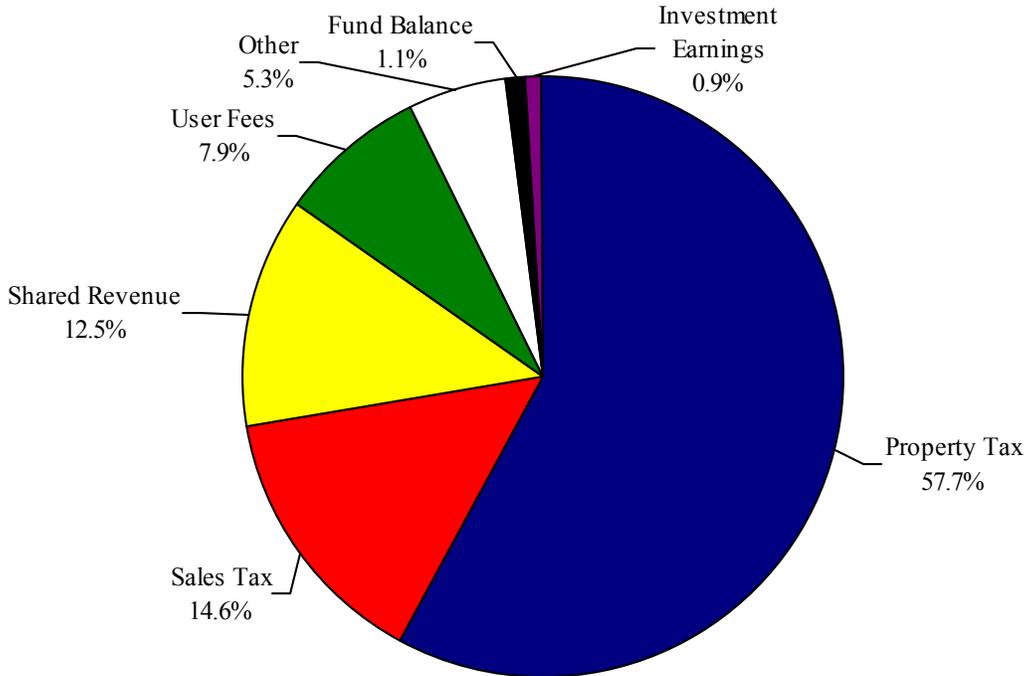
Expenditure Highlights

Department Position Count

Position Count Historical Chart

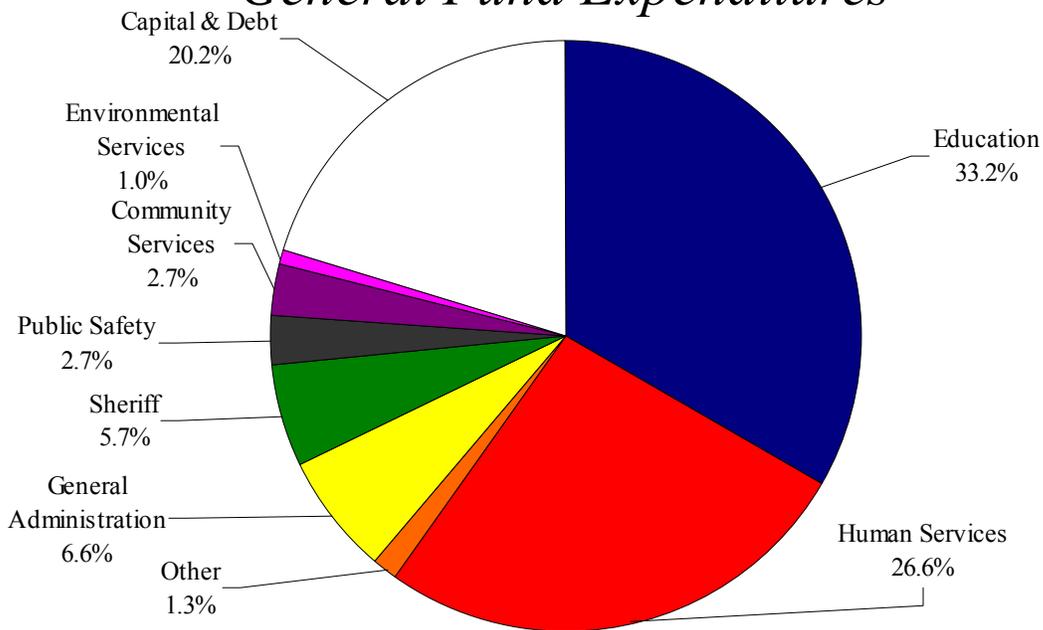
Fiscal Year 2002-2003

General Fund Revenues



\$638,061,265

General Fund Expenditures



Revenue Highlights

TAXES

PROPERTY TAX

The property tax is levied against real and personal property not exempt from taxation. For FY2003 the general property tax rate remains at \$.564 per \$100 of assessed valuation. One cent on the general fund property tax rate generates \$6.44 million.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. The real estate portion of the FY2003 tax base will increase an estimated 5.6 percent compared to the FY2002 base.

Business equipment and machinery, boats, mobile homes, and unregistered vehicles are included in the personal property portion of the tax base. Wake County expects this segment of the tax base to grow 1.2 percent in FY2003 since new businesses continue to locate in Wake County.

All registered vehicles are included in the motor vehicles portion of the tax base. The growth rate of 5.9 percent in FY2003 is expected to be similar to previous years.

The public services tax base component includes the taxable assets of statewide utilities operations such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State of North Carolina sets the values of taxable assets for utilities operations annually. During the fourth and seventh year of an eight-year county valuation cycle, the State will adjust those utilities companies' values to bring them more in line with the other values of a County's tax base. This portion of the tax base is expected to decrease by 7.7 percent in FY2003. During FY2002, Midway Airlines declared bankruptcy; thus eliminating over \$230 million from the public service companies tax base.

SALES TAX

Wake County's second largest revenue source is from sales tax receipts. Article 39 of the North Carolina General Statutes enables the County to levy a one-cent sales tax. This authorization dates back to 1971 and is the original local government sales tax. All proceeds from this one-cent tax are returned to Wake County and its municipalities in a "point of sale" distribution. Prior to the 2001 session of the N.C. General Assembly, the point of sale or source of a sale, was determined by the location of a retailer's business. A change in the law now determines the point of sale by the location of where the purchaser receives the product. Consequently, sales tax revenue from many purchases made from vendors in Wake County now goes to surrounding counties.

The County also receives sales tax revenue from two one-half cent sales taxes levied under authority granted by Articles 41 and 42 of the NC General Statutes in 1983 and 1986. The tax collected from these two levies is placed into a state-wide pool and then distributed among the state's counties in proportion to how much of the total state population resides in each of them. The distribution of sales tax within the county is currently based on the population of the various governmental units in Wake County. Wake County receives 63 percent of its sales tax revenue from the 1¢ sales tax. The change in the determination of the point of sale and a lagging economy have disrupted the annual increases in sales tax revenue Wake County has experienced in the last decade. Sales tax revenue was five percent lower than budgeted amounts in FY2002. In FY2003, revenue is expected to rebound slightly with a 2.5 percent increase projected.

**REAL PROPERTY
TRANSFER (EXCISE) TAX**

State statutes provide for counties to collect an excise tax, imposed by the State, on transfers of real property. The tax levied on each recorded deed is \$2.00 per \$1000 property valuation. Wake County receives one-half of the collections as revenue for County services with the other half remitted to the State. The FY2003 budget reflects a 16 percent increase when compared to the FY2002 budget. When compared to FY2002 estimates, the year-to-year increase is around ten percent. Valuation and activity impact the amount of the excise tax collections.

**LEASE/RENTAL VEHICLE
TAX**

In FY2001, legislation took effect eliminating the ad valorem tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2 million from this revenue source in FY2003.

LICENSES AND PERMITS

INSPECTION PERMITS

Building construction permit revenues are expected to decrease by eight percent. The projected revenue is based on the current year results, which are below budget. The budget includes a rate increase in fees for inspections of manufactured homes, and, building permits for additions and alterations. These rate increases will generate an additional \$70,000. The building permit fee structure is consistent with the Board adopted User Fee Policy as it provides full recovery of costs of the building inspection program. An additional \$90,000 in revenues will be generated from re-inspections. The free trade re-inspection is to be applied to single and two-family residences only, as specified in the existing fee structure.

FEDERAL AND STATE SHARED REVENUE

STATE REIMBURSEMENT

The State of North Carolina reimburses local governments for certain statute changes made by the General Assembly, including reimbursements for the repeal of the intangibles tax, elimination of the inventories tax, exemptions on food stamps, and exemptions on property tax values for the elderly who meet certain income criteria. The State also collects the beer and wine excise tax and remits a portion of the proceeds to local governments. Given the State's financial situation, it is highly unlikely that any of these funds will be remitted to local governments in FY2003. The total amount that would have been budgeted for these reimbursements/revenues had it not been for the State's financial situation is \$14.3 million.

Intangibles Tax Reimbursement - Prior to 1985 local governments received intangibles tax revenue from cash on deposit in banks, from taxes on accounts receivable, bonds, notes, and other evidence of debt, shares of stocks, and beneficial interest in foreign trusts. As the State changed the tax structure, it agreed to reimburse local governments for revenue losses. In April 1995 the General Assembly repealed all remaining intangibles taxes, replacing this revenue with a reimbursement amount fixed at the FY1995 level of receipts. For Wake County this amount totals \$6.7 million. Given the State's financial situation, the reimbursements for intangible taxes is not included in this budget.

Inventories Reimbursement - In 1987 the NC General Assembly repealed the authority of local governments to levy property taxes on manufacturer, retailer, and wholesalers' inventories. The State reimbursed local governments for manufacturers' inventories based on the value of inventories as taxed in 1988. Eighty percent of the retail/wholesale inventories are distributed based on an ad valorem basis and twenty percent are distributed based on per capita. This revenue has been static since 1988. Wake County received a little more than half of the \$6.7 million budgeted in FY2002, with the Governor freezing the remaining FY2002 amount. No funds are included in the FY2003 budget based on the expectation that the State will use these funds to address its own shortfall.

Homestead Exemption - As of January 1, 2002, North Carolina excludes from property taxes the first \$20,000 or 50 percent (whichever is greater) of assessed value for real property, or a mobile home, occupied by the owner as their permanent residence. To qualify for the exclusion, applicants must be 65 years or older, or totally and permanently disabled and must have a total annual income of less than \$18,000. The County receives reimbursement from the State for the loss of revenue resulting from this exemption. The State reimburses local governments based on 50 percent of the revenue that the local government would

have received in 1998. The amount of the homestead exemption reimbursement had it been budgeted is \$160,000.

Food Stamps Reimbursement - The County receives an annual distribution from the State for an amount of local sales tax that would have been collected in the county on food purchased with food stamp coupons. The amount that would have been budgeted for this year is \$136,000. The basis for this sum is the amount of taxes that would have been collected during FY1990 on purchases using food stamp coupons.

Beer and Wine Excise Tax - The State levies an excise tax on beer and wine sales at the wholesale level. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75 percent of the amount collected; for fortified wine local governments receive 22 percent of the proceeds, and for wine, local governments receive 62 percent of tax proceeds. The amount that would have been budgeted is \$625,000.

FEDERAL AND STATE GRANTS

The County receives funding from the federal and state governments for many human services and public safety programs. These revenue sources are dependent upon actions by the legislative bodies of both levels of government, as well as upon administrators of the respective programs. Revenues from these sources are expected to be over \$4 million less than in FY2002 as a result of loss of non-recurring grants associated with targeted programs and of State budget cut-backs.

FEES AND CHARGES FOR SERVICES

Charges for services include user fees for Human Services, Sheriff, Public Safety, Register of Deeds, Recreation, Libraries, and other County services. The County also contracts with Wake County municipalities for various services, such as fire inspections, and receives revenue from these contracts. These fees usually finance, in part, the County functions for which they are assessed. Increases in fees and new fees included in this budget are shown on the table at the end of this section. Changes in the fee schedule are consistent with the Board of Commissioner's adopted User Fee Policy.

HUMAN SERVICES FEES AND CHARGES

The Human Services department receives 15 percent of its total budget from fees and charges for services. Most of this revenue is in the form of Medicaid and Medicare reimbursements. Other fees include insurance payments and fees paid directly by those who can afford to pay a portion of the cost of service.

SHERIFF FEES

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, issuing pistol and concealed weapon permit fees, providing investigative reports. Other fees collected by the Sheriff include jail fees from individuals awaiting trial and state detainees, and false alarm penalties.

EMERGENCY MEDICAL SERVICES

Charges for Emergency Medical Services are assessed when paramedics transport patients for any medical reason. The fee charged, a flat amount per trip, will change in FY2003 to meet new Medicare-allowed categories and maximize revenues. In FY2000, the County signed a contract with an EMS collection firm to collect all current and delinquent EMS bills. Since that time, EMS fee revenue's have been higher than in past years. Many factors affect the collection of EMS billing fees. The new electronic call reporting initiative should reduce errors in reading technician handwriting and speed claims filing by the contracted billing service. EMS is in the final selection process of this initiative and looks to early fall for complete implementation. In addition to direct fees, EMS is increasing stand-by fees for special event coverage (events at the Entertainment and Sports Arena, North Carolina State University athletic events, etc.). As the area grows and more mass gatherings occur, requests for dedicated coverage for these types of events are expected to increase.

ENVIRONMENTAL SERVICES

Environmental Services assesses fees in the areas of animal control, water quality, wastewater, swimming pool inspections, and studies for soil, erosion, and flood control. In FY2003, the Water, Wastewater, and Development Services division will require reviews for proposed structural additions to ensure that existing onsite wastewater systems are preserved. A fee of \$200 will be charged to cover staff costs to conduct the reviews, and will generate approximately \$60,000 in FY2003.

PLANNING

The budget includes a rate increase for fees associated with various subdivision review processes. These increases cover costs related to staff time and operating expenses associated with preliminary, minor, construction, and exempt subdivision reviews. In addition, a new fee will be charged to support the costs associated with traffic impact reviews. These rate increases will generate an additional \$78,000 in FY2003.

REGISTER OF DEEDS

The Register of Deeds collects fees for most official acts performed. Fees charged are for marriage licenses, recording deeds and other instruments. As of January 1, 2002, a new fee structure enacted by the General Assembly was implemented. As a condition of increasing the fees, the State now requires that ten percent of all fees received be earmarked for record automation efforts. When compared to the FY2002 estimates, revenue from fees are projected to increase by 20 percent, or an additional \$833,000. This increase is due in part to the new fee structure and also due to increased activity in the office due to favorable interest rates. Because of the low interest rates, there have been more recordings and refinancing of mortgages.

911 SURCHARGE

In 1990, the Wake County Board of Commissioners passed an ordinance imposing a fee of \$0.12 per month on each exchange access line to provide 911 emergency telephone services. North Carolina General Statutes specify the purposes for which revenues generated from this fee may be spent (G.S. 62A-8). The fee has not been changed since its inception. For the past two fiscal years, expenditures have exceeded revenues, and this trend is expected to continue without an increase in the fee. For that reason, the 911 surcharge beginning in FY2003 will be \$0.25. This rate will enable the fund to cover the current cash balance deficit and to build up reserves to cover future increases in recurring and nonrecurring expenditures through FY2009 without a rate increase. Revenue from this surcharge is accounted for in a special revenue fund and is not part of the General Fund.

OTHER REVENUE

Other revenue includes contributions, reimbursements, sale of surplus property and materials, property rentals, parking fees, fines, and investments.

INTERFUND TRANSFERS

Interfund transfers represent money from other County funds to the general fund for various purposes. The Solid Waste enterprise fund will transfer \$196,000 to the General Fund as a reimbursement for indirect costs associated with supporting the activities of the Solid Waste division. Since the Human Services department contracts with the Workforce Development program by providing job training related services, funds are transferred from the special revenue fund to the general fund. Additionally, \$19,254,000 will be transferred from the capital projects funds to the general fund to augment current revenues for operating expenses.

User Fee Revisions for FY2002-2003

The following changes in the County fee schedule are included in this budget:

Department	Current Fee Amount	New Fee Amount	Additional Revenue Generated
Public Safety			
Emergency Medical Services Special event coverage (per hour)	\$60	\$75	\$24,000
911 Monthly Telephone Surcharge (accounted for in a special revenue fund)	\$0.12	\$0.25	\$510,000
EMS Transport Revenues			
BLS Transport	\$217	\$325	\$1,055,000
ALS-I Transport	\$303	\$425	\$106,000
ALS-II Transport	\$303	\$525	\$17,000
Critical Care Transfer	\$303	\$750	negligible
Community Services			
Inspections/Development Plans/Permits (IDPP) - Inspection of Manufactured Homes	\$91	\$182	\$50,300
IDPP - Inspections of Residential Additions of 400 sq.ft. or less	\$152	\$228	\$19,000
Planning			
Preliminary Subdivision Review	\$500	\$800	\$14,400
Exempt Subdivision Review	\$60	\$85	\$4,500
Minor Subdivision Review	\$150	\$170	\$1,920
Construction Review	\$100	\$200	\$5,000
Residential Development Traffic Impact Analysis Review	N/A	\$1,000	\$38,000
Commercial Development Traffic Impact Analysis Review	N/A	\$1,200	\$14,000
Environmental Services			
One-Plus-One Wastewater System Review	N/A	\$200	\$60,000

These fee changes are consistent with the County's adopted User Fee Policy.

Expenditure Highlights

GENERAL GOVERNMENT

SALARIES, WAGES, AND BENEFITS

The cost of salaries and benefits, 45 percent of the non-education operating budget, totals \$151.9 million. This includes a reduction of \$4.4 million to avoid budgeting for positions while vacant, an average vacancy rate of 3.4 percent. Pay-for-performance increases are budgeted at \$2.5 million for an average of 2.5 percent, with actual awards ranging from 0 percent to 10 percent. Health insurance premiums were raised 20.5 percent at an additional cost of approximately \$1.4 million dollars and dental insurance premiums remained unchanged.

NEW FACILITIES

The County will open the East Regional Center in Zebulon in FY2003. This new facility, totalling approximately 22,000 square feet, is part of a master planned community campus which includes an elementary school, branch library, regional center and various school and community park amenities. The primary goals of developing regional governmental centers are to: 1) increase accessibility, availability, and efficiency of government services to citizens of the county, 2) reduce transportation costs for customers traveling to receive governmental services, and 3) reduce travel time and transportation costs for staff providing services to specific regions of the county. Human Services will provide economic assistance and maternal care programs at the East Regional Center. Other departments with planned bases of operation at the Center include Environmental Services, Revenue, and the Sheriff's Office.

The Willow Spring Fire Station will open in FY2003. This facility will be the first fire station owned by the County and built utilizing a new prototype design. The Fuquay-Varina Fire Department will operate the station to provide fire and medical first responder coverage to citizens in the Willow Spring area.

INFORMATION SERVICES

For FY2003, Information Services will convert funds previously budgeted for contractual services to establish three new positions in Development Services, Administrative Services, and Customer Services. The Department continues to provide increased support for e-Government related initiatives, including the expansion of interactive services for more self-service options to County customers. This budget also addresses increased costs in the areas of license/ maintenance fees and agreements, data services, and equipment leases.

HUMAN SERVICES

Human Services' budget for fiscal year 2003 includes \$1.2 million of reduced expenditures and \$.3 million of increased revenues. Programs impacted by the reductions are in community health and health education. Increases in revenues

are due to higher receipts in client charges for services. Expansion items in the budget include a \$2.3 million increase in Medicaid payments, a \$2.4 million increase for critical service areas such as mental health, child welfare investigations and the Eastern Regional Center, and a \$1.4 million increase for outside funded initiatives. The expansion items provide \$2.0 million in additional federal and state funding. The net increase in County funding for Human Services programs is \$2.6 million.

COMMUNITY SERVICES

Community Services submitted several budget improvement requests for fiscal year 2003. The requests included implementating a books-on-tape service, increasing spending for new parks, and additional GIS staff to improve the currency of data. As a result of the County's budget difficulties the Community Services department will reduce its operating expenses by \$.7 million. Most of the decreases are non-personnel related. There is one building inspector position, however, that will be eliminated.

PUBLIC SAFETY

EMS: Beginning July 1, 2002, Wake County EMS will contract with the Emergency Medical Division of the UNC School of Medicine for full-time Medical Director services. The budget provides for a six-month transition period where both the new and retiring Medical Director will be on staff, working jointly on new State EMS regulations and a rewrite of the EMS service delivery plan.

Fire District: The fire district tax will increase by one cent for fire department general operations and other projects, including independent 3rd party studies on salary structures and fire truck fleet needs. Funds will also support the purchase of defibrillators and thermal imaging cameras. Several of the contracting departments will also use their own fund balances to pay off some of the debt incurred while under the separate fire tax districts funding organization.

ENVIRONMENTAL SERVICES

Environmental Services reduced operating expenditures by approximately \$280,000 in FY2003. To accomplish this reduction, the Department released 3.5 vacant positions, reduced various line items, and initiated new work process improvement strategies.

BOARD OF ELECTIONS

Funding is provided for the primary election to be held in September and the November general election. The primary elections were delayed due to the legal challenge concerning the state-wide legislative districts. The uncertainty surrounding the districts has also delayed establishing new precincts funded in FY2002. Held in reserve within the Board of Elections budget is \$211,000 for a second primary election. Because of the primary election delay, the State is considering eliminating the second primary election.

OFFICE OF THE SHERIFF

Eleven additional deputies are funded in this budget. The Sheriff requested 23

additional deputies as part of the fourth and final phase of the “Four-Year Plan” to improve law enforcement coverage in the unincorporated area of the county. The partial funding of this commitment is consistent with the budget constraints under which all County departments are operating.

REGISTER OF DEEDS

During the FY2001 session, the General Assembly increased fees for the Register of Deeds. As a stipulation of this fee increase, the General Assembly requires that ten percent of all fees be earmarked for automation efforts. Most fee increases were enacted January 1, 2002. When comparing FY2002 to FY2003, the year-to-year increase is due largely to budgeting a full year of the fee increases and the required spending for automation efforts. The salary and benefits for two existing positions to support automation in the office, and, who had previously been paid from general revenues, are being shifted to this revenue source. Furthermore, two temporary positions are being converted to permanent County positions and are also being paid from these earmarked funds.

EDUCATION

School Operating Expense: The memorandum of agreement between the Board of Commissioners and the Board of Education requires an appropriation of \$191,746,000 for the Wake County Public School System (WCPSS) for operations in FY2003. This is equivalent to a general fund property tax rate of \$.296 per \$100 of assessed value. This budget includes additional funds above the required amount, totaling \$11,254,000, bringing the total appropriation for school operations to \$203,000,000. This is the amount requested by the Board of Education for local support of the schools.

Wake Technical Community College: The Wake Technical Community College Board of Trustees submitted a request for \$9,400,000, a 9.3 percent increase over the FY2002 adopted appropriation of \$8,600,000. The appropriation for FY2003 provides no increase in funds over the FY2002 level. The FY2003 appropriation remains at \$8,600,000.

CAPITAL IMPROVEMENT PROGRAM

The proposed Capital Improvement Program (CIP) is a seven-year program for capital facility and related needs of the county, the Wake County Public School System, and the contracting fire departments in the fire tax district. The capital budget for FY2003 totals \$128.8 million with \$88 million financed through general obligation bonds. Due to the loss of reimbursement revenue from the State and other budget challenges, the dedicated revenue of 18.5 cents on the general fund property tax rate is being decreased to 17.5 cents. The County is able to absorb this reduction by delaying projects and reallocating funds within existing projects. The dedicated stream of revenue is critical to the integrity of the seven-year capital plan and is to be reinstated in FY2004.

Department Position Count (FTE)

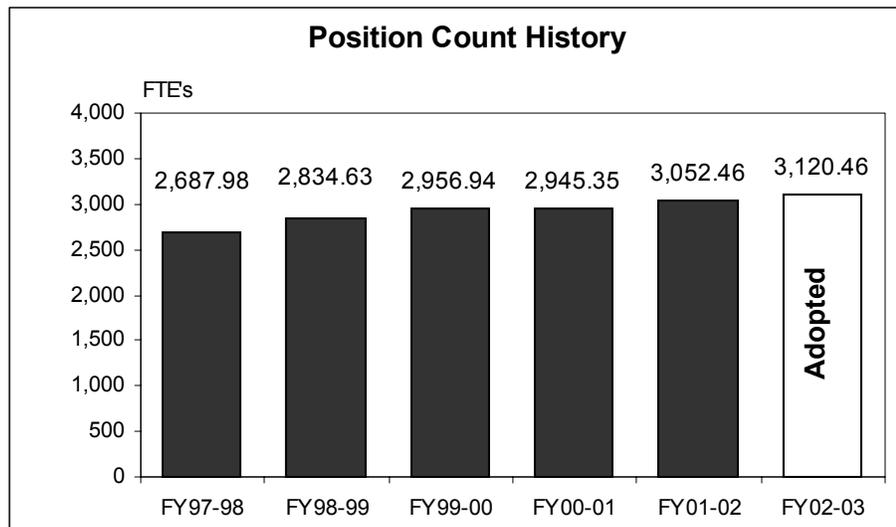
Dept#	Department	FY00-01 Budgeted Position	FY01-02 Orig Bud Positions	FY01-02 Current Positions	FY02-03 Position Changes	FY02-03 Budgeted Positions
0050	County Commissioners	3.00	3.00	3.00		3.00
0100	County Manager	9.00	9.00	10.00	-1.00	9.00
0400	Facilities Design & Construction	8.00	8.00	9.00		9.00
0500	Environmental Services	103.00	111.00	110.50	-3.50	107.00
1100	Community Services	247.50	248.50	247.50	-1.00	246.50
1400	Budget & Management Services	5.50	5.50	5.60		5.60
1600	General Services Administration	122.00	122.00	121.00	-15.00	106.00
1700	Sheriff	528.00	552.00	567.00	11.00	578.00
1900	Workforce Development	6.55	6.55	6.55		6.55
2000	Human Resources	18.00	18.00	17.00	2.00	19.00
2100	Board of Elections	13.00	15.00	15.00		15.00
2200	Register of Deeds	28.00	28.00	28.00	2.00	30.00
2400	County Attorney	10.00	10.00	10.00		10.00
2500	Finance	27.50	27.50	27.50		27.50
2800	Information Services	50.00	57.50	60.50	2.00	62.50
3700	Revenue	62.00	62.00	62.00		62.00
3900	Planning	18.00	18.00	18.00		18.00
6000	Human Services	1,483.05	1,484.80	1,524.31	72.50	1,596.81
6100	Public Safety	201.00	210.00	210.00	-1.00	209.00
Total Positions		2,943.10	2,996.35	3,052.46	68.00	3,120.46

This chart includes totals for all positions (FTE's) in all funds. All position counts are full-time equivalent. For example, two half-time (.50) positions is equivalent to 1.00 FTE.

Budget Summaries

Position changes included in the FY2003 budget include:

- Eliminate various vacant positions identified by department managers. -30.0 positions
- Add new positions for the South Wilmington Street Center. Contract dollars previously paid for staffing this center will be used to fund these new positions. +21.0 positions
- Add new positions to care for mental health patients being transferred as a result of the closing of the Wright Building at Dix Hospital. The State will fund these positions. +9.0 positions
- Add new positions to address safety concerns and the threat of bioterrorism. +3.0 positions
- Add new positions previously funded by contract dollars. +6 positions
- Add positions to staff East Regional Center which will open in FY2003. 15.0 positions had been identified in the planning for this facility. 25.0 positions are new. Total +40.0 positions
- Add new positions for child protective services paid mainly from federal revenues. +8.0 positions.
- Add new positions to reduce the mental health waiting list. +7.0 positions
- Add new positions in the County's early intervention efforts to improve educational success. +1.5 positions
- Add new deputy sheriff positions as partial implementation of phase four of the four year plan to increase law enforcement in the unincorporated area. +11.0 positions



*Fiscal Year 2002-2003
Adopted Budget*

FUND SUMMARY

Total Budget Fund Summary

General Fund Revenue Summary

General Fund Expenditure Summary

Other Funds Revenue Summary

Other Funds Expenditure Summary

Total Budget - Fund Summary

The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. In the budget, various funds are grouped into three broad categories and six generic fund types.

GOVERNMENTAL FUND TYPES

GENERAL FUND

The general fund is the general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes and federal and State grants. The primary expenditures are for education, human resources, public safety, and environmental, cultural and recreational and general governmental services.

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The County maintains seven special revenue funds: the Sewer Districts Fund, the Employment and Training Fund, the Special Tax Districts Fund, the Revaluation Reserve Fund, the Community Development Fund, the Farmland Preservation Fund, and the 911 Special Revenue Fund. The 911 Special Revenue Fund was established pursuant to State law [G.S. 159-26(b)(2)], which mandates that 911 revenues and expenditures be accounted for in a special revenue fund.

CAPITAL PROJECT FUNDS

Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, certain special assessments, or trust funds). The County has four capital project funds within the governmental fund types: the Capital Improvements Fund, the School Capital Project Fund, the Water, Wastewater, and Flood Control Capital Project Fund and the State School Bond Fund. The State School Bond Fund was established to account for capital outlay expenditures for schools that are funded by State bonds issued in 1997.

PROPRIETARY FUND TYPES

ENTERPRISE FUNDS

The enterprise funds are used to account for operations (a) that are financed and

Fund Summary

operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The County has one enterprise fund: the Solid Waste Fund. The Solid Waste Construction Fund is consolidated with the Solid Waste Fund for financial reporting purposes.

INTERNAL SERVICE FUND

The County has one internal service funds, the Risk Management Fund, which accounts for the insurance needs (both purchased insurance and self-retained risks) of all County departments.

FIDUCIARY FUND TYPES

PENSION TRUST FUND

The Pension Trust Fund accounts for the Law Enforcement Officers' Special Separation Allowance enacted by State legislature.

EXPENDABLE TRUST FUND

The Major Facilities Fund is used to account for assets held in accordance with an interlocal agreement between the County and the City of Raleigh for the construction of certain major facilities.

AGENCY FUNDS

Agency funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The County maintains four agency funds: the Municipal Tax Fund, which collects and disburses the taxes for municipalities in the county; the Human Services Fund, which accounts for moneys deposited with county departments for the benefit of certain individuals; and the Fines and Forfeitures Fund, which accounts for moneys received from the Court System for disbursement to the Wake County Public School System.

General Fund Revenue Summary

OBJECT DESCRIPTION	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY 2002-2003 Adopted Budget	Percent Change From 2001-2002
TAXES				
Ad Valorem	\$333,740,084	\$351,415,000	\$368,000,000	4.72%
Other Taxes	\$1,043,390	\$1,315,000	\$1,320,000	0.38%
Penalties & Interest	\$1,400,487	\$1,300,000	\$1,300,000	0.00%
Lease/Rental Vehicle Tax	\$2,360,999	\$2,000,000	\$2,000,000	0.00%
Sales Tax	\$91,998,791	\$95,200,000	\$93,065,000	-2.24%
Payments in Lieu of Taxes	\$15,841	\$15,000	\$20,000	33.33%
Real Property Transfer (Excise) Tax	\$5,550,911	\$5,000,000	\$5,750,000	15.00%
SUBTOTAL	\$436,110,503	\$456,245,000	\$471,455,000	3.33%
FEDERAL SHARED REVENUES				
Direct Federal	\$0	\$97,140	\$127,860	31.62%
Human Services	\$3,395,265	\$4,580,671	\$3,954,358	-13.67%
Public Library	\$18,820	\$74,133	\$0	-100.00%
Public Safety-Other	\$35,677	\$128,430	\$31,820	-75.22%
Public Safety Sheriff	\$15,340	\$802,158	\$615,765	-23.24%
Environmental Services	\$95,679	\$48,030	\$69,015	43.69%
Comm. Devel. & Cultural-Other	\$4,600	\$0	\$0	
SUBTOTAL	\$3,565,381	\$5,730,562	\$4,798,818	-16.26%
STATE SHARED REVENUES				
Public Library	\$498,174	\$484,700	\$451,450	-6.86%
Human Services	\$46,824,669	\$49,348,231	\$48,390,070	-1.94%
Social Services Federal Pass-through	\$19,819,515	\$18,419,863	\$20,219,073	9.77%
Social Services State Funds	\$1,692,624	\$1,595,296	\$1,692,989	6.12%
Public Safety, Other	\$419,493	\$0	\$0	
Environmental Services	\$32,174	\$36,032	\$18,016	-50.00%
Other	\$7,034,076	\$7,005,000	\$0	-100.00%
ABC 5 Cent Bottle	\$152,007	\$175,340	\$175,340	0.00%
Beer & Wine	\$626,050	\$625,000	\$0	-100.00%
Intangibles	\$6,690,657	\$6,650,000	\$0	-100.00%
SUBTOTAL	\$83,789,439	\$84,339,462	\$70,946,938	-15.88%
LOCAL SHARED REVENUES				
Human Services	\$515,848	\$748,301	\$1,633,181	118.25%
Board of Alcoholic Control	\$2,100,000	\$2,100,000	\$2,100,000	0.00%
Local Contributions-Other	\$152,446	\$149,813	\$120,611	-19.49%
SUBTOTAL	\$2,768,294	\$2,998,114	\$3,853,792	28.54%
LICENSES AND PERMITS				
Beer & Wine Licenses	\$49,507	\$50,000	\$50,000	0.00%
Marriage Licenses	\$73,835	\$66,750	\$95,000	42.32%
Building Permits	\$2,786,720	\$2,330,800	\$2,194,270	-5.86%
SUBTOTAL	\$2,910,062	\$2,447,550	\$2,339,270	-4.42%

General Fund Revenue Summary

OBJECT DESCRIPTION	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY 2002-2003 Adopted Budget	Percent Change From 2001-2002
CHARGES FOR SERVICES				
Public Health	\$9,844,532	\$8,994,547	\$10,468,293	16.38%
General Services Admin.	\$1,540,945	\$1,255,000	\$1,550,000	23.51%
Mental Health	\$17,883,644	\$15,980,391	\$16,115,033	0.84%
Public Safety	\$3,779,828	\$3,808,156	\$5,667,995	48.84%
Social Services	\$63,599	\$93,000	\$94,500	1.61%
Sheriff	\$2,448,907	\$2,383,300	\$2,341,500	-1.75%
Community Services	\$16,296	\$469,783	\$372,957	-20.61%
Planning/Development Services	\$992,411	\$676,112	\$657,120	-2.81%
Libraries	\$517,137	\$626,200	\$504,000	-19.51%
Parks & Recreation	\$100,835	\$118,575	\$113,351	-4.41%
Human Services Fees Transportation	\$376,530	\$1,135,694	\$1,091,959	-3.85%
Other	\$1,457,617	\$1,371,943	\$1,367,230	-0.34%
Environmental Services	\$138,861	\$145,000	\$166,995	15.17%
Bureau of Identification	\$775,000	\$775,000	\$798,599	3.05%
Register of Deeds	\$3,187,250	\$2,643,250	\$4,865,000	84.05%
Tax Collection Fees	\$688,050	\$650,000	\$675,000	3.85%
Rental/Lease Income	\$330,498	\$290,420	\$438,304	50.92%
Vending Income	\$348,749	\$397,104	\$588,118	48.10%
SUBTOTAL	\$44,490,689	\$41,813,475	\$47,875,954	14.50%
INVESTMENT EARNINGS				
Interest on Investments	\$11,922,400	\$10,000,000	\$6,005,960	-39.94%
SUBTOTAL	\$11,922,400	\$10,000,000	\$6,005,960	-39.94%
MISCELLANEOUS				
Sale of Material & Fixed Assets	\$473,405	\$629,030	\$666,585	5.97%
Other	\$329,921	\$32,100	\$15,384	-52.07%
SUBTOTAL	\$803,326	\$661,130	\$681,969	3.15%
OTHER FINANCING SOURCES				
Capital Leases	\$117,900	\$35,700	\$0	-100.00%
Appropriated General Fund Balance	\$0	\$21,201,148	\$7,330,564	-65.42%
SUBTOTAL	\$117,900	\$21,236,848	\$7,330,564	-65.48%
TRANSFERS				
Interfund Transfers	\$8,032,609	\$495,572	\$22,773,000	4495.30%
SUBTOTAL	\$8,032,609	\$495,572	\$22,773,000	4495.30%
TOTAL REVENUE	\$594,510,603	\$625,967,713	\$638,061,265	1.93%

General Fund Expenditure Summary

COUNTY DEPARTMENTS	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY2002-2003 Adopted Budget	Percent Change From FY2001-2002
Board of Commissioners	\$368,825	\$418,949	\$427,799	2.11%
County Manager	\$593,786	\$786,093	\$786,389	0.04%
County Attorney	\$813,790	\$830,946	\$921,681	10.92%
Budget & Management Services	\$345,879	\$428,916	\$442,113	3.08%
Facilities, Design & Construction	\$803,343	\$717,412	\$702,503	-2.08%
Finance	\$1,819,963	\$1,973,561	\$1,977,061	0.18%
Information Services	\$6,590,549	\$7,502,175	\$7,604,527	1.36%
Human Resources	\$1,094,664	\$1,270,960	\$1,275,274	0.34%
Planning	\$1,141,610	\$1,313,188	\$1,269,848	-3.30%
Revenue	\$3,370,151	\$3,812,044	\$3,835,364	0.61%
General Services	\$17,380,427	\$17,967,418	\$18,606,317	3.56%
Community Services	\$16,404,771	\$17,619,612	\$17,198,126	-2.39%
Environmental Services	\$5,532,124	\$6,556,412	\$6,518,982	-0.57%
Human Services	\$148,494,776	\$163,894,040	\$169,029,526	3.13%
Public Safety	\$15,831,846	\$17,622,765	\$17,437,350	-1.05%
EDUCATION:				
Wake County Public Schools				
School Operations	\$181,140,514	\$194,529,600	\$198,600,519	2.09%
Capital Outlay	\$1,237,487	\$0	\$4,399,481	0.00%
Community Schools	\$410,000	\$410,000	\$410,000	0.00%
Wake Technical Community College				
Current Expense	\$7,810,000	\$8,495,000	\$8,495,000	0.00%
Capital Outlay	\$300,000	\$105,000	\$105,000	0.00%
Sheriff	\$30,116,342	\$34,940,754	\$36,145,527	3.45%
Board of Elections	\$1,390,427	\$2,301,081	\$2,137,924	-7.09%
Register of Deeds	\$1,520,055	\$1,862,535	\$2,105,693	13.06%
Medical Examiner	\$198,125	\$250,000	\$250,000	0.00%
Non-Departmental	\$2,430,758	\$4,532,064	\$3,377,011	-25.49%
Debt Service				
Wake Co. Public Schools	\$57,486,946	\$68,711,000	\$82,694,059	20.35%
Wake Tech. Comm. College	\$1,000,139	\$973,000	\$1,668,150	71.44%
General	\$2,907,074	\$3,494,000	\$3,849,076	10.16%
Capital Budget	\$65,964,000	\$57,822,000	\$40,708,715	-29.60%
Transfers	\$2,975,000	\$2,975,000	\$1,975,000	-33.61%
Contingency	n/a	\$124,200	\$600,000	383.09%
Emergency Reserve		\$1,000,000	\$0	-100.00%
Salary Reserve	n/a	\$727,988	\$2,507,250	244.41%
TOTAL EXPENDITURES	\$577,473,371	\$625,967,713	\$638,061,265	1.93%

Other Funds Revenue Summary

OTHER FUNDS	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY 2002-2003 Adopted Budget	Percentage Change From 2001-2002
ENTERPRISE FUND				
Solid Waste Management				
Intergovernmental	\$567,584	\$350,000	\$811,445	131.8%
Fees & Other	\$27,939,103	\$32,254,553	\$22,500,374	-30.2%
Revenue Totals	\$28,506,687	\$32,604,553	\$23,311,819	-28.5%
INTERNAL SERVICES FUND				
Risk Management				
Intergovernmental	\$0	\$0	\$0	-
Fees & Other	\$12,386,478	\$14,673,232	\$16,781,554	14.4%
Revenue Totals	\$12,386,478	\$14,673,232	\$16,781,554	14.4%
SPECIAL REVENUE FUND				
Capital Area Workforce Development				
Intergovernmental	\$1,052,542	\$1,798,095	N/A	-
Fees & Other	\$0	\$0	N/A	-
Revenue Totals	\$1,052,542	\$1,798,095	N/A	
Affordable Housing				
Intergovernmental	\$2,376,906	\$3,197,488	\$2,617,000	-18.2%
Fees & Other	\$1,401,407	\$1,225,500	\$1,105,000	-9.8%
Revenue Totals	\$3,778,313	\$4,422,988	\$3,722,000	-15.8%
Revaluation Reserve				
Intergovernmental	\$0	\$0	\$0	
Fees & Other	\$975,000	\$975,000	\$975,000	0.0%
Revenue Totals	\$975,000	\$975,000	\$975,000	0.0%
911 Fund				
Intergovernmental	\$0	\$0	\$0	0.0%
Fees & Other	\$544,679	\$650,000	\$1,160,000	78.5%
Revenue Totals	\$544,679	\$650,000	\$1,160,000	78.5%

Other Funds Expenditure Summary

OTHER FUNDS	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY 2002-2003 Adopted Budget	Percentage Change From 2001-2002
ENTERPRISE FUND				
Solid Waste Management	\$24,411,972	\$32,604,553	\$23,311,819	-28.5%
INTERNAL SERVICES FUND				
Risk Management	\$12,056,485	\$14,673,232	\$16,781,554	14.4%
SPECIAL REVENUE FUND				
Capital Area Workforce Development	\$1,412,509	\$1,795,095	N/A	0.0%
Affordable Housing	\$5,113,990	\$4,422,988	\$3,722,000	-15.8%
Revaluation Reserve	\$975,000	\$975,000	\$975,000	0.0%
911 Fund	\$615,938	\$650,000	\$1,160,000	78.5%

*Fiscal Year 2002-2003
Adopted Budget*

DEBT SERVICE

Debt Service

Debt Management

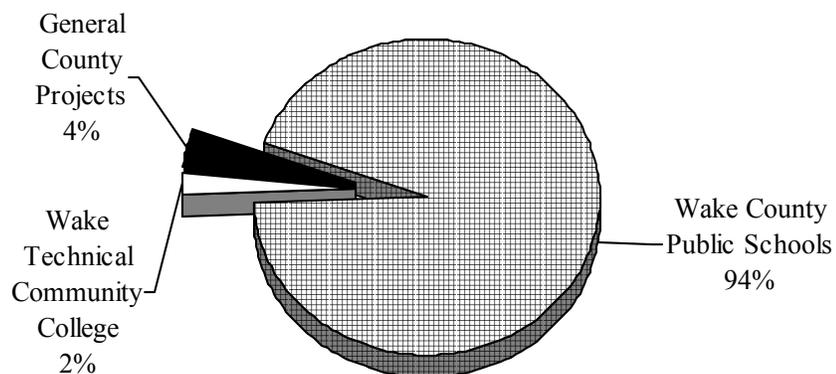
Debt Service

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of June 30, 2002 the outstanding general obligation principal indebtedness of the County totals \$782,130,000. All bonds authorized before November 2000 have been issued except for \$11 million for Wake Technical Community College, is planned to be issued in January 2003. On November 7, 2000 Wake County held a successful bond referendum that authorized \$500,000,000 debt for schools, \$20,000,000 for criminal justice facilities, and \$15,000,000 for open space preservation. The first block of schools bonds for \$150,000,000 were issued in January 2001. Another \$188 million worth of bonds were sold in March 2002, of which \$175 million were designated for schools, \$8 million for Wake Technical Community College, and \$5 million for open space.

Since a common debt service management practice is to minimize the pressures for additional resources each year, the pattern of debt service payments for long-term debt in Wake County is designed so total annual debt service requirements do not vary materially from year to year. The budget for debt service payments for fiscal year 2003 totals \$88,211,285.

Agency	Amount
Wake County Public Schools	\$82,694,059
Wake Technical Community College	\$1,668,150
General County Projects	\$3,849,076
Total FY2003 Debt Service	\$88,211,285

FY2003 Debt Service Payments



Debt Management

The Wake County strategy to determine the extent to which debt should be applied is dependent upon established debt management criteria that address several needs:

- Provide essential facilities in a timely fashion
- Preserve the County's strong fiscal position
- Ensure sufficient flexibility to meet future obligations or opportunities

Although the Wake County Board of Commissioners has not formally adopted specific debt limits, these standards are considered when developing the County's capital improvement program.

LIMIT #1

The amount of general obligation debt should not exceed \$1,600 per capita.

Per capita debt should not exceed \$1,600 in order to balance this criterion with other debt management criteria. Per capita debt is considered to be a basic benchmark that depicts a jurisdiction's burden on the general population.

LIMIT #2

The combined County and municipal debt should not exceed four percent of the countywide tax base.

Based on historical funding levels, coupled with standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general obligation debt that exceeds four percent of its tax base. This level of debt includes debt issued by Wake County government as well as debt issued by the various municipalities within the boundaries of Wake County. Municipal debt is included since the municipal taxpayer bears the burden of debt issued by the respective municipal government and by county government (in North Carolina property within municipal boundaries is also within the county boundaries). Furthermore, credit rating analysts typically consider this total debt level in a layered system of governments. As of June 30, 2001, the combined debt was approximately \$808 million or 1.4 percent of the countywide tax base.

LIMIT #3

Wake County government's outstanding debt should not exceed two percent of the countywide tax base.

Wake County must coordinate its debt management policies with the municipalities in the county in order to stay within the four percent combined debt limit. The population of the non-municipal areas is currently 26.9% of the total county population. For planning purposes it is suggested that the Wake County share of the total county wide debt be about half of the total four percent debt capacity, or two percent. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. As of June 30, 2002, Wake County has \$782 million of outstanding general obligation principal debt, which

comprises 1.2 percent of total assessed valuation. At the current level of assessment (\$65.6 billion), Wake County could legally incur up to \$5.25 billion of debt (or an additional \$4.5 billion more than is currently outstanding) under state law.

LIMIT #4

Wake County's annual debt service payment should not exceed fifteen percent of the general fund budget.

A proportion of funding that is annually devoted to debt service payments is established to assure that there is sufficient financial flexibility. Since the debt service payments are legal obligation of the County, the County must be able to support those payments yet continue to be able to respond to any changing priorities. Thus, the targeted benchmark is fifteen percent of the general fund budget. In fiscal year 2002-2003 the ratio of debt service payments to general fund budget is 14 percent.

LIMIT #5

Annual debt service payments should not exceed 75% of the total amount of annual appropriations dedicated to capital project financing.

This criterion has been considered to be one that relates more to philosophy of who pays than to fiscal management. As indicated, annual debt service payments are legal obligations; however, annual appropriations for capital improvements provide flexibility in the decision-making process for approving capital projects each year. In an effort to maintain capital investments in reasonable proportion to the overall budget, the limit of annual debt service payments should not exceed 75% of the total amount of annual funding appropriated for capital projects, debt service, or additional operating budget expenses related to new projects. The annual debt service payments are approximately 55.9% of the total \$137.2 million in appropriations dedicated to capital project financing. With the adoption of the seven-year CIP in August of 2000, the Board of Commissioners made the decision to shift capital financing from a 1:1 ratio of pay-as-you-go: debt service to a 1:3 ratio. This policy shift is consistent with policies of other local government jurisdictions that maintain a AAA bond rating.

**OTHER DEBT
MANAGEMENT
POLICIES:**

Completion of capital projects funded with bond proceeds shall not exceed the life of the bonds issued to fund that project.

Bonds shall be issued only for capital improvement projects having a cost of at least \$100,000 and having a useful life of at least 10 years.

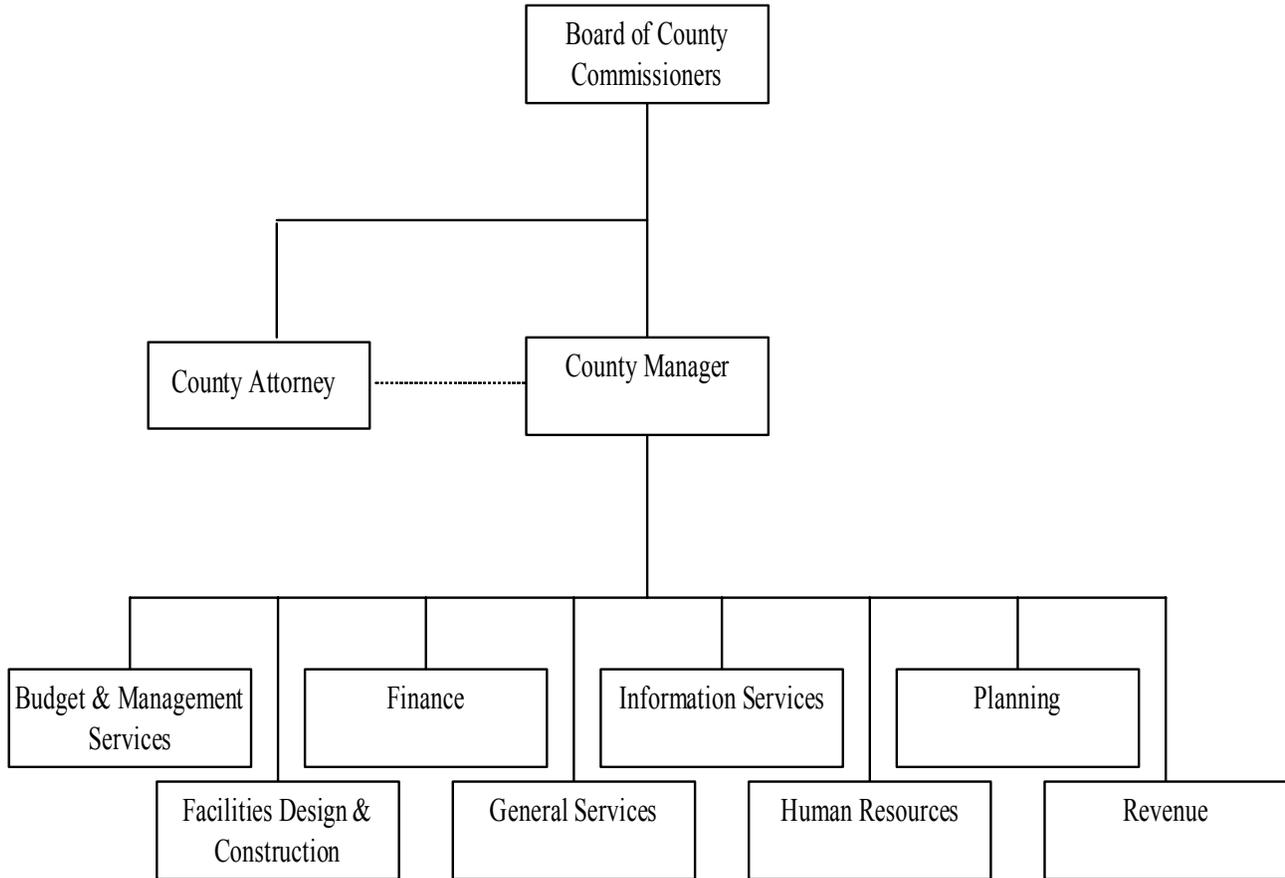
Interest income, an elastic revenue source tend to vary from year to year based on the amount of unspent capital funds available for investment and upon the actual interest rates available, shall be credited to the capital funds for future appropriation.

*Fiscal Year 2002-2003
Adopted Budget*

GENERAL ADMINISTRATION

General Administration Organizational Chart
County Commissioners
County Manager
Capital Area Work Force Development-Special Revenue Fund
County Attorney
Budget & Management Services
Facilities Design & Construction
Finance Department
Risk Management-Internal Service Fund
General Services Administration
Information Services
Human Resources
Planning
Revenue
Revaluation Reserve-Special Revenue Fund
Non-Departmental Accounts

*General Administration Organization
Fiscal Year 2002-2003*



County Commissioners

PROGRAM DESCRIPTION

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

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

GOALS & OBJECTIVES

- Prompt preparation of Commissioners' minutes.
- Prompt indexing of Commissioners' documents and actions.
- Prompt correspondence of board appointments.
- Prompt codification of adopted ordinances.

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Development of Growth Management strategies.
- Adoption of Environmental Stewardship agenda.
- Adoption of watershed protection strategies, including a countywide watershed protection plan and regulations for the Neuse River Basin and Cape Fear River Basin.
- Open space preservation land acquisition.
- Transportation planning.
- Adoption of Stormwater Control Management and Watercourse Buffer Regulations for Wake County.
- Adoption of \$638.06 million budget for FY2003 without raising taxes.
- Financial stability, maintaining AAA bond rating.

-
- Establishment of a 16-member Citizens Advisory Committee to examine the school system's operational needs and determine appropriate levels of local funding for the school system.
 - Facilities: Eastern Regional Center groundbreaking, IMAX Theater opening, South Wilmington Street Center opening, Fuquay-Varina Early Learning Center opening, Willow Spring Fire Station groundbreaking, Capital Area Soccer Park opening.

KEY ISSUES FOR FY2002-2003

- Continue emphasis on being a catalyst for major issues that have countywide implications by leading the efforts of collaboration and regionalism.
- Advancement of the County's leadership role in environmental stewardship, particularly open space land acquisition, watershed management, groundwater sustain ability, and the Little River Reservoir project.
- Transportation planning.
- Unified Development Ordinance.
- Focus on Wake County Public School System's operational costs with review and analysis of the recommendations of the Citizens Advisory Committee.
- Planning for bond referenda for next phase of school building program and other projects.
- Long-term plans for parks and public libraries.
- Solid waste disposal options, including extending the life of the current landfill.
- Continued examination of revenue sources while addressing uncertainties caused by the State's budget difficulties.
- Strategic planning for mental health reform and other Human Services issues.

General Administration

Budget Summary

County Commissioners	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$285,444	\$299,449	\$308,299	\$308,299
Operating Expenses	\$83,381	\$119,500	\$119,500	\$119,500
Capital Outlay	\$0	\$0	\$0	\$0
EXPENDITURE TOTALS	\$368,825	\$418,949	\$427,799	\$427,799
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$0	\$0	\$0	\$0
REVENUE TOTALS	\$0	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	3.0	3.0	0.0	3.0

County Manager

PROGRAM DESCRIPTION

The County Manager is responsible for general administration of all county departments and agencies under the guidance of the governing body, and for maintaining effective relationships with semi-autonomous and autonomous agencies. The County Manager oversees the implementation of Commissioner goals and policies, and advises the Commissioners on financial matters, services, and other issues.

GOALS & OBJECTIVES

- Provide clear direction, leadership, and strategic management necessary to accomplish Board policies.
- Assure the financial integrity of Wake County Government.
- Provide effective public information and customer service.
- Develop and oversee the implementation of long range strategic planning.
- Ensure effective legislative advocacy of county issues.
- Continue promoting economic development programs.
- Develop relationships and partnerships at all levels of government and with other agencies to improve opportunities for acquiring and/or leveraging resources and influence decision making that impacts Wake County.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
County Manager Measures			
Maintain highest possible bond rating	AAA	AAA	AAA
Conduct annual goal and priority setting process for Board and staff	yes	yes	yes
Respond to citizen inquires/comments within two working days	100%	100%	100%
Respond to Board inquires within one working day and maintain contact until issue is resolved	100%	100%	100%

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Staffed the ongoing work of the Growth Management Task Force, which has been meeting since September 2000 to develop a recommended countywide Growth Management Strategy.

General Administration

- Staffed the newly established Watershed Management Task Force, which began meeting in May 2001 to create a community-based strategy for protecting and restoring the uses and functions of county streams.
- Added more than 200 acres of open space in the last year, and supported work toward a consolidated open space plan. For the first time in the County's history, all 12 municipalities are working on open space preservation plans to be incorporated into a consolidated open space plan for Wake County in the summer of 2002.
- Maintained AAA bond ratings (the highest granted by the major rating agencies), which saved the County millions of dollars in interest payments when bonds were sold for school and criminal justice facility construction. Because of the excellent credit rating and our long-term Capital Improvement Plan model, a tax increase was not required to repay these bonds.
- Opened homeless shelter for men in October 2001. South Wilmington Street Center (SWSC) will help men achieve greater self-sufficiency and move into permanent, affordable housing.
- Developed new protection rules that exceed State requirements for the Neuse River Basin and Cape Fear River Basin.
- Received excellent audit from the firm of Dixon Odom, PLC, earning an unqualified report with no material internal control findings.
- Established an e-Government Office, directed by the Chief Information Officer with staff assistance from the Public Information office, to examine business processes, promote customer service through electronic interactions, and improve staff efficiency.
- Distributed to more than 115,000 citizens an update on the 2000 bond referendum, explaining what the bond money had been used for and which projects were underway since November 2000, when the referendum was held.
- Distributed to more than 115,000 citizens the 2001 Annual Report, outlining accomplishments of the past year and providing highlights of major issues before the County, from 2002 and beyond.

KEY ISSUES FOR FY2002-2003

- The FY2003 budget includes various reductions to the County Manager's budget, including the release of an administrative assistant position.
- Complete the Wake County Growth Management Plan.
- Complete the Watershed Management Plan.
- Complete the Comprehensive Open Space Plan.
- Continue examining business processes and practices, using technology (e-Government) as a strategy for improving the way we do business, and for meeting customer expectations that more business is conducted electronically and "at their place, on their time."

General Administration

- Complete web site overhaul in September 2002, to make the web site more user friendly and accessible. The site is being developed with a great deal of citizen input, in order to provide better customer service and meet citizen expectations.
- Open Eastern Regional Center in Zebulon, to provide an array of one-stop services in collaboration with community partners, local municipalities, schools, faith groups and civic groups.
- Consider and adopt long-term master plans for parks and libraries, to meet the needs of growth for the next ten years.

Budget Summary

County Manager	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$502,484	\$678,642	\$699,345	\$693,345
Operating Expenses	\$91,302	\$107,451	\$87,044	\$93,044
Capital Outlay	\$0	\$0	\$0	\$0
EXPENDITURE TOTALS	\$593,786	\$786,093	\$786,389	\$786,389
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$0	\$0	\$0	\$0
REVENUE TOTALS	\$0	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	9.0	10.0	-1.0	9.0

Capital Area Workforce Development

PROGRAM DESCRIPTION

The Capital Area Workforce Development fund is established to account for U.S. Department of Labor and N. C. Department of Commerce employment and training grant activities as they relate to the federal Workforce Investment Act of 1998, and various other federal and state initiatives.

The Wake and Johnston Counties' Boards of Commissioners created the Capital Area Workforce Development Consortium in 1983. The Consortium plans, administers, competitively procures service providers, conducts quality assurance, and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board.

The Board's responsibilities include chartering and enhancing the area's JobLink Career Centers, part of the national network of one-stop career services. Board goals include: Enhance the productivity, profitability and competitiveness of local businesses; increase the probability of long-term employment success of adults and youth; expand community awareness of and strengthen involvement in workforce development; and, ensure the effective and efficient use of resources.

Block grants provide funding for universal workforce development services to the two counties' employers, adult and youth job applicants, and to dislocated workers and companies experiencing layoffs and closings. The labor force in Wake and Johnston counties numbers over 425,000 and there are 25,000+ employer locations.

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

County Attorney

PROGRAM DESCRIPTION

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

GOALS & OBJECTIVES

- Problem avoidance to minimize lawsuits
- Successful defense of lawsuits
- Successful prosecution of county initiated lawsuits
- Timely completion of juvenile (child protective services) cases

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Successfully negotiated with Motorola to desist a lawsuit resulting from the cancellation of the 800MHz contract. Assisted in contract negotiations with Motorola for a new communication system, through a partnership with the State Highway Patrol.
- Completed negotiations of a lease contract with Exploris-IMAX, the operator of this County-owned facility.
- Won the Federal case regarding the South Wake Landfill at the District Court level. The case is now on appeal to the 4th Circuit Court. Argued the State's case in the Court of Appeals.
- Completed the purchase of the Hosley property, part of the County's Open Space initiative.
- Completed contract between the Capital Area Soccer League, the operator of the new County-owned center in Cary, and TWEAN, the parent company of the Carolina Courage, the main tenant at the Center. Also negotiated the naming rights for the center.
- Continued providing preventative legal services to County departments. No tort judgements were issued against the County.

KEY ISSUES FOR FY2002-2003

- Continue defending landfill permit in Federal court
- Continue providing preventative legal services to County departments
- Continue to provide needed court services to process juvenile cases in timely manner in order to meet Federal and State guidelines.

General Administration

Budget Summary

County Attorney	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$747,583	\$751,146	\$841,881	\$841,881
Operating Expenses	\$66,207	\$79,800	\$79,800	\$79,800
Capital Outlay	\$0	\$0	\$0	\$0
EXPENDITURE TOTALS	\$813,790	\$830,946	\$921,681	\$921,681
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$2,537	\$0	\$0	\$0
REVENUE TOTALS	\$2,537	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	10	10.0	0.0	10.0

Budget and Management Services

PROGRAM DESCRIPTION

Budget and Management Services assists the County Manager in budgeting and operational planning. Duties include providing financial information and guidance to the Board of Commissioners and County Manager. Budget and Management Services advises other departments on the financial conditions of their respective departments and regularly assists with special budgetary requests. This department also reviews all Board agenda items that have resource implications.

Budget and Management Services compiles the annual budget for all Wake County government services. Activities involved include: Preparing a forecast of available revenues and anticipated expenditures; negotiating with departments concerning allocation levels; analyzing costs and revenue sources; maintaining and operating budget management software; and producing recommended and approved operating budget and capital improvements program documents.

This department is the lead agency for countywide management analysis and program evaluation, also providing evaluation, research, and analysis for any department who requests assistance.

GOAL & OBJECTIVES

- Promote an environment for continuous assessment and improvement and instill better business practices such as performance measurement, data collection and analysis, project management, and expense/revenue management.
- Provide stability in the County's unreserved fund balance, within a range of 9 to 12 percent of subsequent year expenditures.
- Develop a financial forecast with an accuracy level of 99.0 percent.
- Recommend a balanced operating budget, consistent with Board of Commissioners direction, by the third Monday in May.
- Assure consistent use of generally accepted standards in financial modeling.
- Reply to requests for service within two working days. Deliver on mutually agreed completion dates.
- Provide County departments with professional level consulting services, helping them achieve their performance targets.
- Provide ad-hoc requests for information, statistical analysis and critical review in a professional and expedient manner.
- Research best practices in local government operations and administration.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Budget & Management Service Measures			
Unreserved fund balance as percent of expenditures	12.5%	14.0%	12.0%
Accuracy level of sales tax revenue forecast	99.2%	96.0%	99.0%
Accuracy level of property tax revenue forecast	99.4%	99.5%	99.0%
Budget revisions processed	85	75	85
Budget adjustments processed	49	60	50
Overall service rating from department directors	n/a	n/a	90%
Average response time to requests for service	<3days	<2 days	<2days

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

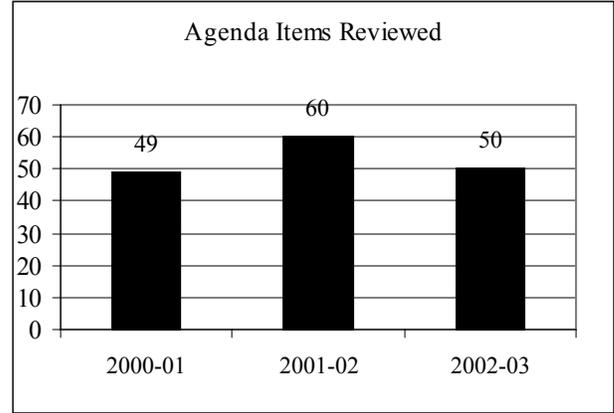
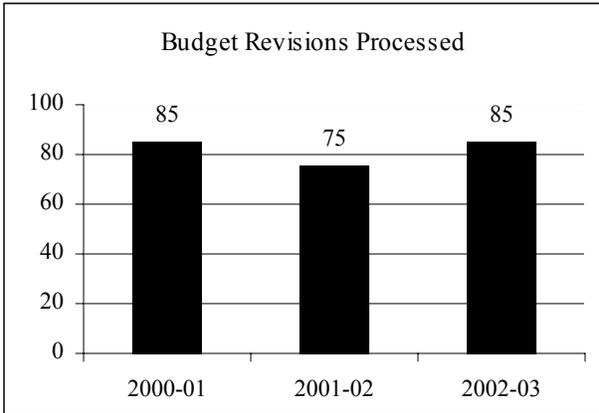
- Initiated *County Trends* monthly publication which features key economic indicators, workload data indicating demand for services, and performance measures related to outcomes and benchmarking.
- Upgraded capital improvement planning framework to include expanded request process, more detailed project planning, and creation of comprehensive seven-year program document.
- Staffing analyses for geographic information services (GIS), child service and maternal care coordination services, and soil & water conservation district. These studies analyzed the demand for services and compared it to the supply of labor available to meet that demand.
- Developed performance management mechanism for animal control and enforcement services.
- Collected data concerning organizational public information efforts as part of analysis of the corporate communications strategy.
- Conducted sales tax distribution method analysis to determine the impact a change in distribution would have on County and municipalities' revenue.
- Performed analysis of special law enforcement district to determine the feasibility and tax rate impact of creating special districts outside the incorporated areas of the County.
- Received the Distinguished Budget Presentation Award, presented by the Government Financing Officer Association. Met all criteria of the awards program.
- Developed Financial Trend Monitoring System and financial forecasts.
- Updated mileage reimbursement versus use of fleet vehicles policy.

General Administration

- Conducted analysis of 911 Fund revenue and expenditure.
- Performed analysis of Wake County ABC Board financial management responsibilities.
- Restructured financial structure of solid waste operations and capital activities.
- Facilitated historic preservation commission's review and endorsement of recommendations presented in strategic analysis of service delivery.
- Provided County Manager with a balanced FY2003 budget to present to the Board of Commissioners May 20, 2002.
- Improved our public information efforts by providing the budget document and other key information about County operations on the County web site.
- Completed and documented facility assessments for fire and emergency medical services stations as a member of the County's Facility Planning Team.

KEY ISSUES FOR FY2002-2003

- Continue developing more meaningful performance measures for all departments with an emphasis on developing an annual performance measurement report.
- Continue service delivery analyses identified in FY2002.
- Analyze the Human Services budget with the purpose of establishing a cause and effect relationship for variances in financial results.
- Begin developing longer term budgeting, looking at developing a multi-year budget.
- Provide analytical support to the County Manager and the Board of Commissioners as the County works with the Wake County Public School System in identifying capital projects for the next phase of the building program.
- Continue providing analytical assistance to departments dealing with increased demand for services, to determine the appropriate level of funding needed to meet County goals.
- Integrate future parks, library, fire and Emergency Medical Services capital needs into the county-wide capital improvement program.
- Provide a performance reporting mechanism for the County to link resources with outcomes and improve the effectiveness of service efforts, increase the efficiency of operations, and enhance the accountability to the public.
- Promote an environment for continuous assessment and improvement and instill better business practices such as performance measurement, data collection and analysis, project management, expense/revenue management.
- Continue to refine capital planning to better reflect operating impacts, integrate municipal capital plans, and incorporate geographic information systems analysis.



Budget Summary

Budget & Manager Serv.	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$321,891	\$404,116	\$417,313	\$417,313
Operating Expenses	\$23,988	\$24,800	\$24,800	\$24,800
Capital Outlay	\$0	\$0	\$0	\$0
EXPENDITURE TOTALS	\$345,879	\$428,916	\$442,113	\$442,113
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$0	\$0	\$0	\$0
REVENUE TOTALS	\$0	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	5.5	5.6	0.0	5.6

Facilities Design and Construction

PROGRAM DESCRIPTION

The Facilities Design and Construction Office has three primary areas of responsibility: 1) planning, design, and construction of capital projects, 2) management of real estate acquisition activities, and 3) surveying and mapping necessary to support the capital program, real estate initiatives and solid waste disposal activities.

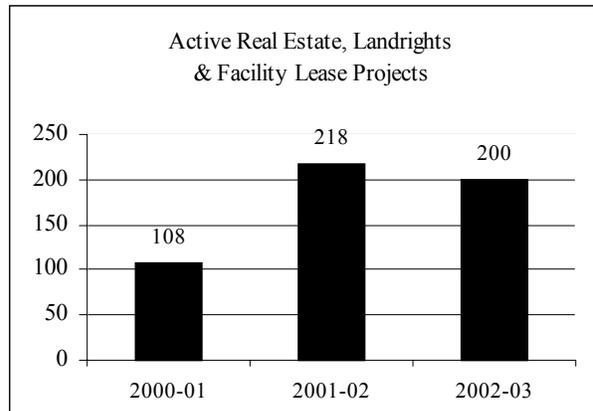
The Facilities Design & Construction Office manages the planning, design and construction of capital improvement projects that typically range in value from \$100,000 to \$20 million.

The duration of these projects ranges from several months to 2-3 years.

Generally, the types of capital projects include public safety facilities, libraries, parks, office buildings, museums, historic building restorations, emergency communications facilities, water and sewer projects, flood control

projects, landfills, site development, building renovations and major deferred maintenance projects. All design services, construction work, materials testing and various other services are outsourced to private firms through competitive procurement methods as allowed by NC General Statutes. Experienced Facilities Design and Construction Project Managers administer the procurement process and assure that consultants and contractors comply with contract terms.

This office also manages real estate acquisition, disposes of surplus real property, negotiates easements, encroachments, land rights and long term (longer than one year) facility leases for the county. This effort involves working with numerous Wake County, municipal and state agencies along with attorneys, commercial realtors and private property owners. Experienced real estate staff is assigned to negotiate and acquire land rights needed for numerous projects. Real property issues encompass such projects as simple cross-country utility easements, complicated multi-party shared easements, urban property acquisition / disposition in areas, conservation easements, and acquisition of property for parks, flood control projects and public reservoirs. Acquisition of land rights associated with the County's Open Space Preservation Program is a key responsibility.



The office of Facilities Design and Construction is responsible for all surveying and mapping necessary to support the County's many capital improvement projects, real estate functions and solid waste management activities. With regard to County landfills, the Office ensures that surveying, mapping and volumetric calculations are conducted on a periodic basis to verify quantities of solid waste deposited by the contractor who operates the County's landfills. This data is essential for accurately predicting long term solid waste disposal facility needs. Other types of surveying services provided include: boundary, topographic, utility, easement, ground control, as-built and wetlands delineation. All surveying and mapping services are provided through numerous contracts with experienced private firms.

GOALS & OBJECTIVES

- Complete planning, design and construction of high quality, energy efficient, user-friendly facilities within the time and budgetary constraints included in the County's capital improvement program.
- Assure compliance with NC General Statutes and adherence to County policies and administrative standards during the planning, design, bidding, and construction of capital projects.
- Manage planning, design and construction of water and sewer projects consistent with County's Water and Sewer Development Policy. Includes coordinating these efforts with municipal staff and representatives of private firms expanding or locating new facilities in Wake County.
- Continue working collaboratively with staff of all municipalities in Wake County, Public School System and nonprofit groups in effectively coordinating and jointly planning public facilities to enhance community use and make the best use of government and community resources.
- Provide cost-effective real estate consulting services to meet real property and long term facility leasing needs of County agencies. Manage all real estate services to support the County's Capital Improvement Program and Open Space Preservation Program. Includes providing sufficient factual information and sound advice to the Board of Commissioners to enable them to make prudent real estate and land rights decisions.
- Solicit and evaluate proposals, negotiate terms and conditions, and manage executed contracts for pre-design phase professional services. These services generally include real estate appraisals, environmental assessments, geotechnical engineering, surveying and mapping, specialized consultant studies, master plan development, and facility programming necessary to successfully implement Board approved initiatives and plans.
- Coordinate contractors' response and verify resolution of all County warranty claims during the standard one-year guarantee period on all capital projects.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Facilities Design and Construction Measures			
Percent of projects completed in accordance with County's CIP schedule	80%	80%	85%
Percentage of real estate/landrights issues resolved within planned time period	90%	90%	90%
Active capital improvement projects managed	42	45	45
Active surveying and mapping projects managed	118	120	80
Active real estate, landrights & facility lease projects	108	218	200

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Worked with Public School System on the key elements of the "Strategies to Optimize the Planning, Design, Construction, Repair, and Maintenance of School and County Facilities" report.
- Completed construction of the Exploris/IMAX Theater facility.
- Completed Phases 1A (\$9.5 million) and 1B (\$5 million) of the State Capital Soccer Park through a joint venture with the Capital Area Soccer League, the State of North Carolina and Wake County. Completed design and permitting of Phase 1C.
- Finalized agreement with the State Highway Patrol to use emergency radio communications equipment owned separately by the State and Wake County.
- Explored alternative sites with Cary and Raleigh and completed preliminary design studies for a back-up 911 Emergency Communications Center (back-up for Raleigh and Cary Communications Centers).
- Finalized 248 bed expansion of Detention Annex on Hammond Road, completed renovations to the existing kitchen and laundry in the Public Safety Center. Continued to monitor inmate population trends in County's detention facilities (average population fluctuated from a low of 712 to a high of 875 inmates) to enable the Board to be given reasonable advance notice of the need to begin construction of the next phase of detention facility improvements.
- Completed demolition and asbestos abatement for judicial services renovations planned on 2nd and 10th floors of the Courthouse; began renovations on these floors, consistent with the 1999 Justice Facility Master Plan.

General Administration

- Developed prototype design for Fire/Ems facilities to be constructed in County jurisdictional areas. Completed and documented a detailed facility assessment of 55 existing Fire/Ems stations in areas where the County provides these emergency services.
- Successfully negotiated a lease extension of one year for the Cameron Village Library (now ends June 2005) to enable the County to postpone capital expenditures and explore various options for regional library service in that area.
- Finished construction drawings for wooden bridges crossing streams along the proposed American Tobacco Trail; Evaluated various alternatives for water and sewer services to Yates Mill County Park; demolished all old structures designated to be removed in Phase 1 and began various site improvements.
- Completed improvements to the homeless services facility, known as the South Wilmington Street Center.
- Completed construction associated with re-use of an abandoned elementary school in Fuquay-Varina to serve as an Early Learning Center.
- Construction associated with replacement and expansion of solid waste Convenience Center #1 and #4 were completed.
- Continued implementation of 1998 Water and Sewer Plan including utility merger studies and activities for Wake Forest/Raleigh, Morrisville/Cary, Morrisville/Raleigh, Knightdale/Raleigh alternatives, preliminary feasibility studies of a potential water supply reservoir in the Middle Creek basin at the Johnston/Wake line, and finalized Interlocal Agreement between the County, Apex, Cary, Fuquay-Varina, Holly Springs and Morrisville to jointly fund and collaborate in preliminary engineering studies for wastewater treatment plant alternatives for western Wake County.
- Acquired 24 parcels of land totaling 261 acres and 9 dwelling units, for the future Little River Reservoir in eastern Wake County.
- Acquired 89 acres of old Hartsfield, Price, Perry farm adjacent to Mitchell Mill State Park/future Little River Reservoir lands already in public ownership. Acquired conservation easement on 19 acre tract along 2,200 feet of Neuse River, just south of Poole Road as part of Phase 1 of the Open Space Land Acquisition Plan.
- Acquired additional school park lands to enhance and expand the Community Use School Park program; nine new school park projects were under land acquisition, design or construction phases.
- Construction began late Fall on the new Eastern Regional Governmental Center in Zebulon.

- A number of County building renovation projects were designed and construction was initiated including security improvements, Board of Elections renovations, renovations to 6th and 7th Floors of Wake County Office Building, Mall Level Development Services area renovations for customer service improvements and other renovations and life safety improvements.

KEY ISSUES FOR FY2002-2003

- Decrease various line items to reduce operating expenses.
- Implement the County's Capital Improvement Program, consistent with project schedules approved by the County Manager or Board of Commissioners.
- Continue work to build infrastructure for 800 MHz radio communications system and other emergency communications projects which will facilitate long term use by all public emergency service providers in Wake County
- Finalize long term master plan for Fire and Emergency Medical Services capital and facility needs; complete construction of Willow Springs Fire Station; complete design and begin construction of Stony Hill Fire Headquarters/EMS facility.
- Conduct study of downtown County facility parking needs, evaluate benefits of video first appearance and visitation technology in Public Safety Center and Courthouse; Evaluate potential site and conceptual plans for a Courthouse Annex; demolish old jail on 5th Floor of Courthouse and prepare preliminary design for future courtrooms on this floor.
- Closely monitor jail bedspace needs and average daily inmate population; modify long term detention facility capital plans accordingly.
- Monitor progress of active Community Capital Projects to assure compliance with terms and conditions of approved capital funding agreement.
- Complete construction, furnishing and equipping of Eastern Regional Center in Zebulon.
- In partnership with Capital Area Soccer League and Time Warner, complete construction of Phase 1C (\$1.7 million) of the State Capital Soccer Park.
- Continue implementing key elements of "Strategies to Optimize the Planning, Design, Construction, Repair, and Maintenance of School and County Facilities" report.
- Acquire landrights and pursue partnering opportunities for properties, which are designated as critical or high priority, under the County's Open Space Preservation Program.
- Continue pursuing acquisition of remaining property for future Little River Reservoir in eastern Wake County; present Board with list of "unwilling sellers" and develop strategy to complete acquisition of these parcels.
- Work with new owners of Cameron Village Shopping Center to explore renovation/lease extension alternatives for the Cameron Village Library; compare this option with County-owned regional library alternative.

General Administration

- Complete construction additional trail improvements for the American Tobacco Trail.
- Complete design work for Yates Mill County Park and secure bids for construction of infrastructure and environmental research building.
- Continue to jointly develop community use school parks and other public use facilities at new school sites.
- Partner with municipalities to continue implementation of the County Water & Sewer Plan; continue working closely with Research Triangle Foundation to provide water and sewer to the Wake section of Research Triangle Park.

ISSUES ON THE HORIZON

- Update the County's Comprehensive Seven-Year Capital Improvement Program and present to Board for approval.
- Review long term judicial services and County facility parking needs in downtown Raleigh; Develop conceptual plans and present to Board for consideration.
- Working with the Sheriff and County Public Safety staff, update historical and projected average daily inmate population data; Prepare revised bed-space needs forecast, modify detention facility master plan accordingly and present to Board in Spring 2003.
- Help initiate and manage a process to complete an analysis of potential options for long term disposal of solid waste.
- Board approval of long term facility master plan and funding schedule for capital improvements for libraries, parks, Fire and Ems facilities.
- Board approval of long term Open Space Preservation Program in Fall 2003.
- Presentation of findings to Board on the following water and sewer studies: alternative utility merger studies for Morrisville/Cary and Morrisville/Raleigh, utility merger study for Wake Forest and Raleigh, utility merger study for Knightdale and Raleigh, Middle Creek Reservoir study.
- Board of Commissioners consideration of alternative locations for a renovated or new facility to house the regional library currently serving the Cameron Village area.

General Administration

Budget Summary

Fac. Design & Construction	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$518,509	\$599,187	\$610,278	\$610,278
Operating Expenses	\$278,001	\$109,725	\$84,725	\$84,725
Capital Outlay	\$6,833	\$8,500	\$7,500	\$7,500
EXPENDITURE TOTALS	\$803,343	\$717,412	\$702,503	\$702,503
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$0	\$0	\$0	\$0
REVENUE TOTALS	\$0	\$0	\$0	\$0

Position Count

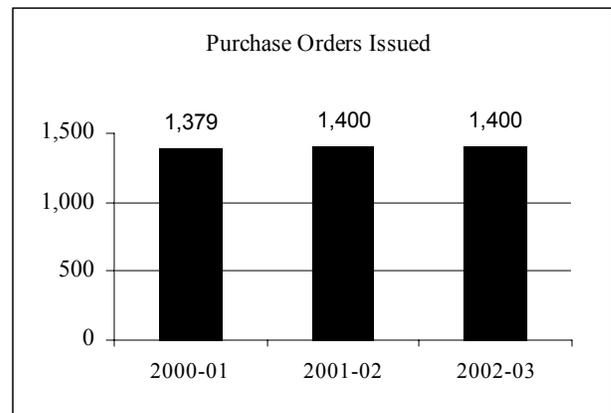
	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	8.0	9.0	0.0	9.0

Finance Department

PROGRAM DESCRIPTION

The Finance Department is responsible for: providing accounting and financial management systems in accordance with North Carolina General Statutes; managing cash, investments, state/federal grants, and fixed assets, expenditure control of the County funds; debt financing / debt service management; procurement of goods and services for all County agencies; payroll/timekeeping; financial reporting requirements for federal, state and local agencies; risk management / safety; and, review County fiscal procedures for efficiencies and maintenance of internal controls. The Finance Department staff is instrumental in helping the County maintain its strong financial condition and triple-A credit ratings. The County's Finance Director also serves as the finance director for the Centennial Authority.

In October 2001, the Finance Department reorganized into 5 main service delivery areas: (1) Accounting and Reporting, (2) Customer Support, (3) Quality Assurance, (4) Project Management, and (5) Risk Management. The purpose of this reorganization was to reemphasize the Finance



Department's commitment of service to our customers (mainly other County Departments) through better definition of our service delivery areas. The new structure enables other County Departments to access Finance staff more efficiently thereby increasing the overall effectiveness in the services provided to Wake County citizens. Through the effective utilization of Finance Department staff knowledge, assistance and resources, Wake County as a whole will support better the use of good business practices, increasing resources directed toward automation and e-Government solutions. The reorganization will allow the Department to take advantage of future opportunities for positive change in the way we conduct business or provide services.

ACCOUNTING AND REPORTING

Accounting and Reporting (AR) is responsible for the integrity of financial information, internal and external reporting, as well as the maintenance of the system of internal controls. AR staff is engaged in revenue management and

supervision of receipt and deposit of funds, accounts receivable billing and collections, interdepartmental charges and telephone charge postings, fixed asset accounting and management, and debt management. AR staff also monitor daily cash flows, wire cash transactions as appropriate, and invest idle County funds in accordance with the County's investment plan. The primary outputs of the AR section are the Comprehensive Annual Financial Report (CAFR) and the monthly interim financial statements. These outputs are provided to the Board of County Commissioners and to key management staff to achieve effective treasury/portfolio management, fixed asset inventory maintenance, debt service payments and cost allocations.

Goals & Objectives

- Prepare CAFR in accordance with generally accepted accounting principles, continuing to comply with requirements for the Government Finance Officer's Association's Certificate of Achievement for Excellence in Financial Reporting.
- There should be no material weaknesses disclosed in the County's Management Letter from our independent auditor.
- Process and record all transactions in a timely manner and in accordance with generally accepted accounting principles, following appropriate internal control procedures.
- Prepare and file a monthly interim financial statement with the Board of County Commissioners and key management.
- Continue implementation of Management's Response to "Review of Cash Collection Process for Wake County" prepared by the Quality Assurance Office.
- Address financial issues and business processes within the Finance Department and other departments as issues are raised by Quality Assurance and Customer Support sections.
- Provide assistance to other sections within the Finance Department to enable them to achieve their own goals and objectives.

CUSTOMER SUPPORT

The Customer Support Division can be further broken down into five main service delivery areas consisting of 1) Employee Services, 2) Procurement Services, 3) Disbursement Services, 4) Grants Administration, and 5) Departmental Liaison.

Employee Services

Employee Services process the County's monthly payroll along with several other payroll runs throughout the month and year. Employee Services also researches pay related questions and answers employee questions related to pay and deductions.

Procurement Services

Procurement Services is responsible for the contract control process, for negotiating procurement contracts, and for establishing County procurement policy that promotes cost savings, efficiency, and quality procurement practices. Paramount to a successful procurement practice is the constant need to monitor policies and practices for compliance with statutory requirements.

Disbursement Services

Disbursement Services is responsible for the disbursement of County funds to vendors for goods and services purchased through the procurement process including contracts, through the procurement card system or through request for payments.

Grants Administration

Grants Administration provides consulting and compliance services to all County departments engaged in providing services to Wake County citizens according to various Federal and State grant programs. These services include interpretation of the grant requirements, financial report preparation to assist the departments with grant reporting requirements, subrecipient monitoring, and an understanding of single audit requirements to help ensure compliance of practices.

Department Liaison

Departmental Liaison provides the human avenue to awareness and connection between the Finance Department and all County Departments to enhance more effective financial management.

Goals & Objectives

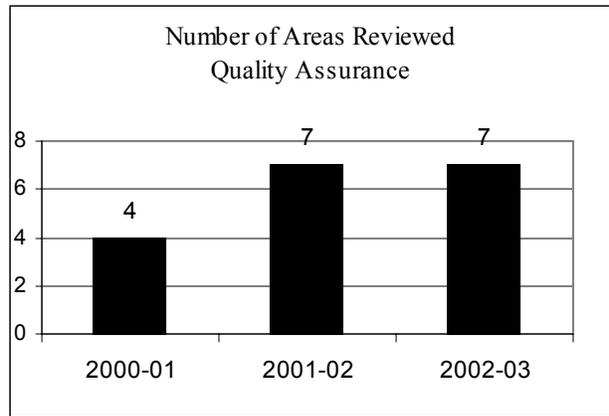
- Upon receipt of a payment request, the Disbursement Services group will ensure that payment is made within a 2 week period
- Ensure that all employees are paid with 100% accuracy on payday and that all payroll related reports are completed on time.
- Process the County's fringe benefits payments accurately and in a timely manner.
- Ensure that no major audit exceptions are noted in the annual audit.
- Reduce the number of purchase orders processed by utilization of commodity term contracts and blanket orders.
- Have no bid awards overturned due to misapplication of bidding statutes and laws.
- Provide effective oversight for grant revenues and expenditures and ensure compliance with grant policies and procedures.
- Provide good customer service by responding to customers in a courteous and timely manner with accurate information.

PROJECT MANAGEMENT The Project Management area of the office maintains all finance related systems, coordinates all projects internal to Finance and outside projects as they affect Finance systems. Data integrity and asset protection are important tasks of this group.

Goals & Objectives

- Interface or develop new systems timely and with proper internal controls as they relate to automated financial systems
- Maintain all systems
- Maintain data integrity

QUALITY ASSURANCE The Quality Assurance program area makes recommendations for improvement of internal controls, assists with the implementation of improvement initiatives, and reviews the system of internal controls as directed by the Finance Director.



Goals & Objectives

- Improve internal controls and efficiency of Wake County operations and business processes.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Accounting and Reporting Measures			
GFOA Certificate of Achievement	Yes	Yes	Yes
Revenues posted weekly	No	No	Yes
Ave. length of Investment Portfolio (days)	185	185	185
Maintain zero findings by independent auditors	Yes	Yes	Yes
Portfolio yield greater than NC Capital Mgmt Trust (basis points)	102	20	50
Customer Support Measures			
Ave. time to process vendor payments (days)	6	10	12
Number of transactions that are automated	62%	67%	73%

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Accounting and Reporting Measures			
Purchase orders issued	1,379	1,400	1,400
Quality Assurance Measures			
Number of areas reviewed	4	7	7
Bank reconcilliation's complete by end of next month	No	Yes	Yes

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Reorganized the Finance Department to streamline and improve service delivery.
- Implemented most comprehensive new fiscal reporting changes in last 20 years (GASB 34).
- Implemented procurement reporting requirements under Senate Bill 914.
- Reviewed all County cash collections sites and developed a plan to improve process efficiency and strengthen internal controls.
- Designed and built an interface from the new tax collection system to the financial system general ledger.
- Implemented plan to revise business processes surrounding the billing and collection function of solid waste and loan function of housing.
- Maintained County's 3 Triple-A bond ratings.
- Graphical User Interface (GUI) became available for the Financial System FAMIS. One of our major accomplishments was the rollout of GUI to all department users of FAMIS and to implement a successful training program.
- Substantially completed and implemented the timekeeping system for all County employees. Resulted in significant reporting efficiencies for the Human Services Department as well as for the County overall.

KEY ISSUES FOR FY2002-2003

- Various line item reductions are included to decrease operating expenditures.
- The Department will increase training efforts during FY 2002/2003 in the following areas: GUI, Procurement Card Program, and Disbursement Processing.
- Provide financial transaction processing on the Internet.
- Complete implementation of travel system.

General Administration

- Using document management and imaging software to improve the Contract Control approval process.
- Continue addressing issues surrounding the Cash Collections Report, implementing on a department-by-department basis as Quality Assurance staff completes internal audit work.
- Implementation of Reporting requirements for MWBE participation and construction bidding method used under Senate Bill 914.
- Participate in the development of an employee portal, which will include personnel and payroll information.
- Mental Health Reform and the potential impacts to the Finance Department through contracts, financial reporting and single audit.
- Investigate procurement / bid presence on the Internet in a manner that provides control and broader vendor notification for increased competition.

ISSUES ON THE HORIZON

- Finance needs to review their suite of software products for newer technology and better cost delivery.

Budget Summary

Finance Department	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$1,457,697	\$1,482,391	\$1,572,761	\$1,572,761
Operating Expenses	\$354,856	\$491,170	\$404,300	\$404,300
Capital Outlay	\$7,410	\$0	\$0	\$0
EXPENDITURE TOTALS	\$1,819,963	\$1,973,561	\$1,977,061	\$1,977,061
Intergovernmental Revenue	\$20,330	\$0	\$0	\$0
Fees & Other Revenues	\$5,051	\$20,000	\$28,520	\$28,520
REVENUE TOTALS	\$25,381	\$20,000	\$28,520	\$28,520

Position Count

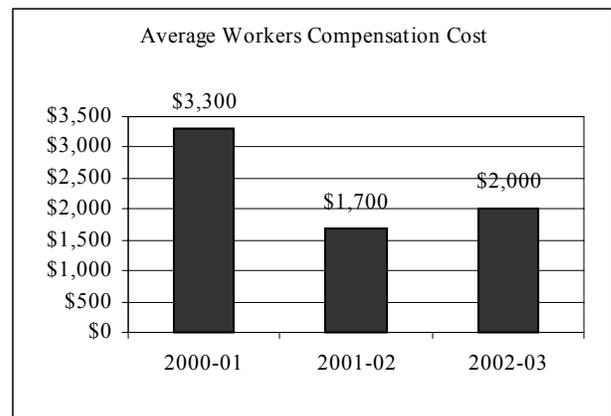
	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	27.5	27.5	0.0	27.5

Risk Management-Internal Service Fund

PROGRAM DESCRIPTION

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

In addition to workers' compensation, liability, and property insurance, medical and dental premiums for employees and retirees are also supported within the Risk Management Fund. The fund pays the claims related to all these lines of insurance, as well as general and administrative costs. With the goal



of zero net income in the Risk Management Fund, the costs of all these activities are charged to the General Fund through a departmental allocation. Contributions from employees for their share of the cost of medical and dental insurance, as well as accruals for actuarially determined future loss development are taken into account to achieve this goal. The actuarial liability of Wake County continues to remain at relatively the same level.

GOALS & OBJECTIVES

Risk Management is focused on achieving the following service objectives in fiscal year 2002-2003:

- Lower the total number of claims per number of employees.
- Endeavor to maintain overall cost of risk at a flat rate in light of hardening insurance market and economic uncertainties.
- Continue to support supervisors through safety training, including new employee orientation, driver training, and ergonomic training.
- Achieve OSHA "Star Status" in the long term.
- Execute departmental allocation and other required accounting in compliance with GASB Statement 34.

General Administration

- Establish Blood Borne Pathogen protocols in cooperation with four area hospitals covering Wake County employees as well as all first responders (Volunteer Fire, EMS) throughout the County.
- Coordinate with General Services to include electronic site inspection program with the revamping of their request center system and CAD system update.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Risk Management Measures			
Workers Compensation complaints as a % of number of employees	0.04	0.04	0.04
Average Worker's Comp. Cost	\$3,300	\$1,700	\$2,000
Average auto claim cost	\$1,400	\$1,200	\$1,500
Auto liability/physical damage	171	176	175
Workers Compensation -Lost time (days)	19	17	20
Total claims	299	303	315
Workplace safety courses offered	15	16	20
Driver improvement training	5	21	35
Safety inspections conducted	25	60	60

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Actual claim volume is below estimated volume indicating successful safety efforts and efficient claims management.
- Developed team approach and communications among school staff, County staff, insurance broker, and contractors as a foundation for future insurance management efforts.

KEY ISSUES FOR FY2002-2003

- Continue to pursue potential for future Owner Controlled Insurance Program.
- Develop batch processing system for reviewing employees' driving records vs. current system of individual inquiries.
- Each year \$2,000,000 is transferred from the general fund to the risk management fund. An actuarial analysis of the financial health of the fund indicated that the transfer can be reduced in FY2003 to \$1,000,000 and maintain the financial integrity.

ISSUES ON THE HORIZON

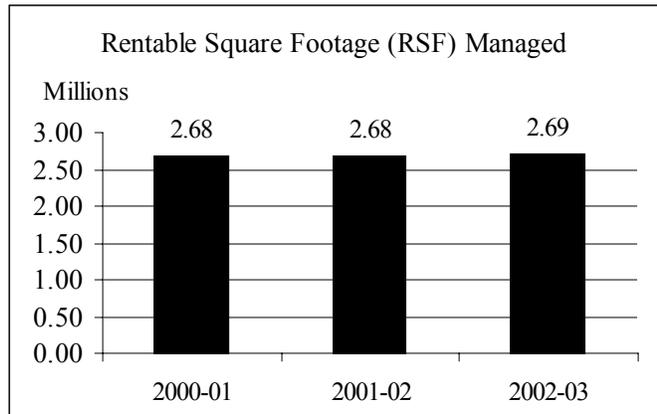
- Evolve from traditional view of Risk Management to an enterprise-wide view. Traditional Risk Management is about avoiding or transferring risk. When looking at risk from a more strategic point of view, there are increased opportunities to manage the organization's value. To that end, there needs to be a more integrated risk management focus which entails identifying all the risks that impact Wake County including operational, financial and strategic risks.

General Services Administration

PROGRAM DESCRIPTION

General Services Administration (GSA) has corporate responsibilities for the following core businesses or cost centers: Facility Management, Fleet Management, General Government and Direct Services. GSA uses an organizational matrix model to provide a broad range of services to Wake County Government and selected partners. Under this model, GSA utilizes staff, financial, and physical resources across organizational reporting lines to advance its core businesses. Additionally,

the department relies heavily on technology to improve efficiency in its workforce. Examples of such technology efficiency improvements include (1) the use of two-way radios for county-wide communication for GSA staff and contract service providers, and (2) building management systems to aid in the control of large building systems to conserve energy and provide paging systems to automatically notify employees when critical equipment has failed or life safety alarms have triggered.



A multi-faceted business management system is used for cost center information, tracking service requests, building system cost, space allocation and facility portfolio historical data. In addition to GSA's Competition Plan, the department also benchmarks its services against published facility cost and performance data compiled by the International Facility Management Association (IFMA) and the Building Owners and Managers Association (BOMA). GSA's goal is to provide its services below market costs.

FACILITY MANAGEMENT

Facility Management includes the full range of work activities required to operate and maintain a facility, both systems and components, in a usable condition that adequately protects the county's capital investment. The cost center operates and maintains facilities, land holdings, building systems, and plant equipment in more than 100 buildings, totaling over 3 million gross square feet of floor space. This responsibility involves planning, providing, and managing productive work environments. More specifically, these responsibilities are grouped under the following functional areas: (1) portfolio management:

General Administration

includes business/technology development and implementation, space planning and allocation of existing facilities, facility financial forecasting, budgeting, and cost containment, (2) facility maintenance: includes general, electrical, HVAC, plumbing/piping, sign graphics, and landscape maintenance; preventive, routine and corrective repair planning and execution, (3) utility management, (4) life safety and environmental management, (5) housekeeping management, and (6) corporate security.

The cost center uses automated systems for energy and comfort control in the larger facilities. Systems also help staff track repair requests, building costs, and facility histories. A computer-aided facility management system tracks the location of all employees and real estate assets in county facilities.

Goals & Objectives

- Manage the county-wide facilities portfolio more efficiently than outside businesses.
- Continue to implement the County's comprehensive facility master plan and corporate facility management plan.
- Manage the facility inspection program and spatial inventory on a building and department specific basis.
- Service all tenant leases and maintain occupancy in facilities available for commercial lease.
- Manage a safe, healthy, and clean environment through professional administration of life safety, environmental, and janitorial services.
- Ensure that facility and occupants needs are met through professional maintenance, repair and replacement.
- Maximize the design life for all Wake County facilities.

FLEET MANAGEMENT

Fleet Management is an asset management function responsible for all elements of the county's fleet of 623 vehicles. Fleet Management is responsible for all vehicles that provide direct and general government support and services. The fleet is managed through the following business units under the Fleet Management core business function:

Asset Management: Includes vehicle procurement and inventory, budget, lease/chargebacks, and vehicle resale.

Service Unit: Provides daily maintenance operations including repair and preventive maintenance. It also provides all repair parts and lubricants to support the maintenance operation, including the purchase, storage, inventory control and issue of all repair parts for the maintenance operation. Fleet operations also receives favorable discounts on original equipment manufacturer parts. The parts section continually meets its goal of three to five annual turns. Major

repairs, such as transmission and engine rebuild, body repair and towing service are outsourced by contract. Fleet operations also provides maintenance service for affiliated non-County fleets on a fee basis.

Fuel Section: Maintains three in-house fueling stations. Electronic fuel keys are issued with each vehicle, and may be used at all locations. These fueling stations provide fuel for the 623 County vehicles in operation, plus contracted fleets consisting of several county rural fire departments, rescue squads, and other governmental agencies. Contracted fleets are charged for fuel at “cost plus”.

Goals & Objectives

- Maximize vehicle availability, matching vehicle with usage.
- Streamline vehicle cost accounting.
- Decrease cost while improving customer service.
- Manage the county-wide fleet more efficiently than outside businesses.
- Remain designated as a BLUE SEAL shop by the national Institute of Automotive Service Excellence (ASE).
- Strive to have all technicians ASE certified as master mechanics.

GENERAL GOVERNMENT

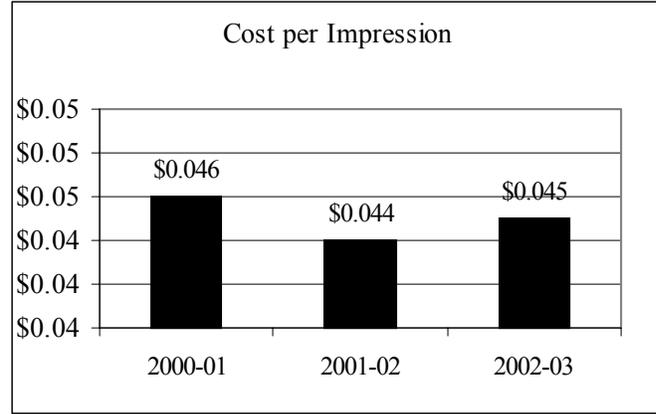
The General Government core business provides a number of services to several county departments, related customers, and the general public. The core business provides support to the 10th Judicial District operations and Courthouse security operation. It plans expansions to and maintains the County’s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

Goals & Objectives

- Provide functional and efficient space and furnishings for the 10th Judicial District.
- Provide sustainable security systems to the Wake County Courthouse and detention facilities.
- Provide efficient handling and disposal of county surplus property.
- Provide violation-free operation of the County’s wastewater systems.

DIRECT SERVICES

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



Goals & Objectives

- Continue aggressive technology goals that advance the business plan for networkable copiers and printers, and for space move management.
- Efficiently manage and allocate employee work space moves and relocations by agency.
- Maintain the move management program and spacial inventory outlined in the master plan.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Facility Management Measures			
Rentable square footage managed	2,678,366	2,678,366	2,685,058
Facilities brought on-line through Commissioning	1	3	1
Percent of facilities free of regulatory violations	100%	99%	100%
Percent of facilities with preventative maintenance	85%	85%	85%
Average facility maintenance cost per square foot	\$1.31	\$1.14 based on gross	\$1.34 (rentable square feet)
Average janitorial cost per square foot	\$1.02	\$1.13	\$1.13
Facility space receiving cleaning services (sq.ft.)	2,085,644	2,168,436	2,195,106
Acres of land being landscaped	476.76	514.43	550.73

General Administration

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
General Government Measures			
Pieces of mail processed	953,114	997,500	1,100,000
Access card holders in security system	15,814	18,200	19,700
Numbers of security incident reports generated	6,852	6,665	7,428
Numbers of hours/work for contracted security	1,996	2,130	2,000
Direct Charges			
Average cost per impression	.046	.044	.045
Number of impressions	10,558,860	12,000,000	12,000,000
Fleet Management			
Number of vehicles managed in lease program	575	623	623
Number of contract vehicles managed for other organizations	115	115	115
Average vehicle lease rate	\$435.46	\$435.46	\$446.44
Number of gallons of fuel consumed	785,000	785,000	840,000
Percent of scheduled vehicle repairs completed within one day	94.68%	94.68%	95%

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Reviewed and updated the energy design guidelines endorsed by the Wake County Citizen's Advisory Commission and approved by the Board of Commissioners. A joint Wake County Public Schools System (WCPSS)/County committee produced a single draft document that would apply to all County government and school system projects.
- Increased collaboration and partnership efforts within the Department, County, and the Wake County Public School System, through the published document "*Strategies to Optimize the Planning, Design, Construction, Repair and Maintenance of School and County Facilities*".
- Developed a strategy to transfer school site recycling operations and maintenance with funding to the single entity that is assigned grounds maintenance responsibilities.

General Administration

- Transferred total contract maintenance and scheduled exercise of the back-up power equipment installed at five designated school emergency shelter sites to the school system along with funding.
- Outsourced mail center courier services and maintained in-house processing and sorting operations.
- Successfully opened and began providing facility management services to IMAX, Hammond Road jail expansion, and South Wilmington Street Center.
- Completed facility assessments at 36 fire stations and 16 EMS/rescue stations in conjunction with the County's Facility Planning Team.
- Provided services assigned to GSA at or below market rates.
- Improved and upgraded integrated standard detention security systems to maximize staff productivity and reduce costs.
- Expanded our building management and supervisory control and data acquisition controls, to maximize staff time, increase control and reduce costs.
- Continued implementation of GSA's Competition Plan while maximizing management benefit from outsourcing vendors and partners.
- Responded immediately and effectively to the 9/11 terrorists attacks on this country, implementing immediate short-range security measures and long-range plans.
- Researched, planned and bid state-of-the-art video probable cause hearing process, saving law enforcement officer, CCBI and 10th Judicial District processing and hearing time.
- Continued the expansion of electronic security to additional county facilities based on GSA's security plan.
- Evaluated GSA's staffing alternatives as additional square footage of facilities and acres of landscaping were added to the county's portfolio without adding new positions.
- Increased personnel training to remain abreast of new facilities technology. Investigate new technology and equipment upgrades for Reprographics operations and searched for partnerships.

KEY ISSUES FOR FY2002-2003

- GSA took various measures in order to reduce operating expenses by just over \$1 million for FY2002-03. They includes the following actions: released 15 vacant positions throughout the Department, reduced funding for alterations and major repairs at County facilities, delayed the replacement of capital equipment, reduced downtown mail service to once per day, and enhanced management of overtime during clean-up efforts for snow, ice, and other hazardous weather events.
- Major enhancements for FY2002-03 will cover rising costs in utilities, housekeeping, and building leases. In addition, GSA will continue scheduled replacement of the County's fleet.

- Security efforts, in the wake of 9/11, will increase, and cost containment initiatives for contract security services must continue to be researched and implemented. The County's corporate security program's personnel services are 100% outsourced. With the aftermath of 9/11, market demand has risen along with the cost of doing business.
- The total cost of facility ownership is increasing based on the complexity and operating requirements of facilities currently being placed in our portfolio.
- Energy costs continue to rise in the natural gas and petroleum market. During FY2002-03, the Public Service Company of North Carolina (PSNC) is requesting an 8% rate adjustment.
- Continue to work with the Wake County Public School System to implement the recommendations published in the staff report "*Strategies to Optimize the Planning, Design, Construction, Repair and Maintenance of School Facilities*", including exploring options of merging Wake County and WCPSS light fleet operations into one facility.
- Develop an on-line work order system for minor repairs and maintenance requests.

ISSUES ON THE HORIZON

- GSA will continue to explore opportunities to partner with other organizations, with the goal of reducing total cost through consolidations.
- New technology and equipment upgrades will be required in order for Reprographics to consistently continue offering high quality, competitive products.
- Operating hours of selected facilities may be modified in an effort to conserve energy. Investments in alternative fuel vehicles and fueling points will be necessary as a means of controlling cost over the long term.
- In order for GSA to continue to remain competitive, employee training must stay current with new and emerging technologies, facility and vehicle components and systems, and industry standards.
- The Mt. Auburn training facility wastewater permit expires in 2003. Upgrades to the treatment plant will be required in order to maintain the current operation of the facility.

General Administration

Budget Summary

General Services Admin.	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$4,671,340	\$5,744,908	\$4,747,013	\$4,747,013
Operating Expenses	\$12,348,788	\$11,178,391	\$12,067,198	\$12,067,198
Capital Outlay	\$360,299	\$1,044,119	\$1,792,106	\$1,792,106
EXPENDITURE TOTALS	\$17,380,427	\$17,967,418	\$18,606,317	\$18,606,317
Intergovernmental Revenue	\$1,578,377	\$0	\$0	\$0
Fees & Other Revenues	\$1,120,548	\$2,542,220	\$3,344,454	\$3,344,454
REVENUE TOTALS	\$2,698,925	\$2,542,220	\$3,344,454	\$3,344,454

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	122.0	121.0	-15.0	106.0

Information Services

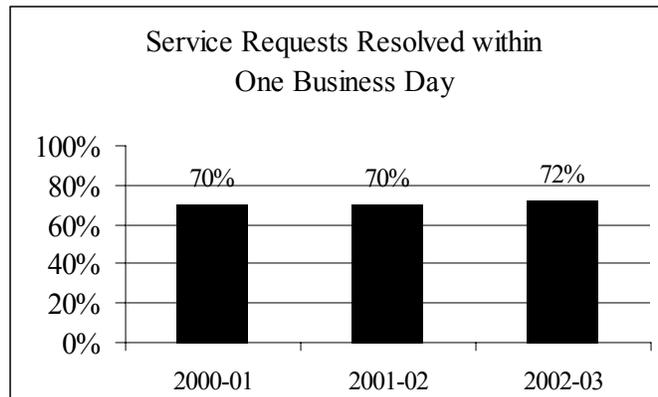
PROGRAM DESCRIPTION

Wake County Information Services provides centralized computer, network and telephone services to County departments.

The Department operates the County's computer center and enterprise network, installs, maintains and repairs computer devices, personal computers (PCs) and terminals.

Information Services also supports server based applications, including real estate information, financial analyses, purchasing and various administrative processes ranging from contract approval to inventory tracking.

The County's enterprise network integrates close to 4,000 PCs and network-attached devices (such as printers and scanners) in thirty major county facilities into one virtual local network at high speeds. The network is connected to the



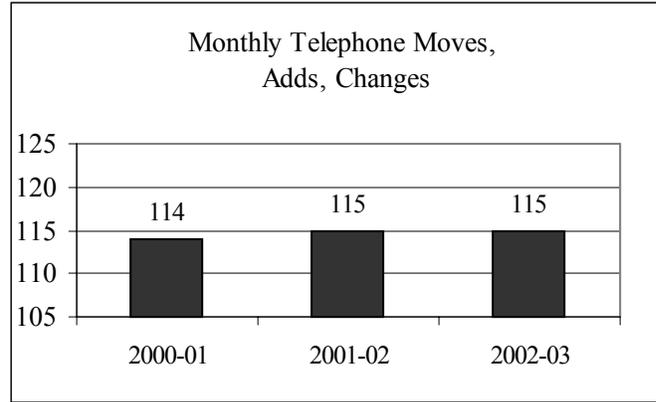
State of North Carolina wide area network, AnchorNet, and forms the backbone for the Wake County Internet and World Wide Web strategies. A secondary internet connection is also provided through the North Carolina Research and Education Network (NCREN) to provide redundancy and load balancing.

Information Services also provides business applications consultation, planning assistance, and operational support through the e-Government Office and through staff assigned to key business units including Land Records, Environmental Services, Human Services, General Administrative divisions, Public Safety, and the Sheriff's department.

Administration of the County telephone system is another major program area of this department. This includes contract management for privatized central phone and voice mail services; coordination of moves, additions and changes; review of new building and renovation projects wiring standards; coordination of repair contracts; and coordination of wireless device services.

GOALS & OBJECTIVES

- Provide a stable, scalable, secure, recoverable technical infrastructure to support the reliable delivery of information and services to internal and external customers. Focus will be placed on infrastructure sizing, security and disaster recovery, and continued commitment to the WakeNet community-wide network.



- Provide computer based applications that are accessible, available and accurate and which result in the streamlining of internal and external processes. Focus will be placed on enterprise-wide document management, internal procedure process improvements and web-enabled business applications.
- Provide training and support services that support the existing core desktop environment and also extend training to new tools in the areas of document management, work flow and internet-based applications. Focus will be placed on the orientation of new workers to the County's electronic workplace and a renewed emphases on the productive use of existing and new technological tools by the existing workforce.
- Participate in all aspects of the County's continued movement to provide government services and information electronically. Focus will be placed on providing the technical support required to expand web-based and phone-based delivery systems and to provide the levels of security needed to ensure user confidence in these systems.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Information Services Measures			
Update five-year strategic plan for automation	n/a	06/02	n/a
Percentage of network availability	98.5%	99%	99%
Percentage of mainframe availability (monthly average)	99%	99%	99%

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Information Services Measures			
Service requests resolved w/o technician dispatch	59%	59.5%	65%
Service requests resolved within 1 business day	70%	70%	72%
Average monthly telephone moves, adds, changes	114	115	115
Average monthly resolved service requests	1,440	1,400	1,400
Average number of pupils trained each month	188	125	125
Number of new Notes users added	590	600	100

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

E-GOVERNMENT

- Formed e-Government steering committee with representation from all departments to guide organizational efforts. Also formed the e-Government Office that encompasses skill sets in web communications, project management, business process analysis, and document management.
- Completed “e-Government Vision and Strategy” document and created a technology project review and prioritization process to assist with funding decisions that support e-Government efforts.
- Initiated work on the County’s web site reconstruction and creation of an employee portal.
- Completed development of the “Wake County Project Management Methodology” and conducted two training sessions.

**TECHNICAL
INFRASTRUCTURE
IMPROVEMENTS**

- Installed a storage area network system, increasing storage capacity and significantly decreasing data back-up and restoration times.
- Implemented first level disaster recovery plans and created a new security unit.
- Updated key system servers and network routers.
- Installed a secondary internet connection to provide redundancy and load balancing, and converted to a new enterprise file and print service.

APPLICATIONS

- Completed rewrite of the primary elements of the collection and vehicle billing systems, and completed web-enabled, on-line business listing application for the Revenue Department.
- Completed testing of new time and attendance system and initiated roll-out for the Finance and Personnel Departments.

- Completed building re-inspection fee interactive voice response unit credit card application for the Community Services Department.
- Completed web interface to real estate data and face lift to the County's web site.

KEY ISSUES FOR FY2002-2003

- Reduce operating expenses by \$293,600 for FY2002-03 with the following actions: released one vacant position, reduced staff training, and decreased the use of contractors.
- Convert funds previously budgeted for contract services to establish three permanent positions in Development Services, Customer Services and Administrative Services.
- Receive additional funds for contract increases in the areas of license/maintenance fees and agreements, data services, Computer Aided Dispatch (CAD) maintenance, and computer equipment leases.
- Provide support for e-Government related initiatives, including reconstruction of the County's website for better access and the expansion of interactive services for more self-service options to county customers.
- Provide support for applications in the area of enterprise-wide document management, internal process improvements, electronic financial transactions, and data security and privacy.
- Enhance consultation support in the areas of business process improvement, project management, and electronic service options.
- Provide technical support for the CAD system with participation from Raleigh and Cary.
- Provide technical infrastructure maintenance and expansion with focus on reliability, redundancy, security and bandwidth management, and extension of technical support during non-traditional work hours.
- Continue work on the integration of land related data systems to provide faster, more effective service delivery to customers and provide real-time information to staff members.

ISSUES ON THE HORIZON

- e-Government strategies and implementation of activities related to internal and external services; increased demand for electronic options, particularly web-based, in all service areas.
- Technical infrastructure security to support varying levels of need for privacy and security mandated by other levels of government (e.g. Health Insurance Portability and Accountability Act, or HIPAA) and desired by customers.
- Technical infrastructure scalability to support wireless services and increased bandwidths associated with increased number and types of electronically provided services.

General Administration

- Disaster recovery and business continuity policies and practices to ensure quick access to critical data systems, and contingency plans to conduct county business when electronic systems are not available.
- Completion of the integration of land related data systems and possible involvement by municipalities in the creation and use of common applications based on ready access to common data.
- Application development and support services, volatility of the industry, increasing expenses for new development and support services.
- Re-examine in-house developed and supported services versus contracted services. Examine computer platforms required to run applications.
- Retention and recruitment of qualified staff (current pay plan will not meet the needs of the future if trends continue as they have in the industry; will need to look for ways to increase compensation to retain qualified staff).

Budget Summary

Information Services	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$2,954,210	\$3,723,645	\$4,012,454	\$4,012,454
Operating Expenses	\$3,626,508	\$3,778,530	\$3,592,073	\$3,592,073
Capital Outlay	\$9,831	\$0	\$0	\$0
EXPENDITURE TOTALS	\$6,590,549	\$7,502,175	\$7,604,527	\$7,604,527
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$395,512	\$0	\$0	\$0
REVENUE TOTALS	\$395,512	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	50.0	60.5	2.0	62.5

Human Resources

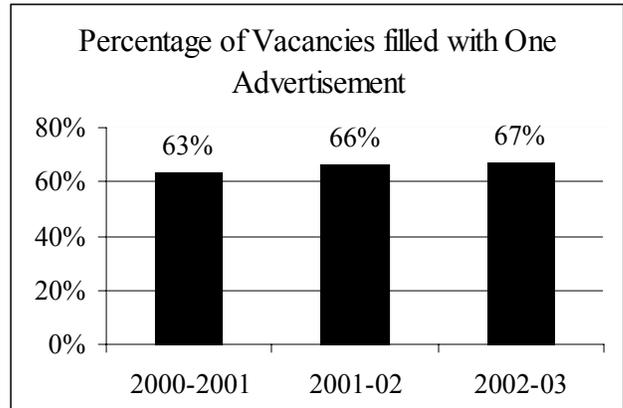
PROGRAM DESCRIPTION

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

The department processes a variety of personnel actions, verifies previous employment, and conducts periodic compensation surveys. In the area of employee benefits, the staff is responsible for designing and implementing benefit programs; processing and tracking benefits and

payroll changes; providing on-going retirement counseling, new employee benefits enrollment, and benefits education; implementing the annual re-enrollment for health/dental plans; and administering COBRA and 125/spending accounts.

The department is the lead agency for developing personnel policies; developing and administering countywide training; developing and implementing countywide employee recognition programs and activities; developing and implementing the countywide wellness program; compensation design and planning; on-going monitoring for compliance with local, state, and federal labor laws; and developing and monitoring the County's Affirmative Action Plan.



Recruitment efforts involve the weekly advertisement of vacant positions to attract qualified applicants, periodic representation at career fairs, and daily

contact with applicants. The department provides consultation to both management and employees on all aspects of personnel-related matters.

GOALS & OBJECTIVES

- Continue to enhance our visibility as an employer of choice.
- Maintain a competitive compensation package.
- Implement Leadership Development & Overview of Wake County training programs.
- Conduct training on performance management, team building, communication, customer service, and change management skills.
- Provide workshops on Wake County’s benefit program.
- Expand supervisory skills training program.
- Maintain and enhance countywide wellness program.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Human Resources Department Measures			
Minorities as a percentage of applicants	32%	27%	30%
Percentage of vacancies filled with 1 advertisement	63%	66%	67%
Salary surveys completed	142	70	70
Position classifications reviewed	271	320	300
Employee benefits changes handled	4,026	3,883	4,000
Number of development training sessions	59	60	60
Total number of vacancies	400	450	450
Participants in CHEER	3,500	3,500	3,500
Employees counseled	256	298	300
Managers/supervisors counseled	287	321	325
Wellness training sessions	17	15	14
Flu shots administered	538	625	700

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Implemented a new human resources strategic plan.
- Designed a leadership and management development program.
- Designed overview of “Introduction to Wake County Government”
- Completed department head salary survey.

General Administration

- Consolidated human resources functions.
- Completed evaluation of retiree health issues.
- Continued employee appreciation and Wake County Employee Day
- Transferred maintenance of personnel system to Information Services
- Continued employee benefit awareness program.

KEY ISSUES FOR FY2002-2003

- Human Resources will conduct a work environment climate survey and develop an action plan that responds to the findings of the survey.
- Review and revamp the employee recognition and appreciation programs
- Transfer two personnel analysts from Wake County Human Services to the Human Resources department in an effort to consolidate services.

ISSUES ON THE HORIZON

- Implement the leadership and management development program and the “Introduction to Wake County Government” program.
- Follow up on the climate survey.
- Improve customer service through on-line user access of electronic forms, increased data integrity through electronic uploads of data.
- Implement document imaging and electronic storage of employee records.
- Contract with an outside consultant to assess and redesign our compensation and performance evaluation systems, to better align them with our culture, business strategies and values.

Budget Summary

Human Resources	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$826,374	\$845,242	\$922,936	\$922,936
Operating Expenses	\$268,290	\$421,679	\$352,338	\$352,338
Capital Outlay	\$0	\$4,039	\$0	\$0
EXPENDITURE TOTALS	\$1,094,664	\$1,270,960	\$1,275,274	\$1,275,274
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$3,645	\$0	\$0	\$0
REVENUE TOTALS	\$3,645	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	18.0	17.0	2.0	19.0

Planning Department

PROGRAM DESCRIPTION

The Wake County Planning Department is the lead County agency in the following areas: comprehensive planning; historic preservation; zoning and subdivision ordinance administration; and demographic information. The Department organizes and facilitates widespread citizen input throughout the County's planning processes. The Department is the primary County liaison with the Wake County Schools on enrollment forecasts. The planning staff are responsible for gathering, modeling, generating and disseminating information related to county growth management, land use, zoning, jurisdictional boundaries, and socio-economics (including population, school enrollment, employment, and income information.) The Department expects to be proactive and an important contributor to the Wake County e-government effort.

The Planning Department is organized into four major service delivery areas: (1) comprehensive planning (includes partnering with other local governments and residents in land use, transportation, and public facility planning) (2) historic preservation, (3) data analysis and modeling, and (4) zoning and subdivision administration.

COMPREHENSIVE PLANNING

The Comprehensive Planning service area is responsible for working with other governments and residents on a range of planning activities including refining the County's Land Use Plan, preparing development ordinances, processing amendments to development ordinances, supporting the Growth Management Task Force, preparing, updating and implementing a strategy for growth management, and preparing, revising, and implementing the Transportation Plan and Collector Road Plan for Wake County.

Goals & Objectives

The goals of the Department in comprehensive planning are to provide leadership in the community's conversation on growth and to pursue multi-jurisdictional and/or public-private solutions to community land use issues. The comprehensive planning efforts will also focus on developing strategies to achieve a more efficient and effective use of government and community resources while addressing community land use issues and problems.

The Planning Department is focused on achieving the following objectives in comprehensive planning in fiscal year 2003:

- Partnering with other departments, local governments and stakeholders in completion, adoption, and implementation of growth and environmental initiatives, including: the Wake County Growth Management Strategy, Open

Space Plan, Watershed Management Plan, Groundwater Capacity Analysis, and Transportation Plan.

- Substantial completion of the Unified Development Ordinance.
- Completion of the Land Use Plan for Garner, Fuquay-Varina, and Angier Urban Services Areas.
- Continue to support implementation of the Wake County Water and Sewer Plan including merging of municipal utilities and development of a regional wastewater treatment plant to serve western Wake County.
- Annual update and refinement of the Wake County Land Use Plan.

**HISTORIC
PRESERVATION**

The Historic Preservation service area is focused on conserving significant buildings, structures and places that are a part of the history of Wake County or that are significant to the character of the communities in the County. Planning staff achieves historic preservation efforts through a combination of direct conservation initiatives and programs, longer term education efforts, as well as by integrating historic resource considerations in development planning and decision making.

Goals & Objectives

In the long term, the County's preservation program is intended to ensure that all of Wake County's roughly 1,000 historically significant properties are preserved. The Historic Preservation service area has the following objectives for FY 2003:

- Initiate or complete National Register listing/landmark designations for seven properties.
- Identify and target conservation efforts to properties most susceptible to demolition and reduce the number of demolitions below the eight-year average of 20 per year.

**DATA ANALYSIS &
MODELING**

This service area involves the capturing and manipulation of land use and demographic information and disseminating of information to County staff, other organizations, and the public. The primary activities include developing school enrollment projections, supporting the Geographic Information Services division with demographic and land use data, providing interactive network-based data analysis, and responding to information and analysis requests from County and non-County customers.

Goals & Objectives

The demographic analysis and dissemination efforts are intended to help citizens and staff better understand and predict the dynamics of growth and its effects on public facilities and services. In the long term, the data analysis and modeling service efforts provide a foundation for the County's network-based

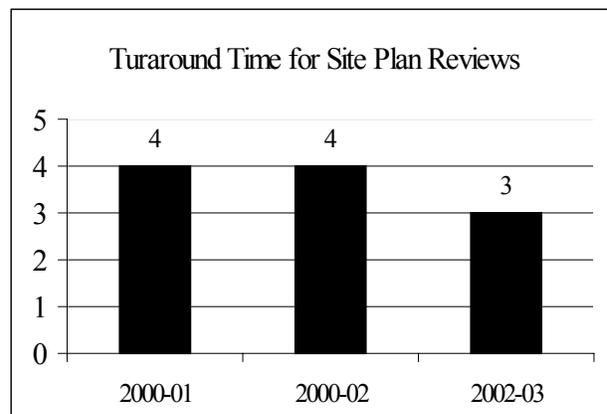
and traditional data models on land use, development, zoning, boundaries, and growth management.

In FY2003, this service area will achieve the following objectives:

- Complete development of a Land Use Analysis and Modeling Tool Set application.
- Provide data or models for school projections within 3 weeks.
- Provide data or models with a margin of error of less than 1 percent for school enrollment projections.
- Reduce the number of staff hours dedicated to Data Center Reports and Analysis through technology improvements and continued use of interactive tools.

**ZONING &
SUBDIVISION
ADMINISTRATION**

The Division of Zoning and Subdivision Administration administers the Zoning and Subdivision Ordinances, reviews regular, minor and exempt subdivision plans for compliance with the Subdivision Ordinance, reviews/approves construction plans and administers letter of credit program for Subdivision Ordinance compliance, reviews commercial site plans for compliance with the Zoning Ordinance and provides code enforcement for the Zoning Ordinance. The Division also supports the Board of Adjustments, a quasi-judicial body that hears and decides on variances from the Zoning Ordinance, appeals and processes Special Use Permit applications.



Goals & Objectives

The success of the Zoning and Subdivision Administration Service Area is defined along a number of goals and service objectives. The following goals provide the basic orientation for the Zoning and Subdivision service area efforts:

- Ensure efficient, consistent, accurate and timely review of regular, minor and exempt subdivisions.
- Facilitate customers understanding of subdivision and zoning processes through clear and concise written materials, schedules, and informational brochures.

General Administration

- Enhance public access to electronic information including ordinances, pending applications (subdivision and special use permits), schedules, meeting minutes, etc. through the continued development and maintenance of the Development Review Web Page.
- Continue to refine the Development Review Staff process (inter-departmental review of regular preliminary subdivision plans and special use permit applications) to streamline collection and dissemination of information. Develop and implement electronic subdivision plan review capabilities and coordinate as needed with other departments.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Comprehensive Planning Measures			
Percent of surveyed customers rating products and services as meeting expectations	n/a	n/a	90%
Historic Preservation Measures			
New historic properties added to the highest two levels of preservation protection (Local and National status)	13	6	7
Number of historic properties demolished in a given year (157 historic properties demolished between 1992-2000)	Average 20	Average 20	Average 20
Data Analysis and Modeling Measures			
Turnaround for school enrollment projects	1 month	3 weeks	3 weeks
Accuracy of school enrollment projects	99%	99%	99%
Percent of customers surveyed rating queries as answered in a timely manner	n/a	95%	95%
Zoning and Subdivision Administration Measures			
Turnaround time for zoning site plan review	4 days	4 days	3 days
Turnaround time for family care permits	2 days	2 days	2 days
Turnaround time for minor subdivision plan review	3.5 weeks	2 days	2 days

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Developed Growth Management Strategies to address water/sewer, transportation, open space, schools, and community character and facilitated prioritization of those strategies by the Wake County Growth Management Task Force.
- Completed ordinance amendments to implement Board adopted policies on neighborhood recreation requirements, transitional urban development policies, and traffic impact analysis.
- Completed Phase One (data analysis and four rounds of stakeholder-input) of the Transportation Plan (Thoroughfare and Collector Roads) for Wake County's Land Use Jurisdiction.
- Completed Phase One (data analysis and two rounds of stakeholder-input) of the Land Use Plan for Garner, Fuquay-Varina, and Angier Urban Services Areas.
- Started development of a Unified Development Ordinance from subdivision and zoning ordinances.
- Started development of a computer-based land use analysis and modeling toolset.
- Reduced the turnaround time for minor subdivision plan reviews from 3.5 weeks to 2 days.
- Completed, with the Capital Area Metropolitan Planning Organization (CAMPO), the 2025 County-wide Transportation Plan Update.
- Completed, with Knightdale, the US 64 Bypass Interchange Study and with Apex the NC 55 Corridor Plan.
- Completed the annual review and refinement of the Wake County Land Use Plan.
- Added six historic properties to the two highest levels of protection (local and national.) Began implementing the Historic Preservation Service Analysis.
- Applied to the State for a Jordan Lake Water Allocation (Round 3) to meet needs of Research Triangle Park South, through year 2050.

KEY ISSUES FOR FY2002-2003

- To realign staff resources with ongoing initiatives and decrease expenditures, three planner positions were reclassified and various operating line items reduced.
- Fee increases are included for subdivision applications to cover the increased staff time and costs associated with subdivision permit reviews.
- To support the new traffic impact reviews, a new application fee is established in subdivision application process.

General Administration

- Completion, adoption, and implementation of Growth and Environmental Initiatives including: the Wake County Growth Management Strategy, Open Space Plan, Watershed Management Plan, Groundwater Capacity Analysis, and Transportation Plan.
- Substantial completion of the Unified Development Ordinance.
- Completion of the Land Use Plan for Garner, Fuquay-Varina, and Angier Urban Services Areas.
- Substantial completion of a computer-based land use analysis and modeling toolset.
- Completion of Phase One (of three phases) in developing an integrated Internet- and Intranet-enabled data information system.

ISSUES ON THE HORIZON

- Coordinated implementation of Growth and Environmental Initiatives including: the Growth Management Strategy, Open Space Plan, Watershed Management Plan, Groundwater Capacity Analysis, and Transportation Plan.
- Completion of Phases Two and Three of the integrated Internet-and Intranet-enabled data information system.

Budget Summary

Planning Department	FY 2000-2001	FY2001-2002	FY2002-2003	FY2002-2003
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$993,289	\$1,092,648	\$1,068,201	\$1,068,201
Operating Expenses	\$148,321	\$208,540	\$201,647	\$201,647
Capital Outlay	\$0	\$12,000	\$0	\$0
EXPENDITURE TOTALS	\$1,141,610	\$1,313,188	\$1,269,848	\$1,269,848
Intergovernmental Revenue	\$4,600	\$0	\$0	\$0
Fees & Other Revenues	\$151,696	\$177,542	\$230,320	\$230,320
REVENUE TOTALS	\$156,296	\$177,542	\$230,320	\$230,320

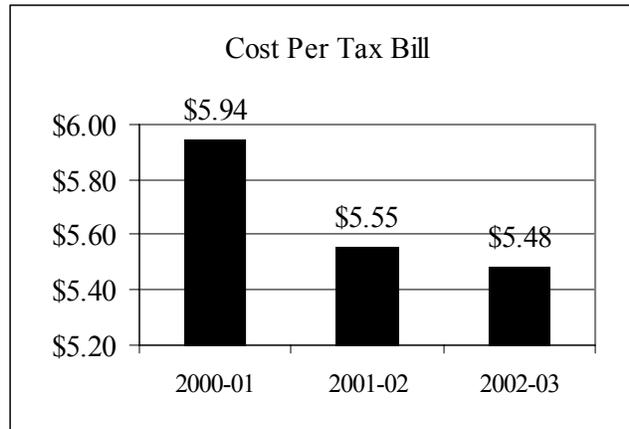
Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	18.0	18.0	0.0	18.0

Revenue Department

PROGRAM DESCRIPTION

The Revenue Department is responsible for various revenue producing activities: placing tax values on all real and personal taxable property in Wake County; billing for all County, fire districts, special districts, and municipal property taxes; and, collecting revenue from property taxes and from prepared food/beverage tax. The Revenue Department has a separate auditing function that reviews business records to verify property listings and tax payments.



GOALS & OBJECTIVES

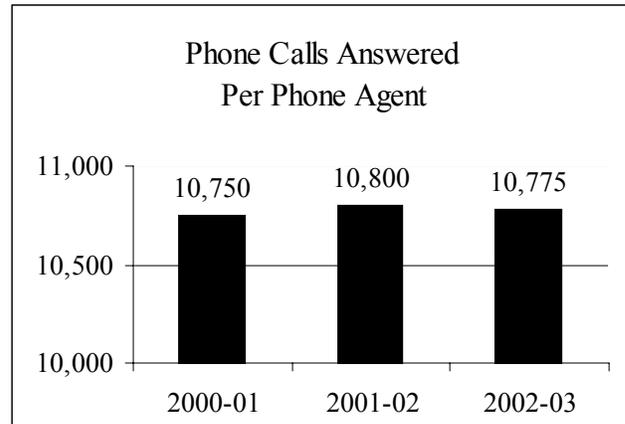
The main goal of the Wake County Revenue Department is to collect 100 percent of the property tax levy within three years of billing and 98.5 percent within the year in which the taxes are billed. Other goals and objectives include reducing the time required for listing property and collecting taxes, continuously improving automated systems in the assessment and collection functions.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Revenue Department Measures			
Assessment ratio	99.7%	95.2%	92.8%
Property tax collection rate	98.5%	98%	98.5%
Cost per tax bill	\$5.94	\$5.55	\$5.48
Phone calls answered per phone agent	10,750	10,800	10,775
Total tax bills	841,738	875,000	910,000
Total Phone calls	248,841	252,700	255,000
Real estate parcels	229,431	239,900	250,000

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Completed the third full year for credit card payments through the Interactive Voice Response system.
- Processed an average of 100 Interactive Voice Response payments per day.
- Appraised 19,010 pieces of new construction.
- Photographed 15,612 newly constructed real estate properties.
- Began production of the on-line business listing system in January with approximately 5,500 business listing by May 15, 2002.



KEY ISSUES FOR FY2002-2003

- The Revenue Department will complete the transition of the collection system from a mainframe application to client server technology and implement by September 2002.
- Complete rewriting the real estate software system, to incorporate changes made in the department's business practices.

ISSUES ON THE HORIZON

- Implementation of a revised assessment, billing and collection system,
- Consideration of doing property revaluations on a cycle shorter than the current eight years,
- Implementation of electronic imaging of all revenue department records.

General Administration

Budget Summary

Revenue Department	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$2,553,939	\$2,885,944	\$2,869,264	\$2,869,264
Operating Expenses	\$807,517	\$906,100	\$946,100	\$946,100
Capital Outlay	\$8,695	\$20,000	\$20,000	\$20,000
EXPENDITURE TOTALS	\$3,370,151	\$3,812,044	\$3,835,364	\$3,835,364
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$957,984	\$925,000	\$998,000	\$998,000
REVENUE TOTALS	\$957,984	\$925,000	\$998,000	\$998,000

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	62.0	62.0	0.0	62.0

Revaluation Reserve Fund

PROGRAM DESCRIPTION

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

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

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

Non-Departmental Accounts

PROGRAM DESCRIPTION

Many expenditures do not directly fit into any specific departmental budget. We identify these items as non-departmental expenditures, transfers, or reserves. Included in these expenditures are payments to public agencies, those organizations that share the interest of Wake County government and provide general services to the County. Also included are community agencies not associated with Human Services and certain expenses that serve several County agencies or Wake County government.

Wake County participates as a member in several organizations that require dues for membership. In most cases annual dues increases are associated with that membership. Outside agencies receiving County funding were asked to participate in similar budget reductions as County departments. Consequently, most agencies received a budget reduction of 3 percent in FY2003.

KEY ISSUES FOR FY2002-2003

Each year the Board of Commissioners appropriates \$50,000 for the CIAA tournament with a non-appropriated commitment up to \$250,000. The most the County has spent for this effort has been \$65,000 in FY2002. Officials with the CIAA tournament are expecting for the actual need to be \$60,000 in FY2003.

In FY2003 the National Scholastic Sports Foundation will hold a high school track meet in Raleigh. Included in this budget is an appropriation of \$25,000 for this event.

An appropriation of \$500,000 is set aside for consulting services. Among the projects that this appropriation may fund are updating development ordinances, growth management planning, organizational analyses, and assistance in obtaining federal funds.

State statutes require that, if the County wants to participate in services provided by the NC Forestry Service, then the County must pay 25 percent of the cost for the local office. Included in the FY2003 budget is \$36,250, down from the previous year's 40 percent payment.

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

Funding of \$1,456,500 is included as an operational subsidy for Exploris and IMAX®. This is in addition to the \$687,000 included in the General Services Administration budget for maintenance, janitorial and security services.

Each year the County is required to set aside one-eighth of the expected cost of the next revaluation. Since most revaluation efforts are contingent upon the number of existing parcels and since it is anticipated that the County will continue to experience growth in the creation of new parcels, the transfer to the Revaluation Fund is set at \$975,000.

\$2.5 million is set aside for performance-based salary increases for FY2003. This will provide for an average adjustment of 2.5 percent.

Non-Departmental Accounts

	2000-2001 Actual Expenditures	2001-2002 Current Budget	2002-2003 Adopted Budget
ECONOMIC DEVELOPMENT			
Greater Raleigh Chamber of Commerce	\$300,000	\$295,000	\$286,500
MEMBERSHIP AGENCIES			
Carolina Innovation	\$3,900	\$5,000	\$5,000
Institute of Government	\$45,986	\$47,400	\$54,100
N.C. Association Of County Commissioners	\$42,313	\$44,791	\$46,991
National Association of Counties	\$7,873	\$8,100	\$8,400
RDU Airport Authority	\$12,500	\$12,500	\$12,500
Triangle J COG	\$135,071	\$152,444	\$169,700
NON-DEPARTMENTAL			
Auditing Fees	\$94,998	\$200,371	\$50,000
Consulting Services	\$132,364	\$1,373,280	\$500,000
Legal/Litigation Expenses	\$0	\$20,000	\$20,000
Miscellaneous Expense	\$91,693	\$100,000	\$100,000
Preliminary Studies	\$8,590	\$50,000	\$50,000
OTHER AGENCIES			
CIAA Tournament	\$50,000	\$65,000	\$60,000
Exploris Operating Contribution	\$0	\$1,500,000	\$1,456,500
Healing Place	\$0	\$250,000	\$242,750
Kids Voting	\$0	\$10,000	\$9,700
National Scholastic Sports Foundation	\$0	\$0	\$25,000
N.C. Symphony	\$35,000	\$35,000	\$34,000
Re-Entry Pre-Trial Release Program	\$404,300	\$421,520	\$421,520
State Forestry	\$50,492	\$58,000	\$36,250
United Arts Council	\$310,000	\$350,000	\$301,000
Upper Neuse River Basin Associates	\$4,329	\$4,300	\$4,300
Women's Commission	\$3,846	\$12,500	\$12,500
TRANSFER TO OTHER FUNDS			
Risk Management	\$2,000,000	\$2,000,000	\$1,000,000
Revaluation Reserve Fund	\$975,000	\$975,000	\$975,000
RESERVES			
Compensation	\$4,536,000	\$4,500,000	\$2,507,250
Contingency	\$650,000	\$600,000	\$600,000
Emergency Reserve	\$1,000,000	\$1,000,000	\$0

*Fiscal Year 2002-2003
Adopted Budget*

HUMAN SERVICES

Human Services Organizational Chart

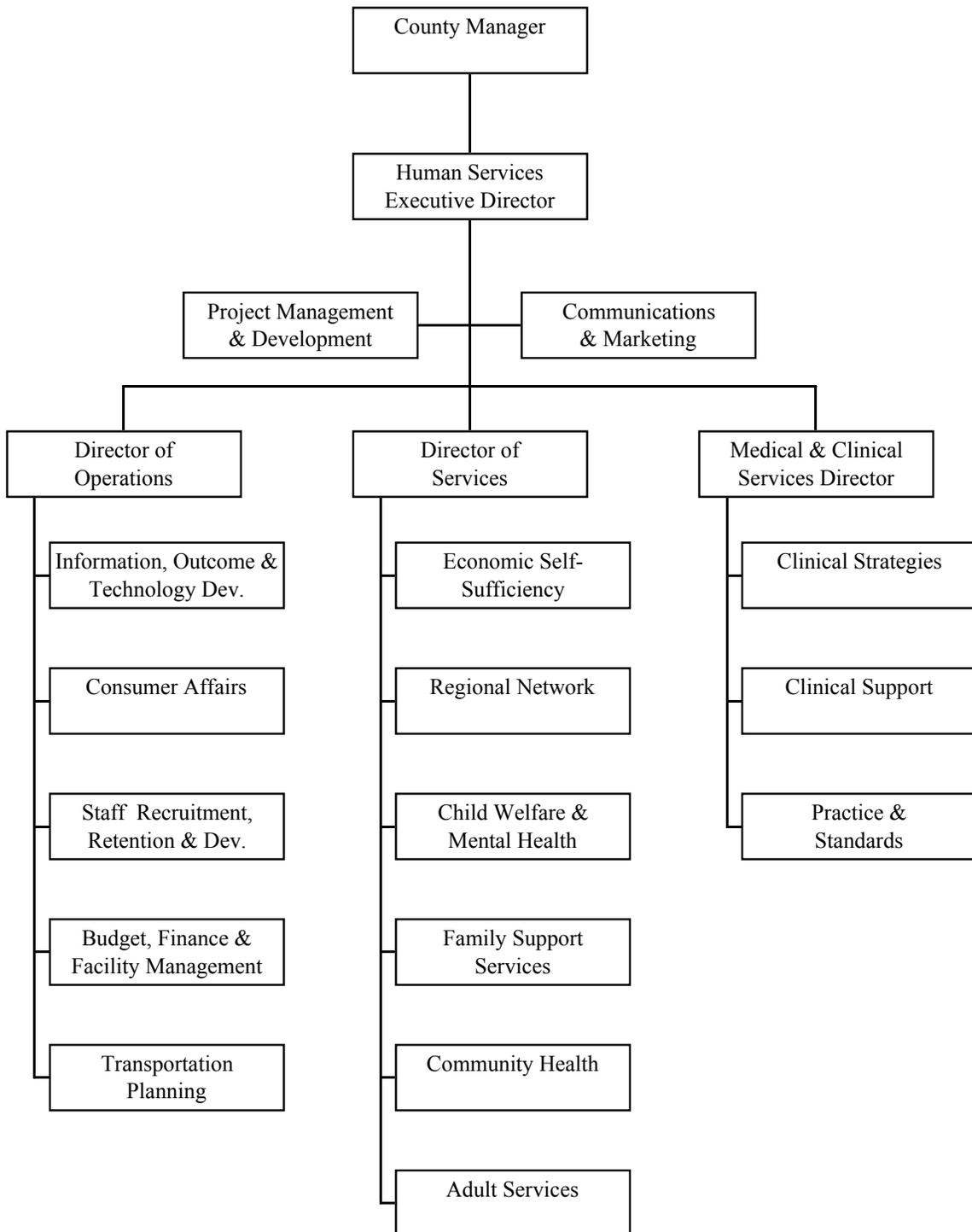
Human Services

Affordable Housing-Special Revenue Fund

Medical Examiner

Human Services Organization

Fiscal Year 2002-2003



Human Services

PROGRAM DESCRIPTION

Wake County Human Services provides a myriad of services to county citizens. The agency's vision is to promote a healthy and safe place to live, grow and work; to enhance the ability of families to become more self-sufficient to their greatest ability; and to ensure quality care for those individuals unable to achieve self-sufficiency.

The agency developed 12 outcomes by naming and refining the intended impacts of its services. These outcomes broadly define the results of the work of Human Services, their partnerships and community capacity. Every program administered by the agency is expected to specify its role in contributing to achieving one or more of the stated outcomes:

1. Women and families will have healthy, planned births.
2. Families will support their children's successful development.
3. Children will be ready for school.
4. Children and youth will be successful in school.
5. Youth will make healthy decisions.
6. Children and vulnerable adults will not experience abuse or neglect.
7. Children removed from their parents will have a permanent home.
8. Individuals, families and communities will have improved physical and behavioral health.
9. The elderly and individuals with severe, chronic disabilities will live as independently as possible.
10. Parents will financially and medically support their minor children.
11. People will find and maintain employment.
12. People will have safe, affordable housing.

In providing services, there are five underlying principles: be community based; be family centered; be prevention focused; be culturally competent, and be outcome driven. The agency incorporates processes to review its performance with regard to these underlying principles, and to adjust its services and procedures to attain better conformance to these principles and better outcomes for clients.

The organizational structure of Human Services has evolved as the agency has matured. The agency has learned about integration of services, accountability, efficiency, and how to respond to changes in the community. The agency has also responded to challenges regarding local, state and federal funding requirements. Currently, the organizational functions of the agency are placed in three divisions: Operations, Services, and Medical/Clinical Services. These divisions

are supported by a Project Management & Development unit and a Communications & Marketing unit.

OPERATIONS

Operations performs the administrative support functions of the agency that enhance the Services and Medical/Clinical Services divisions' abilities to meet their goals and desired outcomes for consumers. Operations includes staff recruitment/development; consumer affairs (including consumer rights, program integrity, adult guardianship); budget/fiscal management; billing and reimbursement; contracts/grants management; information, technology, and outcomes planning (including consumer records); and transportation services/planning.

SERVICES

Services is made up of the following six service areas: Economic Self-Sufficiency, Regional Centers, Child Welfare & Child Mental Health, Family Support, Community Health, and Adult Services.

1. Economic Self-Sufficiency seeks to strengthen families by promoting financial well-being through employment, affordable housing, economic entitlements, supports, and services. Its programs include Child Support Enforcement, Family & Children's Medicaid, Food Assistance, Housing, Service Intake, Vocational Services and Work First. Specific populations served are families who are economically disadvantaged, adults with disabilities, and special populations such as veterans, dislocated workers, the homeless, and energy assistance households.

Goals & Objectives

- Wake County parents will financially and medically support their children.
- Wake County citizens (w/disabilities or low-income) will find and maintain employment.
- Wake County citizens (w/disabilities or low-income) will obtain safe, affordable housing.

2. Regional Centers offer a geographic base from which to operate an array of county, community and private services and resources that are targeted to address local community concerns. The development of community-based services increases the County's ability to intensify support to families and provide staff that can easily respond to citizen needs and collaborate with other community systems such as municipal local government, schools, courts, family service agencies, medical professionals and the faith community. The regional service delivery concept increases the County's ability to expand service choices and to assure convenient access for its residents.

Goals & Objectives

- Assure that citizens have access to needed, quality services that are accessible and community-based.

- Implement regional strategies to deliver a broad array of county services in coordination with a network of community partners, including local municipalities, schools, faith-based and civic organizations.
- Increase community involvement and partnerships to identify collaborative solutions to health, social and economic problems.
- Support staff interventions committed to achieving the “Partnership for Educational Success objectives.”
- Engage community members through the Regional Community Advisory Committee to implement improvements in service delivery, to ensure support for community strategies, and to organize service delivery from the client's perspective.
- Develop a holistic family-centered response to needs across the region.
- Implement strategies and service priorities that decrease substance abuse.
- Identify unmet needs or gaps in services currently provided.

3. *Child Welfare and Child Mental Health* includes two clusters of interrelated services to children. Child Welfare investigates reports of child abuse and neglect and provides appropriate protective services including foster care when reports are substantiated. Its primary goals are child safety, child well-being, and a permanent family for every child. Child Mental Health provides or assures the appropriate provision of publicly funded mental health and substance abuse treatment services for children. Its goals include improvement of mental health and substance abuse problems, improved age appropriate functioning, and child safety. Child Welfare and Child Mental Health are integrated within Wake County Human Services because of the similarity in their goals and strategies and the shared populations they serve.

Goals & Objectives

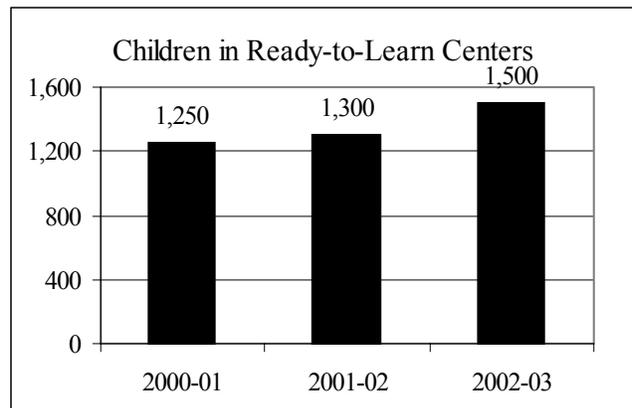
- Protect children through prompt and accurate screening and investigation of reports of suspected child abuse and neglect.
- Provide appropriate services to protect children and support families when abuse or neglect is substantiated, allowing children to safely remain with their families when possible.
- When abused or neglected children cannot remain safely in their families, provide placement services that assure safety, promote the children's well being, and result in children achieving a permanent home as quickly as possible through re-unification, placement with relatives, or adoption.
- Provide prompt and holistic assessments that can lead to successful treatment planning or appropriate crisis response when children are at imminent risk.
- Provide case management services that assist families in planning and accessing effective treatment services.
- Develop an effective continuum of treatment services together with community partners.

- Reduce specific behavioral symptoms in children (e.g., depression, substance abuse, disruptive behavior) while improving overall functioning (e.g., live successfully at home or least restrictive setting possible, improve school success, decrease delinquent acts).

4. Family Support embraces a number of services that collectively focus on strengthening the capacity of families and the community to support their children.

Goals & Objectives

- Subsidy programs (WIC and Child Care) enable families to access better quality nutrition and child care.
- Child Services Coordination, Maternal Care Coordination, Early Intervention and Prenatal Substance Abuse intervene in families with at-risk children to improve developmental outcomes and school readiness.



- School based services focus on students' physical and behavioral health with a goal of improved educational success.
- Youth Services focuses on educational success with a variety of strategies such as mentoring, after school programming, and youth leadership development.

5. Community Health protects and promotes public health and wellness. This division works to prevent and control the spread of communicable disease and chronic disease, as well as build the capacity of the communities of the county to address its own needs and to partner with others to address those needs. Communicable disease prevention and control uses data collection, surveillance and investigation; clinical screening and treatment; targeted education and outreach; social marketing and partnerships with the medical community to achieve its outcomes. Chronic disease prevention and control focuses on community capacity building, environmental and policy issues, partnership development, social marketing, community needs and assets assessment, and targeted education, outreach and screening.

Goals & Objectives

- Increase the number of organizations in the community who have built their capacity to address community needs.

- Increase the number of people who receive annual dilated eye exams, foot inspections, long range glucose control measurements, protein-urea assessment and health education and counseling.
- 90 percent of Wake County children will receive immunizations.
- 95 percent of tuberculosis cases will complete their treatment regimens.
- Reduce the incidence of syphilis rate in the county's population.
- Increase the number of persons tested for HIV with referral to the early intervention clinic and the case management program.
- Investigate the causes of epidemics and recommend control measures for sexually transmitted diseases.

6. Adult Services provides and assures services to adults who are aged and/or disabled including adults with mental illness, developmental disabilities, and substance abuse problems, as well as determining eligibility for entitlement services such as Special Assistance, Medicaid, and Food Stamps. In addition, Adult Services monitors and reviews rest homes and adult care homes in collaboration with the State, and provides emergency response treatment, vocational and residential support for individuals and their families living with mental illness, developmental disabilities, and substance abuse problems.

Goals & Objectives

- Expand community-based capacity for individuals with severe and persistent mental illness discharged from Dorothea Dix Hospital with frequent and/or long-term hospitalizations and reduce the re-admission rate.
- Respond to growing number of Spanish-speaking adults seeking mental health services by increasing number served.
- Reduce the wait for adult outpatient mental health services.
- Reduce the number of adults waiting for developmental disability case management services.
- Remove individuals from the Community Alternatives Program Medicaid waiting list.
- Reduce the length of stay for Alcohol Treatment Center's acute medical detox unit.
- Consumers will be able to access information about adult care homes, services provision, payment options and facility compliance history through access to County web site.
- Adult Care Home stakeholders will work cooperatively to discuss and resolve adult care home issues.
- Eligible adults will receive and maintain medical and financial assistance to maintain independent living.
- Clients will be effectively evaluated, referred and engaged into services provided by Wake County Human Services, contractors and other community partners.

MEDICAL/CLINICAL SERVICES

The Medical/Clinical Services Division provides clinic-based preventive medical and dental services, limited treatment services, and a medical home for the targeted populations of uninsured, under insured, and Medicaid recipients, including: newborns, infants and children; low risk pregnant women; women under 40 years of age seeking to prevent or plan pregnancy; and women seeking early detection and referral of cervical or breast cancer. Additionally, the Division supports the delivery of clinic-based services with pharmacy services, including maintenance of vaccines, biologics, and prescription medications for health, mental health patients, and inpatients of the Alcohol Treatment Center; laboratory testing for clinic-based services and the County's environmental health division; consultation for communicable disease control, environmental health, animal control, community physicians, and consumers; and quality assurance, including medical, dental, and credentials for Human Services nursing staff.

Goals & Objectives

- Provide a medical home for Carolina Access Medicaid enrollees unable to find private providers: current enrollees 13,184; anticipate growth of 2 percent in fiscal year 2003.
- Assure age appropriate immunizations: currently 91 percent county-wide; no change predicted.
- Assure age appropriate preventive health visits through Health Check, a program of the NC Division of Medical Assistance: currently 70 percent of Health Check enrollees county-wide receive at least one preventive health visit annually; no change predicted.
- Assure early enrollment in prenatal care and timely referral of high-risk prenatal patients for appropriate medical care: Goal is to enroll 90 percent of pregnant women for prenatal care in the first trimester.
- Decrease disparity in white and non-white infant mortality rates: current county rate of 7.2 per 1000 live births, 5.2/1000 white and 12.7/1000 non-white; targeted decrease in white to non-white disparity to < 2 in fiscal year 2003.
- Provide safe and effective contraception for women seeking to prevent or plan pregnancy.
- Assure wait times for preventive health care for newborns, infants, and children; low risk pregnant women; and women seeking to prevent or plan pregnancy does not exceed 6 weeks: currently < 6 weeks; no change predicted.
- Prevent birth defects and anemia by improving client 'compliance' with prescribed prenatal vitamins and iron.
- Provide timely treatment through prescription drugs: currently 38,485 prescriptions filled; project 10 percent increase.
- Provide accurate and timely laboratory services to clinical providers: currently 198,994 procedures (excluding quality control procedures); targeted

Human Services

increase for fiscal year 2003 is 3.5 percent; current proficiency > 98 percent; no change predicted.

- Provide preventive and restorative dental care to income eligible children and pregnant women: currently 24,500 procedures; anticipate 3 percent increase in fiscal year 2003.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Operations Measures			
Number of Medicaid consumers transported	2,558	2,900	3,428
Staff vacancies recruited / filled	192/188	448/365	320/280
Employees participating in staff development	4,587	4,332	4,552
Adult guardianship cases managed	227	282	330
\$ recouped via program integrity investigations	\$345,789	\$500,000	\$525,000
Contract amounts	\$60,913,584	\$61,576,179	\$61,250,000
Grant amounts	\$6,886,639	\$7,590,000	\$8,009,000
Economic Self-Sufficiency Measures			
Percent of child support cases under court order	66%	68%	72%
Medicaid recipients at end of fiscal year	35,548	40,500	43,000
Persons leaving Work First due to earnings	1,073	750	825
Families staying off Work First after employment	93%	95%	94%
Households receiving emergency assistance	6,930	8,000	8,000
Customers served at Housing Resource Center	1,000	1,400	1,700
Individuals receiving shelter at SWSC	2,367	2,500	1,900
Regional Centers Measures			
Client visits and contacts	n/a	n/a	24,734
Unduplicated client count	n/a	n/a	10,565
Clients using multiple services	n/a	n/a	75%
Percent of clients satisfied with service	n/a	n/a	90%
Child Welfare and Mental Health Measures			
Adoptions	107	80	75
% of foster children with 2 or more placements	42%	42%	30%
Annual report of child abuse or neglect	1,883	2,900	3,000
Youth eligible for At Risk mental health program	117	225	275

Human Services

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Family Support Measures			
% of school nurse referral that lead to treatment	92%	92%	93%
Students referred to school nurses	21,484	21,800	22,000
Children served in ready to learn centers	1,250	1,300	1,500
Monthly # of children with child care subsidies	4,635	3,639	4,319
Children participating in WIC, monthly average	6,436	7,107	8,000
Youth in 4-H development activities	n/a	4,517	5,000
Support our students EOG test score improvement	4.5%	5%	5%
4-H youth who have no further court involvement	76%	75%	75%
Community Health Measures			
Community education programs	116	60	60
Breast and cervical cancer screenings	280	300	300
Clients served through community initiatives	1,182	2,000	2,300
Clients served through Project Direct	4,000	2,500	4,000
Percent of children immunized	91%	90%	90%
Tuberculosis incidence rate, per 100,000	6.3	6.3	6.3
Syphilis incidence rate, per 100,000	5.1	3.2	3.0
Visits to the clinic for sexually transmitted diseases	9,300	9,300	9,500
Adult Services Measures			
Reports of disabled adults abused or neglected	768	813	840
Clients treated by adult community teams	1,468	1,550	1,590
Clients seen at alcohol treatment center	2,893	2,950	3,000
Clients seen at crisis and assessment service	7,509	7,582	7,600
Clients seen at mental health clinics	2,020	1,700	1,700
Clients served with developmental disabilities	1,774	1,918	2,110
People on the developmental disabilities wait list	813	900	825
Active adult Medicaid cases	12,256	12,407	12,874

DEPARTMENT HIGHLIGHTS

HIGHLIGHTS OF FY2001-2002

Economic Self-Sufficiency: Wake County added 681 affordable housing units to its housing stock through partnerships with private developers and other funding entities. Five agencies collaborated to provide transitional housing and supported housing services at the Wake Housing Resource Center. During its

first year of operation, the Wake Housing Resource Center served 1,564 customers seeking housing information/services. 117 families obtained permanent housing. Approximately 8,435 children have been enrolled through the North Carolina Health Choice program. The Wake County JobLink Career Center was re-chartered by the Capital Area Workforce Development Board in December 2001. The Wake County Child Support Enforcement (CSE) office was recognized by the state with Certificates of Achievement for exceeding its goals in four critical areas: Collections, Paternity Establishment, Cases Under Order and Collections on Arrears.

Regional Centers: Added a family psychiatrist for mental health and substance abuse services in Southern Wake County. Provided \$165,563.79 to assist clients with prescription purchases through the Southern Wake Family Medicine Drug Assistance Program (DAP).

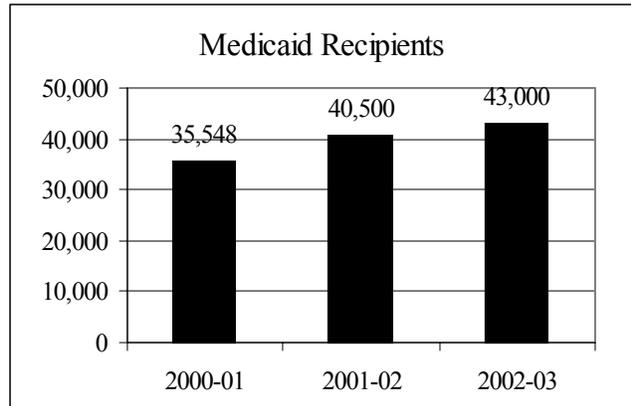
Child Welfare & Child Mental Health: The median length of stay of children in foster care continued to decrease, narrowing the gap with the rest of the state. 95 percent of families receiving child protective treatment services remained together safely. The number of at risk children eligible for mental health funding rose sharply, from 117 in June 2001 to 192 in early March 2002, due to changes in state eligibility rules. Child mental health intake posted two positions downtown to work closely with the juvenile delinquency court. The number of contractual providers of child mental health services has increased by over 50 percent to more than 90 children and now includes more local residential treatment providers.

Community Health: North Carolina Mutual Life Insurance Company, a large African American business, became the first company in the United States to replicate the Centers for Disease Control (CDC) Rhodes Stairwell Project. Over 450 volunteer hours were given to Project DIRECT. In 2000, Wake County was third in the state for rubella cases; in 2001 there were no cases of rubella. The CDC National Demonstration Project for Syphilis Elimination reduced the syphilis rate by 51 percent during the period from 1998 to 2001, with no cases of congenital syphilis among newborns in the past 24 months.

Adult Services. Expanded psychiatric resources at the Southern Regional Center with the addition of a psychiatrist with expertise in both adult and child care. Brought adult protective services involvement from 9-12 months to an average of 122 days, just above the State recommended time frame of 3 months. Expanded developmental disability case management services to clients on waiting list with the addition of two staff. Integrated special assistance, Medicaid, food stamp staff to serve as liaison to mental health related program.

Medical Clinical Services: Implemented a Smart Start funded child development model in child health clinics and selected private pediatric practices, to improve screening and identification of children with developmental or behav-

ioral health problems. Collaborated with CARElina Medical Associates at WakeMed in after-hours telephone advice to guide parental care and prevent unnecessary emergency room visits. Infant mortality rate continues to decline countywide. Collaborated with the University of North Carolina to determine preventable causes of preterm labor and adverse birth events. Obtained approval to implement fluoride varnish program at preventive health visits, to prevent dental disease. Improved revenue collections and improved self pay collections, with integrated eligibility testing and CPT billing process. Successful shift in payor source to TANF for eligible women seeking to prevent or plan pregnancy.



KEY ISSUES FOR FY2002-2003

Human Services’ budget for fiscal year 2003 includes \$1.2 million of reduced expenditures and \$.3 million of increased revenues. Programs impacted by the reductions are in community health and health education. Increases in revenues are due to higher receipts in client charges for services. Expansion items in the budget include a \$2.3 million increase in Medicaid payments, a \$2.4 million increase for critical service areas such as mental health, child welfare investigations and the Eastern Regional Center, and a \$1.4 million increase for outside funded initiatives. The expansion items provide \$2.0 million in additional federal and state funding. The net increase in County funding for Human Services programs is \$2.6 million.

Human Services identified needs in all areas of the organization through a new budget request process that included input from line managers, the Human Services executive team, and the Human Services Board. Nine issues arose out of the process and are presented here in three main categories:

1. General Population Growth and Demographic Changes: a) the increase in the Latino population is reflected in the population requesting County services. Services provided to the Spanish-speaking population are not always linguistically and culturally appropriate. b) resources need to be allocated for the development and implementation of additional regional sites. c) additional staffing is needed to provide supported housing services and coverage for Wake Housing Resource Center.

2. General Health of the Community: a) redesign of State mental health sys-

tem and decrease inpatient capacity through the downsizing of Dorothea Dix Hospital. b) increased incidence of communicable diseases and increased prevalence of chronic diseases. c) need for expansion to all 28 schools in the southern region of Wake County. Includes opening a second "Ready-to-Learn" Center.

3. Operational and Technology Needs: a) need for computerized client records, improved ability to manage data, and capability to work from home or off site. b) additional contracts lead to a greater effort in monitoring of outside providers, c) higher workloads in the Call Center.

The status of the State budget, with particular emphasis on mental health program reductions, will have a service delivery impact in Wake County once final decisions are made. Budgeted improvements include three positions for communicable diseases associated with bio-terrorism, eight positions associated with child welfare investigations and foster care, nine positions for reducing the Mental Health waiting list, and forty positions to staff the Eastern Regional Center opening in October 2002. The increases in the County's share of the Medicaid program continues to have a significant impact on the County's cost structure. The increases in the past five years have averaged 13 percent per year, which is the amount of increase projected in the fiscal year 2003 budget proposal.

During the year, Human Services will re-evaluate the business plan of the Court Services and Cornerstone programs to initiate the preferred alternative for service delivery.

ISSUES ON THE HORIZON

Economic Self-Sufficiency: High cost of living issues related to affordable housing, child-care, transportation and rising energy costs will continue to challenge families of low-income. Areas of increasing service demand within the agency include Medicaid cases, child support cases, energy assistance requests and need for emergency shelter for the homeless. A trend on both the national and local level is the growing number of homeless families, especially women and children. The need for shelter for women has already outpaced the shelter resources available in Wake County. It is estimated that 12,600 people in Wake County are living "doubled up" with other families because they cannot find affordable housing.

Regional Centers: Transportation continues to impact the ability of clients to access services, get to work, and take care of basic needs. Broad community strategies need to be implemented to begin to address the problem. Local faith organizations provide valuable support and services which mirror agency goals. Greater emphasis on local partnerships and comprehensive community strategies is needed. Many of the residents in rural communities are elderly citizens. Health problem, the scarcity of caregivers, and economics will continue to present challenges for this growing population.

Child Welfare and Child Mental Health: Monitor and participate in the development of major state level reform and change initiatives both in Mental Health and Child Welfare.

Community Health: The county is experiencing an increase in the aging population and the health issues generally associated with it. Wake County Human Services needs better systems to assess how the populations are changing and determine their strengths and weaknesses. Systems should capture performance data so that communities can use it for understanding their accomplishments and opportunities for improvement. This type of study is particularly relevant to the Latino community. STD rates have increased dramatically. North Carolina now ranks second nationally for incidence of syphilis; fourteenth for chlamydia; and fifth for gonorrhea, with comparable rates in Wake County. With limited opportunities for reaching adolescents with prevention education and the rapid increase in the Spanish-speaking population, health educators and HIV counselors must respond in creative and ever-changing ways to stem the infection rates.

Adult Services: Downsizing of Dorothea Dix Hospital and changes in the Medicaid program.

Medical Clinical Services: Increasing cultural diversity of clients served, particularly Latino, Asian, and Eastern European. Steady increase in uninsured, under-insured, and Medicaid clients seeking a medical home. Persistent disparity in health outcomes. Increasing prevalence of dental disease. Inadequate technology. Shortage of medical office space. Increasing cost of laboratory procedures to meet community standards. Increasing wait times for preventive health visits.

Human Services

Budget Summary

Human Services	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$66,211,258	\$71,250,062	\$72,826,276	\$74,758,021
Operating Expenses	\$82,240,945	\$91,938,849	\$92,803,479	\$93,507,866
Capital Outlay	\$42,573	\$705,129	\$723,639	\$763,639
EXPENDITURE TOTALS	\$148,494,776	\$163,894,040	\$166,353,394	\$169,029,526
Intergovernmental Revenue	\$73,706,276	\$75,861,466	\$76,054,548	\$77,090,323
Fees & Other Revenues	\$26,427,987	\$25,832,899	\$25,755,496	\$26,565,289
REVENUE TOTALS	\$100,134,263	\$101,694,365	\$101,810,044	\$103,655,612

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	1,483.05	1,524.31	72.50	1,596.81

Affordable Housing - Special Revenue Fund

PROGRAM DESCRIPTION

The Housing and Community Revitalization (HCR) Division serves low wealth families of Wake County by offering affordable housing opportunities and strengthening neighborhoods. All program activities benefit individuals and families with incomes below 80% of the area median family income. HCR is funded through Community Development Block Grants and HOME Grants from the US Department of Housing and Urban Development and the County's Capital Improvement Plan budget.

HCR distributes funds based upon priorities established in the five-year Consolidated Plan, a document that describes housing needs and sets forth strategies to meet those needs. Since the demand for housing exceeds what can be produced with funds available, priorities have been established for spending: Very low income individuals and families (annual income below \$25,000) who have the most acute housing needs receive the highest priority. Funds are used for the following activities:

- **Housing Rehabilitation:** HCR helps homeowners and investor-owners to repair their houses by providing low-interest or deferred payment loans to: prevent or correct health and safety problems; maintain and improve the supply of safe, decent, affordable housing units; and, prevent homelessness.
- **Property Acquisition:** HCR acquires property in order to develop single-family homes.
- **Rental Housing Development:** HCR encourages the development of affordable rental housing by making low-interest loans to developers.
- **Down Payment Assistance:** First time homebuyers can apply to HCR for a loan to assist with the purchase of their home.
- **Community Development Activities:** Community development activities include public facilities improvements and rehabilitation of buildings used for public purpose. These activities are often the cornerstone of neighborhood revitalization efforts. Without adequate infrastructure, it is impossible to build quality affordable housing. These improvements will provide access to needed public services, enhance the viability of neighborhoods, and complement housing rehabilitation and new construction.

In fiscal year 2002, HCR allocated \$3,757,500 to assist approximately 969 individuals and families. In fiscal year 2003, HCR plans to use \$4,382,000 to assist approximately 1,094 individuals and families. Since the demand for housing increases annually while funding remains fixed, HCR's biggest challenge will be to continue providing housing opportunities for Wake County's poorest residents. In addition to addressing funding constraints, HCR also must seek part-

Human Services

nerships with other Wake County Human Service divisions to provide needed support services for the families housed. Educating the public on affordable housing will also be a focus of the HCR program in an effort to eliminate neighborhood opposition to affordable housing developments.

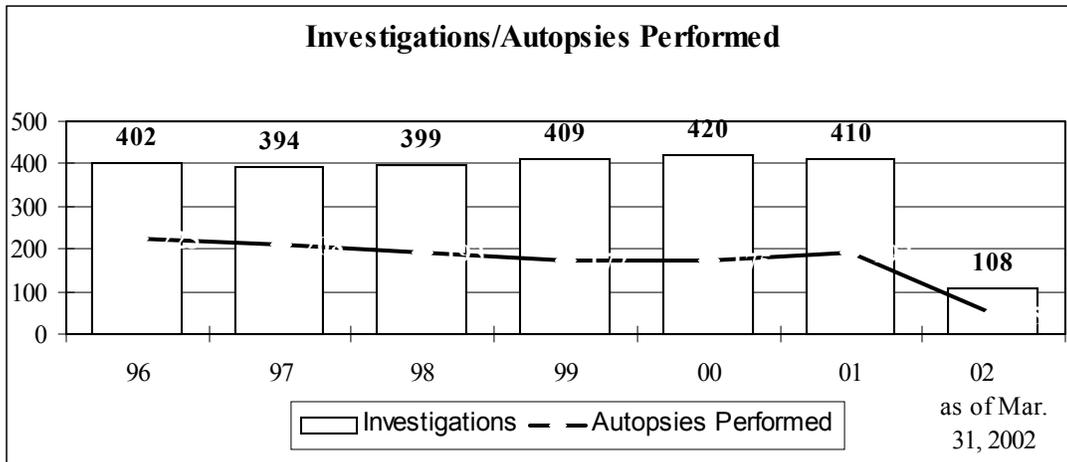
Medical Examiner

PROGRAM DESCRIPTION

The Medical Examiner is responsible for investigating deaths in the county which are unattended or occur under questionable circumstances. The Examiner determines whether the death resulted from a criminal act or default on the part of another person. If it appears that criminal homicide has occurred, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. The current medical examiner's function is part of a statewide system; supervised and financed primarily at the state level.

Effective January 1, 1999 the fee per autopsy was increased from \$400 to \$1,000 per case. The fee for medicolegal autopsy is paid by the County if the deceased is a resident of the county in which the death or fatal injury occurs; otherwise, the State will pay the fee.

In April 2002, WakeMed notified the County that it will no longer provide Medical Examiner services effective July 1, 2003. The State Medical Examiner in Chapel Hill will have the responsibility to select the Medical Examiner(s) for the County.



Budget Summary

Medical Examiner	FY 2000-2001 Actuals	FY 2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Operating Expenses	\$198,125	\$250,000	\$250,000	\$250,000
EXPENDITURE TOTALS	\$198,125	\$250,000	\$250,000	\$250,000

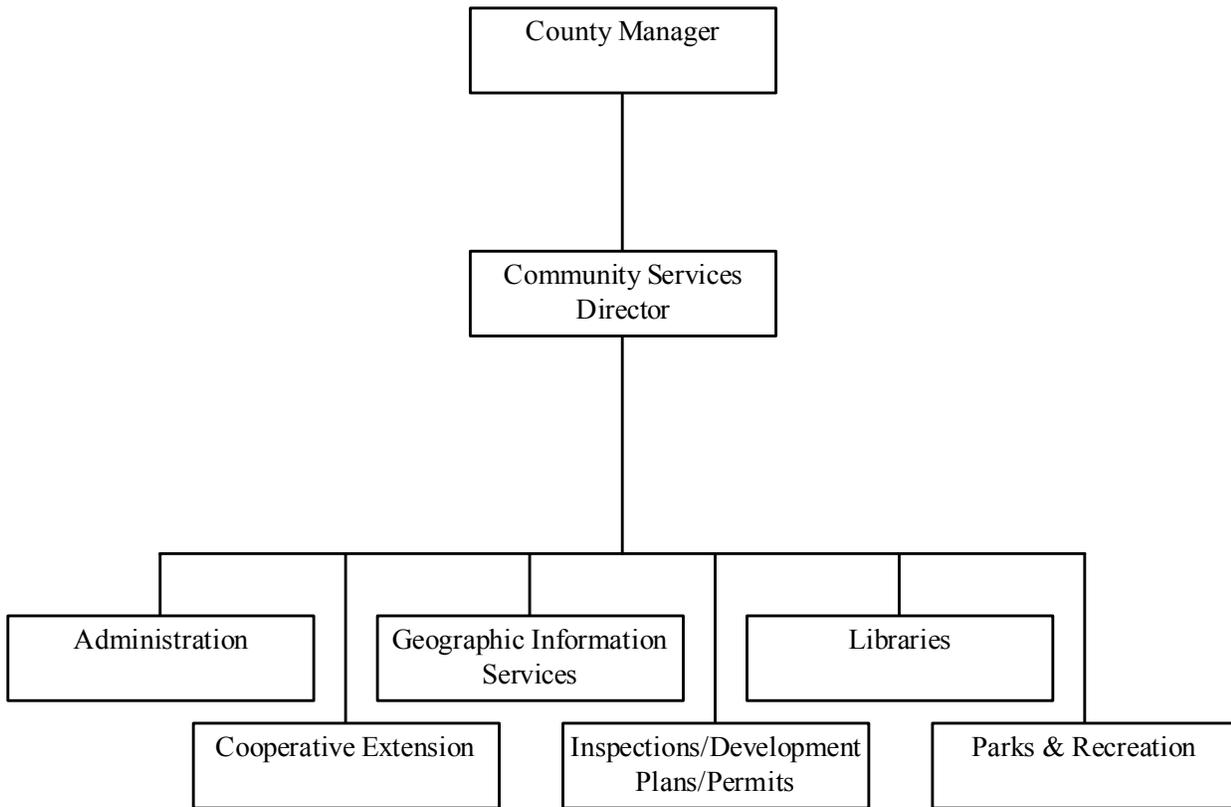
*Fiscal Year 2002-2003
Adopted Budget*

COMMUNITY SERVICES

Community Services Organizational Chart

Community Services

*Community Services Organization
Fiscal Year 2002-2003*



Community Services

PROGRAM DESCRIPTION

The Community Services department has five service delivery divisions: Libraries, Parks Recreation & Open Space, Building Inspections, Geographic Information, and Cooperative Extension. The department is dedicated to supplementing the educational environment for children, acting as a conduit of information, providing cultural and recreational activities.

PUBLIC LIBRARIES

The mission of the Wake County Public Library (WCPL) system is to promote the love of reading and foster the pursuit of knowledge for the residents of Wake County. The division operates five regional libraries, eleven smaller community branch libraries, the Electronic Information Center, a local history library, and two bookmobiles to provide a collection of books, automated and online services, and other library materials. The WCPL is the central disseminator of information about the county and the collector of information needed by County staff and residents alike. Skilled staff assist customers in locating materials, answering specific reference questions, and advising or referring customers to library books and other resources.

WCPL encourages all citizens to re-create themselves by offering a wide variety of recreational reading materials throughout its branches. The library system encourages all citizens to read on a daily basis, and to this effort offers programs throughout the year to encourage and promote reading and learning on the part of adults and children. Wake County libraries provide the following services:

- Youth services which includes storytelling, reading programs, reference service, readers advisory, collection development, bookmobile service, and cooperative programming with area schools and other agencies.
- Adult services which include reference service, readers advisory, reading programs, collection development, and electronic information.
- Circulation services provides inventory control for library materials in adult and youth services.
- Public services support order and receive library materials, catalogue and process these materials, and provide automation and data communication support.

Goals & Objectives

The division has focused its service on several long-term desired outcomes:

- A stimulating library environment, providing cooperative programs with area schools to encourage children of all ages to read and learn.

- Meet the needs of the Wake County citizens for information research and leisure reading by developing the book collection to meet the reading needs of the population in scope of content and in number of volumes.
- Be the central disseminator of information about Wake County and the collector of information needed by County staff and residents alike. To provide citizens access to electronic resources and technology.
- Be good stewards of county resources by providing library services in the most cost-effective manner.
- Identify the services that promote the love of reading and foster the pursuit of knowledge and identify the infrastructure needs of staff and facilities necessary to provide those services.

PARKS, RECREATION & OPEN SPACE

Public parks are a critical component of the economic and social health of a community. Preservation of park land is an important component of the county's environmental stewardship agenda. Critical open space areas that are protected from future land use conversion can be made available for environmental/watershed protection, and for recreational and educational opportunities. Wake County strives to meet the needs of the growing population by working cooperatively with municipal public agencies, private groups, and local citizens to design, develop, manage, and maintain a county wide parks and open space system. The mission of the Division is to acquire and maintain a system of natural areas, open spaces, park facilities, and historic sites that promote environmental and cultural stewardship and to provide educational and leisure opportunities for all county citizens. The Parks, Recreation and Open Space Division serves county residents and area visitors in four ways:

Creating large, resource-based county park facilities designed so that park visitors may enjoy activities including nature study, boating, hiking, bicycling, and education activities as well as smaller district parks that concentrate on passive and active recreation.

Cooperating with the Wake County Public School System in developing school parks to enhance the play and educational facilities available to students while school is in session and to serve the needs of neighborhood residents after school.

Assisting municipalities and non-profit organizations through the Grant-In-Aid program, by providing funds to help develop park and recreational facilities which meet the needs expressed in Wake County's Parks, Recreation, and Open Space Master Plan.

Protecting important open space areas within the county so that a system of

natural and cultural resources can be provided and maintained for the benefit of residents, businesses, and visitors.

The County currently manages four County parks with a fifth park (Historic Yates Mill) opening in October 2002. These five parks encompass 2,274 acres of parkland. The County also maintains two district parks that represent 64 additional acres. The County has developed 17 school parks, with five more planned to open in fiscal year 2002-03. A diversity of recreational and educational experiences are available at these parks. A new type of park has been created with the American Tobacco Trail, which is a linear park comprised of 27 miles of converted rail corridor within western Wake County. In addition, by February 2002, the County had acquired 200 acres of open space through the preservation of the Hartsfield-Perry-Price and Hosely farm properties.

Goals & Objectives

In response to the growing needs generated by the increasing population of the county and in order to fulfill the mission of Wake County Parks, Recreation and Open Space, a comprehensive, five-year Strategic Plan has been developed for the division that consists of eight goals. These goals are broadly defined and are intended to provide guidance for determining where the division desires to be by the year 2005:

- Identify and utilize innovative methods to obtain & keep professional staff.
- Create comprehensive policies regarding park operations, program offerings, fee structures, evaluation methods, & staff training in order to meet the demand for current programs and services, & to prepare for future growth.
- Develop and maintain resources & facilities that meet the needs within each site managed by Wake County Parks, Recreation and Open Space.
- Manage Wake County Parks, Recreation and Open Space's natural & cultural resources in a manner that will enhance the quality of life & encourage public stewardship.
- Develop innovative methods to promote Wake County Parks, Recreation and Open Space and its programs.
- Identify partnership opportunities and develop methods to recruit and maintain those partners.
- Provide educational opportunities for all Wake County citizens through the interpretation of all Parks, Recreation and Open Space resources.
- Plan, fund, and develop parks, recreational facilities & open space opportunities to meet the increasing population and program needs.

and welfare of the county's citizens. The Community Services staff provides plan review, grants permits, issues zoning approvals and inspects for code compliance of commercial and residential construction in the unincorporated areas of the county. These same services are also provided under contract within the corporate town limits of Knightdale, Rolesville, Wendell, and Zebulon.

Goals & Objectives

- Provide the citizens of Wake County with a cost recovery mandated building inspection program that assures inspections processes are performed in a proficient and timely manner and to encourage rather than hinder development.
- Inspections response standards previously established by the development community are maintained to accomplish next work day service response.
- Work with Information Services in developing programming in order to operate more efficiently from remote locations and in particular satellite offices and staging areas. Eliminate several functions that are currently done by physical task and/or eliminating unnecessary delays in processes that could be more efficiently completed by revisions to current programming.
- Encourage, through advertising and demonstrations, the automated systems that could be used by the development community for scheduling and accessing information.

GEOGRAPHIC INFORMATION SERVICE

Wake County Geographic Information Services (GIS) assists customers by maintaining and providing geographic information in a variety of formats. Customers served by GIS include: County agencies, other governmental agencies in and around Wake County, private businesses, and the public. This assistance is carried out through the activities of four functional teams:

The Customer Service Team determines and meets the customers' geographic information needs by supplying information, providing standard or customized maps and reports based on data analyses, and, referring customers to the appropriate GIS team, Wake County agency, or municipality.

The Street/Addressing/E-911 Team approves proposed street names, works with other jurisdictions to eliminate street name duplication, assigns addresses, provides street name/address information to numerous governmental agencies (such as the Raleigh/Wake 911 Center) and the public, maintains a street center-line file, and, performs a project management role in the development of the new Computer Aided Dispatch (CAD) E-911 computer system.

The Property Mapping Team maintains Wake County's property mapping data-

base by mapping parcels and administrative districts into the County's computerized Geographic Information System (GIS).

The GIS Technical Support Team provides strategic and project planning assistance, programming / application development assistance, training, and computer hardware/software support. The team also performs complex data analyses, provides digital data, manages the GIS computer hardware, software, and databases, and, manages multi-departmental, multi-agency, and multi-jurisdictional projects.

Goals & Objectives

Map geographic information at a level of currency, accuracy, and completeness as required by GIS customers:

- Develop a process that provides up-to-date statistics of the mapping backlog and turn-around times.
- Establish generally accepted standards for what should be mapped and within what time frame.
- Perform at 95 percent of establish standards.

Improve the efficiency at which geographic information is mapped and shared throughout Wake County by reducing duplication of data entry, improving data quality and standardizing data format:

- Possible reallocation of data entry positions.
- Achieve a 95 percent accuracy rate based on quarterly statistical sampling.
- Map critical land parcel information within 15 days.

Provide training and automated tools for mapping and spatial analyses to help other departments carry out their responsibilities:

- Target Environmental Services and Budget and Management Services to develop skills to increase their use of ArcView software to produce map overlays and perform analyses.
- Work with GIS, Planning, Public Safety, and Human Services to continue to develop their skills in ArcView to produce map overlays and analyses.
- Continue to develop and enhance user friendly applications to provide geographic information to Wake County's customers via the Internet.

Project management assistance throughout the organization in the development of computer systems, database development, and application development:

- Increase the number of projects using GIS assistance.

- Provide information and services to individuals and agencies that do not have access to GIS technology on their desktops or through the Internet
- Provide project management and implementation assistance for the new Computer Aided Dispatch system that will use GIS data and technology to alert dispatchers of the location of the emergency and the closest emergency response vehicle.

COOPERATIVE EXTENSION

North Carolina Cooperative Extension, Wake County Center, delivers research-based information that actively involves urban and rural citizens in solving complex and challenging problems in three major areas:

Developing healthy youth, families and communities: The Wake County Center of the North Carolina Cooperative Extension's health promotion programs provide nutrition and physical activity information that enables participants to make gradual lifestyle changes, which lead to reduced body fat, reduced cholesterol levels, reduced blood pressure, and improved cardiovascular health.

Promoting and improving self-sufficiency: Promote self sufficiency by helping individuals develop the skills they need to effectively manage their resources and improve their quality of life. A "hands-on" approach encourages enhanced self-esteem, increased independence, and efficient and effective use of support services.

Protecting the environment: As the county's population grows, so do strains on natural resources. Conserving and managing resources is a top priority. Extension leads efforts to protect water quality and the environment.

Goals & Objectives

In the long term, North Carolina Cooperative Extension - Wake County Center endeavors to deliver research-based information that actively involves urban and rural citizens in solving complex and challenging problems within their communities. Through a Program Quality Enhancement (PQE) process, the following short-term measurable objectives were identified:

- Cooperative Extension will offer training to landowners who apply pesticides to 50 acres or more. Practices taught will increase landowner's adoption of environmentally and economically sound management practices effective in reducing nitrogen by 30% and sediment loading in the Neuse River.
- 4-H Youth Development will design informal, after-school programs to enhance academic success at six middle school sites through professional tutoring and peer teaching methodologies. Involved young people will increase their end-of-year tests by an average of three (3) percent.

Community Services

- Cooperative Extension will strengthen existing partnerships, leverage new NCSU and county resources, build new partnerships that will result in higher impacts at less cost.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Libraries Measures			
Volumes per capita	2.29	2.25	2.18
Reference questions asked	1,010,708	1,200,000	1,389,292
Program attendance	115,802	147,222	178,642
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School interactions	840	900	1,000
Door count	2,979,036	3,110,132	3,241,228
PC workstation use	426,310	464,688	503,046
Circulation per FTE	35,040	36,355	37,670
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Parks, Recreation & Open Space Measures			
Visits	723,004	774,252	866,251
Revenue	\$98,347	\$109,185	\$114,471
Cost per visit	\$2.15	\$2.02	\$2.24
Programs & special events	1,583	1,694	1,905
Program attendance	67,195	70,124	77,650
Shelter reservations	618	699	757
Boat rentals	4,564	4,836	4,840
Volunteer hours	8,207	9,670	9,215
Open space acres preserved	0	500	1,000
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IDPP/Building Inspections Measures			
Inspections, all sorts	48,894	50,250	49,749
Permits issued	6,174	5,733	6,053
<hr/>			
Geographic Information Systems Measures			
Parcels created	11,369	11,871	12,000
Special mapping projects prepared	119	131	138
Requests for digital data filled	299	68	72
Telephone and walk-in requests	17,419	15,999	16,789
Training provided, hours of instruction	194	22	100

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

LIBRARIES

- Wake County Public Library Trust Fund grew to \$106,000.
- Established Wake County Public Library Foundation For The Future.
- Presented symposium on "The Future of Wake County Public Libraries".
- Implemented Powerful Partners Teen Services Grant for \$49,678 and Powerful Partners Hispanic-Latino Grant for \$24,455.
- Installed filtering software "Websense" on all public access computers.
- Completed and presented a proposed library master plan.
- Renewed the lease at West Popular Lending Library and completed expansion.

PARKS, RECREATION & OPEN SPACE

- Wake County Parks, Recreation and Open Space hosted various special events including: the Triangle Triathlon, County Employee Day, canoe demonstrations, Epilepsy Walk, Women's 5K, Police/Fire Olympics, the Raleigh Jaycee's Big Air Mountain Bike Race, the YMCA Healthy Kids Day, United Cerebral Palsy, and Healthy Moms Fitness groups, the Storytelling Festival, Heritage Day, Holidays Around the World, and "Letters Home: Words of a Nation at War" exhibit.
- Wake County continues a 20-year tradition of collaborating with the School System on the joint development of school parks. Combining parks with schools reduces the overall cost of recreational facility development while providing close-to-home activities. The Division added three new school parks in fiscal year 2002.
- The Parks division has been working in partnership with a variety of public, private, and non-profit organizations to prepare for the development of two new parks - Historic Yates Mill and the American Tobacco Trail. With Historic Yates Mill County Park, the mill's cornmeal production is now entirely restored and is ready for public demonstration. For the American Tobacco Trail, Wake County Parks has completed the public planning process that involved adjacent landowners and user groups as part of a steering committee, and the corridor lease with the N.C. Department of Transportation has been signed.
- Acquired 200 open space acres through the preservation of the Hartsfield-Perry-Price and Hosely farm properties.
- The County is working with municipalities to coordinate a collaborative open space preservation program and has funded the development of 11 of the 12 municipal open space plans.

BUILDING INSPECTION

- Payments of re-inspection and permit fees by credit cards were made available through InspectTalk, the interactive phone scheduling system.

Community Services

- IDPP Permits and Building Inspections Supervisors worked with their peers in the Greater Wake County Building Inspector Association to provide training to Building Inspectors in Wake County, its municipalities and the surrounding counties, in the new International Codes for Residential and Commercial Structures.
- Building Inspectors have continued the practice of holding town meetings in their areas to share changes in procedures and to educate their client base on code changes and interpretations.
- Plan Review staff continued in its presentation of its spring seminar to the design community.
- Intra agency cooperation to develop a system for one stop permits regardless of the work function.
- IDPP has continued its commitment to communicate with the citizens and the building of public trust through monthly publications in the Home Builders magazine, speaking engagements at the Institute of Design Professionals and other professional associations, e-mail notifications of newsworthy items and the maintenance of the Divisional website.

**GEOGRAPHIC
INFORMATION SERVICE**

- Continued enhancements to the MAPS and Revaluation Applications used for geographic information viewing, analysis, querying, reporting, and plotting by internal staff.
- Increased access to data and mapping for external customers through iMAPS and GIS's Digital Data Download application on the Internet.
- Supported the geographic information needs of Wake County's environmental initiatives: watershed management, open space, flood mapping, animal control facilities, and landfill location.
- Completed of Wake County's portion of topographic and hydrographic mapping projects. Project is being carried out in cooperation with the City of Raleigh and the Town of Cary to create a seamless database with a common database design.
- Participated in the land records re-engineering project.
- Enhanced the integrity of the public safety databases.
- Led the vendor selection, contract negotiation, project kickoff, database development for the Computer Aided Dispatch (CAD) System project with City of Raleigh and municipalities.

**COOPERATIVE
EXTENSION**

- Cooperative Extension Youth Development created, in concert with Human Services, a streamlined referral system to serve fragile populations of youth.
- Cooperative Extension has leveraged new external revenue sources to enhance size and scope of programs addressing Wake County issues (nearly 2 million dollars).

Community Services

- Newly designed Cooperative Extension website is a comprehensive, user friendly, timely resource for the public. Program calendars, publications, newsletters, and critical links have garnered increasing number of hits.
- Over six-thousand volunteers donated over 26,000 hours to Cooperative Extension educational programs.

KEY ISSUES FOR FY2002-2003

Community Services reduced its operating expenses by approximately \$700,000. Most of the decreases are non-personnel related. However, there is one vacant building inspector position that has been released.

Building Inspections will raise fees for permitting of manufactured homes and additions/alterations. Additionally, Building Inspections will begin charging for reinspectations of structures, excepting single and two-family residences. These fee increases and changes to current practice will generate an additional \$160,000.

LIBRARIES

- Finalize decision on the Cameron Village regional library facility lease.
- Continue support of the schools' 2003 end-of-grade testing goals.
- Implement fund raising plan for capital facilities.
- Address fee structure of copiers and printing.
- Continue integration of electronic resources and technology.

PARK, RECREATION & OPEN SPACE

- Acquire new acreage for open space.
- Develop land use and development standards.
- Consider the location of new park facilities and the infrastructure needed at those sites as plans are developed for extending water and sewer services in the county.
- Collaborate with public and private entities to preserve open space throughout the county.
- Review site planning for new schools so that new parks opportunities can be identified.
- Preserve historic/cultural sites and natural areas.
- Partner with public and private organizations to identify and obtain innovative funding strategies for the construction of parks facilities.

BUILDING INSPECTION

- Continue providing interactive web-based permits for the combined mechanical permit.
- Integrate the new requirements for inspection of manufactured homes.
- Continue staff training on the residential, mechanical, plumbing, and building codes.

- Inform the development community on the new building codes.
- Implement the “One Stop Permit Shop” at the Wake County Office Building.

**GEOGRAPHIC
INFORMATION SERVICE**

- Implement the results from the land records re-engineering project.
- Continue support for e-Government related initiatives, such as the development of a parks and County facilities inventory.
- Continue assisting departments in the area of geographic information mapping and analysis, business process improvement, and hardware/software/peripheral integration.
- Migrate to Environmental System Research Institute's ArcGIS software.
- Support the computer-aided dispatch system implementation as it goes live.
- Integrate the State-supplied Federal Emergency Management Administration flood mapping into Wake County's GIS database.
- Continue support of environmental initiatives including the incorporation of techniques such as the use of image analysis to measure impervious surfaces.
- Develop (along with the Planning Department) the Land Use and Modeling toolset and incorporate the new land use classification codes into GIS applications.

**COOPERATIVE
EXTENSION**

- Assist food producers in improving their profitability.
- Work through a local advisory committee to educate agricultural producers and other landowners regarding the new Neuse Watershed rules.
- Educate citizens on actions to improve water quality.
- Improve the nutrition and physical activity of children.
- Provide after-school programming in 6 middle schools.
- Recruit, train, support, and recognize volunteer groups among citizens, governments, industry, and non-profits.
- Improve the educational delivery methods of workforce preparedness initiatives.
- Leverage resources at North Carolina State University to address open space planning issues.
- Reevaluate how Cooperative Extension does business in light of a massive demographic shifts.

ISSUES ON THE HORIZON

LIBRARIES

- Continue maintenance program for libraries.
- Address facility issues detailed in the Library's Capital Improvement Plan.
- Begin preparations for bond referendum.
- Begin preparations for a significant capital fund raising campaign.

**PARK, RECREATION &
OPEN SPACE**

- Continue development of a County park system, in cooperation with local, state, federal and corporate business agencies, consisting of large open parks and natural areas that provide trails, shelters, environmental education opportunities.
- Provide resources that encourage local municipalities and non-profit recreation program providers to develop parks and recreation facilities with other governmental service facilities through the Wake County Public School System long-range building program.
- Provide leadership across the County in long-range planning to include the provision of parks and recreation facilities in conjunction with the development of the Open Space Plan, Watershed Management Plan, Growth Management Plan and Transportation Plan.
- Provide resources to foster the cooperation of municipal, non-profit and business interests towards the development of parks to meet the recreational demands as well as to promote the travel and tourism industry of Wake County.

BUILDING INSPECTION

- e-Government strategies and implementation of activities related to internal and external services
- Increase the demand for electronic options by the development community.
- Complete re-write of the Permit/Inspections applications to PC based language and to server based systems.
- Research into satellite operations around the county.

**GEOGRAPHIC
INFORMATION SERVICE**

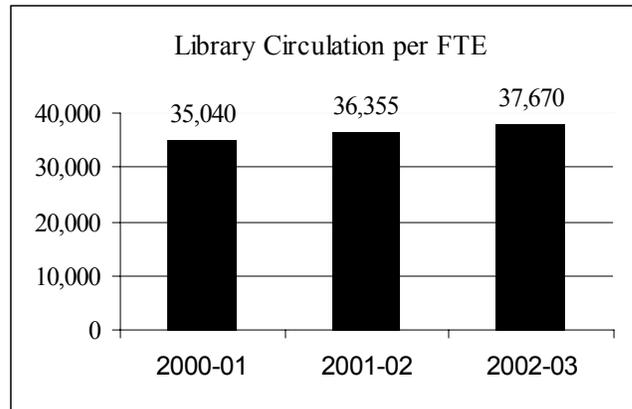
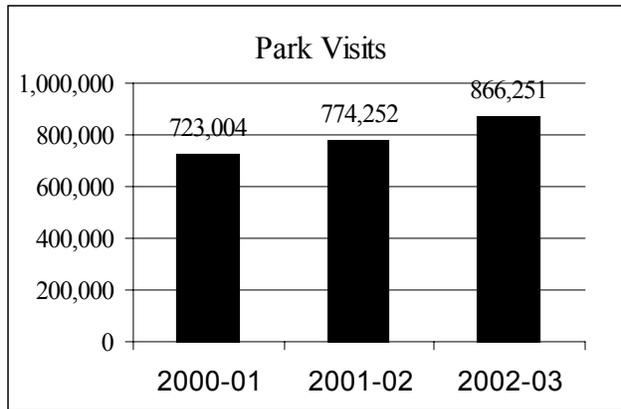
- Continue support of the Computer Aided Dispatch (CAD) system.
- Continue re-engineering of the land records systems, integrating municipal systems and reconciling databases.
- Continue migration to Environmental System Research Institute's ArcGIS products.
- Update aerial photography including exploration of the use of remote sensing data.
- Integrate GIS applications into the County's web site.
- Integrate GIS technology into more of the County's business processes.
- Integrate imaged documents with the geographic information system.
- Implement location-based GIS applications for use in the field.
- Support environmental initiatives including open space, impervious surface, and groundwater.

**COOPERATIVE
EXTENSION**

- The increasing diversity of Wake County's population impacts poverty rates, affordable housing, health, education, and jobs. How Cooperative Extension reacts to those demographic changes will be addressed.

Community Services

- Degradation of water, land and air will continue to increase during rapid urbanization. According to NC Department of Environment and Natural Resources, 89 percent of streams in Wake County are polluted, primarily in urban areas.
- Open space, including agricultural and forest land, is decreasing markedly due to development pressures.



Budget Summary

Community Services	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$11,710,212	\$12,424,514	\$12,356,431	\$12,386,431
Operating Expenses	\$4,524,063	\$5,176,128	\$4,814,725	\$4,784,725
Capital Outlay	\$170,496	\$18,970	\$26,970	\$26,970
EXPENDITURE TOTALS	\$16,404,771	\$17,619,612	\$17,198,126	\$17,198,126
Intergovernmental Revenue	\$522,192	\$626,333	\$491,350	\$491,350
Fees & Other Revenues	\$4,223,341	\$3,683,658	\$3,324,938	\$3,324,938
REVENUE TOTALS	\$4,745,533	\$4,309,991	\$3,816,288	\$3,816,288

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	247.5	247.5	-1	246.5

*Fiscal Year 2002-2003
Adopted Budget*

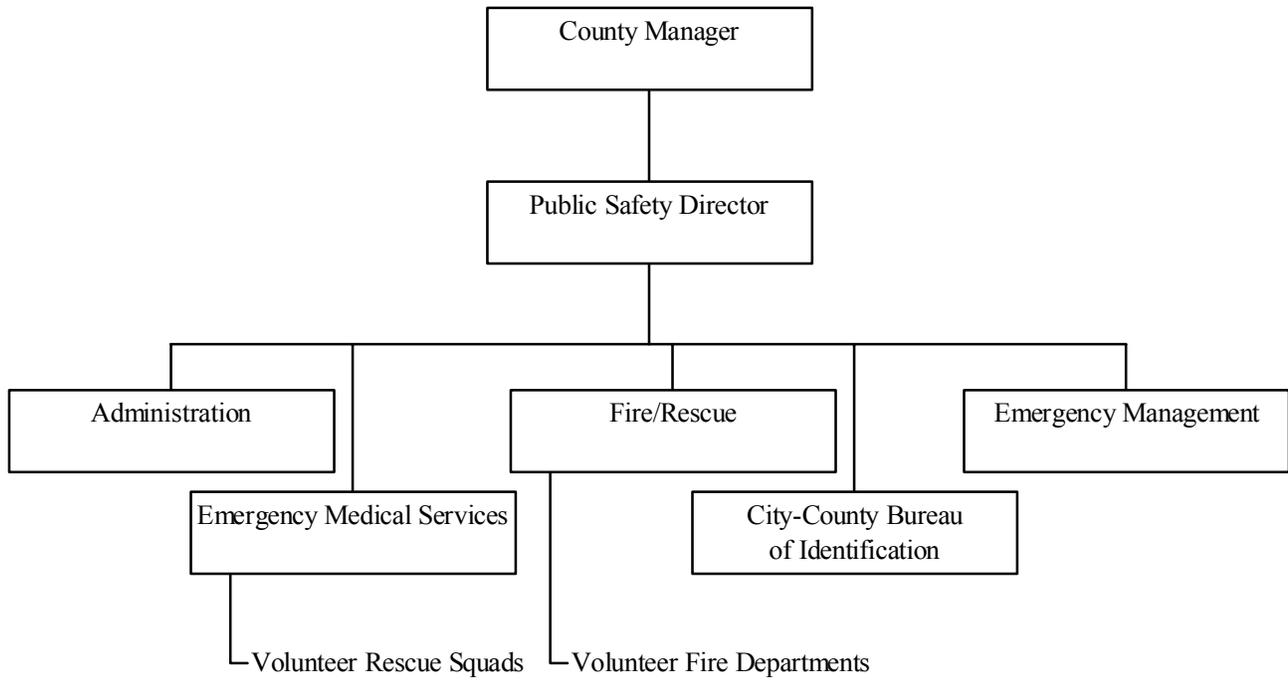
PUBLIC SAFETY

Public Safety Organizational Chart

Public Safety

Wake County Volunteer Fire Departments-Special Revenue
Fund

*Public Safety Organization
Fiscal Year 2002-2003*



Public Safety Department

PROGRAM DESCRIPTION

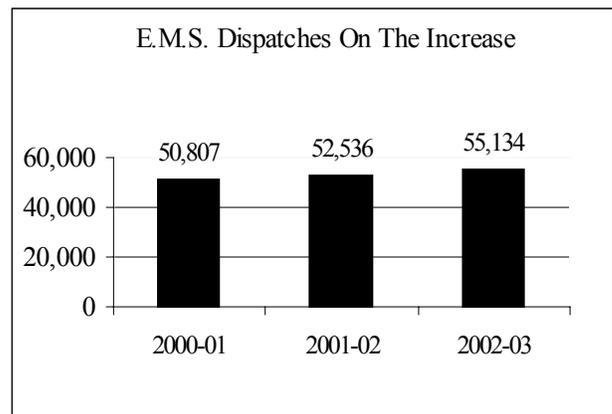
The Public Safety department has four service delivery divisions: Emergency Medical Services, Fire/Rescue Services, Law Enforcement (statutorily functioning as the City-County Bureau of Identification), and Emergency Management. In addition, the Public Safety Department is responsible for general coordination of public safety issues among the county, the municipalities, the court system, and any appropriate outside agency.

EMERGENCY MEDICAL SERVICES DIVISION

The Emergency Medical Services (EMS) Division is responsible for the administration, training and support for the EMS/Rescue operations in the county. These responsibilities

include providing basic and advanced life support services, and transporting persons to area medical facilities in emergency situations. EMS services are provided to sick or injured individuals that live, work, visit, or travel through Wake County. The Wake County emergency response area

includes the City of Raleigh and a portion of the County outside all municipal limits. Beyond responding to calls for emergency dispatches, the EMS Division is also responsible for billing users of ambulance services, filing insurance claims for Medicare and Medicaid, and marketing the membership/subscription program in the county. In addition to Wake County EMS, there are eight non-profit Rescue Squad corporations with whom the County contracts to provide services across Wake County.



Goals & Objectives

The mission of the EMS Division is to provide rapid, high quality, and cost effective pre-hospital emergency care to the citizens of Wake County. EMS success can be measured by five categories of objectives: 1) response time, 2) patient outcome, 3) scene times, 4) customer satisfaction, and 5) cost effectiveness. Specific objectives include the following:

- A total response time of less than 11:59 minutes on 90 percent of priority dispatches.

- At least a 30 percent success rate on cardiac arrest resuscitations.
- Increase success rate in oral endotracheal intubation to greater than 90 percent.
- Reduce Trauma 1 scene times to less than 10 minutes, 90 percent of the time.
- Validate complaints to less than 1 per 1,000 emergency responses.
- Recoup at least 40 percent of all operating costs through fees for service collected and subscriptions.

FIRE/RESCUE DIVISION

The Fire/Rescue Division has four key functions: emergency response, fire services training, fire code enforcement, and support of volunteer fire efforts. The Division provides 24-hour/365 day a year emergency response staff to assist volunteer fire departments, rescue squads, and local law enforcement agencies. Staff responds to emergency scenes to provide scene management, technical expertise, and fire investigations services.

Fire/Rescue staff operates the Fire/Rescue Training Center to provide training in emergency operations and management to career and volunteer firefighters in the county. Fire/Rescue staff also inspects new and existing commercial facilities in the county jurisdiction, in contracting municipalities and in all public school buildings countywide.

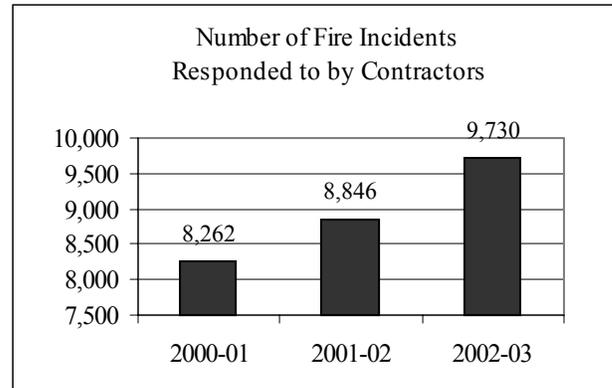
In addition, the Fire/Rescue Division administers, monitors and supports all fire protection and emergency service contracts with 19 fire protection providers throughout the county. This division serves as the primary liaison between Wake County government and the rural departments and provides system-wide planning and coordination. Support to the rural departments includes managing information concerning firefighting and rescue efforts of the volunteers, offering training opportunities, and providing counsel as needed. The Fire/Rescue division also provides personnel for fire suppression services for a rural fire district and coordinates countywide HAZMAT services. Through a collaborative arrangement with contracting agencies, the division provides weekday staffing for fire and emergency response in the Ten-Ten (Fairview), Rolesville, Western Wake and Stony Hill fire districts.

Goals & Objectives

The Fire/Rescue Division maintains several broad goals for service provision including; 1) managing and maintaining all fire protection and emergency service agreements, contracts, and disbursements in accordance with County policies and procedures to ensure the delivery of the highest quality of professional emergency services, 2) assuring that public and commercial facilities are free of fire hazards, 3) improving the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning, 4) improving the

ability of contractors and other public safety partners to communicate and transfer data with and among each other, and 5) providing a minimum recognized level of service countywide, to the extent that 90 percent of the county is located in a rated fire insurance district with a minimum rating of 9S. Toward this end, the Division's objectives for FY2003 include the following:

- Provide emergency response services to 90 percent of calls within 45 minutes or less.
- Provide high quality, thorough fire and life safety inspections of commercial facilities in accordance with the North Carolina State Fire Prevention Code Section 106 schedule, so that 90 percent of fire incidents in inspectable occupancies are not caused by a condition that is in violation of the State Fire Code.
- Provide new construction inspections of all Wake County Public Schools under construction or renovation, 95 percent of the time on the requested date.
- Annually instruct all county and municipal firefighters attending the Fire/Rescue Training Center,
- Comply with 95 percent of requests for comprehensive fire and life safety education courses upon request.
- Create Willow Springs fire insurance district to extend minimum level of recognized service after completion of fire station construction.

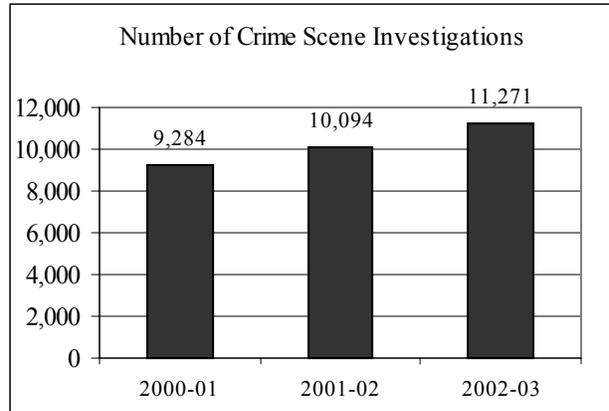


CITY COUNTY BUREAU OF IDENTIFICATION

The City County Bureau of Identification (CCBI) provides identification services to County law enforcement agencies with partial funding support from the City of Raleigh. CCBI services vary from managing and circulating arrest information, investigating crime scenes, photographing evidence, to administering chemical tests for alcohol, maintaining criminal fingerprint cards, and giving expert court testimony. Customers of these services include law enforcement agencies, the judicial system, attorneys, the general public, and other governmental agencies.

CCBI investigation services include responding to crime scenes to identify, photograph, collect and analyze physical evidence, preparing evidence and developing crime scene videos, diagrams, courtroom exhibits and computer graphs

for court. CCBI prepares and analyzes latent fingerprints, tire and shoe tracks, and glove impressions against those of suspects. The division also completes computerized entry of latent prints for comparison with state files via an automated fingerprint identification system, and analyzes unknown controlled drug substances in the drug lab. One of the critical responsibilities in securing admissible evidence in court is maintaining an unbroken chain of custody for crime scene evidence, and transporting the evidence to an appropriate storage facility. Staff also testify as experts in court on all findings. In addition to criminal identification and investigation services, CCBI offers fingerprint and photograph services to civilians for various licensing, job requirements and legal mandates.



Goals & Objectives

The overarching goal of all of CCBI's service efforts is to support law enforcement and judicial services efforts in Wake County through accurate data collection, investigations, analysis, and testimony. The division has identified the following key objectives for the 2002-03 fiscal year:

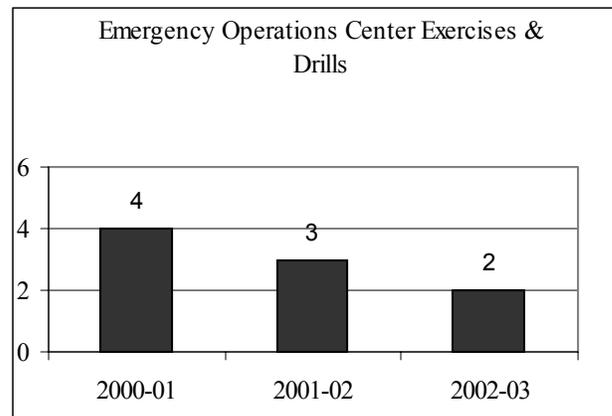
- Arrive at crime scenes within 1 hour of officer request time 75 percent of the time.
- Provide a one-week turnaround on all drug evidence analysis.
- Provide a two-week turnaround time for manual fingerprint comparison requests.
- Provide one-week turnaround on all illustrative evidence (photographic CD's, courtroom drawings, enlargements, graphs, and other exhibits).
- Complete arrestee booking within 25 minutes 90 percent of the time.
- Provide civil fingerprinting for federal, state, and local mandates with a return/rejection rate of no more than 2 percent.
- Correct/delete/update arrest information within 48 hours of discovery.
- Administer chemical test for alcohol within an hour of request 90 percent of the time.

**EMERGENCY
MANAGEMENT**

The Emergency Management Division coordinates and plans for emergencies that occur in Wake County. Through emergency response and preparedness training, the division responds to emergencies on a 24-hour basis. These response efforts are focused on maintaining the continuity of fire, law enforcement, EMS/rescue, and municipalities in emergency situations. Activities may include maintaining readiness of 9-1-1 telephone system/dispatch, emergency radio systems, coordinating efforts in an emergency operations center, evacuating persons from homes or businesses whose lives or property are threatened by an emergency situation, and giving informed recommendations on emergency protective actions and emergency response procedures. Key program areas involve the Harris Nuclear Power Plant and the county’s homeland defense programs.

Goals & Objectives

- Respond to and recover from significant emergencies involving natural and technological hazards, assisting municipalities by providing protective actions for affected populations, and orchestrating emergency response activities throughout both incident and recovery phases.
- Ensure that Harris Nuclear Power Plant preparedness efforts are in place through effective planning, training and exercises.
- Ensure that there is a sufficient level of chemical emergency planning & SARA Title III compliance throughout Wake County, and conduct chemical outreach programs to allow chemical information exchanges between public and private sector agencies.
- Plan for major emergencies involving weather and other natural and technological events, and update the county’s Multi-Hazard Plan to ensure consistency among municipal, county and state planning efforts.
- Develop, implement and manage the objectives associated with the Metro Medical Response System (MMRS) program for the City of Raleigh and Wake County.
- Maintain an updated emergency contact and resource database to effectively respond to and manage emergency operations, and maintain emergency radio equipment and tower sites to provide effective operability throughout the year.



Public Safety

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Emergency Medical Services Measures			
Endotracheal Intubation Success Rate	81%	88%	91%
90% Response Time for an Ambulance (Wake EMS only)	12:31 min.	12:00 min.	11:30 min.
90% Response Time for an Ambulance (All Wake County Responders)	14:30 min.	14:00 min.	13:30 min.
Validated client complaints per 1000 responses	<1%	<1%	<1%
Number of dispatches	50,807	52,536	55,134
Number of transports	33,098	34,178	35,760
Fire Rescue Service Measures			
Percent of incidents responded to within 45 min.	96%	92%	90%
Percent of fire incidents in inspectable occupancies not caused by a condition in violation of State Fire Code	n/a	n/a	95%
Percent of fire training center students that scored below 70% on pre-test and above 70% on post-test	n/a	n/a	90%
Percent of emergency incidents responded to by contractors within 9.2 minutes of less	85.5%	86%	90%
Number of fire incidents responded to by contractors	8,262	8,846	9,730
Number of medical first responder incidents responded to by contractors	6,379	7,528	8,281
Sq. footage of new & existing buildings inspected	113,280,466	110,479,645	100,000,000
Public School square footage inspected	46,632,406	45,837,015	62,000,000
City County Bureau of Identification Measures			
Response time (from officer request to CCBI agent arrival)	within 1 hour 64.6% of time	within 1 hour 57.1% of time	within 1 hour 65% of time

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Unknown drug evidence analysis turnaround time	n/a	within 1 week 92.4% of time	within 1 week 92.4% of time
Illustrative evidence turnaround time	n/a	within 1 week 99% of time	within 1 week 99% of time
Percentage of time evidence admitted at DWI trials	n/a	76.5%	76.5%
Civil fingerprint rejection/return rate	n/a	0.5%	0.5%
Agent cost per crime scene call	\$92	\$110	\$103
Drug chemist cost per drug case	\$126	\$60	\$65
Number of crime scene calls answered	9,284	10,094	11,271
Number of civilians fingerprinted	12,861	13,116	13,495
Emergency Management Measures			
Percentage of time emergency two-way radio system operational during emergency responses	95%	95%	95%
Ratings percentage of emergency management programs/plans/procedures above average	92%	90%	90%
Percentage of time the Communicator system is operational	n/a	95%-	95%
Emergency Operations Center exercises and drills	4	3	2
Emergency training hours	6,500	2,500	2,200
Emergency plans/procedures updated & distributed	30	30	18

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

EMERGENCY MEDICAL SERVICES

- Implemented service delivery plan for Fuquay Varina rescue district and reduced response times for EMS service in this area. All citizens in this district now receive EMT-Paramedic service on all EMS responses.
- Awarded Computer-Aided Dispatch (CAD) bid to enhance 911 dispatching for EMS/Rescue services.
- Began automated ambulance call report project, which should result in both a cost savings in copying and printing reports, and increased revenue from ambulance billing by faster electronic billing.
- Implemented Continuous Positive Airway Pressure (CPAP) device use in Wake County. Wake is the first county in the state to implement this pro-

gram to provide better ventilatory support to patients suffering from respiratory difficulty.

- Implemented new advanced medical protocols allowing EMT-Paramedics to provide more advanced care to patients on scene without first contacting a physician at the hospital. The result is faster treatment to patients suffering from life threatening illnesses.
- Implemented a needle stick prevention program required by federal law.

FIRE/RESCUE DIVISION

- Implemented a process for developing a fire service capital improvement program.
- Initiated and completed a comprehensive assessment of physical condition of county and municipal fire stations.
- Served as a liaison between County government and Knightdale Volunteer Fire Department, Inc. regarding the fire department's fiscal accountability and special audit issues.
- The Apex Volunteer Fire Department, Inc. has approved a consolidation with the Town of Apex Fire Department. After consolidation is complete, the Town of Apex will provide fire protection and other emergency services in the Hipex Fire District.
- Implemented Fire Officer Level I certification training course. This collaborative effort with the State Fire Marshal's Office is the first of its type in the state.

CITY COUNTY BUREAU OF IDENTIFICATION

- Achieved one-week turnaround time on all drug testing for all agencies within Wake County.
- Achieved total digital photography use by all agents and the forensic photographer.
- Increased the number of AFIS identifications for the year.
- Utilized new technology for communicating from officer to magistrate by means of electronic video conferencing. This allows the arrestee to remain in the presence of the arresting officer at all times.
- Arranged and renovated the processing unit to best utilize available space based on workflow and employee safety.

EMERGENCY MANAGEMENT DIVISION

- Completed Harris Nuclear Plant demonstration exercise in June 2001.
- Participated in the Wake County Public School System's Workshop on School Violence.
- Expanded use of the "Communicator" emergency notification system due to the events of 9/11.
- Assisted in conducting the Local Emergency Planning Committee's BETS Conference for local citizens and industry. Attendance was almost 180 per-

sons of this one-day event to bring information and education to the local community about hazardous materials.

- The Wake County Local Emergency Planning Committee successfully implemented on-line reporting of annual chemical information by business and industry (SARA Title III).
- The EM2000 software package was installed on personal computers in the Emergency Operations Center and will be utilized during future emergency operations. This will streamline and greatly enhance emergency operations and information flow.

KEY ISSUES FOR FY2002-2003

EMERGENCY MEDICAL SERVICES

- The EMS Division reduced operating expenses for fiscal year 2003 by approximately \$119,000. To reach this amount, EMS released one position (a vacant EMS Assistant Director) and reduced subscription advertising and billing expenses.
- Establish a full-time EMS System Medical Director for Wake County. The County will contract with the Emergency Medicine Division of the UNC School of Medicine for this service beginning July 1, 2002.
- Develop a system plan for delivering EMS service to the citizens of Wake County, as required by new state legislation.
- Implement a new fee schedule for services that mirrors categories of care by Medicare definition.
- Implement an automated ambulance call report system.
- Reduce response times for ambulances by looking at alternative delivery methods, reallocating resources, and shifting locations of ambulances based on response patterns.
- Provide negotiated support to contract Rescue Squads when fees and other sources of revenue are not sufficient to meet the financial needs of these agencies.
- Implement automated scheduling program for personnel.

FIRE/RESCUE DIVISION

- Maintain service levels and quality of service. Increased urbanization and development of rural areas and municipal annexation of unincorporated county areas continue to strain the fire protection delivery system. Efforts for system-wide planning and coordination of service delivery and sharing of resources must increase.
- Service delivery in the Alert Fire District. The Town of Knightdale will provide fire protection in town limits through a town-operated fire department, effective July 1, 2002. Fire/Rescue staff will continue to provide assistance to both the Town of Knightdale and the Knightdale Volunteer Fire Department, Inc. to evaluate the impact of the Town's decision on the efficiency and effectiveness of fire protection in the Alert Fire District.

- Maintain the Fire/Rescue Training Center. The Fire/Rescue Training Center is almost 20 years old and many of the propane gas-fired props are in need of repair and replacement.
- Provide continuing support to the Wake County Fire Commission. This Commission offers fire protection service delivery and budgetary recommendations to the Board of County Commissioners.
- Fire districts need to be revised to provide for closest station dispatch with revisions coordinated with CAD implementation to the extent possible.

**CITY COUNTY BUREAU
OF IDENTIFICATION**

- Renovate the current reception areas to reasonably accommodate the number of customers and decrease the time they are required to wait.
- Measure effectiveness of four additional vehicles received in fiscal year 2002 on agent response times.
- Design and implement new accounting software for front reception area.
- Upgrade current software for mug shot viewing and retrieval by law enforcement officers.
- Upgrade existing investigative report software specifically designed for CCBI.

**EMERGENCY
MANAGEMENT DIVISION**

- Carry out the Domestic Preparedness initiative, formed under fiscal year 1997 Defense Authorization Bill (PL 104-201).
- Manage the Metro Medical Response System (MMRS) program to develop and enhance medical response to weapons of mass destruction-events. One position in Emergency Management will be charged to the MMRS program grant for fiscal year 2003.
- Continue to support the Harris Nuclear Power Plant Program to meet the regulatory requirements for training of emergency responders and other support personnel.
- Continue to nurture partnerships and collaboration among public safety and municipal agencies as the trunked radio system moves into the final design stage and construction begins.

The remaining reductions for the Public Safety Department for fiscal year 2003 occurred in the Administration Division, where budgets for both the firing range and electronic monitoring were adjusted to more accurately meet current demand for service.

ISSUES ON THE HORIZON

**EMERGENCY MEDICAL
SERVICES DIVISION**

- Implement the 800-megahertz radio system.
- Co-locate EMS units in new response areas to improve service delivery and response times.
- Replace/remodel existing EMS facilities to conform to current safety code.

- Provide public education concerning EMS and injury prevention.
- Use response data to determine locations of needed EMS resources.

FIRE/RESCUE DIVISION

- Fire Contract Management - Wake County has negotiated an improved contract for rural fire protection services. After contract execution, enforcement of contract provisions will require increased staff time.
- Fire Service Accreditation Criteria - Currently, there is no objective benchmark to measure performance of the fire protection system. In future years, the action plan is to develop a proposal for Fire Commission adoption of Fire Service Accreditation Criteria.
- Implementation of 800 MHz radio system - This new system will significantly improve the ability of public safety agencies to communicate with and among each other.
- Need to house emergency response personnel - Shift personnel are currently using an existing office space for sleeping quarters.
- Need to relocate the specialized response vehicle, which does not fit into the parking deck.
- Need for a satellite training center - Despite the heavy use of the Fire/Rescue Training Center, many departments are unable to take full advantage of the center due to its remote location.

CITY COUNTY BUREAU OF IDENTIFICATION

- Secure a second Latent Examiner to assist in reducing turnaround times of latent fingerprint comparison requests due to an increase in field staff and CCBI internal reorganization.
- Significantly reduce response to crime scenes by utilizing new agent positions received in fiscal year 2002.
- Reduce turnaround times on manual Latent Examiners comparisons.
- Arrange and renovate existing reception and civil fingerprinting areas to better suit today's work load and future demands.
- Assign a car to each agent to assist in responding in a timely manner to crime scene calls and to assist in more flexibility when emergencies arise or assistance from off-duty agents is required.

EMERGENCY MANAGEMENT

- Maintenance and enhancement of Domestic Preparedness program and resources.
- Emergence of a national emergency management accreditation system, with accompanying benchmarks.
- 800 MHz radio system completion, implementation and staff-support resources.
- Automatic vehicle location (AVL), enhanced mobile data and advanced broadband communication capability on 800 MHz/CAD foundation.

Public Safety

Budget Summary

Public Safety	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$10,311,046	\$11,365,794	\$11,384,289	\$11,384,289
Operating Expenses	\$5,000,486	\$6,086,696	\$5,892,087	\$5,892,087
Capital Outlay	\$520,314	\$170,275	\$160,974	\$160,974
EXPENDITURE TOTALS	\$15,831,846	\$17,622,765	\$17,437,350	\$17,437,350
Intergovernmental Revenue	\$1,238,787	\$158,430	\$63,820	\$63,820
Fees & Other Revenues	\$4,111,648	\$4,799,156	\$6,695,094	\$6,695,094
REVENUE TOTALS	\$5,350,435	\$4,957,586	\$6,758,914	\$6,758,914

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	201.0	210.0	-1.0	209.0

Wake County Volunteer Fire Departments

Wake County contracts with nineteen fire departments to provide fire protection and emergency services in the unincorporated areas of the county. Fourteen of the fire departments are incorporated nonprofit organizations while five are municipal fire departments. The fire departments provide fire suppression, medical first responder, rescue, and fire prevention services in various districts. They also respond to incidents involving the release of hazardous materials, motor vehicle accidents with persons injured, and searches for missing or lost persons. The fourteen incorporated nonprofit organizations use volunteer firefighters supplemented with paid staff for fire protection and emergency services. The volunteer firefighters donate their time and efforts to the safety of Wake County citizens. They do this by responding to emergency calls and attending numerous training sessions. By maintaining public protection classifications, the fire departments save county property owners annually on fire insurance premiums. To pay for these services, the Board of Commissioners levies a fire tax on appropriate real and personal property on a single fire tax district. The fire service tax rate is \$0.10 for fiscal year 2002-03, a one cent increase over fiscal year 2001-02. The additional one cent will support fire department operations cost increases and related improvements. Of the \$0.10 tax rate, seven and one-half cents support operating budgets and two and one half cents support capital improvements.

GOALS & OBJECTIVES

- Provide comprehensive fire protection and emergency services in the unincorporated areas of Wake County.
- Maintain current public protection classification.
- Respond to all structure-related calls with a minimum of four personnel within 9.2 minutes.
- Provide automatic mutual aid in accordance with the “closest two-fire station response” concept.
- Participate in county wide mutual aid plan.
- Provide initial training for all new firefighters in accordance with each department’s adopted guideline.
- Provide continuing education that meets or exceeds North Carolina Department of Insurance requirements.
- Develop a plan for public fire and life safety education for children, businesses, and homes within each district.
- Test and maintain fire hydrants in accordance with the department’s adopted guideline for testing and maintenance of fire hydrants.
- Provide medical first responder service within each district.
- Emphasize fire protection planning and coordination within each of the four fire protection and planning regions.

- Explore options such as department mergers, consolidation, co-locations, etc., for more efficient service delivery.

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Completed merger of the Apex Volunteer Fire Department, Inc. with the Town of Apex Fire Department. After consolidation is complete, the Town of Apex will provide fire protection and other emergency services in the Hipex Fire District.
- Completed the planning, implementation, and consolidation of the Six Forks Volunteer Fire Department into the Bay Leaf Volunteer Fire Department.
- Began construction of a prototype fire station to serve the Willow Springs community. Construction is expected to be completed Summer 2002.
- Collaboratively developed a new fire protection contract with Wake County for rural fire protection services. The new agreement increases fiscal accountability for the private, non-profit fire departments.
- Continued a Child Safety Seat inspection program at Apex Fire Department, Garner Fire Department, Hopkins Fire Department, Six Forks Fire Department, and Zebulon Fire Department.
- The North Carolina Department of Insurance's (DOI) Fire and Rescue Training/Inspections Division is responsible for inspecting all fire departments having a 9S insurance classification to ensure compliance with criteria established by DOI. The criteria dictates a minimum level of fire protection and determines insurance premium rates for homeowners across the state. In fiscal year 2001-02, DOI recertified the Furina Fire Insurance District, served by the Fuquay-Varina Fire Department, from a split 6/9S to a split 4/9S.

KEY ISSUES FOR FY2002-2003

- The Town of Knightdale will begin fire protection service in its corporate limits through its newly created Department of Public Safety. The Town will no longer contract with Knightdale Volunteer Fire Department, Inc. after July 1, 2002.
- Conduct a study of salary structure and fire truck fleet needs for all departments by an independent third party.
- Begin initial fire station safety and health improvements based on a professional facility assessment of all department facilities.
- Continue to develop a long-range Capital Improvement Plan that addresses debt service, facilities, and equipment needs.
- Continue to explore service delivery partnerships with municipalities in rural pocket areas and county areas around the periphery of the municipalities.
- Develop a method of evaluating the efficiency and effectiveness of service delivery through benchmarking and performance measurement.

- Continue to implement a revised budget request process for the contracting fire departments that emphasizes benchmarking and performance measurement.
- Continue efforts to expand a minimum recognized level of Class 9S fire protection countywide.
- Implement new Computer-Aided Dispatch system incorporating fire insurance and response district revisions and borderless service delivery.

ISSUES ON THE HORIZON

The fire service is experiencing a decline in volunteer membership. For a variety of reasons, the number of persons desiring to donate their time to serve fire departments is decreasing. This trend is expected to continue and will result in increased response times. The increased response times are the result of fire departments waiting longer for the limited number of volunteers to respond to emergency calls. To meet the challenge of providing fire protection with fewer volunteers, fire departments will need to improve recruitment and retention efforts as well as increase the number of career staff providing fire protection and emergency services.

Most current fire station facilities were constructed to meet the needs of a fire protection system staffed with volunteers. As the number of career staff increases in the fire service, increased investment in buildings and facilities will be necessary to accommodate career staffing both during normal weekday working hours and on a 24-hour basis.

Urbanization of unincorporated areas of the county and municipal expansion into the county is straining the ability of the fire protection system to maximize resource utilization. To maximize existing resources in an evolving environment, the fire service needs to provide seamless service delivery through closest unit response regardless of jurisdictional boundary.

WAKE COUNTY VOLUNTEER FIRE DEPARTMENTS

FIRE SERVICES	FY2000-01 Final Appropriation	FY2001-02 Final Appropriation	FY2002-03 Adopted Appropriation
Apex	\$421,427	\$330,782	\$361,649
Bay Leaf	\$684,389	\$703,453	\$946,866
Durham Highway	\$520,685	\$538,851	\$702,125
Fairview	\$662,897	\$619,598	\$770,785
Falls	\$162,828	\$177,386	\$202,019
Fuquay-Varina	\$608,964	\$652,688	\$955,788
Garner	\$719,805	\$722,407	\$817,631
Holly Springs	\$177,899	\$200,368	\$228,342
Hopkins	\$197,236	\$223,941	\$261,202
Knightdale	\$617,188	\$608,435	\$972,261
Morrisville	\$476,838	\$511,981	\$521,196
Raleigh Suburban	\$3,066	\$0	\$0
Rolesville	\$297,340	\$318,909	\$271,947
Six Forks (Merged with Bay Leaf FY 2003)	\$178,315	\$233,796	\$0
Stony Hill	\$271,189	\$282,933	\$392,877
Swift Creek	\$311,289	\$296,814	\$333,491
Wake Forest	\$226,364	\$237,427	\$237,427
Wake-New Hope	\$682,385	\$721,724	\$737,999
Wendell	\$556,779	\$647,112	\$744,229
Western Wake	\$352,262	\$346,475	\$559,276
Zebulon	\$199,889	\$222,288	\$234,091
Department Totals	\$8,329,034	\$8,597,368	\$10,251,201
Building Improvements	\$0	\$0	\$48,612
Consultant Studies	\$0	\$0	\$150,000
Defibrillator, Thermal Imager, and SCBA Acquisition	\$0	\$0	\$183,500
Other Total			\$382,112
County Capital Appropriation Total	\$650,000	\$3,312,632	\$3,519,000

*Fiscal Year 2002-2003
Adopted Budget*

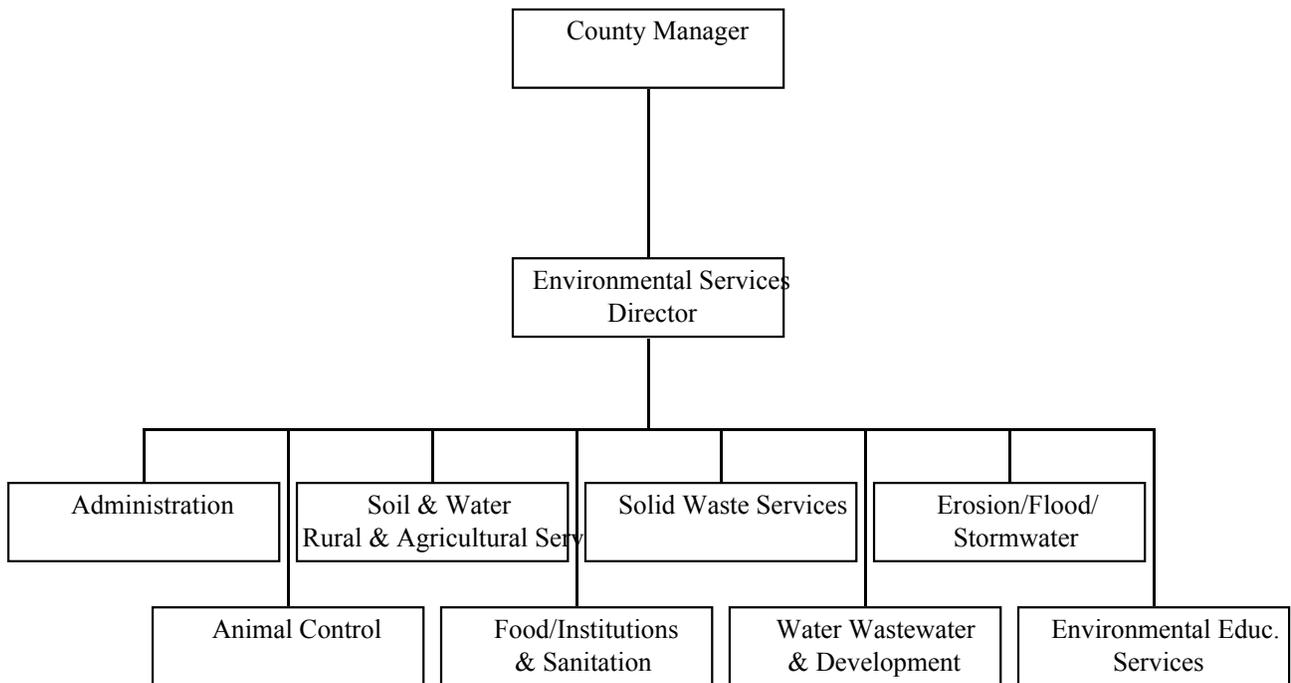
ENVIRONMENTAL SERVICES

Environmental Services Organizational Chart

Environmental Services

Solid Waste-Enterprise Fund

*Environmental Services Organization
Fiscal Year 2002-2003*



Environmental Services Department

PROGRAM DESCRIPTION

As Wake County continues to grow, environmental and public health issues regarding water quality and quantity, air quality, and solid waste are becoming increasingly important concerns to the countywide community. With the long-term vision of ensuring that future generations enjoy the same levels of environmental quality and public health that current citizens enjoy today, the Environmental Services Department is dedicated to developing an environmental stewardship agenda that achieves countywide goals and policies through a combination of proactive efforts such as research, education, and regulatory or protection-based programs.

Since its inception, the Department has organized its efforts into the following seven service areas: 1) erosion, sedimentation and flood control, 2) water and wastewater development services, 3) soil and water conservation and rural services, 4) animal control, 5) food and institutions inspections, 6) environmental education, and 7) solid waste management. However, as Environmental Services continues to evolve, the Department is increasingly emphasizing integrated staff efforts to achieve shared goals in four primary outcome areas: environmental education, environmental quality, public health protection, and customer service. In the next fiscal year, the department is developing plans such as a watershed management plan and a solid waste management plan that will further focus countywide environmental and public health policies on shared environmental indicators such as water quality, air quality, and waste management. In addition, the seven divisions of the Environmental Services Department continually target efforts on more efficiently and effectively addressing water quality and quantity, air quality, solid waste, environmental education, and other public health and environmental issues.

ENVIRONMENTAL EDUCATION

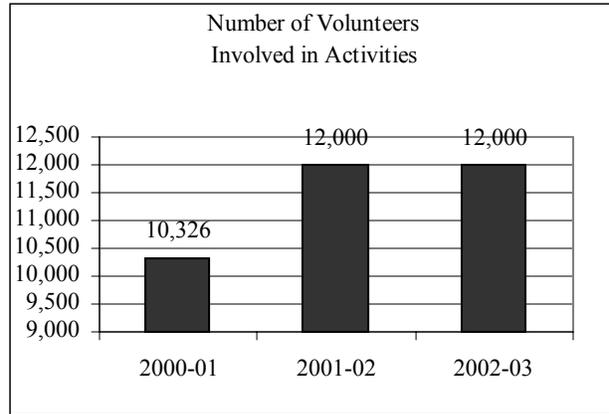
Through education programming and technical assistance, the Environmental Services Department fosters a clean environment, promotes recycling, and provides environmental education for citizens of all ages. Educational programs are designed to inform consumers about the relationship between their actions and the protection of our living and natural environment. Specific education efforts include disseminating up-to-date and factual environmental information on current scientific data to all citizens, especially to community leaders and decision-makers. In addition, the Keep America Beautiful (KAB) efforts provide information on the environment to students, citizens, educators, and civic, business, and government leaders. Improved community appearance is achieved through the organization of a number of annual beautification efforts and cleanups of public lands and waterways. The environmental education efforts also include being a team leader in the Wake County Environmental Net-

work, an organization of 18 County agencies with responsibilities for environmental operation, enforcement, and education.

Goals & Objectives

The Environment Education service area is focusing efforts in fiscal year 2002-2003 on pursuing the following goals in education, community appearance, and networking:

- Improved education and awareness of the public about their personal responsibility in protecting and improving Wake County’s environmental quality.
- Ensuring that the public is recognized and rewarded for exemplary actions to protect the environment.
- Promoting Wake County government as a positive organizational role model for responsible environmental action.
- Encouraging citizens to take more personal responsibility for the quality of the environment.
- Improving internal communication and collaboration between Environmental Network agencies on programs and budget items.
- Eliminating duplication and fragmentation that may exist in delivery of environmental programs.



EROSION, FLOOD & STORMWATER SERVICES

The long-term focus of the four programs in the Erosion, Flood & Stormwater Services Division is to reduce the impact of erosion, sedimentation and flooding for the protection, welfare and safety of Wake County residents. The four programs are: 1) Erosion and Sediment Control, 2) Flood Program, 3) Drainage Program, and 4) Stormwater Control, Management and Watercourse Buffers.

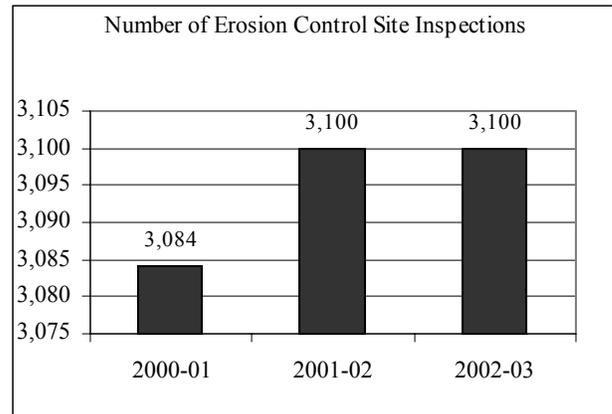
Goals & Objectives

The primary goals of the Erosion, Flood and Stormwater Services (EFS) Division are to limit the effects of urbanization and stormwater runoff, promote responsible land use, protect water quality, provide efficient service delivery as it relates to mandated regulatory requirements, improve customer satisfaction, and enhance current business practices to ensure that operational outcomes are achieved.

In fiscal year 2003, the following objectives will frame the division’s service

efforts:

- Initiate the EFS Mainframe permitting and tracking screens for all programs by June 1, 2002.
- Implement the recommendations of the consultant's study for Watershed Management as they relate to EFS operations.
- Expand staff presence on the first floor by co-locating key personnel with IDPP staff during the first quarter of the fiscal year (dependent on construction schedule) and move to fulfilling the vision of a "one stop shop" for permitting for public (service delivery/customer satisfaction).
- Initiate and implement "Hazard Mitigation Grant Acquisition and Relocation Program", as prescribed by Senate Bill 300 (now N.C.G.S. 166A-4) by August 1, 2002. Includes hiring of appropriate consultant and completion of study/recommended actions by that date.
- Initiate use of laptop computers in county vehicles to accomplish "real time" data entry similar to IDPP building inspections model.



WATER, WASTEWATER & DEVELOPMENT SERVICES

The focus for the five programs contained within the Water, Wastewater & Development Services (WWDS) Division is public health and water quality. The five programs are: 1) Onsite Wastewater Program/Technical Assistance, 2) Public Swimming Pools, 3) Wells/Water Supply, 4) Water Quality, 5) Vector Control/Mobile Home Parks/Migrant Camps.

The functions of these programs are embodied in a variety of statutes and local ordinances and include the following activities:

- Response to applications for building supported by onsite wastewater systems
- Inspection of septage sites and Type IV, V and VI wastewater systems
- Inspection of wastewater system installations
- Response and resolution for malfunctioning wastewater systems
- Inspection of public swimming pools (opening and in-season) which includes ambient sampling
- Plan review and approval for new public swimming pools

- Siting/permitting of water supply wells: drinking, irrigation & geothermal
- Inspection of wellheads and well groutings
- Inspection and monitoring of surface discharge and surface application wastewater systems
- Ambient sampling/monitoring of public recreational waters and beaches
- Education efforts and complaint response for vector problems (mosquitoes, rodents, etc.)
- Semi-annual inspections (including well sampling), complaint response and replacement approvals for mobile home parks and annual inspections for migrant labor camps.

Goals & Objectives

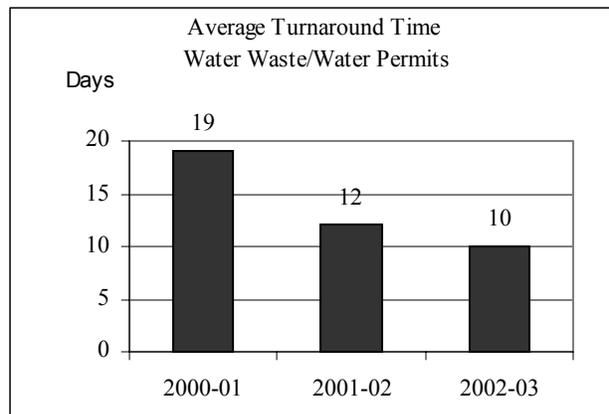
The long-term focus for the Water, Wastewater & Development Services Division is to: 1) protect and promote public health and water quality, 2) provide effective, efficient service delivery as it pertains to mandated regulatory functions (federal, state and local) and customer satisfaction, 3) enhance current business practices to refine "cause and effect" relationships between operations and outcomes.

In fiscal year 2003, the division will focus on achieving the following objectives:

- Initiate complaint/tracking application for wells and wastewater systems by August 1, 2002.

Additional information will allow analysis regarding causes of failures, age of systems or wells affected and geographic distribution of problems. This information will form the basis for a proposal regarding the necessity, scope, structure and importance of a management entity for wells and wastewater systems (public health, water quality).

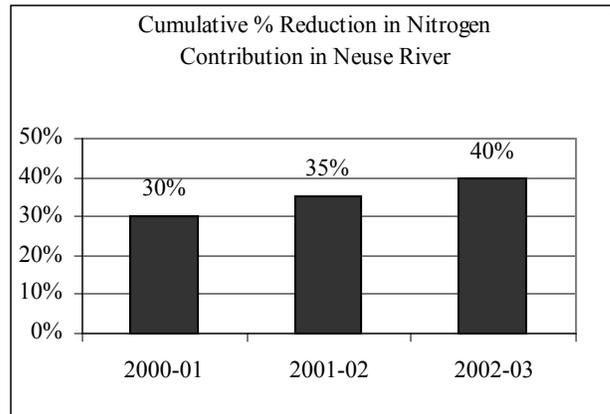
- Expand WWDS staff presence on the first floor by co-locating key personnel with Inspections and Permitting staff during the first quarter of the fiscal year (dependent on construction schedule). This move will help fulfill the vision of a "one stop shop" for permitting.
- Initiate and participate in groundwater sustainability study. WWDS staff will provide insight, requested data and direction for the firm that is hired to accomplish the study.



**SOIL & WATER
CONSERVATION
SERVICES**

This service area provides a variety of services to rural and urban residents in the county to conserve soil, water and related natural resources. Technical assistance, cost sharing (from federal/state sources), and educational/informational services are provided under the auspices of the Wake Soil and Water Conservation District Board of Supervisors (composed of 3 elected/2 appointed officials). In addition to County funding, this program receives considerable technical and economic support from state and federal sources. Conservation plans are developed for landowners/farm operators on a voluntary basis or as required by federal/state environmental regulations. These plans address issues

such as erosion control, water conservation, water quality protection (from sediment, nutrients, pesticides, and animal wastes), and forest/wildlife management. Technical assistance is also provided for wetland determinations, pond site evaluations/maintenance, soils interpretations, stream resto-



ration, residential drainage problems (not covered by local ordinance requirements), Crabtree Creek Watershed Project (a flood control project) management, and farmland preservation. The District is also playing a lead role in the development of the County's Watershed Management Plan (to be completed by July, 2002) and will likely play a major role in implementing this plan. The District provides a full range of natural resource information to the public and is coordinating the update of a soil survey. The District also sponsors a hands-on environmental education program in cooperation with the Wake County Environmental Network.

Goals & Objectives

Within the broad goals of enhancing and maintaining water quality, conserving natural resources, increasing environmental literacy and conservation efforts of local citizens, the Soil and Water Conservation service efforts will be targeted to achieving the following objectives in fiscal year 2002-2003:

- Install new conservation practices on cropland that will reduce soil erosion by 4,000 tons annually and reduce the delivery of sediment and other pollutants to local waters (annual goal).
- Reduce the runoff of nitrogen from farmland in the Neuse Basin by 165,321 pounds by August, 2003 (as required by the State's Neuse Rules).

- Lead efforts to develop a Watershed Management Plan by July, 2002.
- Implement long-term program to protect/restore the health of high priority watersheds identified in the Watershed Management Plan (2002-2005).
- Maintain the approximately 2,000 existing conservation plans on local lands to insure ongoing conservation efforts on private lands.
- Reduce flood damages through inspections of 10 Crabtree Creek Watershed Project structures.
- Prepare annual budgets, work plans, and annual reports for Wake Soil and Water Conservation District Board of Supervisors.
- Maintain customer service satisfaction level at 100 percent good or excellent.

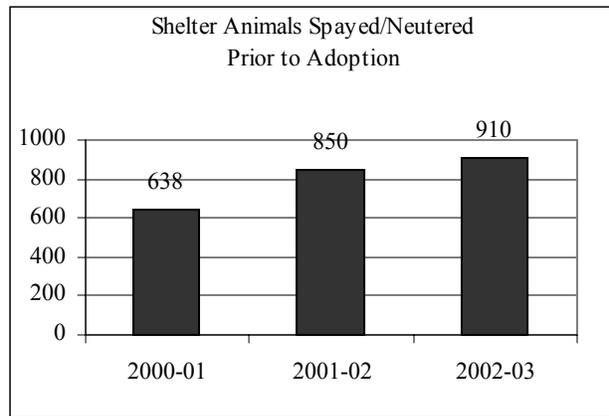
ANIMAL CONTROL SERVICES

This service area is primarily responsible for ensuring that the citizens of Wake County have a healthy and safe environment by reducing the chance of rabies spreading from the wildlife population to the domestic animal population. Staff fulfills this goal by enforcing the Wake County Animal Control Ordinance, the North Carolina Rabies Law and other laws related to animal welfare. Enforcement services include responding to requests concerning animal problems and impounding any animals that are in violation of ordinances. Enforcement services are provided throughout the municipal and unincorporated areas of Wake County except in Raleigh, Cary, Garner and Holly Springs. All animals impounded by Wake County enforcement services and Holly Springs Animal Control are housed at the Wake County Animal Shelter. Citizens may also relinquish animals at the shelter facility. Staff also educate the public about the importance of animal protection and control.

Goals & Objectives:

The Wake County Animal Control Division is committed to providing effective enforcement and sheltering services in a timely and efficient manner. In FY2002-2003, the Division is focusing on improving the response times in the following seven areas of enforcement services:

- Running At Large: 90% of calls in 2 days
- Public Nuisance: 90% of calls in 2 days
- Routine Emergency: 100% of calls in same day
- Special Emergency: 100% of calls in same day



Environmental Services

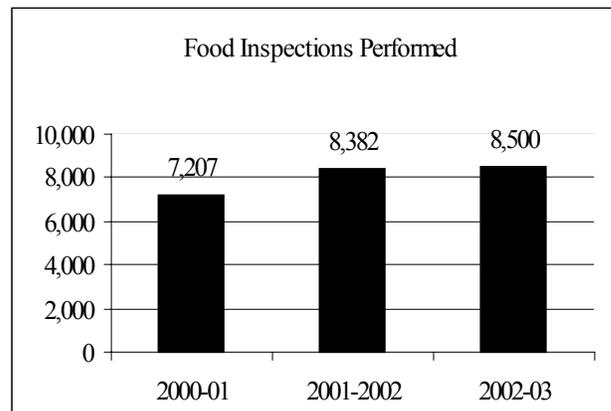
- Evictions: 100% of calls in same day
- Animal Turnovers: 90% of calls in 3 days
- Other calls: 90% of calls in 3 days

In addition, Animal Control staff are focused on increasing the number of surgically altered animals adopted from the shelter to 90 percent, and assuring that four animal control officers achieve Level 1 NACA Certification.

FOOD, INSTITUTIONS & SANITATION SERVICES

The staff of the Food, Institution and Sanitation (FISD) service area perform legally mandated sanitation inspections in all Wake County food, lodging and institutional facilities, including all food services, schools, school cafeterias, child day cares, meat markets, hotels, rest and nursing homes, hospitals, residential care facilities, summer camps, tattoo establishments and jails. Staff also perform plan review for new or remodeled facilities, evaluate the construction of new facilities, and perform permitting and licensing evaluations of new facilities and any facilities changing hands. Staff provide follow-up on food borne illness and other sanitation complaints related to facilities. The staff perform environmental lead evaluations in schools, day cares or any locations associated with children with elevated blood lead levels exceeding limits set in state law. These services safeguard the health and safety of Wake County

citizens and visitors by assuring the safety of water supply, wastewater disposal, food supplies and preparation, employee health and hygiene, and the many aspects of facility use that can impact public health and safety.



citizens and visitors by assuring the safety of water supply, wastewater disposal, food supplies and preparation, employee health and hygiene, and the many aspects of facility use that can impact public health and safety.

Goals & Objectives

By providing routine surveillance of sanitation and safety conditions in governed facilities, the FISD Division works to prevent the occurrence of illness and injury of facility users. This fundamental objective is supported by plan review and construction evaluation to assure that new and remodeled facilities are constructed to support the intended functions. FISD also performs environmental investigations in homes, schools, day cares, and other premises where children age 6 or under are found to have elevated levels of lead in their blood.

Environmental Services

Through the elimination and control of identified lead hazards, affected children are protected from further lead poisoning and other children are not exposed.

- This year the Division's goal is to perform 8500 plus facility sanitation inspections.
- Plan review and construction evaluation staff will review routinely logged plans within 15 working days. Staff will also cover at least 95 percent of express review sessions when given at least 2 working days notice.
- Staff will initiate follow up on lead poisoning referrals within 10 workdays.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Environmental Education Measures			
Waterway cleanups in all sections of the County	23 sites	25 sites	25 sites
Adopt-a-Highway miles adopted	800	800	800
Number of volunteers involved in activities	10,326	12,000	12,000
School/Community presentations	68	75	75
Presentation attendance	1,309	2,000	2,000
School/Community exhibits	14	20	20
Exhibit attendance	6,200	7,000	7,000
Erosion, Flood & Stormwater Services Measures			
Erosion and sediment control plans received	211	256	250
Number of erosion and sediment control site inspections	3,084	3,100	3,100
Flood studies reviewed	30	40	40
Number of drainage program site visits	596	610	610
Number of embankment inspections	52	60	60
Water and Wastewater Development Measures			
Average turnaround time for permits (new & repair)	19	12	10
Percent of inspected well groutings achieved	85%	95%	95%
Percent of existing system inspections achieved	40%	40%	80%
Percent of swimming pools approved prior to "default"	100%	100%	100%
Average permit production/staff member	170	180	180
Average number of well inspections/staff member	800	800	800

Environmental Services

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Number of complaints/new applications	3,842	3,700	3,900
Annual grouting inspection requests	806	750	725
Number of submitted swimming pool plans	46	57	65
Soil and Water Conservation Measures			
Tons of soil erosion prevented by new conservation	5,948	4,000	4,000
Cumulative percent reduction in nitrogen contributions from Wake Co. farms in the Neuse Basin	30%	35%	40%
Citizens involved in education programs	2,049	2,000	2,000
Acres of farmland preserved	92	0	200
Sediment/erosion control plans reviewed	27	25	25
Animal Control Measures			
Number of adoption/reclaims	2,141	2,206	2,400
Number of animals spayed/neutered prior to adoption	638	850	910
Number of requests for service	6,805	6,900	7,000
Food, Institutions, and Sanitation Measures			
Inspections performed	7,207	8,382	8,500
Construction plans reviewed	648	914	925
Percent coverage Food/Lodging reported to State	63%	78%	82%

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

ENVIRONMENTAL EDUCATION

- Received Environmental Educators of NC Annual Service Award, and the Sir Walter Raleigh Award for Community Appearance awards in recognition of the quality of the Keep America Beautiful and environmental education programs.
- New community partnership events were established including: 1) producing a 2-day regionally-attended TREES Conference with eleven partnering groups, including the National Arbor Day Foundation and the Raleigh-Wake Home Builders' Association; 2) partnering with the Raleigh Police Department for the Maple Street Makeover in a southeast Raleigh neighborhood; 3) partnership with Partners for Environmental Justice on an ongoing Walnut

Creek wetlands cleanup and development of Environmental Education programs.

**SOIL AND WATER
CONSERVATION**

- Staff continued work on a management plan addressing the full range of water quality issues in Falls Lake; and worked with the Upper Neuse Non-point Source Team to identify urban streams for best management practice demonstration projects.
- The most recent Natural Resources Inventory released by The US Department of Agriculture showed that the average cropland erosion rate (per acre) on Wake County cropland has been reduced by an estimated 40 percent since 1980.
- Recognized by the National Association of Conservation Districts this year for having the best District newsletter in the nation.

**EROSION, FLOOD &
STORMWATER
SERVICES**

- Implemented new Stormwater requirements and completed annual report to the State as required for Neuse Buffer and Stormwater programs.
- Completed EFS Mainframe permitting and tracking system.
- Secured cost share grant from the State for purchase of laptop computer installation in field vehicles.
- Provided technical support to Watershed Management Task Force.
- Achieved working agreement with NCSU Cooperative Extension to develop test and monitor permeable pavement.

**WATER, WASTEWATER,
& DEVELOPMENT
SERVICES**

- Initiated use of laptop computers in vehicles to accomplish "real time" data entry similar to IDPP building inspections model.
- Increased customer satisfaction and streamlined processing of onsite wastewater work through reorganization of staff.
- Created Vector Control/Mobile Home Parks/Migrant Camps Program to segregate certain functions that placed additional seasonal demands on the Onsite Wastewater staff.
- Resumed inspections for low pressure pipe wastewater systems. The State now requires an inspection once every three years for these types of systems. Wake County has approximately 350 single family dwelling low pressure pipe systems.

ANIMAL CONTROL

- Increased the number of animals spayed or neutered prior to release from the shelter. In FY2002, 83 percent of adopted animals were surgically altered prior to release from the shelter compared to 60 percent in FY2001.
- Conducted a comprehensive enforcement service analysis, developed goals and objectives for service delivery, and established mechanism for tracking performance progress.

Environmental Services

- Began providing enforcement coverage in the Town of Morrisville in the fall of 2001 by request of the municipality.
- Absorbed increase in the fee charged by the SPCA to the City of Raleigh due to a renegotiated contract became effective in July 2001.
- Created an Animal Care Management Explorer Post at the shelter introduce school children to careers in animal care. The Post currently has twenty-one active student members.
- The Second Annual Dog Walk for the Paws To Recycle Campaign resulted in approximately three hundred (300) participants and generated \$7,959 of the \$13,151 raised by the drive. The proceeds are earmarked for the purchase of a mobile adoption van to increase the number of animals adopted from the shelter.

FOOD, INSTITUTIONS, & SANITATION

- Increased number of inspections through efficiency improvements and staffing increases.
- Coordinated review processes have resulted in fewer building permits being issued without sanitation code review and approval. Coordinated plan review processes are now in place with Raleigh, Cary, and Wake Building permitting offices.
- Two changes concerning residential care and temporary food facilities have affected workloads in opposite directions. Sanitation inspections are no longer required for the approximately 250 foster homes and therapeutic foster homes in Wake County. On the other hand, previously exempted "for-profit" temporary food operations (those that operate for 2 or less days) now must be evaluated and permitted. The latter change will require additional weekend and holiday coverage on the part of FISSD staff.
- Team Leader Positions have been created in the FISSD general field service program to assist field staff, and augment field supervision and performance evaluation. This change will allow for more frequent evaluation of the quality of our fieldwork and point out areas where additional training and consistency improvements are needed.

KEY ISSUES FOR FY2002-2003

To decrease departmental expenditures, the Environmental Services Department reduced operating expenditures for FY2003 by approximately \$280,000. To accomplish this reduction, the Department released 3.5 vacant positions, reduced various operating line items, and initiated new work process improvement strategies.

ENVIRONMENTAL EDUCATION

- Pursuit of opportunities for new partnerships on a variety of programs, with organizations such as the Community College System, NCSU, and the NC Department of Commerce.

- Update of the Environmental Quality Indicators Report for presentation at the September 25, 2002 Forum, "Community Success: Partnerships for the Environment", which is co-sponsored with the Greater Raleigh Chamber of Commerce.
- Pursuit of opportunities to enhance KAB services through not-for-profit status.

**EROSION, FLOOD &
STORMWATER
SERVICES**

- Implement new State requirements for permitting of all sites greater than one acre. Currently, only sites greater than five acres require permitting.
- Implement recommendations of the Watershed Management Study with the related operational implications and adjustments.
- Refine operational policies for Neuse Buffer and Stormwater program.
- Promote use of "pervious concrete" to meet impervious surface requirements.

**WATER, WASTEWATER,
& DEVELOPMENT
SERVICES**

- A new application fee of \$200 is included to support the costs associated with onsite wastewater reviews for building additions and subdivision of parcels.
- Major re-writes are underway for N.C. Department of Environment and Natural Resources rules for onsite wastewater systems and public swimming pools. Many of the proposals may directly impact the scope and nature of our responsibilities for these regulatory areas. Staff is participating and sharing input for these initiatives.
- Groundwater sustainability study will be initiated and will probably take at least two years to complete.
- Technical and administrative staff for onsite wastewater and wells will co-locate to the first floor with Zoning/IDPP to accomplish the "one stop" vision for permitting/customer service that involves IDPP and/or DES functions.
- A merger of the Onsite Wastewater Program and Well/Groundwater Program is planned to facilitate cross training and flexibility in meeting daily demands for those services.
- Erosion, Flood and Stormwater staff will be physically co-located with Water, Wastewater & Development Services staff (on the 6th floor) to improve administrative support and coordination on related water quality issues.
- Information has been gathered to create GIS "layers" for mobile home parks, migrant camps and surface application or surface discharge wastewater systems. These layers should be available within this fiscal year.

**SOIL & WATER
CONSERVATION**

- Will continue to play a major role in implementing the state's plan to improve water quality in the Neuse River. Most of Wake County (85 percent) is in the Neuse Basin.

Environmental Services

- Working with individual farm owners, will implement best management practices to reduce nitrogen runoff by at least by 30 percent by August 2003.
- Continue to play a lead role in the development of the Watershed Management Plan, due for completion in July 2002.

ANIMAL CONTROL

- Will form a task force to study the possibility of partnership with the SPCA of Wake County in the operation of the shelters in Wake County.
- Continue to improve enforcement service delivery through performance monitoring and management initiative. The issue of non-mandated enforcement coverage in the municipalities will be further studied in FY2003.
- Spaying and neutering the animals adopted from the shelter prior to their adoption will continue to be a priority. In FY2003, staff will strive to achieve 90 percent rate of spay/neuter for all animals adopted from the shelter.
- Will focus on training and equipment needs to continue to provide the citizens of the county with trained professional staff to assure the highest level of service possible.
- In partnership with the task force to eliminate animal fighting in North Carolina, will pursue all possible avenues to eliminate this activity in Wake County and elsewhere.

FOOD, INSTITUTIONS, & SANITATION

- Improve quality of inspections through more frequent routine evaluations of field staff.
- Additional emphasis will be placed on curbing illegal food operations in the County.
- Continued partnerships with municipal building permitting offices will be explored to improve services and solve problems with service delivery.

ISSUES ON THE HORIZON

ENVIRONMENTAL EDUCATION

- Wake County will pursue a greater focus on improving environment systems, rather than symptoms. For example, rather than relying solely on enforcement to achieve the goals of the Environmental Stewardship Agenda, the County will focus on proactive strategies and preventative approaches.
- Provide environmental leadership by pursuing opportunities such as a more environmentally benign vehicle fleet by studying the possibility of integrating some alternative fuel technology vehicles in County fleet.

EROSION, FLOOD & STORMWATER SERVICES

- Respond better to the increase in demand for electronic services by implementing e-Government strategies related to internal and external service delivery.
- Implement Watershed Management Plan recommendations.

**WATER, WASTEWATER,
& DEVELOPMENT
SERVICES**

- Recognize and respond to the demand change as repair requests and incident complaints from existing wastewater systems and wells become the leading requests for services.
- Respond to decisions and directives from the forthcoming Groundwater Sustainability Study, Watershed Management Plan and Growth Management Plan.
- Increase the use of Global Positioning System (GPS) technology to support database creation and GIS mapping of onsite wastewater systems.

**SOIL & WATER
CONSERVATION**

- With the completion of the Watershed Management Plan in 2002, the County will focus additional resources on water quality related issues in the years that follow.
- New initiatives prescribed by this plan will likely include additional water quality sampling, targeting of watershed inventory, and implementation of restoration and best management practices needed to maintain or improve water quality.

ANIMAL CONTROL

- Comprehensive analysis of the costs and benefits of a differential licensure program will be conducted in the next few years. This type of program exists in other areas of the state and has proven to be successful in reducing the pet overpopulation problem and at the same time providing financial support for animal control programs.
- Coordination of a countywide spay / neuter program to reach low income populations in the community will be a focus of the Division. With the continued human population growth in the County, an aggressive spay/ neuter program will be necessary to reduce the number of unwanted animals. This will have a direct impact on the public health and public safety of the citizens of the county.
- Improving the performance of service delivery will continue to be a key issue as the County grows. Vehicles and equipment as well as staffing will be a key to the level of service that the Division provides.

**FOOD, INSTITUTIONS, &
SANITATION**

- The changing demographics of Wake County's population and increase of non-English speaking citizens, is placing greater demands on staff's ability to deliver services in a multi-language format. Training efforts will need to focus on responding to this changing demand for services.
- Addressing illegal food sales through partnerships with law enforcement will be increasingly important. Complaints are becoming more vocal and more staff time is being demanded for these activities.

Environmental Services

Budget Summary

Environmental Services	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$4,498,235	\$5,203,490	\$5,110,649	\$5,110,649
Operating Expenses	\$1,033,889	\$1,346,122	\$1,363,133	\$1,405,633
Capital Outlay	\$0	\$6,800	\$5,200	\$2,700
EXPENDITURE TOTALS	\$5,532,124	\$6,556,412	\$6,478,982	\$6,518,982
Intergovernmental Revenue	\$178,945	\$152,611	\$111,150	\$151,150
Fees & Other Revenues	\$1,867,988	\$1,882,443	\$1,863,038	\$1,863,038
REVENUE TOTALS	\$2,046,933	\$2,035,054	\$1,974,188	\$2,014,188

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	103.0	110.5	-3.5	107.0

Solid Waste Management-Enterprise Fund

PROGRAM DESCRIPTION

The Solid Waste Management Division implements the directives from the Wake County Environmental Services Strategic Plan, Wake County governments' 10-Year Comprehensive Solid Waste Management Plan, and Federal, State and Local Directives. The County's solid waste management activities are supported through an enterprise fund, generating revenue through (1) tipping fees at the landfills for municipal solid waste (MSW) and construction and demolition debris (C&D) disposal, (2) the MSW transfer station, (3) the annual residential waste reduction fee, and (3) the sale of recycled material. Through utilization of competitive bidding with the public and private sectors, Wake County continues to provide the highest level of solid waste management services available at the greatest value to our community.

The Solid Waste Management Division is organized in several service areas that include landfill and transfer station operations, enforcement, convenience centers, land clearing and inert debris (LCID), waste collectors licensing, multi-material collection, recycling programs, household hazardous waste collection, commercial waste reduction, and public education and marketing.

Landfill Operations

Solid Waste Management operates, through contractors, three disposal facilities: 1) North Wake Sanitary landfill, a lined, Subtitle D landfill facility for the disposal of municipal solid waste, 2) North Wake Construction & Demolition (C&D) landfill, an unlined landfill that accepts only C&D waste; 3) Feltonsville C&D landfill, also an unlined facility that accepts construction waste.

Transfer Station

Wake County Solid Waste Management Division operates (through a contractor) the South Wake Transfer Station at the Feltonsville landfill for the efficient and convenient collection and transportation of municipal solid waste for disposal. This facility accepts solid waste generated in the southern part of the County and transfers that waste to the North Wake Sanitary Landfill.

Enforcement

The Wake County Solid Waste Management Division (WCSWM) is responsible for administering and enforcing the Wake County Solid Waste Ordinance and the Wake County Junked and Abandoned Vehicle Ordinance.

Land Clearing and Inert Debris (LCID)

The Division administers permitting, licensing and inspection of LCID landfills as part of the Solid Waste Management Ordinance, with authority and responsibility to regulate and control "demolition-landscape landfills" in Wake County delegated by the State of North Carolina in accordance with G.S. 130-166.18(5).

Waste Collectors Licensing

Administration of the annual privilege licensing of all commercial Solid Waste Collectors operating in Wake County is also part of the Division's services as required in the Solid Waste Management Ordinance. Services include annual license renewal for Commercial and Municipal Solid Waste Collectors operating in Wake County.

Multi-Material Collection

The Solid Waste Management Division provides two recycling centers for handling materials that are prohibited from disposal in the landfills. One facility is located at the North Wake Municipal Solid Waste Management facility and one is at the Feltonville C&D landfill. Services include receiving and handling scrap tires, lead acid batteries, corrugated cardboard, and white goods. These materials are processed and sent to recycling centers. Residents and businesses utilize these facilities to recycle material that is not accepted by other recycling programs.

Recycling

The Division pursues recycling initiatives through a number of programs including: school Igloo recycling facilities, Christmas wrap-up program, and telephone book recycling.

Household Hazardous Waste

Wake County also provides residential households with a permanent household hazardous waste (HHW) management facility located at the North Wake Municipal Solid Waste Management facility off Durant Road. The permanent HHW facility opened in June 1996, and holds two collection events per month.

Commercial Waste Reduction

According to past studies, 70 percent of the waste stream in Wake County is characterized as material from the business sector. Implementing recycling and waste reduction techniques in business environments help to preserve our natural resources, extend the life of landfills, and promote recycling markets.

Public Education

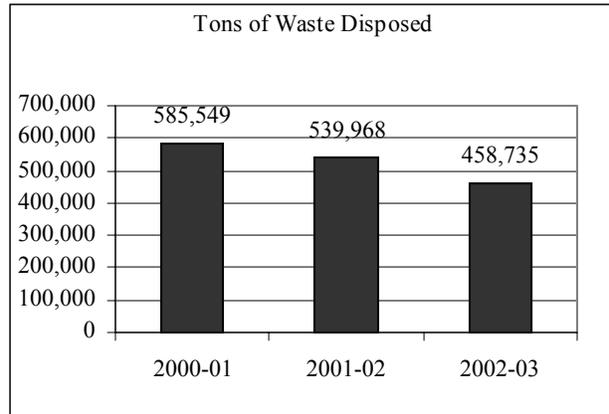
The division also provides public education services with a focus on educating the citizens of Wake County about programs, services and issues and the importance of environmental protection. One of the primary goals of the education efforts is to implement marketing and public relations campaigns that support the success of new recycling, waste reduction programs and services.

Goals & Objectives

In addition to the development of a comprehensive ten-year Solid Waste Plan for the County, each of the service areas in the

Solid Waste Management Division will focus on the following three strategic objectives in fiscal year 2002-2003:

- Increase control over facility operations through proper management of contractors and advisors; assume more oversight responsibility to ensure that all facilities operate within the letter and intent of their permits; and minimize facility impacts on the environment and the surrounding communities.
- Evaluate program functions, and identify and implement measures that increase their effectiveness and efficiencies.
- Re-establish goals and objectives that include coordination with the municipal jurisdictions in the County as well as municipal and county jurisdictions in the Triangle J region.



PERFORMANCE MEASUREMENT

Solid Waste Measures	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Operating costs per ton of MSW disposed	\$8.42	\$9.60	\$10.42
Tons of waste disposed	585,549	539,968	458,735
Tons of hazardous material recycled	317	350	384
Cost per pound of hazardous material recycled	\$0.81	\$0.73	\$0.68

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Established a commercial waste task force and initiated waste reduction, reuse and recycling action plan.
- Completed testing of alternative daily cover at North Wake Sanitary Landfill and began long-term use.
- Assessed off-site landfill gas concerns, developed and initiated a corrective measures plan.
- Initiated a computer recycling program and assisted with developing of proposed legislation to establish a statewide funding mechanism.
- Completed assessment of the school igloo program and develop long-term action plan.
- Re-established white goods program funding from the State.

KEY ISSUES FOR FY2002-2003

- Collaborate with the construction and demolition industry representatives to maximize C&D material reduction and diversion from landfilling.
- Develop a program for diverting food waste from the landfill.
- Assist in the passage of statewide legislation to address electronics recycling and expand the existing County electronics recycling program according to the new law.
- Improve employee training and expertise through professional associations and certifications.
- Organize and record all permit and regulatory requirements of each County solid waste facility, and all reporting requirements of each operating program.
- Streamline contractors' roles and services to the WCSWMD.
- Survey customers of WCSWMD facilities, analyze results and identify changes that will provide improved services.

- Update the 10-Year Solid Waste Management Plan through the Solid Waste Advisory Committee (SWAC).
- Review and update the County Solid Waste Management Ordinance.
- Assess the funding mechanism of the enterprise fund and initiate development of improvements to the mechanism.
- Pursue partnerships with municipalities and the private sector in solid waste management and education programs.
- Provide current projected capacity of North Wake landfill and identify future options and costs associated with extending the life of the landfill.
- Create and implement a mechanism to collect recycling and disposal information from permitted facilities for land clearing and inert debris, construction and demolition debris, recycling materials, and municipal solid waste in Wake County.
- Assess Wake County government's in-house waste disposal and recycling status.
- Update the Solid Waste Management web site to provide better access to information and services.

ISSUES ON THE HORIZON

- Refine South Wake landfill permit decisions and prepare for implementation implications.
- Continue to facilitate the development of municipal partnerships regarding recycling, funding, and collaborations on management of waste streams.

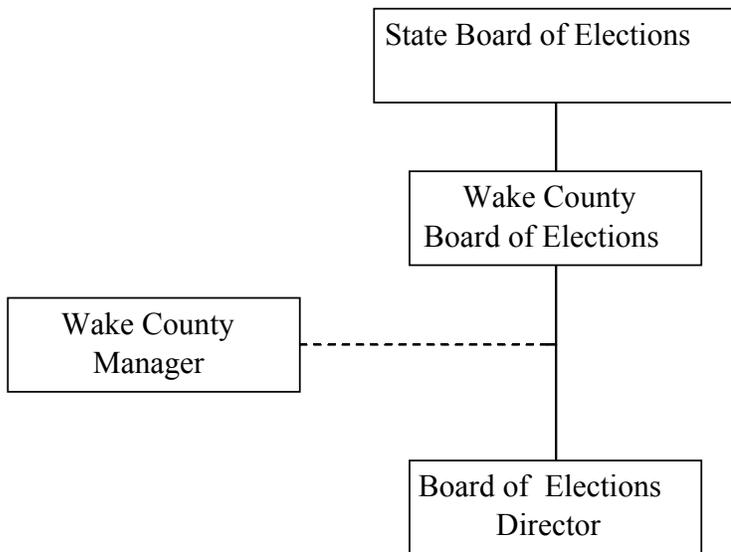
*Fiscal Year 2002-2003
Adopted Budget*

BOARD OF ELECTIONS

Board of Elections Organizational Chart

Board of Elections

*Wake County Board of Elections
Fiscal Year 2002-2003*



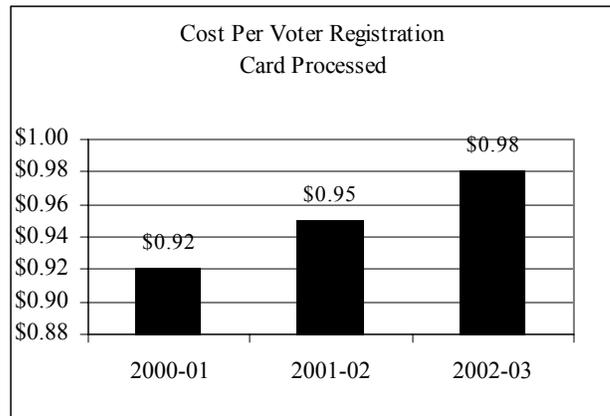
Board of Elections

PROGRAM DESCRIPTION

The Board of Elections maintains the integrity of elections and ensures accuracy of voting results. Its mission is to make the election process inclusive for all eligible voters wanting to vote.

The Board of Elections maintains the voter registration records for the County pursuant to the requirements of federal and state statutes. It conducts all federal, state, county and municipal elections. The staff processes voter registrations, answers citizens' questions, and provides information on polling site locations and dates of scheduled elections.

The agency conducts regularly scheduled elections, special elections as required for constitutional amendments, bond referenda, and other called elections. Precinct officials are recruited and trained by the staff. The Board of Elections is responsible for establishing precincts and polling places. To ensure compliance with campaign finance laws, staff confers with candidates, officials, and political action committees.



GOALS & OBJECTIVES

- Comply with statutory changes required by federal and state legislation.
- Conduct elections in compliance with election laws in a courteous, accurate and efficient manner.
- Process all voter transactions in a timely and accurate manner, complying with reporting requirements set forth by the State and National Voter Registration Act.
- Reduce citizens' wait time at polling sites.
- Increase voter turn-out by administering new laws for "no excuse" absentee voting.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Board of Election Measures			
Complaints as a percent of votes cast	.050%	.050%	.050%
Precincts with more than 3,000 voters	28	25	30
Time required to electronically transmit results	1 hr.	.5 hr.	1 hr.
Cost per voter registration card processed	\$.92	\$.95	\$.98
Precincts administered (# of precincts x number of elections)	169	362	543
Elections Held	1	2	3
Presiding election officials	2,426	1,450	3,710
Voter registrations cards processed	299,312	159,000	552,000

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Conducted elections for the City of Raleigh, Town of Cary and the Board of Education in October, 2001 and run-off elections in November, 2001.
- Surveyed the county for suitable voting sites for one-stop voting sites.
- Verified names on petitions submitted for Libertarian Party to remain a recognized political party and verified names on petitions regarding incorporation of Swift Creek.

KEY ISSUES FOR FY2002-2003

- Conduct two elections, including the primary election and the general election. The primary election, normally held in May, was delayed as a result of the legal challenge of the re-drawing of legislative districts in North Carolina.
- Funds for a second primary election (\$211,000) are included in this budget in a reserve account. Because of the delay in the primary election from May to September, the State is considering eliminating the second primary election for this year.
- Additional funds for four one-stop sites voting satellite sites for the primary elections and eight one-stop sites for the general election are not included in this budget. These sites are in addition to the one site required by law.
- A goal of the Board of Elections is to reduce wait time at the poll. One way to help accomplish this goal is to reduce precinct size to under 3,000 registered voters per precinct. Funds were included in the FY2002 budget to add 21 new precincts. With the delays caused by the legislative district legal challenge, adding these new precincts has been put on-hold until after the November 2002 general election. In FY2003 the five most crowded pre-

cincts will be addressed. The total number of precincts will increase from 169 to 174 by October 2003. Equipment was purchased for these new precincts in 2001-02. Postage to notify voters of the precinct change will be the only major expense. Additional election costs will not be incurred until FY2004.

- Implement no excuse voting by mail.

ISSUES ON THE HORIZON

- Work towards allowing 17 and 18 year old high school students to work at the precincts on election day as part of their community service requirement towards graduation. This would need legislative action or approval from the State Board of Elections.
- Rent laptop computers for each precinct on election day in lieu of printing voter registration books. This would need legislation action or approval from the State Board of Elections.
- Begin feasibility and advisability study of direct record equipment.
- Continue to explore ways to increase voter turn-out.
- Additional precincts to reduce wait time at the poll will need to be established.

Budget Summary

Board of Elections	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$940,284	\$1,192,836	\$1,276,912	\$1,163,762
Operating Expenses	\$343,043	\$972,245	\$861,012	\$974,162
Capital Outlay	\$107,100	\$136,000	\$0	\$0
EXPENDITURE TOTALS	\$1,390,427	\$2,301,081	\$2,137,924	\$2,137,924
Intergovernmental Revenue	\$41,767	\$10,000	\$0	\$0
Fees & Other Revenues	\$1,254	\$372,900	\$0	\$0
REVENUE TOTALS	\$43,021	\$382,900	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	FY2003 Recomm.	FY2003 Adopted
Number of FTE's	13.0	15.0	0.0	15.0

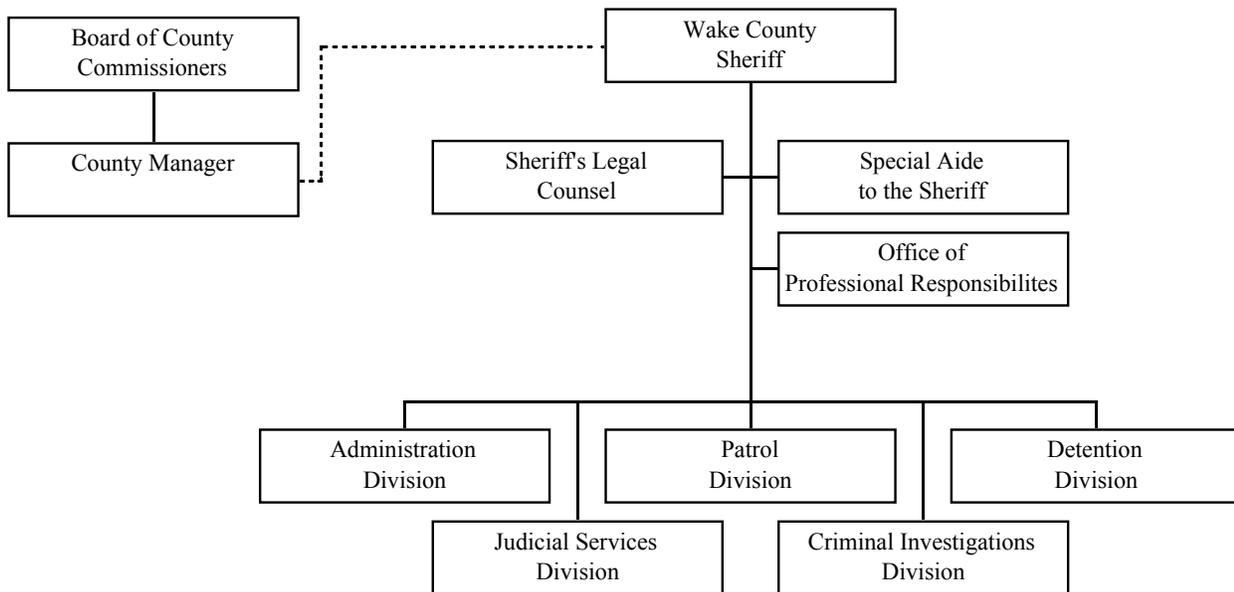
*Fiscal Year 2002-2003
Adopted Budget*

Wake County Sheriff

Office of the Sheriff Organizational Chart

Office of the Sheriff

*Office of the Sheriff Organization
Fiscal Year 2002-2003*



Office of the Sheriff

PROGRAM DESCRIPTION

The Office of the Sheriff is a constitutional office in North Carolina. The Sheriff of Wake County, the chief law enforcement officer with jurisdiction throughout the county, provides primary law enforcement for the unincorporated area of the county. The Sheriff commits 57 percent of his current staff to provide services to all citizens of Wake County. In addition to State mandated duties, the Sheriff's Office often provides requested assistance and support to other local law enforcement agencies. The Sheriff's law enforcement duties include patrolling, preventing crime, investigating violations of the law and apprehending law violators. The Sheriff's Office also provides communications, evidence and property control services.

The Sheriff has the responsibility of providing School Resource Officers for high schools and middle schools in the unincorporated area of the county. This service is also provided for middle schools in the City of Raleigh and the Town of Wake Forest. School Resource Officers are a vital element in the safety and security of students, faculty and staff at Wake County Public Schools.

The Sheriff is responsible for keeping and maintaining two separate detention facilities at the Public Safety Center and the Hammond Road Detention Annex. The Sheriff also transports prisoners to and from court appearances and to the various units of the North Carolina Department of Correction across the state.

The Sheriff, as the enforcement arm of the North Carolina General Court of Justice, is responsible for serving civil and criminal process issued by the courts. The service of this process often includes arresting persons and bringing them before the courts as well as the seizure and sale of personal and real property to satisfy court judgments. The Sheriff is responsible for courtroom security in the twenty-one District and Superior Courtrooms in Wake County. Courtroom security includes the physical security of the courtroom and the personal safety of all who attend court proceedings. In addition to courtroom security, the Sheriff is responsible, in coordination with General Services Administration, for the physical security of the entire courthouse.

The Sheriff has many miscellaneous duties mandated by the North Carolina General Assembly including issuing pistol purchase, concealed handgun, gaming machine registration, parade, and picketing permits. He also maintains the sexual offender and domestic violence protective order registries.

GOALS & OBJECTIVES

- Increase law enforcement presence and visibility.
- Reduce response times to requests for service.
- Increase officer safety.
- Target community criminal activity.
- Community crime prevention and education.
- Reduce instances of domestic violence.
- Increase prosecution of domestic violence.
- Reduce juvenile crimes.
- Increase traffic safety.
- Increase number of arrests and convictions for all types of crime.
- Increase the service of all civil process.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Law Enforcement Measures			
Service Calls	48,479	52,252	54,000
Reports filed	5,197	6,180	6,400
Response time in minutes (“received to arrived”)	19.12	16.73	16.00
On scene time (“arrived to cleared”)	23.3	23.08	24.0
Execution and judgments collected	\$1,600,000	2,300,000	\$2,500,000
Civil Process received	69,910	74,708	76,500
Arrests	5,196	4,781	5,500
Pistol permits issued	7,775	10,617	11,000
Detention Measures			
Detention transports- local	2,766	3,996	8,000*
Detention transports- In-State	883	1,917	2,000
Average daily detention population	821	752	800

* Increase due to opening of new detention facility not located near Court House

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Implemented year three of "The Four-Year Plan" allowing additional law enforcement resources to be deployed in Wake County.
- Added 1 training officer and converted another position to training officer.

- Murders decreased by 50% in unincorporated Wake County and there were also reductions in the percentage of assault, burglary and larceny crimes.
- Reduced response time to approximately eight minutes for non-emergency calls and five minutes for emergency calls.
- Improved the starting salaries for deputy sheriffs and detention officers by three percent.
- Opened and began operating Phase 1A of the Criminal Justice Facilities Master Plan at the newly expanded Hammond Road Detention Annex.
- Increased citizen service and satisfaction.

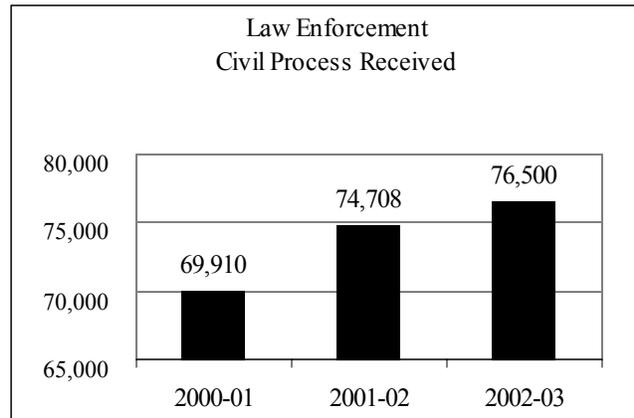
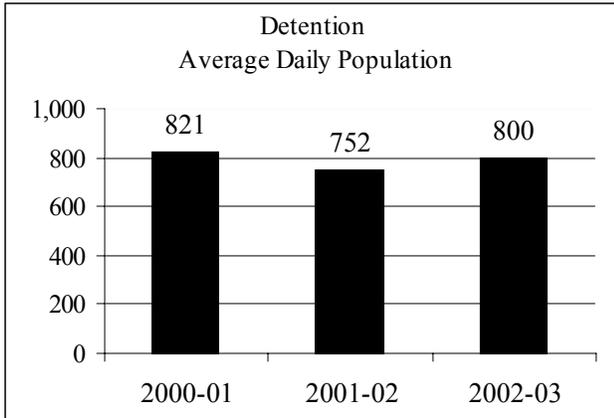
KEY ISSUES FOR FY2002-2003

- Increase law enforcement coverage with 11 new deputies in the unincorporated area of the county as a result of partial funding of phase four of the Sheriff's four-year plan.
- The Sheriff's Office will continue its efforts to reduce the crime rate in Wake County and provide faster response times to citizen calls for service and increased preventative patrol.
- Improve the starting salaries for Deputy Sheriffs and Detention Officers, an issue directly related to recruiting and retention of employees.
- Select, train and operate a Sheriff's tactical and response team.
- The Sheriff's Office will fully implement the Federal "Cops In Schools" grant by deploying 15 additional school resource officers in Wake County, the City of Raleigh and the Town of Wake Forest middle schools.
- The Sheriff's Office will increase citizen service and satisfaction by providing the citizen-expected level of law enforcement services in all areas of the county.

ISSUES ON THE HORIZON

- Implement the remaining portion of the last phase of the "Four-Year Plan" to increase the law enforcement staff. Increase citizen service and satisfaction by providing the citizen-expected level of law enforcement services, both in those areas provided to all citizens of Wake County and those provided to the unincorporated area of Wake County by the Wake County Sheriff's Office.
- Obtain a commitment from the Wake County Commissioners to follow the recommendations of the Criminal Justice Facilities Master Plan regarding staffing levels for the Phase 1A Detention Facility at Hammond Road. This phase of the plan includes hiring 54 additional detention officers.
- Compensation levels should be competitive with other area law enforcement agencies and the private sector employers.
- Address staffing issues related to judicial services division as defined in a consultant report. Improve in-service training opportunities that go beyond the basic levels of training currently provided.

Wake County Sheriff



Budget Summary

Sheriff	FY 2000-2001	FY2001-2002	FY2002-2003	FY2002-2003
	Actuals	Current Budget	Recommended	Adopted
Personal Services	\$24,281,849	\$26,987,823	\$27,637,133	\$28,099,683
Operating Expenses	\$5,767,748	\$7,918,991	\$7,478,954	\$7,770,862
Capital Outlay	\$66,745	\$33,940	\$29,440	\$274,982
EXPENDITURE TOTALS	\$30,116,342	\$34,940,754	\$35,145,527	\$36,145,527
Intergovernmental Revenue	\$1,059,183	\$989,298	\$802,905	\$802,905
Fees & Other Revenues	\$2,057,890	\$2,813,300	\$2,901,500	\$2,901,500
REVENUE TOTALS	\$3,117,073	\$3,802,598	\$3,704,405	\$3,704,405

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	528.0	567.0	11.0	578.0

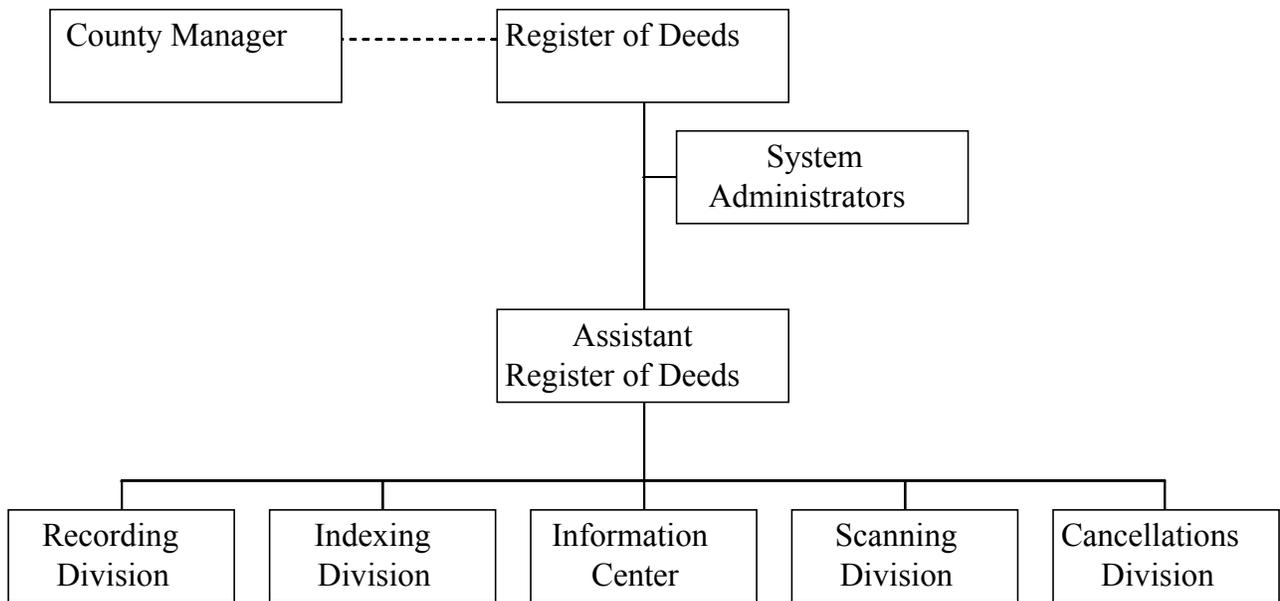
*Fiscal Year 2002-2003
Adopted Budget*

REGISTER OF DEEDS

Register of Deeds Organizational Chart

Register of Deeds

*Register of Deeds Organization
Fiscal Year 2002-2003*



Register of Deeds

PROGRAM DESCRIPTION

The Register of Deeds records, maintains and provides real estate documents, Uniform Commercial Code (UCC's) and other filed documents to the general public. Staff issues marriage licenses, administers notary oaths, and maintains records of armed forces discharges. This department is required to abide by the statutory requirements that documents be either on a temporary or permanent index within twenty-four hours. If documents are kept on a temporary index, they must be indexed and cross-indexed on the permanent index within thirty days of the initial recording. Other duties include assisting walk-in customers, responding to telephone inquiries, and ensuring easy retrieval or viewing of legible documents and maps. Limited services are also available at the Southern Regional Center in Fuquay-Varina.

GOALS & OBJECTIVES

- Record, scan, index, verify and return original document within a three-day period.
- Provide customers with access to scanned and indexed documents within one hour of recording.
- Index all recordings in a timely and accurate manner, complying with the requirements set forth in the *Minimum Standards for Indexing Real Property Instruments*.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Register of Deeds Measures			
Percent of documents recorded and placed on a temporary or permanent index within 24 hours	100%	100%	100%
Percent of documents recorded, scanned, indexed, and returned to the recorder within 3 days	100%	100%	100%
Number of documents recorded	160,525	176,000	190,000
Direct cost per recorded document	\$9.47	\$10.56	\$11.08
Revenues collected	\$8,706,417	\$10,300,000	\$10,805,000
UCC's recorded <i>*decrease as a result of transfer of UCC responsibility to Secretary of State</i>	12,201	2,000	2,100*
Cancellations	38,321	45,000	48,000

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Added online marriage application to the Register of Deeds web page and installed computer kiosks in waiting area to allow applicants to complete marriage application online.
- Completed plan for the upcoming move to a new web/public application and upgrade of the BOOKS operating system for FY2003.
- Continued expanding information and services through the Register of Deeds web page.
- Enhanced the cashiering module, improving input speed by shortening length of bar code.
- Combined the UCC unit and Information Center, which enabled one position to be transferred to the Indexing unit.
- Upgraded computer equipment in preparation of the BOOKS operating system upgrade.
- Replaced report server to increase processing speed of reports.
- Redesigned temporary index application to decrease refresh time.

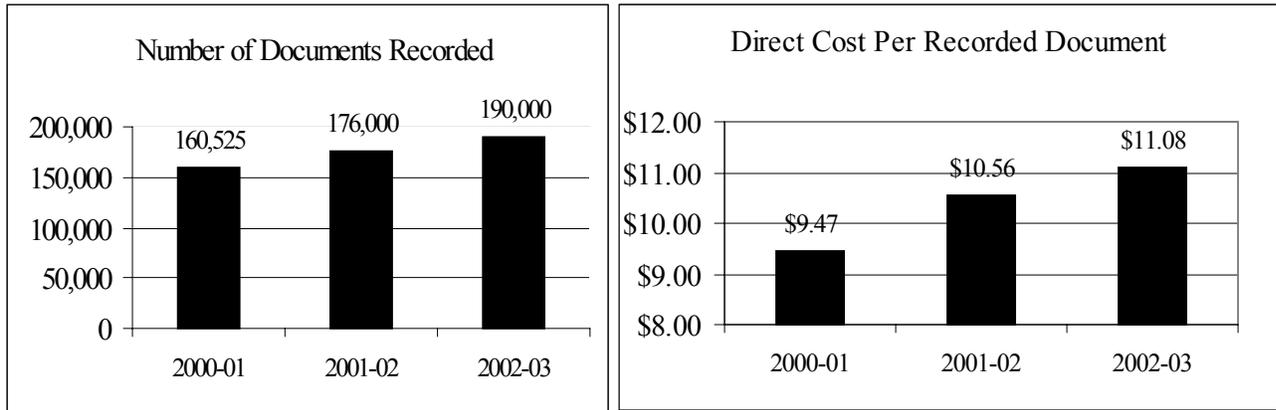
KEY ISSUES FOR FY2002-2003

- Upgrade internal workflow software and other back-office functions.
- Expand public work area to better accommodate the public using this space.
- Convert two temporary positions to regular full-time positions to handle growth in document recordings. These two positions will be paid from funds earmarked by the General Assembly for automation efforts. Two existing positions will also be paid from this fund.
- Expenditure increases due to changes approved by the General Assembly that were in place for only one half of FY2002 are budgeted for the full year in FY2003.
- Continue expanding information and services through the Register of Deeds web page.

ISSUES ON THE HORIZON

- Continue to enhance existing document management system and upgrade as new releases become available.
- Study the feasibility and benefit of transferring maintenance of vital records (birth and death certificates) from the Human Services Department to the Register of Deeds.

Register of Deeds



Budget Summary

Register of Deeds	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$1,182,301	\$1,249,895	\$1,466,247	\$1,466,247
Operating Expenses	\$304,340	\$536,940	\$580,306	\$580,306
Capital Outlay	\$33,414	\$75,700	\$59,140	\$59,140
EXPENDITURE TOTALS	\$1,520,055	\$1,862,535	\$2,105,693	\$2,105,693
Intergovernmental Revenue	\$5,550,910	\$5,000,000	\$5,750,000	\$5,750,000
Fees & Other Revenues	\$3,369,512	\$2,820,700	\$5,075,000	\$5,075,000
REVENUE TOTALS	\$8,920,422	\$7,820,700	\$10,825,000	\$10,825,000

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	28.0	28.0	2.0	30.0

*Fiscal Year 2002-2003
Adopted Budget*

EDUCATION

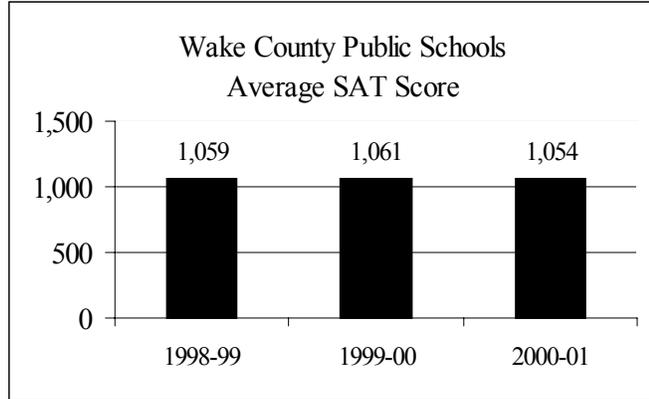
Wake County Public School System

Wake Technical Community College

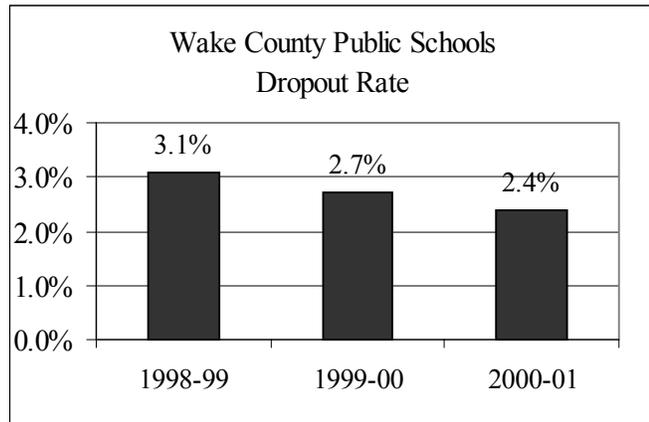
Wake County Public School System

PROGRAM DESCRIPTION

The Wake County Public School System (WCPSS), the second largest in North Carolina, provides regular and special instructional programs for children in kindergarten through high school. The WCPSS also provides some early intervention programs for pre-kindergarten age children. School bus transportation, food service, counseling, athletic programs, and other operations support the instructional programs. The school system currently operates 78 elementary, 24 middle, 15 high schools, and five special/optional schools.



The Wake County Board of Education provides for the governance of the school system, consistent with policies and regulations enacted by the State Board of Education. The Wake County Commissioners provide funding for the construction and maintenance of school facilities, through the operating budget appropriation and in the capital improvement plan appropriations. Other voluntary funding by the Board of Commissioners includes appropriations for more instructional and non-instructional personnel, salary supplements, and other operating support.



In July 1997 the Board of Commissioners and Board of Education signed an agreement changing the fiscal relationship between the two boards. Under that

agreement the school system is guaranteed a minimum budget tied to the County's economic growth. A portion of the total property tax rate is designated for the operation of the school system. The current portion of the general fund property tax rate dedicated for school operations is \$0.296 per \$100 of assessed property value. For FY2002-03, this formula generates \$191,746,000. Additionally, the budget includes an appropriation beyond the guaranteed (per the agreement) minimum budget. This additional amount is \$11,254,000. The total operating budget appropriation for the WCPSS is \$203,000,000.

In 2002-2003 the school system expects an enrollment of 105,437, an increase of 4,040 students over 2001-2002, or a 4 percent increase. In 2001-2002, 2,630 students were enrolled in charter schools and an additional 435 students are estimated to attend these alternative schools in 2002-2003. The legislation providing for charter schools requires that WCPSS remit to each of the charter schools the local per pupil funding for those students residing in Wake County.

During the 2001-02 budget discussions, the Board of Commissioners and the School Board agreed to jointly create the *Citizen Advisory Committee for Appropriate Funding of Public Education*. The specific purpose of this committee is to review the financial, organizational, and operational effectiveness of the school system and determine the appropriateness of Wake County funding to ensure adequate progress toward the establishing goal of having 95 percent of Wake County students achieve at or above grade level. The final report from the committee is not due until after this budget is approved, therefore, recommendations from this committee are not included in this budget.

GOALS & OBJECTIVES

- Educate each student to be a responsible and productive citizen who can effectively manage future challenges.
- By 2003, 95 percent of students tested will be at or above grade level as measured by NC end-of-grade testing at grades 3 and 8.
- Attract and retain a high quality workforce with emphasis on compensation that is market-sensitive and individually responsive.
- Ensure safe, inviting, optimal learning environments.
- Provide comprehensive instructional technology.

HIGHLIGHTS

ACCOMPLISHMENTS FOR FY2001-2002

- The percentage of students meeting or exceeding grade level standards in reading and math in all grade levels are the highest WCPSS students have ever achieved.
- Of the 117 schools, 26 percent are designated as Schools of Excellence (as compared to a state-wide average of 8 percent). This designation is for schools where 90 percent or more of the students perform at the two highest levels.

Education

- Of the 4,042 high school seniors, 79 percent took the Scholastic Aptitude Test (SAT) (compared to a state-wide average of 65 percent). The average SAT score was 1,054, or six point less than the prior year. This average continues to be higher than the state-wide average (992) and above the national average (1,020).
- The rate of students dropping out of the 7th through 12th grades fell to 2.4 percent in 2001-02, down from 3.1 percent a year earlier. This is well below the state-wide drop-out average of 3.9 percent.

KEY ISSUES FY2002-2003

- Enrollment increase of 4 percent, or 4,040 students.
- Charter school enrollment increase of 435 to a total of 3,065.
- Receive the report from the *Citizen Advisory Committee for Appropriate Funding of Public Education*.
- Challenge of reaching “Goal 2003”.
- Capital planning for the next phase of the building program, with a projected bond referendum in November 2003.

PERFORMANCE MEASUREMENT	FY1999-2000 Actual	FY2000-2001 Actual	FY2002-2003 Objective
Wake County Public School System Measures			
Average SAT score	1,061	1,054	1,100
Percent of schools exceeding exemplary ABC standards	75%	58%	100%
Dropout rate (grades 7-12)	2.7%	2.4%	1.6%
Percent of grades indicating intend to attend post-secondary institutions	86%	87%	87%
Percent of students meeting end-of-grade standards	84.9%	87.5%	95%
Incidents of violence per 1,000 students	6.6	n/a	5
Percent of teachers with advanced degrees	34.2%	30%	37%
Teacher turnover rate	12.4%	9.8%	<state average
Ratio of computers to students	1:10	1:9	1:5
Percent of schools connected to network	100%	100%	100%

Education

Budget Summary

Wake County Schools	FY 2000-2001	FY2001-2002	FY2002-2003	FY2002-2003
	Actuals	Current Budget	Recommended	Adopted
Current Expense	\$179,903,027	\$194,529,600	\$203,000,000	\$203,000,000
Community Use of Schools	\$410,000	\$410,000	\$410,000	\$410,000
Debt Service	\$57,486,946	\$68,711,000	\$82,694,059	\$82,694,059
EXPENDITURE TOTALS	\$237,799,973	\$263,650,600	\$286,104,059	\$286,104,059

Wake Technical Community College

PROGRAM DESCRIPTION

Wake Technical Community College (Wake Tech) is part of the North Carolina Community College System. The mission of the college is to provide education and training for the workforce. Curriculum programs in more than 115 vocational, technical and college transfer specialties offer two-year associate degrees, one-year diplomas, or single-semester certificates. Continuing education programs include training for public service officers (law enforcement, fire protection, and rescue services), high school equivalency classes, in-service training for public school teachers, and noncredit courses for personal and professional development.

Wake Tech serves all of Wake County through four primary campuses: (1) the main campus on U.S. Highway 401 South near Fuquay-Varina; (2) the Health Sciences campus adjacent to Wake Medical Center; (3) the Adult Education Center on Capital Boulevard, which is also home to the basic skills curriculum and the English as a Second Language (ESL) program; and (4) the Business and Industry Center in Cary, which provides customized employee training for businesses, and assistance to displaced workers. Wake Tech also offers its curriculum at dozens of sites across the County, including high schools, senior citizens centers and other community facilities.

Goals & Objectives

- Ensure that Wake County's citizens have the knowledge and skills to succeed in their careers.
- Promote economic development in Wake County through educational partnerships with business and industry.
- Maximize use of existing facilities and develop needed facilities to serve Wake County's rapidly-growing population.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Wake Technical Community College			
Number of registered students	45,387	49,017	52,000

HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- With enrollment approaching 50,000, the college was able to enhance facility utilization by expanding hours of operation and scheduling classes more efficiently. Demand on resources has prompted the college to expand 7 a.m. classes beyond those offered in 2000. Wake Tech's utilization rates rank among the highest in the North Carolina Community College System.
- Acquired a facility in Zebulon for operation of the Eastern North Carolina Plastics Center in a consortium with five other community colleges, responding to an increased need for skilled workers in local businesses.
- Initiated programs at the Business and Industry Center, located in Cary, to assist displaced workers affected by the economic downturn.
- Opened a new parking lot at the south end of campus and increased bus service to relieve overflow parking conditions. The lot serves multiple purposes as a training facility for law enforcement driving skills and motorcycle safety classes.

KEY ISSUES FOR FY2002-2003

- Introduce a surgical technology program in cooperation with local hospitals and a dental hygiene curriculum with a state-of-the-art training lab.
- Complete construction and prepare for the opening of the engineering technology and health technology facilities in the fall of 2002.
- Continue renovations at the main campus that include expansion of LeMay and Pucher Halls, and break ground for a new heavy equipment lab.
- Initiate plans for the development of infrastructure and facilities at the northeast campus.
- Develop strategies to enhance the level of services to students even though reduced operating revenues are anticipated as a result of the State budget crisis and County appropriations remaining flat.

ISSUES ON THE HORIZON

- Continue to identify emerging economic specializations and provide education and training programs through New and Emerging Industry partnerships that aid the economic growth of Wake County.
- Explore ways to obtain more stable funding that will keep pace with tremendous growth demands.
- Capital planning of the northeast campus in anticipation of future bond referendum for WTCC facilities.

Education

Budget Summary

Wake Tech. Com. College	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Current Expense	\$7,810,000	\$8,495,000	\$8,495,000	\$8,495,000
Capital Outlay	\$300,000	\$105,000	\$105,000	\$105,000
Debt Services	\$1,000,139	\$973,000	\$1,668,150	\$1,668,150
EXPENDITURE TOTALS	\$9,110,139	\$9,573,000	\$10,268,150	\$10,268,150

*FY2003 Adopted
Capital Improvements*

FY2003 Capital Budget

Introduction

Funding Overview

Expenditure Overview

Capital Appropriations Table

FY2003 Capital Budget

SECTION 1. INTRODUCTION

Wake County government has a proud legacy of providing outstanding facilities for its citizens. In recent years, the County has added new libraries, parks, courtrooms, jail space, emergency medical services (EMS) stations, and built the Exploris Museum and IMAX Theater, State Capital Soccer Park, and the American Tobacco Trail. Through investments in new capital and renovations, the County preserves the integrity of its facilities, maintains the quality of its fixed assets, and ensures that quality services continue to be delivered to citizens in the most efficient manner possible. While growth is a by-product of a healthy and vibrant economy, capital facilities and adequate infrastructure provide a foundation for growth.

When thinking about the capital improvement program, it is sometimes difficult but necessary to look beyond year-to-year operating issues, and focus on laying the groundwork for what type and level of services are needed for the future citizens of Wake County. As such, capital projects are among the most important and enduring projects that the County undertakes. Careful planning, budget analysis, and project implementation are therefore some of the critical steps involved in developing and executing a successful capital improvement program.

The philosophy behind the development of the long-term capital improvement program in Wake County is rooted in three fundamentals: 1) comprehensive facility planning, 2) accurate budget forecasting and analysis, and 3) diligent project management and implementation. Comprehensive facility planning requires detailed forecasting of future service demand, assessments of existing facilities, prioritization of needs, and integration with other plans for similar facilities and services. In recent years, the County has completed several comprehensive facility plans including the Criminal Justice Master Facility plan, the Wake County Master Facility Plan, the Affordable Housing Plan, the Water and Sewer Plan, the Schools Long-Range Building Program (Plan 2000), and Phase 1 of the Open Space Plan. The Master Plans for Library Facilities and Parks and Recreation have recently been updated and will be presented to the Board of Commissioners for approval in fiscal year 2003. The County recently commenced master plan updates for EMS and Fire facilities that will also be completed in fiscal year 2003.

A successful capital improvement plan often represents a balance between providing adequate facilities and maintaining financial integrity. This balance is

predicated on in-depth project evaluations and a solid funding strategy that supports the necessary investments. Recognizing the need to increase capital funding capacity, Wake County developed a debt model that maximizes the County's current and future revenues sources to address critical capital needs and expenditures. The debt model relies on a dedicated stream of revenue from property and sales taxes that supports additional debt service and pay-as-you-go payments.

Equally important, the County has traditionally excelled in the area of project implementation and management. In addition to completing projects in a timely manner and realizing efficiencies through careful project bidding, selection, and overview, Wake County builds high-quality facilities that ensure efficient building operations and low maintenance costs.

**CAPITAL BUDGET VS.
SEVEN-YEAR PROGRAM**

When reading the capital budget it is important to understand the relationship between the capital improvement budget (CIB) and the capital improvement program (CIP). The capital improvement budget (CIB) represents the financial commitment to fund expenditures in the first year of the seven-year program. The CIB is comprised of capital budget appropriations approved by the Board of Commissioners in the 2003 annual budget. The appropriations included in the capital budget represent the legal authority to spend County funds toward projects. The remaining six years of the seven-year capital improvement program (CIP) represent a plan for future capital projects and appropriations. While the six-year planning period is based in detailed project plans and financing strategies, its adoption does not actually appropriate funds by the Board of Commissioners. A comprehensive presentation of the projects, goals, and funding of the seven-year CIP is presented in detail in a separate 2003-2009 Capital Improvement Program document.

CAPITAL PROCESS

On an annual basis, staff extends the planning horizon an extra year and reviews and refines the prior year's capital plan to adapt to changing conditions and assumptions. Due to the strong foundation in comprehensive planning in Wake County, the CIP is able to avoid the "spontaneous projects" that disrupt the continuity of service planning and averts the cash-based decision-making that can threaten the integrity of long-term financial plans. Despite the County's dedication to comprehensive planning, unforeseeable issues and needs arise each year requiring attention and investment. For example, with the terrorist attack on September 11, 2001, new security issues are being raised that will be addressed in the 2003-2009 CIP.

The County incorporates current and future capital needs in a systematic manner through the annual budget manual sent to departments in December. A capi-

tal project, for planning purposes, is a facility or project that costs more than \$100,000 and takes more than 12 months to complete. The incorporation of capital requests in the annual budget manual allows the County to identify previously unplanned current needs while allowing the County to anticipate new long-term needs that may emerge at the end of the seven-year planning period. The Facilities Planning Team (comprised of members from Facilities Design and Construction, General Services Administration, and the Budget and Management Services Department) reviews project requests with the respective services to refine the project details and determine the most appropriate solution. In addition to the formal applications received in the budget process, many departments and service areas develop long-term master plans with assistance and collaboration of the County Senior Management Team and other cross-departmental staff.

SECTION 2. FUNDING OVERVIEW

This section provides an introduction to the County's philosophy toward capital financing and an overview of the composition of funding sources in the CIP.

FINANCIAL SUMMARY

Of the total \$131 million planned in the 2003 capital budget, \$88 million, or 67.2 percent, is funded through general obligation bonds. Pay-as-you-go cash investments comprise \$18.6 million, or 14.2 percent of the total. Other funding sources such as donations, State funding for school facilities, and transfers from the Fire Tax District, total \$24.4 million, or 18.6 percent of total appropriations.

FINANCIAL MODEL

Two years ago, Wake County initiated a new capital program that increased the emphasis on debt financing in order to expand the County's ability to fund capital projects. More specifically, there are two fundamental strategies that are key to the success of the new program: first, dedicating a funding stream specifically to capital, and second, converting from a cash funding basis (pay-as-you-go) to a more debt-based financial plan.

Because the County is still in the early years of the capital plan, funding is being set aside in a debt service reserve to pay for new debt service as it is incurred in the future years of the CIP planning period. A major part of the debt-based strategy was initiated when the citizens of Wake County passed bond referenda in November 2000 to support the use of general obligation bond funding of schools, jail facilities, and open space.

Converting cash to debt means that rather than placing a high emphasis on pay-as-you-go funding, the capital plan relies on bonded debt. Although there is a stronger commitment associated with meeting debt service payments in comparison with cash-based decision making, not meeting the capital infrastructure needs poses a larger risk to the long-term prosperity of the community. More-

over, debt financing also represents a less expensive form of paying for capital. Combined with the County's AAA bond rating, general obligation bonds usually provide the lowest interest rate and therefore represent the least expensive form of debt to the County. The cost of the capital is then spread over a multiple years so that current and future taxpayers assume proportionate shares of the cost and benefits of the facilities.

The financial model calls for a dedicated 18.5 cents on the general fund property tax rate to be transferred from the general fund to the capital program each year. However, in FY2003, due to the loss of reimbursement revenue from the State and other budgetary challenges, in order to balance the budget, this dedicated revenue source is being decreased by one cent, to 17.5 cents. This reduces the amount earmarked for capital by about \$6.2 million. This reduction is to be reinstated in FY2004.

We are able to accomplish this reduction in capital funding without significantly impacting the capital program, for several reasons. First, we have looked at each capital project's available funds and determined the amount of funding needed in FY2003. This has resulted in our ability to reallocate funds within existing projects for the capital plan. Secondly, we have also been able to close out projects that are now complete, and have reallocated these remaining resources in those projects to our current capital plan. And finally, we have delayed some projects, such as renovations, for one year.

To balance the operating budget we are not only reducing the amount of property tax earmarked for capital, but we are also using capital fund balance for operations. The total amount of capital fund balance that we are using for operating expenditures in FY2003 is about \$19.3 million.

The dedicated stream of revenue for the financial model is critical to the integrity of the capital plan. Any further reductions in capital funding, or the failure to reinstate the property tax rate back to the full 18.5 cents will have a significant impact on the financial strategy of the capital plan.

SECTION 3. EXPENDITURE OVERVIEW

This section provides an overview of the distribution of FY2003 capital expenditures and a summary of the activities in each functional area.

FY2003 CAPITAL BUDGET SUMMARY

The capital budget for FY2003 totals \$131 million and provides funding to continue projects already underway and to begin new projects. The final authorized, yet unissued, school bonds will be sold to fund additional school appropriations in FY2003. Some of the capital projects in which funds will be invested include:

- Wake County Public Schools (\$96.3 million),
- Loan funds for the development of additional affordable housing (\$1 million),
- Ongoing emergency communications projects such as the 800 megahertz radio communications project and computer aided dispatching (total of \$9.9 million),
- Constructing and renovating fire stations (\$3.5 million),
- Continuing the open space preservation program approved by voters in 2000 (\$5 million),
- Capital investments in community-based projects (\$1 million),
- Funding of \$1 million for a future human services facility,
- Continued land acquisition efforts in the Little River area (\$2.1 million),
- Investments in parks (\$2.5 million),
- Security and building renovations (\$2 million),
- Technology improvements (\$2.4 million).

FUNCTIONAL ELEMENT HIGHLIGHTS

The capital budget contains 15 functional elements, each of which have various capital projects that are focused on achieving complementary long-term program goals. For example, the Criminal Justice element includes both judicial and detention facilities because the goals of expeditious adjudication and effective and efficient detention are necessary foundations of an effective County criminal justice system. Similarly, capital investments in stations and equipment constitute the Fire and EMS element, resulting in improved response times and an overall improvement in public safety in Wake County. In addition to targeting investments on long-term program goals, the 15 categories of functional elements also facilitate collaboration and coordination of facility planning efforts among different departments and agencies. Comprehensive presentations of each of the function elements are provided in the 2003-2009 Capital Improvement Program document.

The following sections provide comprehensive summaries of the functional element expenditures in the capital budget for FY2003.

PUBLIC EDUCATION

The current seven-year capital program includes nearly \$594 million to improve school facilities. Of the \$500 million Plan 2000 bond funds, \$403 million have been appropriated to date. The remaining \$96.3 million in bond appropriations are planned for 2003. Appropriations in this element address the need for expanded facilities through the construction of new schools and the renovation and repair of existing facilities. Project accomplishments through 2002 include:

- Completion of five new schools opening for the 2002-03 school year.
- Construction is on-going for three new schools to open in 2004 and major renovations at 15 schools to be completed in 2003.

The Wake County Public School System uses new facilities to house students from existing schools when the renovations of an existing school is so extensive (or unable to be phased) that it is not feasible for the students to remain at the existing school. For the upcoming school year, new schools opening will house the student populations of existing schools as follows:

New School Opening	School Being Renovated
Holly Ridge Middle	Fuquay Varina Middle
Holly Ridge Elementary	Apex Elementary
Reedy Creek Middle (Phase IIIB)	Cary Elementary
Heritage Elementary (Dec 2002)	Jones Dairy Elementary

Also for the upcoming school year, the Athens Drive High School student population will return to that facility, with Middle Creek High School (Phase III project) opening with its own ninth and tenth grade students. Museums Magnet Middle School, also funded by an earlier building program, will open. Ballentine Elementary will be the only Plan 2000 school opening with its own base student population.

FY2003 construction activity will continue with three new schools to open for the 2004 school year. Fifteen major renovations will be completed during 2003. A facility assessment will be completed and a database of the condition of all school facilities will be developed. This database will provide valuable information as future building programs are planned. During FY2003, the planning for the next phase of the building program will be well underway.

COUNTY BUILDING IMPROVEMENTS

Two categories of projects comprise the building improvements element of the CIP: Security Improvements and County Building Renovations. The capital budget appropriation for County Building Improvements totals \$2 million in FY2003 (\$500,000 for security improvements and \$1.5 million for building ren-

ovations). In 1995, a comprehensive plan for improving the security of Wake County facilities was completed by a consulting firm that outlined a six-phase plan for upgrading security infrastructure. To date, security improvements have been installed in over 60 percent of the County building space. After conducting an update of the security plan, following the terrorist attack on September 11th 2001, the County is expediting the remaining phases of the original security improvement project. Some of the main initiatives in the accelerated plan involve installing integrated perimeter alarm monitoring, access control, intercoms, and closed circuit television (where appropriate).

Wake County government is responsible for over 125 buildings and 3.1 million square feet of building space. Because a number of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. County building renovations planned for FY2003 include:

- Replacing the security gates for vehicle entrance/exit on Salisbury Street side of the Courthouse,
- Phase V of the sprinkler replacement project,
- Beginning of replacement of Wake County Office Building elevator lobby fire barrier walls that do not meet fire code,
- Renovations to the Inner City Services Center, Human Services Sunnybrook (ground and 1st floors),
- Renovations to the 5th, 13th and 14th floors of the Wake County Office Building.

These investments in building security and renovations ensure the quality of the County's long-term assets is preserved and that safe, accessible, and efficient facilities are provided to the citizens of Wake County.

COMMUNITY CAPITAL PROJECTS

In fiscal year 2002, the Board of Commissioners established a Community Capital Projects fund to support capital investments in projects that address critical countywide community issues. This fund provides a structured framework to help Wake County develop the nongovernmental capacity to mobilize community resources. To accomplish this goal, projects are reviewed and selected to receive funding through a competitive and analytical process. The 2003 capital budget appropriates the second installment of \$500,000 for community capital projects. In FY2003, \$510,000 will be added to community capital projects fund from the closing of the capital reserve fund and the transfer of the remaining balance. During the first year of the program, the initial requests for funding were received in December 2001, and in April 2002, the Board of Commissioners selected the following projects to receive funding as noted:

Capital Improvements

- **Food Runners Collaborative:** \$250,000 per year over five (5) years to support the construction of an 18,000 square foot commercial kitchen facility (total County support is \$1,250,000). The capital initiative is supported by an aggressive fund raising campaign with over \$1.5 million sought from non-governmental sources. The facility will be located near the State Farmers' Market and will double the current food recovery levels and double the number of clients served currently by the operations of Meals on Wheels and the Inter-Faith Food Shuttle. In addition, the kitchen facility will serve as a vocational training site for homeless individuals.
- **Alice Aycock Poe Center for Health Education (Poe Center):** \$100,000 per year over five years support constructing a parking lot and creating a learning playground on land adjoining the current Poe Center (total County support is \$500,000). This capital initiative is accompanied by a goal of achieving approximately \$3 million in nongovernmental funding contributions. The shared parking lot and the learning playground are part of a comprehensive capital plan focused on increasing the number of program participants at the Poe Center. The goals of the initiative include expanding the number of participants from 50,000 to 100,000 a year through extended hours, new exhibits, and more diverse programs.

Staff will work with representatives of Food Runners and the Poe Center to monitor key project activities and assure milestone date for completion are met. Verification of compliance will be consistent with the terms and conditions of the executed funding agreements between the County and each of the two parties.

REGIONAL GOVERNMENTAL CENTERS

The primary goals of developing regional governmental centers are to: 1) Increase accessibility, availability, and efficiency of government services to citizens of the County, 2) Reduce transportation costs for customers traveling to receive governmental services, and 3) Reduce travel time and transportation costs for staff providing services to specific regions of the County. With the East Regional Center scheduled to open in the Fall of 2002, no new capital investments are planned in FY2003.

PUBLIC LIBRARIES

Over the past few years, Wake County has been developing a ten-year master plan for library facilities. A draft of the master plan was presented to the Board of Commissioners at the annual retreat in March 2002. The final draft will be considered for adoption by the Board of Commissioners in the summer of 2002.

At the time of the writing of the capital improvement plan, the priorities and timing of investments in library capital over the next seven years have yet to be officially adopted. However, a tentative plan, based on elements of the master plan and the financial model, is presented in the CIP.

Since the 1999 County Facilities Master Plan suggested the need for replacing or totally renovating the Cameron Village Regional Library, funding has been budgeted for the initial construction of a new facility. With the extension of the Cameron Village Library lease through 2005, no new appropriations are needed in FY2003 while the County evaluates long-term options for a new or renovated regional library in the same vicinity.

PARKS & RECREATION

Similar to Libraries, over the past two years, Wake County has been developing a ten-year master plan for parks and recreation facilities. A draft of the Master Plan was presented to the Board of Commissioners at the annual retreat in March 2002. The final draft will be considered for adoption by the Board of Commissioners in the summer of 2002.

At the time of the writing of the capital improvement plan, the priorities and timing of investments in parks capital over the next seven years has yet to be officially adopted. However, a tentative plan, based on elements of the master plan and the financial model, is presented in the CIP. A capital budget appropriation of \$2.5 million is planned for FY2003 to support ongoing construction efforts at the Yates Mill Pond County Park (\$2.1 million) and for land acquisitions incurred in the Community School Park initiative.

**OPEN SPACE
PRESERVATION**

The existing CIP includes appropriations totaling \$10 million of bond funds already approved by Wake County citizens. The FY2003 capital budget appropriates the final \$5 million of the \$15 million bond approved in November 2000.

The long-term plan for open space preservation is divided into three phases:

- Phase 1: \$5 million of bonds to purchase properties and/or land rights in four critical watersheds (Falls Lake, Jordan Lake, Little River, Swift Creek). Phase 1 activities also include encouraging the development of municipal open space plans and integrating all local government open space initiatives into a county-wide comprehensive preservation program. This phase is expected to be complete in the Fall of FY2003.
- Phase 2: \$10 million in bonds to support the purchase of priority lands guided by the information and recommendations of the Watershed Management Plan and the Growth Management Plan and the county-wide preservation program. This phase is expected to be complete in 2004.
- Phase 3: Covering the period from Phase 2 through 2010, this phase continues preservation efforts, however, the precise scope of work has yet to be determined.

In addition to supporting the development of municipal open space plans, the following land acquisitions were concluded in FY2002:

Capital Improvements

- Hosley Farm (127 acres in Falls Lake Watershed, \$1.1 million)
- Hartsfield-Price-Perry Farm (89 acres in the northern end of the Little River Reservoir project \$700,000)
- Neuse River Corridor (19 acre conservation/greenway easement \$19,000)

Based on the 1999 open space report and the Phase 1 Open Space Plan adopted in 2001, the following properties are currently being considered for acquisition in FY2003: Earps/Babb property (two parcels in the Swift Creek watershed), Robertson's Pond (in the Little River watershed), and Green Level Farm (50 acres along a tributary of White Oak Creek that drains into Jordan Lake). Also conservation/greenway easements are being pursued along the Little River (north of Mitchell Mill State natural area) and along the Neuse River (south of Poole Road). It is unlikely that all the previously mentioned properties will be purchased in Phase 1. The actual purchase depends on further prioritization research regarding the water quality benefits (Watershed Management Plan findings), the willingness of the owner to convey land rights or sell the property to the County, and feasibility of linking to other critically important properties or greenway corridors. These areas are based on priorities already identified in the County plans that protect critical watersheds and water quality benefits.

CRIMINAL JUSTICE

The two related programs comprising the criminal justice element of the capital budget are judicial and detention facilities. Detention security improvements are included as part of the detention facilities capital plan. A comprehensive Justice Facility Master Plan was completed in 1999 that extends through 2010 and includes specific recommendations for providing judicial and detention facilities by fiscal year phases. This report was updated and presented to the Board of Commissioners in 2001 by the same consultant to include additional data assembled for the past two years.

No major detention facility projects are anticipated in FY2003 unless a sustained increase in inmate population is observed. Staff will continue to monitor inmate population to determine the timing of construction of future phases of detention facilities. In FY2003, \$200,000 of the \$1.7 million dedicated to the Criminal Justice element is appropriated for detention security improvements. Activities include upgrading the card access and alarm monitoring system from an OS/2 to a Windows format.

In FY2003, \$1.5 million of the total appropriation is focused on justice facility investments including an assessment study of County facility parking needs in downtown Raleigh, and updating space needs analysis from the 1999 Justice Facility Master Plan. In addition, demolition and asbestos abatement activities will begin on the 5th floor Jail as necessary to prepare for future renovations for

court-related use.

**FIRE & EMERGENCY
MEDICAL SERVICES
(EMS)**

The projects currently in the capital budget for this element address issues such as Fire and EMS coverage areas, response times, renovations, and installation of back-up power generators for EMS and Fire stations. These needs were identified in studies conducted by Wake County during the late 1990s. Currently, the County is developing a long-term strategy and capital plan for providing Fire and EMS facilities to identify and prioritize the needs for facility renovations and new construction.

In FY2002, the County began developing a strategic foundation for a long-term facilities plan, starting with an assessment of the condition of all existing Fire/Rescue and EMS stations (55 total). In addition, a study is underway to conduct a strategic analysis for future facility needs. These studies will be complete in FY2003 and will provide the long-term framework for investment in station renovations and new facility construction.

The appropriation of \$3.5 million toward Fire capital in FY2003 will focus on the following projects:

- Completing the Stony Hill co-location facility,
- Completing the design and begin construction of a new fire station in East Garner,
- Renovation and repair projects with the highest priority ranking from the 2002 facility assessment report will begin in FY2003,
- Investments in critical fire fighting equipment replacement.

No new appropriations are needed for EMS capital as prior years' appropriation balance will be used to support the completion of the EMS portion of the Stony Hill co-location facility, and partial support for the renovation an EMS facility in the Morrisville area, and design costs for a new facility in the US1/540 area.

All projects addressing Fire capital in the Fire and EMS element are supported with dedicated capital funding transfers from the Fire Tax District. The EMS projects in the Public Safety element are currently supported exclusively with funds from the general County capital program.

**EMERGENCY
COMMUNICATIONS**

The Emergency Communications element is comprised of three projects concerning emergency radio communications, computer aided dispatching, and back-up emergency communications. All of these initiatives are interconnected and comprise key components of the infrastructure needed to effectively handle public safety communications in emergency situations.

Capital Improvements

The radio communication (800MHz) project consists of the following major components:

- Constructing and providing radio towers,
- Installing microwave equipment,
- Establishing in-building amplification capacity,
- Purchasing a paging system and portable units.

In the fall of 2001, work began on the construction of additional towers for the radio communications system, development of the infrastructure for the system and the evaluation of in-building amplification needs. In FY2003, activities include completing the radio towers, installing system infrastructure and establishing in-building amplification infrastructure.

As proposed, the Wake/Raleigh CAD system will be constructed in three phases: 1) base system installed in fiscal year 2002, 2) base system operational and mobile status equipment installed in fiscal year 2003, 3) automated voice dispatch system installed after the base system. In FY2003, the base computer aided dispatch system will be completed which includes adding computers and printers, installing a backup server, and purchasing and installing a Fire/EMS voice alerting system (automated voice dispatching).

Progress toward a back-up emergency communications center will be achieved by completing an evaluation of various alternative facility configurations and locations and developing design drawings, detailed costs estimates, and partnership agreements for selected alternatives.

AFFORDABLE HOUSING

Rapid population growth has pushed housing prices beyond the means of thousands of Wake County families. Recent studies reveal that the demand for affordable rental units exceeds the supply by approximately 27,000 units (Karnes Research Company, 1999). With the average sales price of \$215,512 for a new home in the County in 2001 and the average price of an existing home of \$182,512, the demand for first homes affordable to low and moderate income families (those making \$35,000 to \$48,000/year) exceeds supply by approximately 7,000 units. Without County investment in producing additional units of affordable housing, increasing numbers of people who work in Wake County will be forced to live elsewhere. County investment in apartments and single-family homes is used to leverage additional federal, state, and private funds, for constructing affordable housing.

Since FY2000, the Board of Commissioners has appropriated a total of \$3.5 million for affordable housing in Wake County. These funds have been made available for low-interest loans to developers who build affordable rental units

and single-family homes for first-time buyers. The new units are developed on infill lots or small subdivisions throughout the County. The loans made to developers of affordable rental units will be repaid to the County over a 2-30 year period. The funds used to develop single-family houses are returned as the houses are re-sold over a 1-10 year period.

While the County has focused equally on affordable single-family housing and rental units in the past, increasing the supply of affordable rental opportunities will be the focus of the loan program in FY2003. Pending approval of the final proposals in May 2002 by the Board of Commissioners, \$1 million will be appropriated in FY2003 to support projects that will ultimately provide 67 additional rental units for individuals and families earning 40 percent or less of the median family income.

COUNTY AUTOMATION

Since the automation program's inception six years ago, the County has consolidated investments into three categories: 1) computer equipment, 2) enterprise network, and 3) business applications. In the computer equipment category, the Information Services Department is responsible for identifying and analyzing replacement personnel computer (PC) needs, as well as other automation network accessory needs (such as network printers and plotters). Enterprise network improvements comprise the on-going work of refining the current County network and continues the move to a managed, server based technical infrastructure within Wake County government. The third area of automation capital activities includes investments in business applications. These investments provide technology enhancements to the daily operations in specific service delivery areas. The investments often involve efficiency gains from improved work processes, data collection, information processing, analysis, and reporting.

An total appropriation of \$2.4 million is planned for FY2003, of which \$1.85 million is funded through new appropriations and \$615,000 is funded through project closeouts. Of the FY2003 total, \$300,000 in new appropriations will be added to \$420,000 in projected end-of-year remaining balances to fund the replacement of computer equipment in FY2003. \$300,000 in new appropriations is needed to improve the County's network infrastructure and to continue to move the organization to a managed server environment. The projected end of year remaining balance from prior years' network projects of \$388,000 will also be dedicated to FY2003 projects for a total network investment of \$688,000.

Finally, new appropriations of \$1.25 million are planned for business applications improvements in FY2003. This funding will be combined with project closeout balances and prior year-end project balances to fund projects aimed at improving customer service and streamlining business processes. The e-Government Committee reviewed over 30 project requests totaling over \$1.9 million

and established the funding priorities for the coming year. The applications for business improvements were received from various departments and service areas including the Board of Elections, Community Services, Public Safety, Human Services and e-Government initiatives.

LITTLE RIVER LAND ACQUISITION

The Little River Reservoir was first designated as a future source of high quality drinking water in a 1986 assessment of water supply alternatives to meet the needs of eastern Wake County. The project as currently planned will eventually consist of the construction of a water supply reservoir within the Little River Watershed with a potential yield of 17 million gallons per day. Wake County, with financial assistance from five municipalities, has assumed responsibility for funding and completing the initial land acquisition phase of the reservoir project. In 1995, Wake County entered into an interlocal agreement with Knightdale, Wake Forest, Wendell, Zebulon, and Raleigh for the purchase of property needed for the project. To complete the land acquisition phase of the reservoir project, the County is focused on acquiring approximately 180 parcels consisting of approximately 2,000 acres to accommodate the reservoir construction and provide for the 200-foot buffer area. In fiscal year 2003, 240 acres consisting of 33 parcels and three dwellings will be acquired at an estimated cost of \$2,120,000.

According to the 1998 Water/Sewer plan, the reservoir is scheduled for completion in 2025. After the completion of the land acquisition phase, several independent intermediate steps are needed to complete the Little River Reservoir project including: a) identifying an operation and management entity for the reservoir and water treatment and distribution facilities, b) the transfer of land rights to the operating entity, c) the permitting of the reservoir and design of the facility, and d) the construction and operation of the reservoir.

WATER AND SEWER

Projects eligible for County funding from this element are generally in one of the following three categories: 1) Wake County Water and Sewer Plan Implementation, 2) infrastructure development in Research Triangle Park, 3) water quality and watershed management initiatives. The first category is comprised of studies and projects that facilitate the consolidation of water and sewer utility systems in accordance with the 1998 Wake County Water and Sewer Plan. Also included in the water/sewer element are investments for utility service connections to support the economic development of RTP, thus providing jobs for our citizens and enhancing Wake County's tax base.

Prior years' balances will be used to support merger activities that may occur in FY2003 and the extension of 12,000 feet of offsite water and sewer lines. A FY2003 appropriation of \$320,000 is included for onsite water and sewer extensions as part of the continued development of the Wake County portion of

Research Triangle Park.

SOLID WASTE

The solid waste capital program includes investments in the County's disposal infrastructure in the form of the construction of new facilities, repair and remediation to existing facilities and general upgrades of existing facilities to meet the demands of the general public. In FY2002, the County rebuilt convenience centers one and four to accommodate increases in traffic and material quantities that have been realized over the last few years. Each center will effectively allow for twice the number of customers and double the quantity of material that can be collected over their previous layout.

The FY2003 capital budget includes an appropriation of \$2.4 million for solid waste investments, which include capital improvements to the North Wake municipal solid waste landfill, the Feltonville construction and demolition waste landfill, the closing of the North Wake construction and demolition landfill, and renovations to convenience centers two and three. In addition to those improvements, the County will update the ten-year comprehensive solid waste plan in FY2003. This update will integrate operating strategies for waste reduction, reuse, recycling, and disposal programs with capital planning initiatives.

FY2003 Capital Budget Appropriations

Wake County Capital Projects	FY2003 Appropriation
Wake County Public Schools	\$96,328,570
County Building Improvements	
Security Improvements	\$500,000
Building Renovations	\$1,566,900
Community Capital Projects	\$1,010,000
Human Services Future Facility	\$1,000,000
Parks and Recreation	
Yates Mill Pond County Park	\$2,100,000
Community School Parks	\$400,000
Open Space Land Acquisition	\$5,000,000
Criminal Justice	
Judicial Facilities	\$1,506,800
Detention Security	\$200,000
Fire and Emergency Medical Services (EMS)	
EMS Facilities	\$0
Fire Facilities and Equipment	\$3,519,000
Emergency Communications	
Radio Communications (800 MHz)	\$9,066,700
Computer Aided Dispatch (CAD)	\$358,100
Back-up Communications Center	\$500,000
Affordable Housing	\$1,000,000
County Automation	\$2,465,257
Little River Land Acquisition	\$2,120,000
Water and Sewer	
RTP Onsite Economic Development	\$320,000
Solid Waste	\$2,394,908
TOTAL CAPITAL APPROPRIATIONS	\$131,356,235

*Fiscal Year 2002-2003
Adopted Budget*

SUPPLEMENTAL INFORMATION

Wake County Facts

Wake County Strategic Plan

Basis of Budgeting

Glossary of Budget Terms

Wake County Facts

Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, and raise a family in the United States. Located in the east central section of North Carolina, Wake County's 627,846 residents can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either directions.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, education opportunity, environmental quality and community quality-of-life. A well-rounded combination of business and industry, higher education, historic preservation, arts and culture, and trees, greenways and lakes offers Wake County residents a quality lifestyle with excellent job and educational opportunities, whether they prefer rural or urban settings.

Wake County's contains twelve municipalities including the City of Raleigh, which is the state capital and county seat. The County is governed by the seven-member Wake County Board of Commissioners, who are elected at large to serve four-year terms. Terms are staggered so that, every two years, three or four Commissioners are up for election. Under their direction, the County Manager oversees the daily provision of services to citizens ranging from health programs and other human and social services to parks and recreational opportunities, land use planning and zoning responsibilities, law enforcement and public safety, solid waste disposal and recycling, and libraries.

The outstanding universities and medical facilities in this area provide research and learning opportunities whose benefits extend throughout the world. Three major universities, including North Carolina State University in Wake County, Duke University in Durham County and the University of North Carolina-Chapel Hill in Orange County, have reputations among the finest teaching and research schools in the country.

Wake County's largest employers include the State of North Carolina, International Business Machines Corporation, the Wake County Public School System, Wake Medical Center, Northern Telecom Inc., North Carolina State University, Glaxo-Wellcome, Rex Healthcare, SAS Institute, MCI WorldCom, and the City of Raleigh. The Raleigh-Durham International Airport serves nearly 9 million people a year.

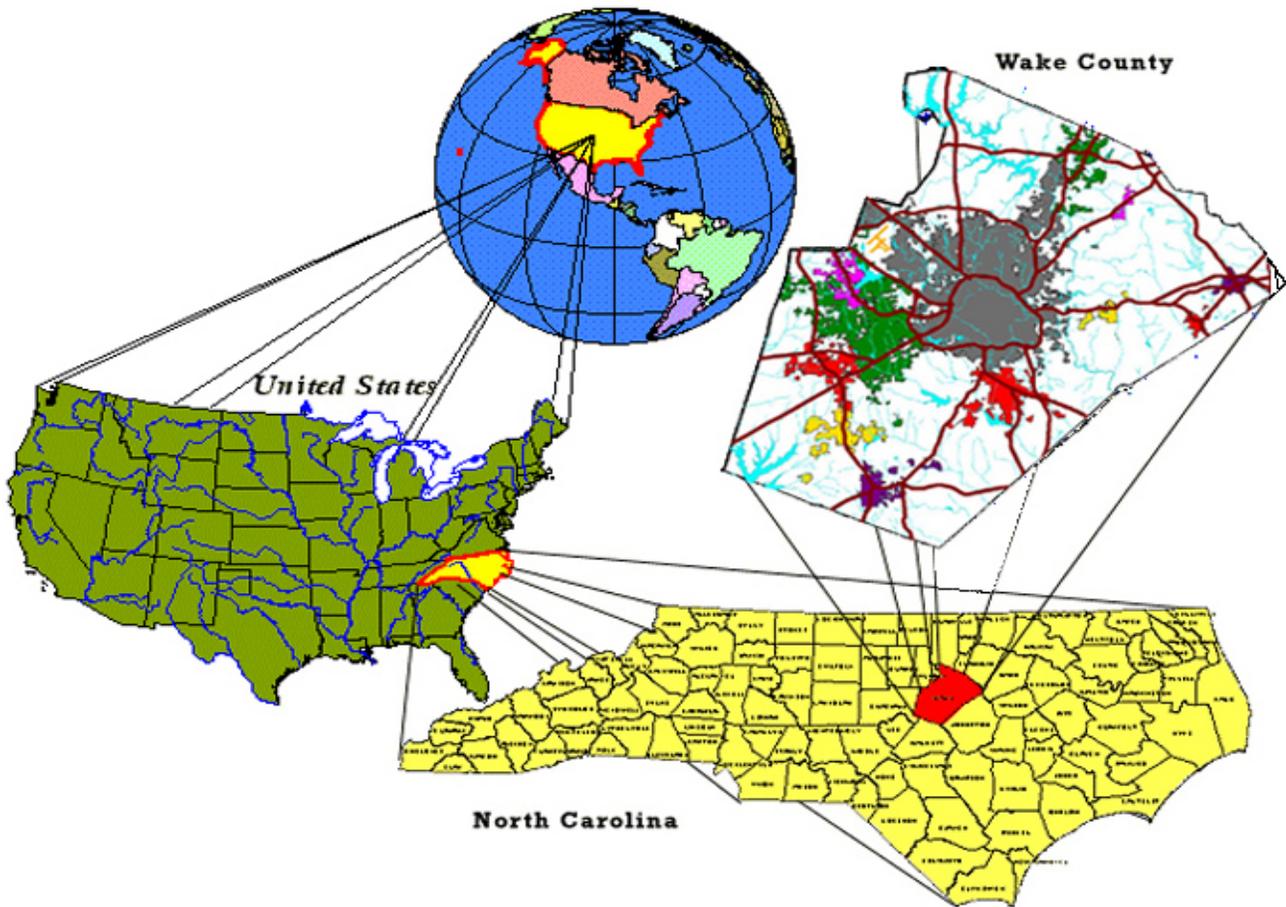
Recreation and leisure services range from lakes to parks, to the North Carolina

Symphony and North Carolina Museum of Art, both located in Raleigh. Wake County is home to the Carolina Mudcats, a double-A affiliate of the Colorado Rockies baseball team; the Raleigh Flyers, a professional soccer team; and the Raleigh Cougars, a professional basketball team in the U.S. Basketball League. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, which began playing its first season in 1997 and is now playing in a new entertainment and sports arena.

Wake County Facts

Date Established	1771
Location of Wake County	East central section of North Carolina, located on the easter edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 860 Square Miles
County Seat	Raleigh
County Population*	627,846

Municipalities	Population
Apex	20,212
Cary	94,536
Fuquay-Varina	7,898
Garner	17,757
Holly Springs	9,192
Knightdale	5,958
Morrisville	5,208
Raleigh	276,093
Rolesville	907
Wake Forest	12,588
Wendell	4,247
Zebulon	4,046
Unincorporated areas of Wake County	169,204
*As of 2000 Census	627,846 Total Population



According to the most recent census 2000 data; Wake County Population continues to change, we have become a more urban, and ethnically diverse county. With a population of 627,846, reflecting a growth of 48.3 percent over the last ten years, Wake County is the second largest county (after Mecklenburg) in North Carolina. It is also the second fastest growing county (after Johnston County) among North Carolina counties. The County has experienced a significant growth in the Hispanic population between 1990 and 2000, from 5,396 in 1990 to 33,985 in 2000, a 529.8 percent increase.

TABLE 1. Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)
1991	438,221	63,475
1992	450,385	66,343
1993	459,544	69,547
1994	486,158	72,643
1995	512,944	76,032
1996	538,131	80,646
1997	556,853	84,757
1998	575,696	90,098
1999	592,218	92,865
2000	627,846	94,353
2001	653,058	97,583

(1) North Carolina State Data Center

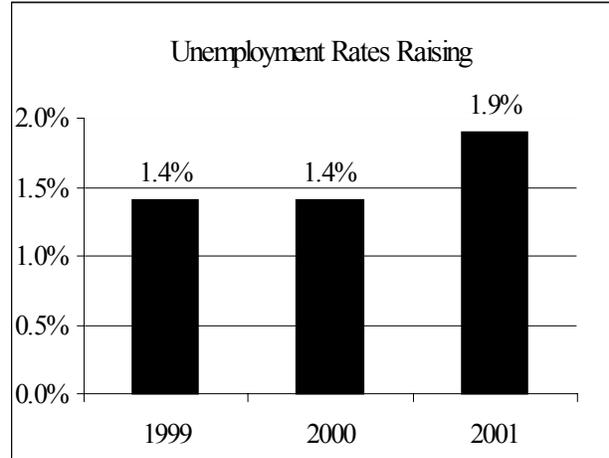
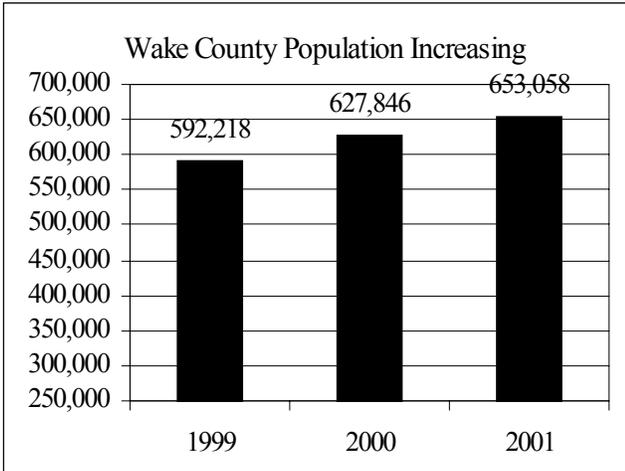
(2) North Carolina Department of Public Instruction. Final-Average Daily Membership

Fiscal Year Ended June 30	Unemployment Rate (3)	Per Capita Income (4)
		Nominal Dollars
1990	2.8%	20,658
1991	3.7%	21,565
1992	4.6%	23,706
1993	3.7%	24,880
1994	2.8%	25,816
1995	2.5%	27,502
1996	2.2%	28,858
1997	1.8%	29,384
1998	1.6%	31,208
1999	1.4%	Not Available
2000	1.4%	Not Available
2001	1.9%	Not Available

(3) North Carolina Employment Security Commission

(4) North Carolina State Data Center

SUPPLEMENTAL INFORMATION



Wake County Ten Largest Taxpayers	2001 Assessed Valuation	Tax Levy
Carolina Power and Light Company	\$ 1,954,555,733	\$ 11,023,694
Bellsouth Telephone & Telegraph Company	385,137,193	2,172,174
NC Eastern Municipal Power Agency	377,734,679	2,130,423
Weeks Realty LP	266,522,446	1,503,187
Midway Airlines Corp.	242,873,696	1,373,715
SAS Institute	211,907,119	1,195,156
CVM Associates LP	170,805,503	963,343
Highwoods Realty LTD	143,765,261	810,838
Public Service Co of NC	142,689,436	804,768
MCI Worldcom Network Services	134,489,635	758,522
Total	\$4,030,480,701	\$22,735,820

Wake County Strategic Plan

INTRODUCTION

The Wake County Strategic Plan adopted in FY2000, outlines the key priorities for Wake County Government. The County believes these activities are consistent with its organizational values and critical to achieving its mission and vision. The content of this document was developed by the County Management Team during their Fall 1998 and Spring 1999 retreats.

The six *focus areas* presented herein do not capture all of the activities that will be undertaken by County Departments. Rather, the focus areas represent the County's priorities for organizational improvement, to which significant resources will be devoted. Because the priorities are interrelated, improvement in the County's overall effectiveness will require progress in every area.

The *focus area* categories below are broad enough to allow each County Department to make a contribution. More specific improvement needs are defined in the *goals* and *objectives* under each *focus area* later in this document. Also *outcome indicators* are given for each *objective*. The *outcome indicators* are examples of how the County will measure its success in achieving an *objective*.

RESPONSIBLE PLANNING FOR GROWTH

To enable continued growth, the County must anticipate infrastructure and service needs.

TECHNOLOGY & AUTOMATION

To maximize organization productivity, the County must invest in new technologies that improve communication and service delivery.

COLLABORATION & PARTNERSHIPS

To maximize effective use of resources and deliver integrated service solutions, the County must engage in internal and external collaborative efforts and partnerships.

QUALITY, COST-EFFECTIVE SERVICE DELIVERY

To improve cost-effectiveness and citizen satisfaction, the County will open some services to competitive bidding.

COMMUNICATION

To help citizens and employees better understand the goals and current issues of Wake County government, the County must employ more effective and timely communication methods.

WORKFORCE DEVELOPMENT

Because providing quality services requires a quality workforce, the County must identify ways to recruit diverse, qualified employees, train them for high

productivity, and retain them.

Wake County's Mission, Vision & Values

MISSION

To ensure the delivery of quality public services and to improve the economic, educational, social, and physical quality of the community, we are committed to service excellence and embrace new approaches to more effectively and efficiently meet the ever-changing needs of our customers.

VISION

Wake County will be a great place to live, work, learn, and play.

It will be a place where people are self-sufficient, enrich their lives, respect nature, appreciate their heritage, participate in government, and plan for a better tomorrow.

Values/Guiding Principles

Customer Service

Teamwork

Professionalism and Integrity

Openness

Leadership

Continuous Improvement

FOCUS AREA 1

RESPONSIBLE PLANNING FOR GROWTH

Wake County will ensure that as the county's population continues to grow, that the County, in collaboration with others, has a comprehensive plan in place to ensure that the growth occurs in a sustainable, orderly fashion, that the infrastructure and services are in place to accommodate growth and the quality of the environment is maintained.

Goals relating to Focus Area 1 - Responsible Planning for Growth:

SUPPLEMENTAL INFORMATION

1.1 To have a Land Use Plan that encourages most development in and around areas with urban services, encourages the development of communities, an attractive urban form, and encourages the maintenance of open space.

OBJECTIVES

A. Update the Land Use Plan by preparing area plans for Knightdale, Raleigh and Wendell Urban Service Areas.

OUTCOME INDICATOR:

Preparation of area plans for Knightdale, Raleigh and Wendell Urban Service Areas.

B. Prepare transitional development standards for roads, water and sewer service in Urban Service Areas.

OUTCOME INDICATOR:

Preparation of transitional development standards for water and sewer service in Urban Service Areas.

1.2 To acquire and maintain a system of natural areas, open spaces, recreational facilities and historical sites.

OBJECTIVES

A. Implement various portions of the 1998 Parks Master Plan.

OUTCOME INDICATOR:

Continue private fund raising efforts for the restoration of Yates Mill.

B. Develop and foster partnerships throughout the county for the acquisition of land and development of recreation facilities.

OUTCOME INDICATOR:

Each park project that is identified in the capital improvement schedule will be examined carefully in order to identify all potential stakeholders and partners. These individuals and groups will be asked to join the project as either a maintenance, programming partner or as a financial partner.

C. Continue to provide “proactive” planning for recreational facilities by seizing opportunity for new facilities when they materialize.

OUTCOME INDICATOR:

Working with various community leaders, other municipalities, non-profit groups, etc. Staff will respond to various requests for new and expanded service in a innovative and creative fashion.

D. Build public awareness of Parks, Recreation and Open Space.

OUTCOME INDICATOR:

Through outreach programs to schools and civic groups, educate people as to the role parks, recreation and open space has in their lives.

E. Complete land acquisition for six new School/Parks and leverage construc-

tion money as much as possible with other interested parties.

OUTCOME INDICATOR: The Parks and Recreation Department, Facilities Design and Construction Management Department and the school system will purchase the six sites in fee simple ownership and will work with various partners to bring in as many different groups as possible who can share in the financial expenses of park development.

1.3 A Library System plan that will enable the County to offer quality library service in a cost-effective way.

OBJECTIVES A. Develop the book collection to meet the reading needs of the population in scope of content and in number of volumes.

OUTCOME INDICATOR: Circulation to increase from 9.4 items per capita to 13 items per capita.

B. Provide adequate facilities to house this collection, enable the public to access it and the information contained within in a comfortable facility located a reasonable traveling distance from the citizens place of residence.

OUTCOME INDICATOR: .5 square feet per capita and a facility located within five miles or ten minutes travel time of 90% of the residents of the county.

C. Identify the services to be provided that promote the love of reading and foster the pursuit of knowledge. Identify the infrastructure needs of staff and facilities necessary to provide those services.

OUTCOME INDICATOR: That children entering school in Wake County are ready to learn to read and that children in Wake County are able to read at grade level.

1.4 A Human Services Agency that will promote a healthy and safe place to live, grow and work; enhance the ability of families and individuals to become self-sufficient to their greatest ability; and ensure quality care for those individuals unable to achieve self-sufficiency.

OBJECTIVES A. Women and families will have healthy, planned births.

OUTCOME INDICATOR: Percentage in increase in women receiving adequate prenatal care.
Reduction in the infant mortality rate.
Decrease in the percentage of low birth weight babies.
Increase in the percent of mother with good nutrition.
Reduction in short-interval births
Reduction in the percentage of positive drug urine screens in pregnant Wake

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County Human Services Clients.

B. Families will support their children's successful development.

OUTCOME INDICATOR: Percentage increase in the number of children who pass or progress in their developmental screens.
Improvement in immunization rates.
Increased percentage of children enrolled in child care centers with an AA or better rating.

C. People will have safe, affordable housing.

OUTCOME INDICATOR: Percentage decrease of low-income households spending more than 30% of their income on housing.
Increased percentage of Wake County Human Services clients who secure and maintain housing.

D. Individuals, families and communities will have improved physical and behavioral health.

OUTCOME INDICATOR: Decrease in communicable disease incidence rates.
Decrease in STD and HIV incidence rates.
Decrease in use of alcohol, tobacco and other drugs.
Decrease in the number of alcohol-related traffic deaths.
Decrease in adult suicide and homicide rates.
Decrease in mental health symptoms among Wake County Human Services clients.
Decrease in non-medically necessary days in psychiatric hospitals among Wake County Human Services clients.

E. Children and vulnerable adults will not experience abuse and neglect.

OUTCOME INDICATOR: Reduction in the rates of abuse, neglect, physical and sexual abuse and exploitation.
Reduction in the re-abuse rates among children.
Reduction in the re-abuse rates among adults.
Of the number of women who come to Wake County Human Services for protection, reduction in the number who are re-abused.

F. Children removed from their parents will have a permanent home.

OUTCOME INDICATOR: Increase in the children permanently placed in a home within 12 months.
Decrease in the percentage of children reentering foster care within 12 months

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of returning to permanent home.

Decrease in the percentage of children who have been in more than one placement.

G. Children will be ready for school.

OUTCOME INDICATOR: Percentage increase in the number of children entering school with required physical exam and immunizations completed.
Decrease in the percentage of children entering school with an unidentified hearing or vision problem.

H. Children and youth will be successful in school.

OUTCOME INDICATOR: Percentage increase in school attendance.
Decrease in the number of children performing below grade level on end-of-grade tests.
Decrease in the drop-out rates.
Decrease in the suspension rates.
Increase in the percentage of Wake County Human Services youth entering post-secondary institutions.

I. Youth will make healthy decisions.

OUTCOME INDICATOR: Percentage decrease in the teen pregnancy rate.
Decrease in the juvenile crime rate.
Reduction in recidivism for juvenile crime.
Decrease in the teen suicide rate.
Decrease in the use of alcohol, tobacco and drugs among youth.
Decrease in HIV and STD rates for youth.
Of youth who drop out of school, increase the percentage gainfully employed within six months.

J. Parents will financially and medically support their minor children.

OUTCOME INDICATOR: Increase in child support collection rates.
Increase in the number of children gaining access to medical insurance.
Reduce the number of emergency room visits for children.
For clients of Child Support Enforcement, improve average household income.
Increase the number of children with no untreated average household income.

K. People will find and maintain employment.

OUTCOME INDICATOR: Percentage increase in the number of Human Services clients seeking employ-

SUPPLEMENTAL INFORMATION

ment assistance that get jobs.

Percentage increase in the number of Human Services clients seeking employment assistance who keep jobs for more than 120 days.

Increase in the percentage of Human Services clients who earn at or above the self-sufficiency standards for North Carolina.

Increase in the percentage of Human Services clients who increase their income in 12 months.

L. The elderly and individuals with severe, chronic disabilities will live as independently as possible.

OUTCOME INDICATOR: Percentage increase of the facilities which meet licensing standards and maintain compliance with regulations.

Increase in the percentage of Human Services clients obtaining safe, stable housing.

Of those Human Services clients who choose to work, increase the percentage who obtain work.

1.5 A Water and Sewer plan that will: guide growth in and around municipalities, provide services at the most economical rates, provide a common level of service and protect the environment.

OBJECTIVES A. Assist in the completion of the Raleigh-Garner merger.

OUTCOME INDICATOR: Successful completion of the Raleigh-Garner merger.

B. Facilitate the process of bringing a water line from Harnett County to serve Fuquay-Varina and Holly Springs.

OUTCOME INDICATOR: A water line from Harnett County designed to serve Fuquay-Varina and Holly Springs.

1.6 Address environmental issues and regulatory requirements that affect the county.

OBJECTIVES A. Prevent and reduce the spread of disease and negative impacts of environmental hazards.

OUTCOME INDICATOR: Percentage of stray animal population reduced through public education and enforcement and percentage reduction in unvaccinated dogs and cats.

B. To reduce, manage and dispose of wastes.

OUTCOME INDICATOR: Reduce total solid waste disposal in Wake County.

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C. To conserve natural resources.

OUTCOME INDICATOR: Implementation of a program that encourages environmental actions throughout Wake County government that follows the Environmental Policy and demonstrates leadership to citizens and businesses.

D. To conserve, protect and improve surface and groundwater quality by developing a comprehensive plan for addressing all existing and projected water quality concerns in Wake County by 2003.

OUTCOME INDICATOR: Implementation of a comprehensive program addressing existing and projected surface water and groundwater quality problems in Wake County by 2003.

E. To increase the number of environmentally educated citizens whose attitudes and behavior result in understanding, commitment, informed decisions and responsible action toward the environment.

OUTCOME INDICATOR: Improvement in the annual Photometric Index.

1.7 A plan to encourage an adequate supply of low and moderate income housing.

OBJECTIVES A. Increase the number of families who purchase their first home.

OUTCOME INDICATOR: Success in increasing the number of families who purchase their first home.

B. Increase the supply of affordable rental units.

OUTCOME INDICATOR: Success in increasing the supply of affordable rental units in Wake County.

C. Increase the number of affordable housing units located near public schools.

OUTCOME INDICATOR: Success in increasing the number of affordable housing units located near public schools.

D. Improve the existing stock of affordable housing by rehabilitating substandard owner and renter occupied units.

OUTCOME INDICATOR: Success in improving the existing stock of affordable housing by rehabilitating substandard owner and renter occupied units.

E. Provide services necessary to help families obtain and maintain affordable

SUPPLEMENTAL INFORMATION

housing.

OUTCOME INDICATOR: Success in providing the services necessary to help families obtain and maintain affordable housing.
F. Improve the physical, public infrastructure of low income communities over the next five years.

OUTCOME INDICATOR: Success in improving the physical, public infrastructure of low income communities over the next five years.

1.8 Create a favorable climate for the recruitment of new businesses and the retention and growth of existing businesses.

OBJECTIVES
A. Encourage local governments in Wake County to eliminate development regulations and processes that unnecessarily hinder economic development.

OUTCOME INDICATOR: Number of development regulations and processes eliminated that unnecessarily hinder economic development.

B. Partner with the Greater Raleigh Chamber of Commerce to maintain a GIS based industrial sites inventory.

OUTCOME INDICATOR: A GIS based industrial sites inventory that is current.

1.9 Ensure the delivery of the highest quality of professional service in emergency medical response, law enforcement investigations, fire/rescue response, planning, training and readiness for emergencies.

OBJECTIVES
A. Take the lead in interagency planning to continue developing countywide collaborative emergency response capability, standard approach and joint planning.

OUTCOME INDICATOR: Preparation of a contingency plan to ensure the continuation of Public Safety service in the event of a volunteer non-profit's failure to provide service.

B. Provide a timely response and appropriate level of service.

OUTCOME INDICATOR: Provision of a recognized level of fire protection to all county citizens by having a minimum countywide 9s Insurance Services Office rating.

C. Follow up on the recommendations made by the EMS Task Force.

OUTCOME INDICATOR: Preparation and adoption of a five and ten year implementation plan.

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D. Continue to work towards achieving the recommendations of the 1994 Wake County Fire Study.

1.10 A Transportation Plan which enhances mobility through a balanced transportation system.

OBJECTIVES: A. Assist in the completion of the regional model for the new thoroughfare plan.

OUTCOME INDICATOR: Completion of the regional model for the new thoroughfare plan.

B. To assist in the planning and implementation of the regional rail project.

OUTCOME INDICATOR: Completion of the planning for the regional rail project.

C. To participate in the advocacy for additional Federal and State transportation funding through the Greater Raleigh Area Chamber of Commerce.

OUTCOME INDICATOR: Success of the Greater Raleigh Area Chamber of Commerce in gaining additional Federal and State transportation funding.

D. To have more input into the State Transportation Improvement Program through the TAC.

OUTCOME INDICATOR: Adoption of a State Transportation Improvement Program that meets the needs identified by Wake County Government.

E. To ensure that air quality issues do not hinder the implementation of transportation improvements by preparing an interim thoroughfare plan.

OUTCOME INDICATOR: Preparation of an interim thoroughfare plan that addresses air quality issues.

F. To coordinate roads, storm water and development standards in urban services areas through transitional standards for Urban Service Areas.

OUTCOME INDICATOR: Creation of transitional standards for Urban Service Areas.

G. To have a Human Services Transportation Plan that meets the needs of the identified population.

OUTCOME INDICATOR: Creation of a Human Services Transportation Plan.

1.11 To prepare an six year Capital Project Plan.

SUPPLEMENTAL INFORMATION

- OBJECTIVES** A. Identify projected capital needs and associated costs.
- OUTCOME INDICATOR:** Completion of an six year Capital Project Plan by December 31, 2001.
- B. Review and update Design Guideline Specifications and Space Standards for Wake County Government.
- OUTCOME INDICATOR:** Completion of the Design Guideline Specifications and Space Standards for Wake County Government.
- C. Conduct a comprehensive facility space needs analysis (including the evaluation of existing facilities which are owned or leased by Wake County Government) and develop an eight-year comprehensive Facility Master Plan with annual funding estimates.
- OUTCOME INDICATOR:** Completion of an eight year comprehensive Facility Master plan with annual funding estimates.
- D. Update the County’s facility management software system with the goal of providing design consultants critical data in advance of design.
- OUTCOME INDICATOR:** Completion of an update of the County’s facility management software system.
- E. Develop a move management policy and procedures that will be executed through the facility management software system.
- OUTCOME INDICATOR:** Completion of a move management policy.
- F. Identify and incorporate the capital needs and capital project plans of the twelve municipalities, the School System, Triangle Transit Authority and any not-for-profit or state agency that is planning capital facilities in Wake County into the planning and analysis of the County’s Capital Improvement Plan.
- OUTCOME INDICATOR:** Identification and incorporation of other agency capital projects plans into the planning and analysis of the County’s Capital Improvement Plan.
- 1.12 To have an Open Space Plan.
- OBJECTIVES** A. The Open Space Advisory Committee will propose plans for the remaining stream corridors outside of Raleigh’s jurisdiction.
- OUTCOME INDICATOR:** Successful creation of plans for the remaining stream corridors outside of Raleigh’s jurisdiction.

FOCUS AREA 2

TECHNOLOGY/AUTOMATION

County automation and technology will be focused on deployment of business applications and electronic communications over the next three years. Emphasis will be placed on the management and stability of the network foundation in place required to support these applications.

Goals relating to Focus Area 2 - Technology/Automation:

2.1 Identify and deploy business systems automation and applications that increase service effectiveness and/or employee productivity.

OBJECTIVES

A. Implement the recommendation of the Human Services Technology Plan.

OUTCOME INDICATORS:

Establish business automation unit within the Department of Human Services and clarification of roles and responsibilities with the Information Services department as it relates to business applications deployment.

Implementation of projects identified in the Service Integration Plan; master client index, common intake registration and screen and referral process.

B. Implement the plan to migrate the Geographic Information Systems GDS software to the ESRI family of spatial and graphic software products.

OUTCOME INDICATOR:

Smooth transition to the ESRI products and increased users and usage of GIS facilities in the work place.

C. Implementation of the Public Safety Technology Plan.

OUTCOME INDICATORS:

Reduced detainee jail time.

Decreased emergency response times.

Increased cross agency communication and cooperation.

D. Implement digital document storage and retrieval for official records within the Register of Deeds Office and automate the business process associated with the recordation of official records.

OUTCOME INDICATORS:

Increased Register of Deeds worker capacity for recording of documents.

Increased public access to official records both in the office and over the Internet.

Reduced office traffic.

E. Implementation of the Environmental Services Technology Plan.

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OUTCOME INDICATORS: Creation of a single integrated data systems that handles scheduling and work process functions.
Increased Environmental Services worker productivity, cross function communication and customer service.

F. Comprehensive, integrated land records system accessible to all interested parties that eliminates duplicate processing and data acquisition.

OUTCOME INDICATORS: Reduced work load for data acquisition functions.
Increased cross agency communication, coordination and cooperation.
Public access of land record information, reducing in office and telephone traffic.

G. Implement the Library Technology Plan.

OUTCOME INDICATORS: Increased public access to the Internet, to library resources and general government information.
Centralized reference material that increases access and reduces cost.

2.2 To promote electronic communication among county employees, community partners, service and product providers that provides rapid communications and exchange of information.

OBJECTIVES A. E-mail, calendaring, intranet and Internet access for County employees.

OUTCOME INDICATORS: Flatter, broader internal communication. Increased productivity by reduced meeting and scheduling time.
Better informed, inter-networking savvy workforce.
Increasing use and postings to reference and bulletin boards.
Increased traffic on major network “arteries”.

B. Increase electronic communication with suppliers, service providers, partners, community and taxpayers.

OUTCOME INDICATORS: Reduced mail.
Increased response time.
Reduction in office and telephone traffic.

C. Enhanced use of web site for both informational and interactive business transactions.

OUTCOME INDICATOR: Reduced office and phone traffic, increased “off hours” access and increased web use.

SUPPLEMENTAL INFORMATION

2.3 Through the use of electronic networking reduce the number of paper forms, file copies, instruction manuals, reference documents and informational bulletins as well as the need for courier services.

OBJECTIVES A. Publish reference, policy and procedure manuals in electronic form.

OUTCOME INDICATORS: Reduced publishing costs.
Reduced distribution delays
Reduced clerical support time.
Increased use and availability of reference and policy materials.

B. Leverage County Internet to eliminate administrative paper forms.

OUTCOME INDICATORS: Reduced clerical support time.
Reduced printing, publication, handling and storage of forms.
Increased timeliness of internal services and data exchange.

C. Increasing the use of the Publication Network (General Services).

OUTCOME INDICATOR: Reduced printing costs.
Increased timeliness of printing documents

2.4 To maintain a current, reliable, robust infrastructure.

OBJECTIVES A. Operate, monitor, backup and keep current the network and processor platforms of the County.

OUTCOME INDICATORS: Networks that are never down.
Data systems capable of recovering from abnormal interruptions and events.

B. Provide telephone, help desk and on site desktop support for hardware and County standard software problems.

OUTCOME INDICATOR: Employees will receive quick and useful assistance.

C. Provide, coordinate and assist in training all County personnel in the effective use of technology.

OUTCOME INDICATORS: Reduced problem calls to the help desk.
Reduced downtime.
Increased self help and creative use of technology for improved efficiency in the workplace.

SUPPLEMENTAL INFORMATION

2.5 Update the Wake County Strategic Information Plan

OBJECTIVES

A. Review and update the Strategic Information Plan every two years.

OUTCOME INDICATOR:

Published business technology plans and strategic technical architecture.

2.6 Ensure century compliance for all data systems and operational readiness to assure business continuity through the century change.

OBJECTIVES

A. Inventory, assess and re-mediate computer systems and non-traditional imbedded chip equipment.

OUTCOME INDICATOR:

Continuation of County services and functions through the century change with minimal disruption to the operation and function of those systems.

B. Communicate issues and status of century readiness program.

OUTCOME INDICATORS:

Broad understanding and acceptance of responsibility for assuring a smooth transition to the next century for all County business units.

Confidence in the ability of Wake County to smoothly make the transition.

FOCUS AREA 3

COLLABORATION AND PARTNERSHIPS

Wake County Government will actively pursue collaborative partnerships to open communication and provide for the exchange of information and creative thinking with other agencies. Wake County will pursue cooperative agreements with others where opportunities exist for jointly pursuing common goals which may improve services to customers, eliminate duplication of services and maximize effective use of resources and improve cost effective service delivery.

Goals relating to Focus Area 3 - Collaboration and Partnerships

3.1 Wake County Government will continue to look internally for collaboration and partnering efforts between departments to provide enhanced service to the public and internal clients.

OBJECTIVES

A. Identify and assess the effectiveness of existing collaborative and partnering efforts.

OUTCOME INDICATOR:

Number of internal collaborative and partnering efforts identified in monthly department reports.

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B. Expand collaborative efforts between departments to eliminate duplication of services where appropriate.

OUTCOME INDICATOR: Number of new or expanded internal collaborative and partnering efforts identified in monthly department reports.

C. Improve and expand volunteer opportunities.

OUTCOME INDICATOR: Increase in the number of volunteer hours provided to Wake County Government

3.2 Wake County Government will continue to look for collaboration and partnership opportunities with other governments, non-profits, the faith community and the private sector to improve the quality and efficiency of service provided to the public.

OBJECTIVES A. Identify and assess the effectiveness of existing collaborative and partnering efforts.

OUTCOME INDICATOR: Number of external collaborative and partnering efforts identified in monthly department reports.

B. Expand partnership efforts with state and local governments, non-profits and the private sector.

OUTCOME INDICATOR: Number of new or expanded external collaborative and partnering efforts identified in monthly department reports.

C. Provide enhanced service delivery and eliminate service duplication through collaboration and partnering with outside agencies when appropriate.

OUTCOME INDICATOR: Number of services that have been improved and number of service duplications that have been eliminated through collaboration and partnering as identified in the monthly department reports.

3.3 Wake County Government will continue to look for collaboration and partnership opportunities with the Wake County Public School System.

OBJECTIVES A. Pursue a longer-range program of land acquisition of school sites so the County can get ahead of the need for land.

OUTCOME INDICATOR: Holding quarterly meetings between Wake County Government staff, Wake County Public School System staff and staff from appropriate municipalities to plan and review parcels of land under consideration as possible school sites.

B. Encourage the maximum use of public facilities by designing County school facilities for multiple purposes so that facilities can be used during off hours and seasons and enter into cooperative agreements to share the facilities.

OUTCOME INDICATOR: Number of joint use projects successfully planned and number of projects implemented.

FOCUS AREA 4 QUALITY/COST EFFECTIVE SERVICE DELIVERY

Wake County will focus on customer service and cost effectiveness. In evaluating the most effective and cost effective way to provide County services, we will use a competitive process in which private and not-for-profit organizations will be encouraged to compete with County departments.

Goals relating to Focus Area 4 - Quality/Cost Effective Service Delivery

4.1 Departments will use a variety of management tools to continually assess services provided to their customers, including benchmarking, performance measurement and customer surveys.

OBJECTIVES A. To determine the true demand for services currently provided.

OUTCOME INDICATOR: Number of departments that identify the demand for the services they provide.

B. To measure customer satisfaction of services provided.

OUTCOME INDICATOR: Number of departments that measure customer satisfaction.

C. Identification of services that customers desire that are not currently being provided and services that are currently being provided that are not desired.

OUTCOME INDICATOR: Number of departments that identify services customers would like for their department to provide or no longer provide.

4.2 Wake County Government will have an accurate and meaningful inventory of services provided and the cost of providing these services.

OBJECTIVES A. Each department will identify the services and activities they provide.

OUTCOME INDICATOR: Number of departments that identify the services and activities they provide.

B. The cost for providing these services will include all departmental budgeted

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costs plus county-wide overhead.

OUTCOME INDICATOR: Number of departments that identify the total cost (direct and indirect) for providing their services.

4.3 All departments will have a current three year competition plan. The competition plans will identify the current method services are being provided and will identify all viable alternative methods for service delivery. All services that are put out for bid will follow established guidelines to ensure that a “level playing field” exists for the County and all potential private service providers.

OBJECTIVES A. All new services will have a service delivery philosophy/strategy/approach identified.

OUTCOME INDICATOR: Number of new services that have a delivery philosophy/strategy/approach identified.

B. All departments will follow their established competition plans and report the results of their efforts.

OUTCOME INDICATOR: Number of departments that follow their competition plans.

C. Departments electing not to compete a service shall have a business plan for the service which will ensure continued quality/cost effective service delivery. A clear description of performance measures will be identified in the business plan and systematically reported to the Competition Committee for review.

OUTCOME INDICATOR: Number of departments who submit a business plan for services not competed to the Competition Committee for review.

FOCUS AREA 5 COMMUNICATION

Wake County will: keep citizens informed about County programs, services and projects; provide citizens with a better understanding of their County government; keep employees informed about the issues and goals of the County, and to make them more aware of and familiar with the activities of other departments; help people form a common image about Wake County.

Goals relating to Focus Area 5 - Public Education and Communication

5.1 Improve County employee awareness of County issues and activities.

OBJECTIVES A. Communicate weekly with employees.

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- OUTCOME INDICATOR:** Percentage of the time Insights is published weekly.
- B. Provide employees the opportunity to communicate directly with County management.
- OUTCOME INDICATOR:** Number of events provided for employees to interact with the County Manager.
- 5.2 Provide understanding of services and programs available and how to access them. Provide the necessary information and opportunities for citizens to participate in local decision making.
- OBJECTIVES**
- A. Communicate with county residents through a variety of means, including news releases, information pieces included in car tax bills, citizen newsletters and presentations.
- OUTCOME INDICATOR:** Number of news releases and media events published or coordinated by Public Information; number of citizen newsletters published yearly; number of special presentations made or assisted.
- B. Provide opportunities for citizens to have input in the decision making process.
- OUTCOME INDICATOR:** Number of times the County provides public forums or other opportunities for feedback.
- C. Provide public information during times of emergency.
- OUTCOME INDICATOR:** Percentage of time effective public information is provided during times of emergency.
- 5.3 Promote County services and programs locally and nationally.
- OBJECTIVES**
- A. Have available educational information/programs for presentation at civic and school functions promoting Wake County services and programs.
- OUTCOME INDICATOR:** Availability of educational information/program materials for presentations.
- B. Receive local, state and national recognition for County programs and projects.
- OUTCOME INDICATOR:** Number of award applications completed each year and the number won; also the number of articles published in local, state and national publications.
- C. Increase the amount of information the public can access through the Inter-

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net.

OUTCOME INDICATOR: Increase in the amount of information available on County Web pages.

D. Assist in establishing a County Logo that will be used to help the public readily identify county operations and facilities

OUTCOME INDICATOR: Successful adoption and implementation of a County Logo.

FOCUS AREA 6 HUMAN RESOURCES

Wake County Government is committed to having a workforce that is highly skilled and diverse in order to provide the highest quality of County services.

Goals relating to Focus Area 6 - Human Resources

Provide a framework that allows the County to attract/retain highly skilled employees.

OBJECTIVES A. Continue implementation of the County's Compensation System and identify any refinements or improvements.

OUTCOME INDICATORS: Number of employee pay transactions.
Average number of working days for processing employee.
Number of salary surveys conducted/completed.
Number of position actions.
Average number of working days for processing position actions.
Number of consultations with managers on compensation issues.
Number of refinements identified or made.

B. Manage the County's Benefits and Wellness Programs

OUTCOME INDICATORS: Number of employee benefit changes handled.
Number of new employee enrollment sessions.
Number of participants as a percentage who rated new employee enrollment sessions as effective/beneficial.
Number of wellness activities.
Number of inquiries/consultations about benefits.
Number of benefit claims issues.

C. Promote positive employer/employee relations.

OUTCOME INDICATORS: Number of participants attending/participating in recognition programs.
Number of grievances processed.

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Number of policies written or revised.
Number of consultations with managers and employees on employee relations issues.
Number of participants in semi-annual blood drives.
6.2 Provide opportunities for employees to develop the technical, analytical, and decision making skills necessary to best serve their customers.

OBJECTIVE

A. Provide training opportunities.

OUTCOME INDICATORS:

Number and type of training opportunities.
Number of participants as a percentage who rated development training as effective/beneficial.

6.3 Provide a recruitment program that supports the County's operational needs and commitment to diversity.

OBJECTIVES

A. Refer applicants in a timely manner.

OUTCOME INDICATOR:

Average working days for applicant referrals.

B. Recruit a diverse workforce representative of the labor force of the community we serve.

OUTCOME INDICATOR:

Total number of vacancies.
Number of web site hits.
Responses to Jobline.
Applications received (% minority, % female).
Number of job fairs participated in.

The County Management Team is in the process of further reviewing and refining the Strategic Plan as presented here.

Basis of Budgeting

Wake County governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. In the budget, various funds are grouped into three broad fund types and six generic fund categories:

GOVERNMENTAL FUND TYPES

General Fund - The general fund is the general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes and federal and State grants. The primary expenditures are for education, human resources, public safety, environmental, cultural and recreational and general governmental services.

The general fund is first subdivided into functional areas (ex: general government or public safety) and then further divided into individual departments or divisions (ex: finance department or fire/rescue division). Each departmental section provides background information on the service orientation; including a description of all the program areas that department is responsible for, a description of the department's main service objectives, performance measures and progress, key issues for the next fiscal year, and highlights of the current fiscal year. The department's budget is presented in the following format:

<i>Budget Summary</i>				
Department Name...	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services				
Operating Expenses				
Capital Outlay				
EXPENDITURE TOTALS	\$0	\$0	\$0	\$0
Intergovernmental Revenue				
Fees & Other Revenues				
REVENUE TOTALS	\$0	\$0	\$0	\$0
<i>Position Count</i>				
	FY2001 Actual	FY2002 Actual	FY2003 Adopted	Vacancy Rate
Number of FTE's				

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In this budget, capital outlay refers to vehicles, equipment, improvements, software, and furniture purchased by the county that cost less than \$100,000 and have an expected life of more than one year. Items in excess of \$100,000 with a useful life of more than 10 years are included in the County's capital improvement program.

Special Revenue Funds - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The county maintains eight special revenue funds: the Sewer Districts Fund, the Employment and Training Fund, the Special Tax Districts Fund, the Revaluation Reserve Fund, the Community Development Fund, the Farmland Preservation Fund, the Federal Emergency Management Act (FEMA) Fund, and the 911 Special Revenue Fund. The 911 Special Revenue Fund was established pursuant to State law [G.S. 159-26(b)(2)], which mandates that 911 revenues and expenditures be accounted for in a special revenue fund.

Capital Project Funds - Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, certain special assessments, or trust funds). The County has four capital project funds within the governmental fund types: the Capital Improvements Fund, the School Capital Project Fund, the Water, Wastewater, and Flood Control Capital Project Fund and the State School Bond Fund. The State School Bond Fund was established during to account for capital outlay expenditures for schools that are funded by State bonds issued in 1997.

PROPRIETARY FUND TYPES

Enterprise Funds - The enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The County has one enterprise fund: the Solid Waste Fund. The Solid Waste Construction Fund is consolidated with the Solid Waste Fund for financial reporting purposes.

Internal Service Fund - The County has one internal service fund, the Risk Management Fund, which accounts for the insurance needs (both purchased insurance and self-retained risks) of all County departments.

FIDUCIARY FUND TYPES

Pension Trust Fund - The Pension Trust Fund accounts for the Law Enforcement Officers' Special Separation Allowance enacted by State legislature.

Expendable Trust Fund - The Major Facilities Fund is used to account for assets held in accordance with an interlocal agreement between the County and the City of Raleigh for the construction of certain major facilities.

Agency Funds - Agency funds are used to account for assets held by the county as an agent for individuals, private organizations, other governments, and/or other funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The County maintains three agency funds: the Municipal Tax Fund, which collects and disburses the taxes for municipalities in the County; the Human Services Fund, which accounts for moneys deposited with county departments for the benefit of certain individuals; and the Fines and Forfeitures Fund, which accounts for moneys received from the Court System for disbursement to the Wake County Public School System.

FUND ACCOUNTING

The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate.

BASIS OF ACCOUNTING

Basis of accounting refers to when revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the combined financial statements.

All funds of the County are budgeted for and accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the costs for goods or services are incurred (except for unmatured principal and interest on general long-term debt, which are recognized when due).

The governmental funds, the expendable trust fund, and agency funds are also presented on a modified accrual basis in the combined financial statements in

the Comprehensive Annual Financial Report (CAFR). The accounting records for the County's enterprise and internal service funds are reported on a full accrual basis of accounting. Under this basis of accounting, revenues are recognized in the period earned and expenses are recognized in the period incurred.

Those revenues susceptible to accrual are sales taxes collected and held by the State at year-end on behalf of the county and investment earnings. Intangibles tax and sales and services are not susceptible to accrual because generally they are either not available or not measurable until received in cash.

BUDGETARY CONTROL & AMENDMENTS

In compliance with the North Carolina Local Government Budget and Fiscal Control Act, the Board of County Commissioners adopts an annual budget ordinance for all governmental and proprietary funds except funds authorized by project ordinances. All budget ordinances are prepared on the modified accrual basis of accounting. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency and pension trust funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (Sewer Districts, Employment and Training, Community Development, Farmland Preservation, 911 Special Revenue Fund, and FEMA Funds) and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and amended as necessary during the fiscal year. The County Manager is authorized to transfer budgeted amounts within any fund; however, any transfers exceeding \$75,000 shall be reported to the Board of County Commissioners, except for certain transfers from the Risk Management Internal Service Fund. Revisions that alter the total appropriations of any fund must be approved by the Board of County Commissioners. Annual appropriations lapse at the end of the budget year.

As required by North Carolina statutes, the county maintains encumbrance accounts under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in the governmental funds in order to reserve that portion of the applicable appropriation. Encumbrances outstanding at year-end represent the estimated amounts for the expenditures ultimately to result if unperformed contracts in process at year-end are completed.

Encumbrances are recognized during the year, but outstanding encumbrances at the end of the year do not constitute expenditures and are either charged to an

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appropriation in the following year or the contractual commitment is canceled. These encumbrances are reported as reservations of fund balance since the commitments will be honored through subsequent years' budget appropriations.

Glossary of Budget Terms

ALLOCATE:	To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.
APPROPRIATION:	The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.
ASSESSED VALUATION:	The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.
ASSESSMENT:	The process for determining values of real and personal property for taxation purposes.
AUTHORITY:	A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.
AUTHORIZED BONDS:	Bonds which have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.
BALANCED BUDGET:	When planned expenditures equal anticipated revenues. It is legally required to have a balanced budget in North Carolina.
BOND:	A written promise to pay a specific amount of money with interest within a specific time period, usually long term.
BOND ISSUE:	The sale of government bonds as a means of borrowing money.
BOND RATING:	A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher rating the lower the interest rate on the bonds.
BUDGET:	A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.
BUDGET MESSAGE:	A written overview of the proposed budget from the county manager to the Board of Commissioners which discusses the major budget items and the county's present and future financial condition.
CAPITAL BUDGET:	A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than 10 years.

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CAPITAL IMPROVEMENT PROGRAM:	A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.
CAPITAL OUTLAY:	Vehicles, equipment, improvements, software, and furniture purchased by the county which cost less than \$100,000 and have an expected life of more than one year.
CASH BASIS OF ACCOUNTING:	A method for recording the receipt and expenditure of funds in which revenues are recorded when they are received and expenditures are recorded when funds are actually spent.
CHARACTER OF EXPENDITURE:	The broadest classification of expenditures used to describe the nature of goods and services purchased, such as operating expenses.
CONTINGENCY ACCOUNT:	An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.
DEBT REDUCTION BONDS:	General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state at two-thirds of the previous year's net debt reduction.
DEFICIT:	An excess of expenditures over revenues or expense over income.
EFFICIENCY MEASURE:	Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.
ENCUMBRANCE:	A financial commitment for services, contracts, or goods which have not yet been delivered or performed.
ENTERPRISE FUND:	A fund which accounts for operations that are financed through user charges and whose operation resembles a business (ex: Solid Waste Fund).
EXPENDITURE:	The costs of a program or capital project.
FISCAL YEAR:	A 12-month period (July 1 through June 30) to which the annual operating and capital budgets apply.
FRINGE BENEFITS:	For budgeting purposes, fringe benefits include employer payments for items such as social security, retirement, group health and life insurance, dental insurance, and workers compensation.

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FUND:	An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.
FUND BALANCE:	Money which remains unspent after all budgeted expenditures have been made.
GENERAL FUND:	The principal operating fund which provides for the accounting of most basic governmental services.
GENERAL OBLIGATION BONDS:	Bonds issued by a government which are backed by the full faith and credit of its taxing authority.
GRANTS:	A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (ex: van purchases for transportation program).
INDIRECT COSTS:	The component of the total cost for a service which is provided by another department or division (ex: auditing).
INTERGOVERNMENTAL REVENUES:	Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements
INTERNAL SERVICE FUND:	A fund which accounts for the provision of services to county departments by other county departments on a cost reimbursement basis.
LEASE-PURCHASE AGREEMENTS:	A method of purchasing equipment in which payments are spread over a multi-year period.
LEVY:	The amount of tax, service charges, and assessments imposed by a government.
MODIFIED ACCRUAL BASIS OF ACCOUNTING:	An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.
OBJECT OF EXPENDITURE:	An expenditure classification related to the type of goods and services purchased, such as office supplies.
OPERATING BUDGET:	The County's financial plan which outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.
OPERATING EXPENSES:	Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.
OUTCOME MEASURE:	Measurement used to determine the extent to which the intended purpose of a program is achieved.

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PERFORMANCE MEASURE:	A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.
PERSONAL PROPERTY:	All non-household personal value such as automobiles, boats, etc. and all non-inventory business items such as equipment, vehicles, materials, and supplies.
PERSONAL SERVICES:	Expenditures for salaries and fringe benefits
PROPERTY TAX RATE:	The rate at which property in the County is taxed to produce revenues sufficient to cover necessary government activities.
REAL PROPERTY TAX BASE:	All land and buildings which are taxable.
REVALUATION:	The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.
RECLASSIFICATION:	A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.
RESERVE:	An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.
REVENUE:	All funds that the county government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.
SHARED REVENUE:	Revenues levied and collected by one government but shared with another government based on a predetermined method.
SPECIAL ASSESSMENT:	A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.
SPECIAL REVENUE FUND:	A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (ex: 911 Fund).
SUBJECT OF EXPENDITURE:	The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.
TRANSFER IN/OUT:	Shifting money between different funds.

SUPPLEMENTAL INFORMATION

TREND:	A pattern that emerges from multiple years of data.
USER FEE:	A charge assessed each time a customer uses a county service for which fees are charged.
WORKLOAD INDICATOR:	Measurement used to reflect the quantity of services or effort.